

Cabinet Agenda

Monday 16 June 2025 at 7.00 pm

Clockwork Building (Ground Floor), 45 Beavor Lane, W6 9AR

Watch live on YouTube: [youtube.com/hammersmithandfulham](https://www.youtube.com/hammersmithandfulham)

MEMBERSHIP

Administration
Councillor Stephen Cowan, Leader (Chair)
Councillor Alex Sanderson, Deputy Leader (responsible for Children and Education)
Councillor Bora Kwon, Cabinet Member for Adult Social Care and Health
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Andrew Jones, Cabinet Member for the Economy
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness
Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Zarar Qayyum, Cabinet Member for Enterprise and Skills

Contact Officer: David Abbott
Governance and Scrutiny
Email: david.abbott@lbhf.gov.uk
Web: www.lbhf.gov.uk/councillors-and-democracy

Members of the public are welcome to attend but spaces are limited. To register for a place please contact: david.abbott@lbhf.gov.uk. The building has disabled access.

Access to information notice

The Cabinet gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of item 5 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.

Deputations

Members of the public may submit a request for a deputation to the Cabinet on reports on this agenda using the Council's Deputation Request Form. Completed forms 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. Forms must be sent to david.abbott@lbhf.gov.uk by: Wednesday, 11 June 2025

Call-in

A draft decision list regarding items on this agenda will be published the day after the meeting. Decision reports may be called in to the relevant Policy and Accountability Committee. The deadline for receipt of call-in requests from councillors is: Friday, 20 June 2025 at 3.00pm. If no valid call-in requests are received by the deadline, a confirmed decision list will be published and the decisions can be implemented.

Cabinet agenda

16 June 2025

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	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>	
3.	MINUTES OF THE PREVIOUS MEETING	5 - 11
	<p>To approve the minutes of the meeting held on 12 May 2025.</p>	
4.	HAMMERSMITH AND FULHAM FOOD PLAN 2025-2030	12 - 68
5.	PROCUREMENT OF HAMMERSMITH & FULHAM'S GENITO-URINARY MEDICINE OFFER	69 - 98

This item includes appendices that contain exempt information. Discussion of the appendices will require passing the proposed resolution at the end of the agenda to exclude members of the public and press.

6.	ADOPTING THE H&F COUNCIL HOUSING RETROFIT STRATEGY	99 - 161
7.	FORWARD PLAN OF KEY DECISIONS	162 - 220
8.	DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)	

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 12 May 2025

PRESENT

Councillor Stephen Cowan, Leader of the Council
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Andrew Jones, Cabinet Member for The Economy
Councillor Sharon Holder, Cabinet Member for Public Realm and Lead Member for Inclusive Community Engagement and Co-production
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Alex Sanderson, Deputy Leader
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness
Councillor Zarar Qayyum, Cabinet Member for Enterprise and Skills

ALSO PRESENT

Councillor Adronie Alford

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Bora Kwon.

2. DECLARATION OF INTERESTS

There were no declarations of interest.

3. MINUTES OF THE CABINET MEETING HELD ON 1 APRIL 2025

RESOLVED:

That the minutes of the meeting of the Cabinet held on **[enter date]** be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

4. POLICY OPTIONS FOR THE BOROUGHWIDE PROHIBITION OF THE BURNING OF DOMESTIC AND GARDEN WASTE IN THE LONDON BOROUGH OF HAMMERSMITH & FULHAM

The Leader, Councillor Stephen Cowan, stated that this was the first council in England to agree in principle with the approach of a boroughwide prohibition of the burning of domestic and garden waste.

Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology, stated that the aim of the potential boroughwide prohibition of the burning of domestic and garden waste was to reduce air pollution in the borough. Around 14% of the borough's particulate emissions for PM_{2.5} could be attributed to domestic wood burning. This prohibition excluded barbeques and domestic fire-pits. It would also exclude any indoor wood burning.

To move forward a new local Byelaw would be made under Section 235 of Local Government Act 1972. This report outlined the implementation plan of any potential new Local Byelaw for this purpose.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To agree in principle with the approach of a boroughwide prohibition of the burning of domestic and garden waste within the London Borough of Hammersmith & Fulham.
2. To note the resource requirements of undertaking this work and make the recommendation above understanding that further baseline evidence gathering will be required to produce a full proposal. It is expected enforcement of any prohibition would be made through the means of provision and adoption of a new local byelaw under S.235 of the Local Government Act 1972.
3. To delegate responsibility to the Executive Director for Place for decision-making and defining the parameters of the boroughwide prohibition of the burning of domestic and garden waste in consultation with Cabinet Member for Climate Change and Ecology, including the delivery programme, consultation, and potential eventual adoption of the byelaw.

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. HOME CARE SERVICES

The Deputy Leader, Councillor Alex Sanderson, stated that following an unsuccessful procurement process this paper set out the direct award to the three incumbent providers for a maximum of sixteen months, keeping the existing allocation of packages in place, while a new procurement process was carried out.

Councillor Adronie Alford asked whether there were particular difficulties in getting another provider. Councillor Sanderson replied that as some of the issues were confidential, she would come back to Councillor Alford in writing with a reply.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That Cabinet approves:

1. That Appendix A is treated as confidential on the basis that it contains information in respect of which a claim to legal professional privilege could be maintained in legal proceedings pursuant to Schedule 12A, paragraph 5 Local Government Act 1972.
2. That Appendix B 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) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
3. Direct Award to the three incumbent providers (Castle Rock Group, Mihomecare and Sage Care) for a maximum of sixteen months from 1 April 2025 to 31 July 2026, keeping the existing allocation of packages in place. The total value is estimated to be £15.5m.

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. LOCAL ELECTRIC VEHICLE INFRASTRUCTURE (LEVI) PROCUREMENT STRATEGY

Councillor Sharon Holder, Cabinet Member for Public Realm, introduced the report requesting approval to procure a service through a concession agreement via an open or such other tender process for the supply, installation, operation and maintenance of EV charge points in return for a revenue share at no capital cost to the Council.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To note that Exempt Appendix 1 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) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972.
2. To approve LBHF to be formally part of the London Partnership 6.
3. To delegate authority to the Executive Director of Place, to manage and approve the agreements associated with LBHF's position in the Partnership.
4. To approve the procurement of a concession contract for Electric Vehicle Charge Point (EVCP) services via an open or such other tendering process as the Executive Director of Place approves following a recommendation from the Assistant Director of Procurement and Commercial Services, led by the Lead Partner, in a collaborative procurement process.
5. To delegate authority to the Executive Director of Place, in consultation with the Executive Director of Finance and Corporate Services, to approve the procurement documents for market when they are finalised.

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. PUBLIC REALM WORKS AND CONSULTANCY PROCUREMENT STRATEGY

Councillor Sharon Holder, Cabinet Member for Public Realm, introduced the report requesting approval to procure a Public Realm Maintenance & Project Works Contract, covering Highways, Parks, and Housing for a total period of 10 years. It also requests to approve the variation of the ground maintenance contract by the withdrawal of the Councils Cemeteries and Burial arrangements from this contract and bring the service directly in-house instead of by a contractor.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

For Cabinet to approve:

1. That Appendix 1 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) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. The strategy to procure a Public Realm Maintenance & Project Works Contract, covering Highways, Parks, and Housing for a total period of 10 years on a 7 + 3 (extension) model, effective from 1 April 2026.
3. The procurement strategy for a Public Realm professional services framework contract for a total period of 4 years, effective from 1 April 2026.
4. The variation of the ground maintenance contract by the withdrawal of the Councils Cemeteries and Burial arrangements from this contract and bring the service in-house.

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. APPROPRIATION OF LAND AT THE HARTOPP & LANNOY SITE

Councillor Andrew Jones, Cabinet Member for the Economy, introduced the report requesting approval to the use of the Council's powers to appropriate the Land and engage Section 203 to ensure that the redevelopment plans could proceed, in accordance with the planning permission already granted, to provide 134 homes of which at least 112 would be affordable. This scheme would be built to full passivhaus standard. This would have no impact on the local residents regarding ownership or usage.

Councillor Frances Umeh, Cabinet Member for Housing and Homelessness stressed the need to move forward with this process in order to provide much needed energy efficient housing to the local community.

Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology, highlighted the importance of the scheme been built to full passivhaus standard in terms of reaching the Councils target to climate change.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That Cabinet:

1. Resolves that the land edged red in Appendix 1 is no longer required for the housing purposes for which it is currently held as the buildings have been demolished for safety reasons following the Cabinet decision in 2019 and the Development pursuant to the Permission has commenced after extensive consultation.
2. Notes the responses to consultations undertaken by the Council in relation to the proposed appropriation and Development detailed in Exempt Appendix 3.
3. Notes the steps taken by the Council to identify all rights affected by the proposed appropriation and the reasons specified in paragraphs 7.46-7.51 (inclusive) of the 'Detailed Analysis' section of this report.
4. Authorises the application to the Secretary of State pursuant to section 19(2) of the Housing Act 1985 for consent to the appropriation.
5. Subject to obtaining Secretary of State consent to the section 19(2) application in 2.4 above approves the appropriation of the land edged red, in Appendix 1 ("the Land"), from housing purposes, in which it is currently held, for planning purposes, pursuant to section 122 of the Local Government Act 1972; as it will facilitate the carrying out of the Development of the Land edged red being a purpose in respect of which land could have been acquired by agreement pursuant to section 227 and compulsorily under section 226(1)(a) of the Town and Country Planning Act 1990 ("TCPA 1990"), subject to the Secretary of State's consent being granted pursuant to the application under section 19 of the Housing Act 1985;
6. Authorises the accounting adjustments that need to be made to the Housing and Revenue Account and the General Fund account to record the appropriation to planning purposes referred to above.
7. Approves and authorises the use of the Council's powers under section 203 of the Housing and Planning Act 2016 ("HPA 2016") following the appropriation of the Land for planning purposes to override any easement, covenants, and other rights in respect of the Land edged red and authorises the taking of all necessary steps required in relation to any associated claims, settlements relating to compensation under section 204 of the HPA 2016.
8. Following the appropriation of the Land for planning purposes (2.5 above) and the Council engaging section 203 of the Housing and Planning Act 2016 (2.7 above) approves the appropriation of the Land, within which will be located the new residential units including the affordable housing, from planning purposes to housing purposes pursuant to section 232 of the TCPA 1990.
9. Authorises the accounting adjustments that need to be made to the Housing and Revenue Account and the General Fund account to record the appropriation from planning purposes to housing purposes.
10. Approves that Appendices 2 & 3, 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).

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.

9. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

10. DISCUSSION OF EXEMPT ELEMENTS (ONLY IF REQUIRED)

There was no discussion of exempt elements.

Meeting started: 7.00 pm

Meeting ended: 7.15 pm

Chair

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 16/06/2025

Subject: Hammersmith and Fulham Food Plan 2025-2030

Report of: Cllr Alex Sanderson, Deputy Leader

Report author: Susan Hughes, Programme Lead, Public Health

Responsible Director: Dr Nicola Lang, Director of Public Health

SUMMARY

Hammersmith and Fulham Council (H&F) and the H&F Food for all Partnership have created a 5-year Food Plan, building on the H&F Food Matters: Action Plan 2019-2024. This collaborative approach addresses immediate food needs while aiming to reduce long-term causes of food insecurity; create a sustainable local food culture; and lessen reliance on crisis support.

The plan aims to promote healthier lifestyles and enhance access to nutritious food for the community, promoting shared ownership among partnership members and promoting nutrition and community-building.

In March 2025, H&F received a leadership and most improved Council Award at the Good Food Local report launch at London City Hall. These awards are part of the annual Sustain London report, backed by the Greater London Authority and Trust for London, which assesses each borough's food partnerships and efforts to tackle food insecurity. This recognition stems from H&F's significant improvements in helping residents access healthy, affordable food, showing leadership on a whole systems approach and addressing root causes of food poverty. This includes the development of the new H&F Food Plan and the H&F Food for all Partnership securing official food partnership status from Sustainable Food Places. H&F is now among the top 6 leadership councils in London since the survey began 13 years ago.

RECOMMENDATIONS

1. That Cabinet agree to adopt the H&F Food Plan 2025 – 2030 principles and framework for delivery, attached at appendix one.
 2. That Cabinet support the development of a detailed local action plan which will enable the H&F Food for All Partnership to drive forward key initiatives based on our sphere of influence and the resources available to us.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Food insecurity highlights broader inequality issues, including in relation to accessing services. Investing in a sustainable local food economy offers benefits like better health and nutrition, job creation, and being environmentally friendly. It's vital to enhance access to affordable, nutritious food, especially given the links between obesity and the overall health of our residents. This includes support for food crisis provisions, food growing, and helping food businesses thrive.
Creating a compassionate and inclusive council	Supporting the H&F Food Plan demonstrates the Council's commitment to prioritising the health and happiness of residents. It aims to enhance support for those facing food poverty. Creating a dynamic delivery plan will provide an opportunity for residents to participate, improving understanding of food security beyond just poverty and looking at how food supports residents to remain independent at home and can improve social inclusion. This plan also promotes shared language and community solutions to food poverty.
Doing things with residents, not to them	This Food Plan has been developed in line with guidance from the National Food Strategy and London Food Strategy which recommends that local authorities should put in place a food strategy in partnership with the communities they serve. It incorporates input from residents with firsthand experience and is co-created with the Food for All Partnership. The plan aligns with the Council's goal to collaborate with third sector organisations to meet shared priorities and strengthen partnerships. We will work with communities and local groups to create a delivery plan that respects the borough's diversity and promotes independence and resilience.
Being ruthlessly financially efficient	The plan emphasises a partnership approach aimed at prevention and

	building community resilience. This will lead to improved service integration, easier access to existing support, and reduced reliance on more costly interventions for diet-related ill health issues and ongoing emergency food provision. The food delivery plan will coordinate efforts for efficiency, create sustainable solutions, and widen the evidence base for attracting funding support for local initiatives.
Taking pride in H&F	A local food plan will help us develop a localised, sustainable food system. This will help ensure that healthy and sustainable food is affordable and accessible for all residents, help to meet our climate and sustainability targets and improve our food supply resilience.
Rising to the challenge of the climate and ecological emergency	The H&F Climate Team are important members of the Food Partnership. One of the four key objectives of the plan is to achieve Sustainable Food Systems. This includes understanding the impact of food and which foods lower a diets carbon footprint, reducing waste, making better use of surplus food, promoting sustainable eating, and encouraging healthier diets. We believe that improving access to fair and sustainable food for everyone can help address the environmental crisis, and we are dedicated to keeping this as a main focus in all areas of the work.

Financial Impact

This strategy has been developed by Public Health, in conjunction with key partners, within existing approved service budgets. Actions within the action plan are expected to be contained within existing service budgets.

The recommendations above to adopt a 5-year strategic food plan and to develop a detailed local plan do not currently have any financial implications.

Any financial implications of this strategy will be included as part of the overall evaluation which will include legal, risk management and finance, once any contract award report is available.

Cheryl Anglin-Thompson, Principal Accountant ASC Commissioning & PH, 5th March 2025

Prakash Daryanani, Head of Finance, 5th March 2025

Legal Implications

The Council has the legal power to agree to adopt the H&F Food Plan 2025 – 2030.

Verified by: Joginder Bola, Senior Solicitor (Contracts & Procurement), 28/02/2025.

Background Papers Used in Preparing This Report

[H&F Health & Wellbeing Strategy 2024-2029](#)

[H&F Joint Strategic Needs Assessment](#)

[The H&F Plan 2023-2026](#)

[H&F Climate and Ecology Strategy](#)

[H&F Early Intervention Strategy 2022-2027](#)

Oral Health Needs Assessment 2024

[Sustain London report](#)

[National Food Strategy](#)

[London Food Strategy](#)

DETAILED ANALYSIS

Background

1. Our food system in London is complex and creates various societal and policy challenges. Communities face issues that impact physical, social and emotional health such as obesity, food poverty, and food insecurity. Food production also contributes to high greenhouse gas emissions, affecting air quality and climate change in London.
2. This proposed H&F Food Plan recognises the essential role of food in daily life, from nutrition to cultural importance, and how it connects communities and supports local economies. Access to healthy, affordable food is vital for survival and wellbeing of residents, preventing issues like poorer educational outcomes and mental health. A strong food economy is also key to a food-secure community.
3. The situation for food aid providers in Hammersmith and Fulham (H&F) is becoming increasingly challenging as the demand for meals outpaces the supply of surplus food donations and/or capacity. In 2023/24, 25,711 individuals in H&F relied on emergency food bank support, an increase of 103% compared to 2022. At the time of developing the new plan; in 2024/25, monthly food bank usage was averaging 2,518 individuals. Notably, families with children and the elderly represent significant portions of those in need.
4. Employed residents are increasingly seeking food aid due to cost of living. Food bank usage is not evenly distributed across H&F, with wards such as White City showing higher percentages of individuals who were previously considered food secure.

5. Issues with poor diet can start early in life. Breastfeeding makes children less likely to be obese and overweight later in life, however only one-third of babies are exclusively breastfed by 6-8 weeks.
6. Childhood is an important period for developing eating habits, attitudes and routines and may limit their willingness to try new things in the future. Poor diet in childhood can also lead to early onset of chronic conditions such as type 2 diabetes, poor psychological and emotional health, tooth decay and broader negative health outcomes.
7. The need to build resilience into our local food systems to ensure better access to food has never been greater and it is these issues which the H&F Food plan aims to address.
8. The H&F Food Plan 2025-30 represents a significant evolution in the borough's approach to food security and sustainability. It builds on the H&F Food Matters: Action Plan 2019-2024 and expands on the initiatives in the previous delivery plan to include the wider food system in H&F as well as issues around sustainability and climate. The plan to enhance household food security and establish a fairer food system is a commendable initiative that builds upon previous collaborative efforts. The H&F Food Partnership's dedication over the last two years has set a precedent for us as a Borough and has culminated in the development of multiple complementary services, addressing various aspects of food accessibility, nutrition, education, isolation and sustainable practices.
9. The local Voluntary and Community Sector (VCS) continues to deliver programmes that are essential to achieving a food secure borough. Their response to the COVID-19 pandemic provided an excellent example of what can be achieved when we share knowledge, work together with local communities and join-up our resources.
10. This Food Plan has been developed in line with guidance from the National Food Strategy and London Food Strategy which recommends that local authorities should put in place a food strategy in partnership with the communities they serve. It incorporates input from residents with firsthand experience and is co-created with the Food for All Partnership which includes Council representatives from Childrens, Climate, Adult Social Care and Environment. The plan aligns with the Council's goal to collaborate with third sector organisations to meet shared priorities and strengthen partnerships. We will work with communities and local groups to create a delivery plan that respects the borough's diversity and promotes independence and resilience.
11. The Food Plan has been developed through a collaborative effort led by Public Health and the Food for All Partnership. This process involved:
 - A comprehensive review of the previous Food Plan
 - Coproduction efforts with the Food for All Partnership in designing the new plan.
 - Engagement with residents, especially priority groups and those with lived experience of food poverty.

- Formal research conducted by the Hammersmith & Fulham Foodbank and the Nourish Hub.

Key Achievements and Initiatives

12. Since the inception of the previous H&F Food Matters Plan in 2019, several significant strides have been made including but not limited to:
 - Introduction of holiday activity programs with free meals and nutritional education
 - Expansion of the Universal Breakfast program in primary schools
 - The Food for all Partnership being created in 2021 to address rising food insecurity and promote better health in communities. The Partnership meets quarterly and includes local voluntary and community groups, faith groups, representatives from departments across H&F, Health and local businesses, working together to improve food security and reduce inequalities. The partnership meetings are co-chaired by H&F Foodbank, Nourish Hub and H&F Council. The partnership understands local services and helps residents find support. Meetings were held in places like local churches, community gardens, and community centres enabling residents to express their needs and enhance the Partnership's work.
 - The Sharing Table was developed and is a collection of much-loved recipes and family favourites that has been compiled from a range of local Hammersmith & Fulham residents and supported by H&F Giving. The recipes are simple to make and don't ask for any specialist ingredients. It is distributed by local partners including Nourish Hub, H&F Food Bank and West London Welcome amongst others.
 - Supported the development of new community food initiatives and enterprises through identifying gaps, consulting communities, and providing access to tools, resources, training and advice. The Council, external grant funders and the Food Partnership Coordinator have supported several local projects and through H&F Hive – Spacehive community crowding funding platform including community led projects from community kitchens to community gardening and food growing spaces.
 - H&F, in partnership with H&F Giving, launched the Winter Support Fund 2024/25, awarding grants to community organisations helping those in need. The fund assisted many households facing financial hardship, including older residents, by providing food, fuel, and essential living costs.
 - H&F supports West London Welcome who provide a safe social space. Their community centre is run for and with refugees, migrants and people seeking asylum offering classes, activities, advice, advocacy, food and friendship.
 - H&F is now one of the London local authorities, taking part in the Healthier Catering Commitment (HCC) scheme. The voluntary scheme is run by London Boroughs, with support from the Mayor of London, the London Food Board and ALEHM. So far 34 Restaurants, takeaways, sandwich bars and other caterers 34 local restaurants, cafes and sandwich bars have been awarded Healthier Catering Commitment.
13. A full-time Food for All Partnership Coordinator, jointly funded by the Greater London Authority and H&F, who sits with the Nourish Hub, has been instrumental in coordinating efforts across the partnership. This role has led to:

- Securing official partnership status from Sustainable Food Places in 2024 gaining access to support, campaigns, awards, toolkits, and resources to further support the aims of this plan.
 - Enhanced connections with other London and UK food partnerships
 - Research and evaluation of the impact of initiatives addressing food insecurity in H&F.
14. In March 2025, H&F received a leadership and most improved Council Award at the Good Food Local 2025 report launch at London City Hall. These awards are part of the annual Sustain London report, backed by the Greater London Authority and Trust for London, which assesses each borough's food partnership and efforts to tackle food insecurity. This recognition stems from H&F's significant improvements in helping residents access healthy, affordable food including the development of the new H&F Food Plan and securing official food partnership status from Sustainable Food Places. H&F is now among the top 6 leadership councils in London since the survey began 13 years ago.

Analysis of Options

Option 1: To approve the H&F Food Plan (recommended)

15. This option approves the H&F Food Plan 2025 - 2030 and the development of a local food action plan in collaboration with key stakeholders to provide the borough with a strategic approach to addressing food poverty amongst Hammersmith & Fulham residents. This will ensure continued collaboration between relevant stakeholders and improve provision within the borough and the development of a localised, sustainable food system which will ensure that healthy and sustainable food is affordable and accessible for everyone, help to meet our climate and sustainability targets and improve our food supply resilience. Approving the development of a local delivery plan will enable us to explore targeted and preventative interventions to build resilience and enable individuals to transition from emergency food provision, with a particular focus on supporting priority groups and those at risk of food poverty.

Option 2: To not approve the H&F Food Plan 2025–30 (not recommended)

16. Whilst there is no statutory requirement to adopt a local Food Plan, local authorities have a legislated duty to take appropriate steps to improve the health of the people who live in their area. 19. Given that developing a Food Plan is one of the key deliverables set out in the H&F Corporate Plan 2023-26, to help prevent poverty and its impacts, and the Council's commitment to support residents during the cost-of-living crisis and its Climate Emergency declaration, not adopting a strategy which mirrors and is in alignment with these commitments could pose both a reputational risk and questions around the Council's commitment to taking action.

Reasons for Decision

17. The plan (attached as appendix one) seeks to identify priority areas for action, links to existing initiatives and policy, and showcases examples of excellence that can be learnt from and built upon.
18. This Food Plan goes across a wide range of work, from supporting some of our most vulnerable residents to keeping people healthy and helping to tackle the climate crisis. This plan will help to coordinate and focus this wide array of work including work with our partners in the third sector, supporting resilient and sustainable solutions.
19. Developing a Food Plan is one of the key deliverables set out in the H&F Corporate Plan 2023-26, to help prevent poverty and its impacts. It also links closely and supports the delivery of a range of corporate plans, including our Health & Wellbeing Strategy and Climate and Ecology Strategy.
20. The H&F Food Plan is a forward step in the development and facilitation of work around Sustainable Food which meets many corporate and climate objectives and seeks to help residents struggling to access food. The strategy confers no obligations on the council, but it does offer the opportunity to develop work which is in line with many of the council's priorities. Officers therefore recommend that Cabinet endorses the plan and the development of a local food action plan.

Focus Areas and Objectives

21. H&F and the Food for all Partnership have coproduced the plan with a focus on sustainability, prevention, building community resilience and transition from emergency support. This comprehensive approach seeks to achieve these aims through the following ambitions:
 - Food Security: Ensuring no one goes hungry or is malnourished.
 - Healthy Eating: Enabling everyone to eat healthily.
 - Connecting Communities: Preventing social isolation around food
 - Sustainable Food Systems: Enabling environmentally conscious eating.
22. These ambitions are considered to encompass most of the important issues for food in H&F and much work has been done to look at other food plans and strategies Nationally.

Proposed plan/model

23. The refreshed Food Plan aims to:
 - Evolve the food response with a greater focus on sustainability and prevention.
 - Encourage bottom-up community food resilience.
 - Transition from emergency support to more sustainable solutions
 - Address food poverty, reduce stigma, and ensure access to good food for all.
 - Tackle environmental concerns and promote sustainable practices in the food industry.

24. This plan will follow the '[Food Ladders](#)' approach, developed by Dr Megan Blake at the University of Sheffield. This is an evidenced-based approach toolkit for framing food-based interventions and tool for community-based development that focuses on reducing vulnerability to food insecurity.
- a. Each rung of the 'food ladder' will play a role in enabling individuals to become more food secure; people can move between the rungs at different stages of their life. But each rung is integral towards food security. Without crisis support, individuals can't focus on building skills. Without those skills, people can remain dependent on food aid and without opportunities to develop independence and be part of a community, breaking free from the cycle of poverty becomes much harder.
 - b. By integrating the 'food ladders' framework into our work, we will ensure that service users not only receive immediate support and access to nutrition services and programmes, but are also supported in building community connections, and gaining the knowledge, tools, and skills needed to achieve long-term food security.

Implementation and Coordination

25. It is recommended that the plan is delivered over five years from 2025 to 2030, and the associated live delivery plan be split into short-, medium-, and long-term outcomes, which will set out what we want to deliver over the life of the plan. This will ensure that it is feasible but also adaptable to any changes in policy, to help us to achieve its aims and build on progress made year-on-year. Transforming our food system will take time and, in some areas, change will be gradual. This strategy will help us to create the conditions we need to move towards a sustainable food system. We will review our plan each year and develop new actions, building on what we have already achieved.
26. The Council will be the lead organisation responsible for delivery of the strategy, with the Food for All Partnership supporting operational delivery of the actions outlined within the delivery plan being the primary driver in implementing the plan, with support from various Council departments including Children's Services, Adult Social Care, Environment and the Climate Team, Health and Social Care providers, voluntary organisations, and local businesses. It is proposed that the Health and Wellbeing Board take an oversight role, given the strong relationship to the Joint Health and Wellbeing Strategy (which includes objectives around improving food security and improving the health of residents in H&F). The Food Strategy group will report progress into the H&F Health and Wellbeing board annually.
27. The council has a key role to play – not least because it can coordinate local initiatives, resulting in a collaborative approach to reducing food insecurity. Most significantly, it can use the levers already at its disposal to address the structural causes by encouraging full uptake of free school meals and Healthy Start vouchers; boosting people's incomes through schemes such as council tax reduction; and using planning decisions to prevent 'food deserts' and promote low-cost healthy food outlets, for example.

28. The role of the Food Partnership will be to implement a 'whole system approach' for the Food plan, develop and monitor the impact of actions, support partnerships and coordination of the Food for All initiative, ensure that the Strategy meets residents' needs through community consultation, collaborate with community partners offering food initiatives and services and to identify and share resources such as funding, skills, and networks for broader knowledge sharing.
29. The Delivery Plan will be a dynamic document supported by a series of themed working groups as an action or advisory sub-group of the Food Strategy which will take forward and support the activities identified; coproducing and delivering specific objectives.
30. It is proposed that there will be three working groups who will consider the Action Plan through a particular focus. These are:
 - Food (in)security working group: From crisis support to capacity building.
 - Sustainable food for people and planet
 - Supporting the shift towards healthier diets
31. It is envisaged that the working groups will meet at least quarterly recognising that further work between interested parties will happen outside of the formal working groups. Attendees may change depending on the actions for discussion but will include key Council and Partner Officers, VCS organisations, local businesses, and residents. On-going consultation and engagement with partners and residents will remain a priority. The above will feed into an annual review of the plan and full overhaul every 5 years. The delivery plan will set out where partners are taking the lead in key areas of delivery. While specific leads will be identified in the draft delivery plan, there will be a strong emphasis on shared ownership.

Measuring impact

32. The delivery plan will be a live document that includes existing work, ongoing projects, and goals that can progress with resources. It will specify the leads and partners in charge of each action and will be updated using a "RAG rating" system by the leaders of those actions. Time frames and key performance indicators will be set for each activity. Each action will have a performance measure for clear reporting. The actions aim for specific, measurable outcomes to focus on creating meaningful impact in local communities and we will assess their positive impact on people's lives. Evaluation will occur during the annual review of the plan.
33. As the plan is implemented, a further understanding of the local food system will be developed, focusing on the roles of the health system, public sector, voluntary groups, food producers, retailers, and businesses.

Equality Implications

34. The H&F Equality Impact Analysis (EIA) has been completed for this strategy and is attached as Appendix 2. It has concluded no direct negative implications for groups who share protected characteristics as listed under the 2010 Equality Act and would have positive consequences.

35. This Food Plan aligns with the National and London Food Strategy, advising local authorities to collaborate with their communities on food strategies. It incorporates insights from residents with direct experiences of food poverty and is created with the Food for All Partnership. The plan promotes healthier lifestyles and improves access to nutritious food for the community and emphasises the importance of food in daily life, from nutrition to community-building.
36. Third sector partners worked with residents to ensure the Food Plan meets the diverse needs of various communities and priority groups. Research conducted by Hammersmith & Fulham Foodbank and the Nourish Hub included interviews and informal engagement, guiding the plan's recommendations.
37. UK Harvest's assessment showed that the Nourish Hub significantly benefitted residents and volunteers, especially during the cost-of-living crisis. It fostered community connections and provided access to affordable, nutritious food.
38. The Action Plan will encourage resident participation and aims to engage underrepresented communities, particularly Black, Asian, and Multiethnic groups. The plan focuses on addressing health inequalities with targeted outreach in deprived areas, especially for vulnerable populations like children, food bank users, asylum seekers, and disabled individuals.

Verified by Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion, 5th March 2025

Risk Management Implications

39. There is an organisational risk that the complexity of the management organisation will impede delivery or allow it to fail altogether. This presents an ensuing people risk to resident's dependent upon the service. It is strongly recommended that the organisation is clearly defined and that a programme delivery plan is defined, agreed and implemented. This must include a service delivery framework, organisational responsibilities definition, management governance structure including roles and responsibilities (with supporting RACI), communications plan with reporting structure and timelines, assurance plan and assessment schedule, problem escalation definition, benefits definition and tracking, with supporting processes.
40. There is a governance risk that regulations covering the delivery and management of food partnerships (including food hygiene regulation) changes presenting a threat to the ongoing delivery. It is recommended that this organisation remains aware of all regulatory changes and always ensures compliance.
41. There is a reputational risk that any divergence from a complete delivery both in terms of quality but also care will be met with significant negative publicity in the press. It is recommended that the above-mentioned communications plan contains steps designed to offset any negative reports should there be a divergence from complete delivery. Updates on the quality or delivery problems

should be communicated on LBH&F websites in advance of any negative publicity.

Verified by Jules Binney, Risk and Assurance Manager, 4 March 2025

Climate and Ecological Emergency Implications

42. The H&F Equality Climate Implications Toolkit has been completed for this strategy and is attached as Appendix 3. It has concluded no direct negative implications for the climate.
43. This Food Plan goes across a wide range of work, from supporting some of our most vulnerable residents to keeping people healthy and helping to tackle the climate crisis. This plan will help to coordinate and focus this wide array of work including work with our partners in the third sector, supporting resilient and sustainable solutions.
44. One of the four key objectives of the plan is to achieve Sustainable Food Systems. This includes understanding the impact of food, reducing waste, making better use of surplus food, promoting sustainable eating, and encouraging healthier diets. We believe that improving access to fair and sustainable food for everyone can help address the environmental crisis, and we are dedicated to keeping this as a focus in all areas of the work.

Verified by Hinesh Mehta, Assistant Director for Climate Change, 4 March 2025

Consultation

45. Hammersmith & Fulham Council is committed to doing things with residents, not to them, and understand that this food plan and its objectives cannot be achieved by any one group, sector or setting. We will work with partners across sectors to create a stronger food system in the borough. Voluntary and Community Sector (VCS) partners bring first-hand experience of working with communities and businesses have a responsibility to improving access to healthy affordable food and supporting their employees and community.
46. This Food Plan has been developed in line with guidance from the National and London Food Strategy which recommends that local authorities should put in place a food strategy in partnership with the communities they serve. It incorporates input from residents with firsthand experience and is co-created with the Food for All partnership.
47. The plan aligns with the Council's goal to collaborate with third sector organisations to meet shared priorities and strengthen partnerships. We will work with communities and local groups to create a delivery plan that respects the borough's diversity and promotes independence and resilience.

LIST OF APPENDICES

Appendix 1 – H&F Food Plan 2025-30

Appendix 2 – Equality Impact Analysis

Appendix 3 – Climate Implications Toolkit

H&F Food Plan - 2025 to 2030

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Foreword

The Hammersmith and Fulham Food Plan aims to address the impact of food access has on our health, cost of living and the environment. This will be achieved through our vision ‘everyone who lives and works in Hammersmith and Fulham can eat healthy, affordable and sustainable food that improves the health and wellbeing of residents, creates community resilience, reduces inequalities and protects the environment.’ The Food Plan introduces our Food for All Partnership that will drive forward the implementation of this plan.

The plan emphasises the importance of food in daily life, from nutrition to community-building. Developed in line with national guidance and good practice, the plan focuses on creating a comprehensive action plan coproduced with the H&F Food for All Partnership.

The plan seeks to enhance the local food system by integrating input from various stakeholders, including organisations that support the communities we serve. The Food Plan encourages collaboration from all areas to create a healthier and more sustainable food environment in the Borough. As the plan is implemented, a better understanding of the local food system will be developed, focusing on the roles of the health system, public sector, voluntary groups, food producers, retailers, and businesses.

We are immensely grateful to everyone who has contributed to and coordinated the development of this plan. Working together to ensure a better and brighter future for our food system in H&F.

Introducing the Hammersmith and Fulham Food for All Partnership

The Food for All Partnership in H&F is an independent collective of charities and community partners including the Foodbank and Nourish Hub, H&F Council, residents, businesses, and public sector representatives, coming together to deliver a joined-up holistic food systems approach that increases food security and reduces food inequalities in our Borough. The partnership was formed in 2021 as a direct response to an increase in demand for services tackling food insecurity, a need for a strategic approach and oversight, and an understanding that improved food security is linked to building more resilient communities with improved health outcomes. The partnership became official members of the Sustainable Food Places network in 2024.¹



¹ [Home | Sustainable Food Places](#)

How this plan has been developed

H&F Council and the Food for all Partnership has developed this plan with a focus on sustainability, prevention, and transition from emergency support. The plan was created through consultations and workshops with a variety of partners including the voluntary sector, food and drinks sector, education, and health. This collaboration led to the identification of key actions in areas such as food poverty, health, and sustainability. Resident input was also gathered through research, interviews, and informal engagement.

This helped us to:

- Identify the range of existing services.
- Identify gaps in service.
- Identify priority communities and activities.
- Confirm the core values and priorities.

Ongoing consultation and engagement with partners and residents and an annual review of the action plan, will be essential in promoting a resilient and compassionate food culture.

Voluntary sector research and findings

Our third sector partners have worked with residents to make sure the Food Plan addresses the needs of different communities and priority groups. This includes research by the Hammersmith & Fulham Foodbank and the Nourish Hub (in case studies below), interviews, and informal engagement. Key findings have guided the recommendations in this plan.

Case Study 1: Impact Assessment by the Nourish Hub

UK Harvest conducted 'Our Hub Your Voice,' a comprehensive assessment of the social impact experienced by residents and volunteers who engage with Nourish Hub and its services. 96 volunteers and residents participated in the survey, interviews and focus groups.

Results showed that most residents benefitted from the hub's services, especially in mitigating the cost-of-living crisis. The hub also helped foster community connections for both residents and volunteers. Access to nutritious food was a significant support, with most agreeing that the hub helped offset increased costs and provided food they couldn't afford.

Case Study 2: Gousto 'Meal Kits' pilot with H&F Foodbank

The Meal Kits pilot was delivered by H&F Foodbank in partnership with London Borough of H&F, and Gousto to tackle low food security. The goal was to provide easy, nutritious, and affordable meal options to thirty existing Food Bank users. Gousto created plant-based recipes based on the Mediterranean diet, including global cuisines and fermented foods, which were simple and suited for microwave cooking. Participants received kits

weekly for 12 weeks, each containing 10 meals and costing the same as regular Trussell Trust parcels, effectively eliminating hunger and reducing worries about affording food for the participants during the program.

The aim of the pilot was to track the mental health impact of food aid over three months. It revealed that access to healthy food significantly improved the well-being and mood of participants, encouraging cooking and family bonding. Despite these positive outcomes, the food bank faced challenges with the increased costs and logistics of providing healthier food options, sometimes resorting to retail purchasing to fill gaps, and so the cost of the healthy food boxes soared. The experience highlighted the need for affordable, nutritious food for low-income individuals as a crucial aspect of food aid in the UK and that any opportunity to improve the standard of food made affordable to people living with low incomes in the borough, should be embraced.

Links to local and national strategies and joint assessments

This Food Plan links to key aspects of the following local and national strategies as well as findings from local needs assessments:

- | | |
|------------------------------------|--------------------------------|
| - Older Peoples Needs assessment. | - Homelessness and Rough |
| - 0-19 Health Needs Assessment | - Sleeping Strategy 2021-26 |
| - Oral Health Action Plan | - Childrens Early Intervention |
| - Health and Wellbeing Strategy | - Strategy 2022-27 |
| - H&F Climate and Ecology Strategy | - The H&F Plan 2023-26 |
| - H&F Fuel Poverty Strategy | - National Food Strategy |
| - H&F Industrial Strategy | - London Food Strategy |
| - Independent Living Strategy | |
| - H&F Housing Strategy 2021-26 | |

Some elements of this Food Plan can be accelerated and reinforced through change in policy at a national level including Tackling Obesity Strategy, Childhood Obesity Strategy and the NHS Long Term Plan.

Our Vision

Our vision is that everyone who lives and works in Hammersmith and Fulham can eat healthy, affordable and sustainable food that improves the health and wellbeing of residents, creates community resilience, reduces inequalities and protects the environment

- Everybody in Hammersmith and Fulham (H&F) has access to healthy food and fresh food that is affordable.
- Local shops offer a wide variety of food options, with healthier options promoted.
- The root causes of food poverty are addressed, with sustainable solutions in place to reduce food insecurity.
- Mothers and babies are supported to have the best healthy start to life.
- No child is left too hungry to learn. Schools offer nutritious food, and children receive a balanced daily breakfast.
- Food helps bring people together, with hubs that offer food alongside other services to support individuals and families.
- Residents feel connected to where food comes from and how it is produced; local food growing is increased, and people feel confident in preparing nutritious meals.
- The impact of food is well understood, and the borough works to waste less, recycle more, eat food that is more sustainable and have healthier diets.

What we want to achieve

To drive forward the positive changes needed to make the Food Plan in H&F a reality, it must be constantly informed by the needs of residents and the community organisations that serve them. Therefore, this plan is structured around the following four key themes. Underpinning each of these themes is the aim to reduce inequalities in H&F.



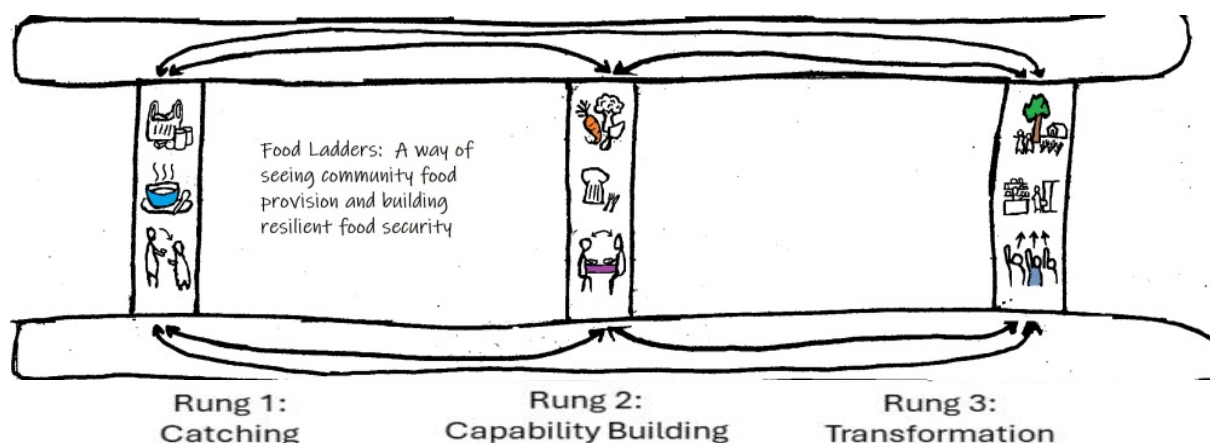
Key Principles

The following key principles are integral to the work and strategies for successfully delivering the Food Action Plan

A good Food Partnership	The creation of this food plan and its objectives cannot be achieved by any one group, sector or setting. We will work with partners across sectors to create a stronger food system in the borough. Voluntary and Community Sector (VCS) partners bring first-hand experience of working with communities and businesses have a responsibility to improving access to healthy affordable food and supporting their employees and community.
Have an action plan in place	Every action count: we all play a role. We'll collaborate across sectors to create and implement sustainable solutions that tackle root causes.
Whole system approach	A long-term systematic and strategic approach to food is supported and built into local agendas, policies and strategies. We will use our strengths to maximise opportunities, building on the skills, knowledge and assets of communities and pool our resources effectively.
Prevention better than cure	Activities will focus on populations, areas, and ages most at risk of poor health outcomes due to inequalities. Solutions will build resilience and address root causes of food insecurity and health.
Outcomes focused	Focus on creating meaningful impact in local communities ('outcomes') instead of just measuring activities ('outputs'). We will establish a strong evaluation framework. We'll gather information on what works and what doesn't through feedback from residents and quantitative data.
Residents are in the know	Residents should know where to find information and support for health, wellbeing, employment, and money advice. We want to highlight the importance of food and inspire contributions to challenges. Our goal is to help residents understand how their food choices impact health, communities, and the environment, empowering them to make positive changes.
Dignity	We must reduce stigma around food poverty and health issues like obesity. Support should be offered in dignified, non-judgmental settings. Programs should avoid stigmatising residents and be inclusive to people with diverse backgrounds, health, and cultural needs.

Our approach: taking a preventative approach to tackle food poverty

This plan follows the 'Food Ladders' approach, developed by Dr Megan Blake at the University of Sheffield². This is an evidenced-based approach for framing food-based interventions and tool for community-based development that focuses on reducing vulnerability to food insecurity.



The arrows in the ladder above represent local authority departments, working groups, community organisations and local food networks, connecting the stages together and providing support.

The Food Ladder set outs three rungs of the community food system that represent stages towards food security:

1. Rung 1 – **Catching** - emergency crisis support/ emergency activity provides a starting point for those who are in crisis/experiencing food poverty. Such interventions might include emergency food aid, mental health support, access to social services, food and fuel vouchers.
2. Rung 2 – **Capacity Building** - supports those not currently in crisis, but who may be struggling to afford and/or access good food or at risk of food poverty. Activities may include shared cooking and eating activities, food pantries and children's holiday clubs or Interventions with retailers to shift towards healthier food. This sort of intervention enables people and communities to be more adaptable by expanding what they can bring to the table to make change.
3. Rung 3 – **Community led/self-organising initiatives** - supporting communities to realise goals through self-organised projects that capitalise on what is good in communities. Examples include developing a social enterprise based on community cooking knowledge that provides employment, cooperative food growing and food procurement that increases the local availability of good food.

Each rung of the 'food ladder' plays a role in enabling individuals to become more food secure; people can move between the rungs at different stages of their life. But each rung is integral towards food security. Without crisis support, individuals can't focus on building skills. Without those skills,

² [Food Ladders | Linktree](#)

people can remain dependent on food aid and without opportunities to develop independence and be part of a community, breaking free from the cycle of poverty becomes much harder.

By integrating the 'food ladders' framework into our work, we will ensure that service users not only receive immediate support and access to nutrition services and programmes, but are also supported in building community connections, and gaining the knowledge, tools, and skills needed to achieve long-term food security.

Supporting priority groups

Many households and individuals can find themselves facing food insecurity unexpectedly and suddenly. The Covid-19 pandemic in 2020/21 highlighted the inequalities that exist in our borough. One of the most striking discoveries has been the amount of food insecurity still being experienced by residents in H&F, which is greater for some population groups than others. Therefore, our action plan will explore targeted and preventative interventions to build resilience and enable individuals to transition from emergency food provision, with a particular focus on supporting the following groups:

- Low-income households
- Disabled people
- Older people
- Unpaid carers
- People in receipt of other welfare support or council care services
- Young Care Leavers
- Homeless and those in temporary housing or hostels
- People with no recourse to public funds
- Families, particularly those with infants or young children (including, but not limited to those eligible for free school meals).

Building on the 2021 – 2024 Food Plan

The H&F Food Plan 2025-2030 builds on the unpublished H&F Food Matters: Action Plan 2019-2024. It expands on the previous action plan to include the wider food system in H&F as well as issues around sustainability and climate. There is incredible work happening in the food system across H&F and within local communities.

Addressing food insecurity

Food insecurity refers to the economic and social conditions that limit access to safe, sufficient and nutritious food.³ The figure below can be used to demonstrate the scale of food insecurity.

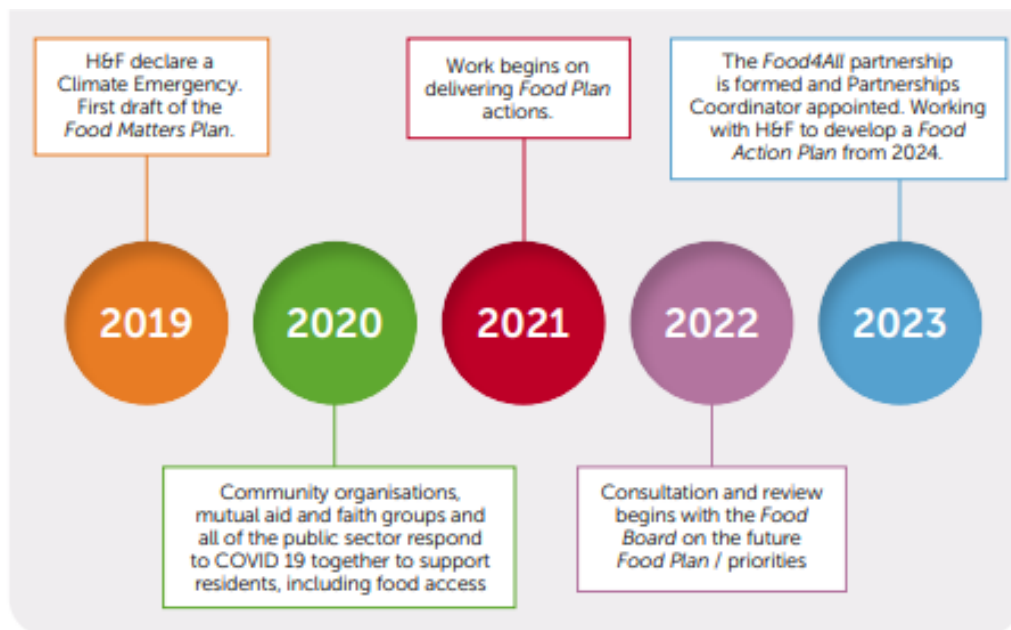


³ [Who is experiencing food insecurity in the UK? \(parliament.uk\)](https://www.parliament.uk)

Food insecurity is a systemic issue that can happen to anyone at any time and is not a personal failure. People facing food insecurity may struggle with a range of factors, including high living costs, expensive housing, unemployment, and low-wage jobs, health conditions, inequalities and social stigma and shame.

“People don’t understand that the situation I am in is not my fault. I don’t want to be unemployed; I am a person that usually do anything.” Disabled resident awaiting a PIP assessment – H&F Foodbank affordable Food report 2023.

The strategy to enhance household food security and establish a fairer food system is a commendable initiative that builds upon previous collaborative efforts. The H&F food partnership’s dedication over the last two years has set a precedent for us as a Borough and has culminated in the development of multiple complementary services, addressing various aspects of food accessibility, nutrition, education, isolation and sustainable practices.



Key achievements of the H&F food partnership and existing initiatives to build on

Food Security – ensuring no-one goes hungry or malnourished	Healthy Eating – ensuring everyone can eat healthily
<ul style="list-style-type: none"> • Food for All Partnership was established in 2021, and a dedicated Food Partnership Coordinator was appointed in December 2023, supported by the Council and the Mayor of London. The partnership's membership has grown and meets every three months to promote a united approach to food systems that boosts food security and lessens food inequalities in our area, playing a vital role in the development of this food plan. A key strength of the local food partnership is knowing what each service offers, allowing residents to be easily referred between them and helping to address community needs. • The partnership officially became a member of Sustainable Food Places in 2024, gaining access to support, campaigns, awards, toolkits, and resources to further support the aims of this plan. • H&F supported UK Harvest to open Nourish Hub, a democratic food space providing 200 meals a day and serves as an important community space for residents and local organisations. • Supported Alexander Rose Charity to deliver a local Rose Voucher scheme to help families on low incomes with young children (aged 4 years and under), and pregnant women, and are given out by local children's centres, family centres and some community organisations. Families using the scheme are eating fewer sugary snacks. • Universal Breakfast Offer delivers over 600,000 breakfasts a year in primary schools via partnership with Magic Breakfast. H&F is also the first council to pilot Universal Free School Meals at secondary schools; and have studied its impact. • Provided grants to third sector partners for emergency food support during the pandemic and cost of living crisis. 	<ul style="list-style-type: none"> • Developed an in-house Healthy Schools & Healthy Early Years training offer and support for schools and early years settings to achieve accreditation, supporting healthy eating, physical and mental health. • H&F Foodbank introduced fresh fruit and vegetables into the core 3-day emergency food parcel and to support the purchase of long-life food; chosen by a 'picking list' to maintain the dignity of beneficiaries. H&F continue to support the Foodbank through our main grants programme. • Our local Holiday Activity and Food programme, funded by the Department of Education; provided over 31,000 hot meals in 2023 to eligible families and through support of the partnership continues to develop its resources for nutrition and cooking skills. Additional funding put into the programme has extended it to cover every school holiday. In Summer 2024, 66 local partners supported delivery of a wide range of free activities: providing venues, one off sessions, educational materials and volunteers. • Promoted uptake of Healthy Start vouchers through partnership working and training with distributors and those supporting young families (e.g. health visitors and training for front line staff). • Many schools in H&F are now water-only schools, and we encourage schools to engage in healthy eating education in settings such as the Nourish Hub and accessing food growing at community garden sites run by Hammersmith Community Gardens Association. Our resident football club trusts, Chelsea and QPR, are actively going into schools in the most deprived areas to provide health education, Chelsea FC Trust have linked with Imperial College's Connecting Care for Children Initiative to link dietetic support into Chelsea's Healthy Schools programme. We're also exploring joining the Refill Destination programme to provide greater access to free drinking water across the local community.

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| <ul style="list-style-type: none"> • H&F have supported a number of community organisations (Age UK, Dancewest, H&F Libraries, TREM Place of Sanctuary, Rivercourt Methodist Church and many others) to host free Warm Welcomes spaces throughout H&F for residents to enjoy refreshments or a nutritious meal, chat with neighbours and to try out a range of activities. • H&F, in partnership with H&F Giving, launched the Winter Support Fund 2024/25, awarding grants to community organisations helping those in need. The fund assisted many households facing financial hardship, including older residents, by providing food, fuel, and essential living costs. • H&F supports West London Welcome who provide a safe social space. Their community centre is run for and with refugees, migrants and people seeking asylum. Classes, activities, advice, advocacy, food and friendship • UK Harvest conducted ‘Our Hub Your Voice,’ a comprehensive assessment of the social impact experienced by residents and volunteers who engage with Nourish Hub and its services. • Barons Court Project is a day centre in Hammersmith and Fulham who support people that are on low income, homeless and/or vulnerable to mental health issues. They provide a space where people's basic needs can be met. It's a place where you can take a shower, do your laundry, and have something to eat. • The Upper Room provides a warm and welcoming environment from which they serve hot, freshly made meals every weekday afternoon. Anyone can access this service with all year round. We typically see between 60 and 100 people each session, who can either sit inside or take their food away. They also supply toiletries, clothing and bedding, and assist those in crisis to find immediate solutions. Case workers from Glass Door (housing advice) and Citizens Advice H&F (Welfare Benefits, employment and debt advice are also on site. | <ul style="list-style-type: none"> • H&F holds a gold award of accreditation with UNICEF UK Baby Friendly Initiative. One in only four London Boroughs. • H&F is one of the London local authorities, taking part in the Healthier Catering Commitment (HCC) scheme. The voluntary scheme is run by London Boroughs, with support from the Mayor of London, the London Food Board and ALEHM. So far 34 Restaurants, takeaways, sandwich bars and other caterers 34 local restaurants, cafes and sandwich bars have been awarded Healthier Catering Commitment. • H&F's plastic free policy seeks to eliminate non-essential single-use plastics from the Council's operations. The policy defines 'non-essential single-use plastics' as those included in the Government's single-use plastic bans and restrictions, and where applicable, packaging in the scope of the UK plastic packaging tax. The policy also seeks to achieve a reduction in single-use plastic consumption and increase in recycling across the borough. |
|--|---|

Connecting Communities – ensuring no-one in the Borough has to eat alone	Sustainable food systems – people can eat without damaging the environment
<ul style="list-style-type: none"> Supported the development of new community food initiatives and enterprises through identifying gaps, consulting communities, and providing access to tools, resources, training and advice. The Council, external grant funders and the Food Partnership Coordinator have supported several local projects and through the H&F Hive – Spacehive community crowding funding platform including community led projects from community kitchens to community gardening and food growing spaces. Hammersmith & Fulham Council continues to work with local volunteers to support refugees and those seeking asylum including Ukrainian refugees. The Quaker Meeting House in Hammersmith hosts monthly informative meet ups for those who have fled Ukraine. Gatherings continue to provide a sense of community and offer practical advice and support to help with the transition to living in the UK. Facilitating food growing projects in community spaces and building partnerships to embed sustainability. The Climate & Ecology team have supported several community groups microgrants to deliver projects and initiatives that support food growing across the borough. Hammersmith & Fulham provide a range of activities for older isolated residents including silver socials and the Christmas Day Lunch. There are several food charities, including Nourish Hub and Food Cycle that provide opportunities for local people to come together to cook, eat and learn about how to eat more healthily. The Sharing Table was developed and is a collection of much-loved recipes and family favourites that has been compiled from a range of local Hammersmith & Fulham residents and supported by H&F Giving. The recipes are simple to make and don't ask for any specialist ingredients. It 	<ul style="list-style-type: none"> H&F is further funding phase 3 of the 'Eat Like a Londoner' campaign which provides information to residents including areas like easy low-cost healthy recipes and shopping on a budget. The H&F Climate Alliance is the council's business network formed to engage with businesses as well as charities, schools and community groups on climate and ecology topics - including food waste reduction and sustainable food - to support local action across the borough. Fees for new market traders on North End Road Market are reduced for up to 18 months, with free parking support. Branded market gazebos, tables, and chairs are available for loan to cut trading costs. Departments are planning ways to help traders recycle food waste before March 2025. Traders are required to reduce single-use plastics, and reusable branded bags were provided to them. Nourish Hub has been commissioned by numerous Council events to provide nutritious, climate-friendly catering. Room hire and Catering packages include vegetarian and vegan food made with surplus food to reduce food waste. Revenue generated through these commissioned offers are put back into Nourish Hub to provide low-cost meals for the community and offer education sessions for disadvantaged children and adults. H&F introduced new Food Waste Bins to thousands of homes enabling more residents to recycle food scraps and unwanted leftovers. Food Cycle aims to tackle both food poverty and loneliness by providing meals and fostering community interaction. They repurpose surplus food that would otherwise be wasted, ensuring that it's used to nourish those in need. Food Cycle current serves free, nutritious meals at Family Hub Tudor Rose in Fulham and Our Lady of Fatima Parish Centre in White City.

is distributed by local partners including Nourish Hub, H&F Food Bank and West London Welcome amongst others.

- **Hammersmith Community Gardens Association (HCGA)** manage four community gardens in Hammersmith & Fulham. HCGA has a range of projects which include conservation training schemes, volunteer gardening sessions, health and wellbeing projects, environmental playschemes and environmental education in local schools. They assist local groups in the design, plan and management of their green spaces. We promote environmental sustainability within the borough and manage our sites to maximise biodiversity and encourage wildlife.

Key challenges, outcome and priorities

Priority a) Food Security – Objective: Ensuring no-one goes hungry or is malnourished

“For many people, a healthy and sustainable diet is simply out of reach financially; even for people on slightly higher incomes, it can be less appealing because it’s still the more expensive option.”⁴

What we know in H&F

- Food support providers are well placed to establish supportive relationships with priority groups and connect them to a wider range of support, advice and guidance.
- There continues to be a low take up of Healthy Start Vouchers in H&F and only 56% of eligible families accessed this scheme in 2023, leaving vouchers worth over £150,000 unclaimed.⁵
- H&F is ranked 112th out of 317 most deprived local authority in England (1 being most deprived and 317 being the least deprived). In terms of income deprivation H&F is ranked 88th.⁶
- The rise in food and fuel prices, the highest since 1977, has further strained low-income households, making access to nutritious food more challenging.
- 43,320 residents are income deprived (in the 20% most deprived in England) while 18,200 of the working-age adults are employment deprived (in the 20% most deprived).⁷
- Clem Attlee estate is ranked in the 10% most deprived areas in the UK and lacks local food aid provision.⁸
- While compared to the London average the borough overall has a lower proportion of children living in absolute low-income families at 10.4% (2,902) certain wards like Wormholt and White City, College Park and Old Oak, and others have a higher-than-average proportion.⁹
- 25.6% of those aged 60+ are experiencing income deprivation, particularly in the northern parts of H&F.¹⁰
- Disabled residents or those with long-term health conditions face a higher likelihood of food insecurity, with 18% of such families affected, more than double the rate of families without disabled members¹¹.

⁴ [The Broken Plate 2023 | Food Foundation](#)

⁵ [Healthy Start map: Estimated loss to families in 2023 | Sustain](#)

⁶ [Deprivation in Hammersmith and Fulham](#)

⁷ [Deprivation in Hammersmith and Fulham](#)

⁸ [Deprivation in Hammersmith and Fulham](#)

⁹ [Child poverty factsheet 2023](#)

¹⁰ [Older people's needs assessment 2023 H&F](#)

¹¹ [Food poverty: Households, food banks and free school meals - House of Commons Library](#)

- Community organisations have experienced difficulty in signposting and referring residents between services.
- In 2023, 25,711 individuals in H&F relied on emergency food bank support, an increase of 103% compared to 2022. In 2024, monthly food bank usage is averaging 2,518 individuals. Notably, families with children and the elderly represent significant portions of those in need.¹²
- The situation for food aid providers in Hammersmith and Fulham (H&F) is becoming increasingly challenging as the demand for meals outpaces the supply of surplus food donations and/or capacity.
- Employed residents are increasingly seeking food aid due to cost of living. Food bank usage is not evenly distributed across H&F, with wards like White City showing higher percentages of individuals who were previously considered food secure. The wards with the highest usage of foodbanks were White City 16%, Conningham 10%, Addison 8%, College Park & Old Oak 8%, Sands End 7% and Shepherds Bush Green 7%.¹³
- There are number of asylum seekers in H&F The National Asylum Support Service (NASS) accommodation pending outcome of their Home Office applications with no recourse to public funds. Asylum seekers have limited funds to pay for food and little to no kitchen facilities, meaning they are reliant on cheap, unhealthy food, and/or meals provided by their accommodation which may be unpleasant and not culturally appropriate.

Key Outcomes

- Residents can access affordable nutritious food.

- Reduction in food insecurity.
- Health inequalities due to food is reduced.
- Residents know more about local food initiatives and support services.

Areas of focus

- ****Increased Outreach****: Work with partners to increase uptake of Healthy Start Vouchers and other similar schemes
- ****Targeted Support****: Explore interventions that focus efforts on the most deprived wards, particularly those with high rates of child poverty and food bank usage and asylum seekers and disabled residents, ensuring that existing initiatives provide access to culturally appropriate and nutritious food
- Collaborate with grant providers to re-direct or align grant priorities to food plan priorities.
- ****Service Integration****: Explore the development a system for food support providers to connect residents with a wider range of services, ensuring timely referrals.
- ****Addressing Root Causes****: Explore programs that tackle the underlying causes of food insecurity through wrap around support, rather than solely relying on emergency food support.
- Review H&F Council's and stakeholder data collection and reporting around food access and affordability, food education and choice and food sustainability. Identify gaps in data and working with partners propose potential metrics to measure progress of implementation of the Food Strategy

¹² H&F Foodbank data

¹³ [Hammersmith and Fulham Foodbank | Helping Local People in Crisis](#)

- ****Membership Expansion****: Actively seek out community organisations, local businesses, and health-related groups to join the Food for all Partnership.
- Create an inclusive and user-friendly Food for All website that compliments H&F Community Compass and provides an interactive map of food support/aid, downloadable resources, newsletter signup, donation options and a way to gain insights from local organisations and residents.
- ****Ongoing Community Engagement****. Design and undertake an engagement plan to periodically gather the views of residents experiencing food insecurity. The output would be used to further inform food plan actions which will empower and help people access affordable healthy food.
- ****Training for Frontline Staff****: Create training materials and workshops focusing on nutrition, education and awareness of food poverty. Collaborate with local training providers or nutritionists to enhance the training sessions. Train and support people working in the community and in health, social care and education settings to use opportunities to discuss food before

people experience crisis, improve the way that nutrition and hydration needs are identified using the 'making-every-contact 'count' approach.

- ****Food Provision Review for asylum seekers****. To identify gaps in food safety, cooking facilities, storage and safe infant feeding as well as wider hunger and malnutrition.
- ****Free School Meals Application Process****: Support more families to access Free School Meal entitlements. looking at the feasibility and potential impact of an opt-out system for Free School Meals registration.
- ****Malnutrition Awareness Initiatives****: Promote "Malnutrition Mondays" through local media and community networks. Collaborate with Home care agencies, Day Opportunities and other relevant services to ensure participation and awareness among older adults.
- Embed the Dignity Toolkit created by the Alliance of Dignified Food Support to support Community Food Organisations to audit their own practices and use to develop an action plan. ¹⁴

¹⁴ [Dignity Toolkit — Alliance for Dignified Food Support](#)

Priority b) Healthy Eating – Objective: Everyone can access healthy and affordable food

What do we know in H&F

- Low socio-economic status (in terms of education level, work status and income) is the single most consistent risk factor for an unhealthy diet. A healthy diet costs the poorest people 72% of their disposable income, compared to 11% for the wealthiest.¹⁵
- A good diet is crucial from the prenatal stage and throughout early childhood. It sets the foundation for healthy growth and development. Breastfeeding offers numerous health benefits for both infants and mothers. Early years are also key for establishing positive eating habits and attitudes towards food, which can influence a child's openness to trying new foods later. A poor diet during this critical time can increase the risk of developing chronic conditions like type 2 diabetes, impact mental and emotional well-being, lead to dental issues, and have other long-term negative health effects¹⁶
- The consumption of ultra-processed foods (UPFs), which are often high in salt, fat, and sugar, has been linked to an increase in chronic diseases. These foods tend to be affordable to most but be less filling, leading to overeating. UPF examples include fizzy drinks, shop-bought biscuits and cakes, ready sliced bread, ready

meals, reconstituted meat products, breakfast cereals, baby foods, and sweetened yoghurts.¹⁷

- The rise of app-based food delivery services has changed the way we eat. The out-of-home dining environment has grown, driven by digital technology and the expansion of online food delivery platforms offering deals such as 'buy one get one free' and free deliveries. This trend, which is predicted to increase further, has negative implications for the consumption of a healthy diet since food outside the home tends to be less healthy.¹⁸
- Diabetes is being diagnosed increasingly in younger people.¹⁹
- Cardiovascular disease is a leading cause of death for under 75's in H&F, particularly in deprived areas where rates exceed the London average. The rate of under 75 CVD mortality in the Fulham Broadway and College Park & Old Oak, is more than double that of other wards in the central and South of the Borough.²⁰
- 37.4% of the adults are meeting the recommended fruit and vegetable intake of '5 a day' although this is better compared to a London average of 30% of the population.²¹

¹⁵ [New data: Government-recommended diet costs poorest 5th of UK half their disposable income | Food Foundation](#)

¹⁶ [The Broken Plate 2023 | Food Foundation](#)

¹⁷ [Ultra-processed foods: how bad are they for your health? - BHF](#)

¹⁸ [The Rise of Online Food Ordering | FoodStorm](#)

¹⁹ [H&F diabetes factsheet](#)

²⁰ [H&F cardiovascular disease factsheet](#)

²¹ [Fingertips | Department of Health and Social Care](#)

- H&F has a lower child obesity rate compared to London and England however we know that children growing up in the most deprived wards in London are twice as likely to leave primary school obese as those in the least deprived areas. Lille, Hammersmith Broadway, Addison, Fulham Town and White City have the highest child obesity rates in H&F.²²
- 27% of children and young people with Mental Health Conditions, Asthma and/or Obesity live in the 20% most deprived areas. By contrast, 2% of children and young people with Mental Health Conditions, Asthma and/or Obesity live in the 20% least deprived areas.²³
- Hammersmith and Fulham has a higher percentage (27.9%) of children with visual dental decay compared to the London average (25.5%)²⁴
- H&F has 90 fast food outlets per 100,000 population compared to an average of 89.4 per population for London. H&F is ranked 18th in London indicating that residents are likely to be disproportionately exposed to fast food advertising. Density of takeaways is highest in the North of the borough.²⁵
- There is a need for support and education for families around healthy cooking, using value for money recipes and making the most out of a limited income.
- H&F lacks lower-priced supermarkets.
- It is recognised that good food is crucial to health and wellbeing, as is making access to good food central to residents as identified in health and Social Care services and early years, education and youth/family settings.²⁶

Key outcomes

- Residents have healthier diets.
- People with diet related ill health is reduced.
- People have the skills, confidence and motivation to prepare healthy food.
- Increased opportunities for all communities to enjoy cooking together and increase growing spaces.
- Understanding of nutrition is increased.
- Healthier high streets and out of home food.

Areas of focus

- Explore further access to affordable healthy food and offer support that goes beyond just providing food parcels. Particularly in areas where there is a lack of food aid provision/food deserts.
- Implement the '1000 tweaks' social media campaign to encourage individuals, families, organisations and businesses to make small changes to help children and young people to eat good food and to better understand the impacts on health.
- Work with partners to engage with supermarkets and food businesses on how they can offer reduced price fruit & vegetables and other nutritious food items at the end of the day.
- Explore how food growing spaces can be increased, including community gardens and allotments.

²² [H&F childhood obesity factsheet](#)

²³ [PowerPoint Presentation](#)

²⁴ [H&F Oral Health Factsheet 2024](#)

²⁵ [England's poorest areas are fast food hotspots - GOV.UK](#)

²⁶ [Shining a light on early years nutrition: The role of councils | Local Government Association](#)

- To support the Council's Public Health & Planning Teams to review decisions on the location and number of takeaway outlets across the borough and ensure affordable food retail is built into the Council approach to planning and regeneration.
- Sign up 20 more convenience stores to be "Good Food Retailers" offering healthier lines of food and a point of sale for Healthy Start benefit cards.
- Provide key information and best practice to schools that choose eating well to achieve bronze/silver/gold Healthy Schools Award and to other children's settings like the Family Hubs, Children Centres and the Care leavers hub to improve food education including healthy eating,

- growing and cooking project, distribute food/healthy eating resource packs, and signpost to other resources.
- Explore a collaborative Ethical and Low Carbon Advertising and Sponsorship policy to include junk food, high fat, salt and sugar), vapes and fossil fuels.
- To promote existing services which provide healthy eating and cooking training for priority groups at risk.
- Explore potential interventions and further partnership working, including recipe development, cookery skill lessons and no cook solutions which are accessible in areas or communities where we know that fruit/vegetable consumption is low.

Priority c) Connecting communities coming together Objective: No-one in the borough has to eat alone

"Connection keeps me alive. I don't feel emptiness anymore now that I come to Nourish Hub every day." Nourish Hub user 2024 'Our hub, your voice'

What do we know in H&F

- Food and social interaction are deeply intertwined. Food is often shared and represents a way of connecting with others: through cooking, mealtimes and at times of celebrations.²⁷
- Several community organisations, allotments, food banks and religious / faith groups regularly provide food to their communities and those in need. Community

organisations will be key in delivering the work of the Food Plan in increasing community resilience and responding to need. Opportunities include celebration events that bring people together that highlight the cultural importance of food, to providing access to cooking facilities to those that have limited access. The role of the voluntary and community sector continues to be key in achieving the priorities of this Plan.

²⁷ [The Impact of Social Isolation on Eating Behaviour and Nutrition – Kerry Health and Nutrition Institute](#)

- There is a good foundation of community groups, food providers and food growing groups that have engaged in the food plan since 2021.
- The support people receive from their community and social connections helps build household resilience to food insecurity.²⁸
- Social isolation and loneliness are associated with reduced physical activity, accessing less healthy food and increased risk of under-nutrition among older people, with one in ten older people in the UK are suffering from or at risk of malnutrition.²⁹

Key outcomes

- Food helps to reduce social isolation and wellbeing is increased.
- Increased household food resilience through social and community connections.
- To bring communities together and support priority groups reducing the divisions of inequality.

Areas of focus

- Explore opportunities to develop and test community approaches to sustainable food, particularly intergenerational approaches that reach across communities and to those at higher risk of isolation, in particular engaging with and providing opportunities for older people³⁰
- Through our work, celebrate the diverse cultures in our community through food, whilst also promoting 'a culture of healthy eating.'
- Explore pilot projects which offer a diverse group of asylum seekers a chance to come together, identify a dish that is meaningful to them to cook and eat together.
- Scale up community-led food initiatives by developing/sharing best practice. Identify successful models that can be replicated in other communities.
- Existing activities tackling social isolation are encouraged to embed cooking and shared meals as part of their neighbourhood offer.
- Ensure that residents know where to access a shared meal and cooking classes in their locality.
- Explore pilot projects such as 'Meal Makers' by the 'Food Train'. Meal Makers connects people who enjoy cooking ('Cook') with a neighbour aged 55 or over ('Diners'), who lives in their local community and would really appreciate a home cooked meal.

²⁸ [Food insecurity: what can councils do? - The Health Foundation](#)

²⁹ [Social isolation, loneliness in older people pose health risks | National Institute on Aging](#)

³⁰ [Guide to Intergenerational Practice Involving Good Food | Food for Life Get Togethers \(fflgettogethers.org\)](#)

Priority d) Sustainable Food Systems – Objective: people can eat without damaging the environment

What we know in H&F

- H&F supports a shift towards a sustainable food system which addresses the climate emergency, declining biodiversity and the impacts of food and packaging waste. With our commitment to become a net zero borough we need to reduce waste and increasingly move to more sustainable diets.³¹
- Londoners consume an estimated 4,794,000 tonnes of food each year, either through food service (665,000 tonnes) or through consumption at home (4,129,000 tonnes). Most of the food consumed in London is eaten at home (86%), which is equal to about 460 kg per person per year. Food eaten out in places like cafés and restaurants makes up the remaining amount (14%).³²
- A third of the average person's carbon emissions come from the things we buy and use, including food. The largest source of carbon emissions within the things we use; is from food³³ In H&F, food generated 0.91 tCO₂e per capita.
- Around a third of all the waste in H&F residents' general waste is food waste. A lack of public understanding of food labelling and how to prevent food waste when preparing meals results in significant amounts of usable food being wasted.
- Approximately 122,000 tonnes of London's food loss and waste are sent to landfill (representing 8% of the total waste generated in London). This is the least desirable option in the waste

hierarchy. Sending waste to landfill not only eliminates the potential capture of value from these resources but also generates a significant quantity of greenhouse gas emissions through decomposition. This is responsible for 65% (256 kt CO₂eq) of the emissions of London's food waste management, with an emission intensity of 2.11 kt CO₂eq per tonne of waste.³⁴

- Addressing the climate emergency will require us to make changes to the way food is produced, our dietary choices and the ways we manage food waste.³⁵
- Sustainable diets have low environmental impacts and contribute to healthy lives for present and future generations. A diet following 5 or more of the 9 Public Health England (PHE) Eatwell Guide recommendations were associated with 1.6kg less CO₂ emissions per day³⁶, in particular through eating more foods that lower a residents diet's carbon footprint.
- There is too much waste in the food system, whether it is surplus food or unnecessary packaging. With our commitment to become a net zero borough we need to continue to reduce waste and increasingly move to more sustainable diets.³⁷

Key outcomes

- Better food use and less food waste.

³¹ [H&F Climate and Ecology Strategy](#)

³² [ReLondon_Londons_food_footprint_online.pdf \(exactdn.com\)](#)

³³ [H&F Climate and Ecology Strategy](#)

³⁴ [ReLondon_Londons_food_footprint_online.pdf](#)

³⁵ [Buying loose fruit & veg | Love Food Hate Waste](#)

³⁶ [Following 'Eatwell Guide' diet could reduce your risk of dying early and lower your environmental footprint | LEAP \(ox.ac.uk\)](#)

³⁷ [H&F Climate and Ecology Strategy](#)

- Better understanding of food labelling which can lead to food being thrown away and wasted.
- Increased knowledge of environmental impact of food decisions (what we eat, how it is packaged, how far it has travelled).
- Catering and food procurement are more sustainable.
- Increase food growing/opportunities for residents to grow food.

Areas of focus

- Identify where procurement contracts are related to food and explore if targets are or can be set in relation to sustainable diets, sourcing and food waste.
- Explore effectiveness of place-based buy-local campaigns with the potential to replicate.
- Work with organisers of high-profile events in H&F to encourage best practice in serving sustainable and nutritious choices and reduce food waste and packaging.
- Promote with partners to utilise the 'Out of Home' toolkit by Public Health England which provides strategies for encouraging healthier food Provision with local retailers, private nurseries, bakers, leisure centres, market stall holders, corner shops etc.
- Produce and promote guidance to retailers about how to donate surplus food to support community projects.
- To work with partners on a joined-up approach to Food Waste Action week and engage business and residents to pledge for reducing food waste.
- Work with the allotment management organisations to develop a community allotment model and to engage with current allotment holders' opportunities to share any surplus produce with food banks and other shared food settings.

- Explore the development of dormant community growing spaces.
- Encourage community led food growing activities and more food growing in schools (through the Healthy Schools programme, sharing best practice and support to access grant opportunities).
- Encourage providers of grants to include food projects in their grant criteria.
- Explore the development of an official process for residents to request use of land for community food growing on publicly owned land, including housing estates.
- Share regular messaging with residents; promoting the benefits of consuming foods that lower their diet's carbon footprint. Also include information about organic, sustainable and higher welfare food production and food waste.

Implementing the plan and monitoring our progress

We will form a H&F Food Strategy Delivery Group consisting of members of the Food For all Partnership and representatives from all the lead organisations that are mentioned in the draft Delivery Plan.

The delivery group will meet at least six times per year to collectively monitor, develop and implement the actions and deliverables in the draft Plan. The Health and Wellbeing Board will take an overseeing role, given the strong relationship to the Joint Health and Wellbeing Strategy demonstrated in its objectives around improving food security and improving the health of residents in H&F.

The delivery group will review the draft Plan each year and will be responsible for prioritising the actions and deliverables. There will be a strong emphasis in year one to prioritising support around access and affordability, in step with current measures to safeguard residents as much as possible from the effects of increases in the cost of living.

The delivery group will report on progress to the Food for all Partnership quarterly and the Health Wellbeing Board annually.

The internal delivery plan will be a live and evolving document and will include:

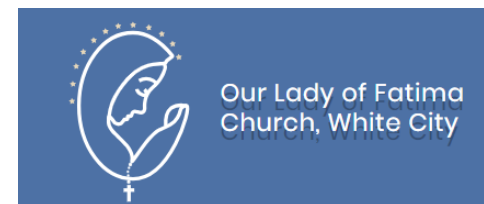
- existing work, work in progress and aspirational objectives that will progress given resources.
- Update of the Action Plan on a “RAG rating” system will take place by those leading on delivering each of the actions.
- designated staff or team responsible for each action.
- time frames for each activity.
- key performance indicators/measures.

The Food for All Partnership membership of Sustainable Food Places and Feeding Britain will ensure that we are up to date with national progress on similar actions and identify new initiatives/resources and new ways of working together. We will also monitor the regular press releases and updates on work of the Department for Environment, Food & Rural Affairs Food Strategy Advisory Board (DEFRA FSAB), established in early 2025 to advise the UK government on developing a comprehensive national food strategy. The Board brings together senior leaders from across the food system, including government, academia, industry, and civil society, with a remit to set ambition and create the conditions for systems change in the UK food sector.

On-going consultation and engagement with partners and residents will remain a priority to progress the plan along with an annual review of the implementation of the food plan.

Acknowledgments

The Food Action Plan is a testament to the dedication and of many local charities, community groups and key stakeholders. Their deep understanding of the community's needs has been instrumental in creating a comprehensive plan which addresses food-related challenges within the borough. This collaborative effort highlights the power of collective action and the significant impact in driving positive change. We are extremely grateful to all of them for their help.



How can everyone get involved - key messages for stakeholders

Membership in the Food for All Partnership will be available to any organisation who is passionate about delivering better food future for the borough. To represent, support and contribute to the aims of this Action Plan please contact Foodplan@lbhf.gov.uk

Residents	Funders and grant givers	Schools and early year's settings
<ul style="list-style-type: none"> • Share Your Experience or ideas - If you have a lived experience of food insecurity or you want to share your ideas with us, please contact Foodplan@lbhf.gov.uk • Get Involved - Volunteer or make a donation to support organisations involved in the Food For All Partnership • Check eligibility for accessing Healthy Start Vouchers and Rose Vouchers • Use Resources - Access local websites/signposting platforms for community projects and support and healthy eating guides • Support Local - Shop local and support businesses in the Healthier high Streets scheme • Meal Planning - Plan meals, create shopping lists, cook from scratch, use leftovers, and reduce food waste • Reduce Plastics - Minimise single use plastics by using refillable bottles and coffee cups • Make Healthier Choices - swap sugary foods and drinks for healthier options • Preserve Food - Freeze food that may expire soon to reduce waste and save money 	<ul style="list-style-type: none"> • Join the Food For All Partnership to support the aims of this action Plan, and contribute to any specific objectives where your individual organisations may be well placed to have an impact on. • Consider providing grants and funding to organisations to support the aims of this plan. • Consider food poverty issues within relevant funds and projects, and ensure any opportunities to reduce food poverty are maximised 	<ul style="list-style-type: none"> • Produce a healthy lunchbox policy for nutritious packed lunches • Commit to tackling root causes of food poverty by encouraging learning by pupils and parents on topics and activities such as <ul style="list-style-type: none"> • Financial awareness and budgeting • Cooking, food growing, and shopping (on a budget) • Healthy eating and nutrition • Sustainability and reducing food waste • Support provision of food outside of lunch, like breakfast clubs and family cooking opportunities • Promote take up of free school meals for eligible pupils • Achieve Healthy Early Years London / Healthy Schools London Bronze award with a focus on promoting healthy eating and reducing food poverty for Silver and Gold awards • Provide subsidised or free meals for staff and parents • Identify pupils facing poverty and provide support • Raise awareness of services for families at risk of food poverty • Consider innovative programs to tackle food poverty using school resources and consider funding opportunities through the H&F Hive

Public Sector and Health professionals

- Continue to support the Food for All Partnership and the aims in the Action Plan
- Continue to commit to paying London Living Wage to all staff and contractors and promote the living wage campaign
- Work with other organisations across the Borough to provide coordinated support to beneficiaries, and reduce duplication of provision
- Work with frontline staff to ensure:
 - Early identification of residents at risk of experiencing food poverty or related issues like malnutrition
 - Awareness of what services and support are available for those experiencing or in danger of food poverty
 - Awareness and accessibility of crisis support
- Design food based services and support as a solution to multiple issues alongside food poverty, including:
 - Improving health and nutrition
 - Addressing social isolation
 - Being an identifier of broader poverty issues, and an entry point into providing further support
 - Sustainability and environmental issues
- Share best practice and expertise across organisations and stakeholders in the Borough.
- To incorporate any recommendations on food security from other strategies or needs assessments into this plan.
- Embed food priorities/outcomes into wider organisation strategies, processes and procedures.

Third sector, community organisations and Faith Groups

- Raise awareness of what services and support are available for those experiencing or in danger of food poverty, in particular within hard-to-reach and at higher risk communities
- Work with other organisations across the Borough to provide coordinated support to beneficiaries, and reduce duplication of provision
- Design food based services and support as a solution to multiple issues alongside food poverty, including:
 - Improving health and nutrition
 - Addressing social isolation
 - Being an identifier of broader poverty issues, and an entry point into providing further support
 - Sustainability and environmental issues
- Encourage positive and empowering messaging, in particular presenting services and support as opportunities for:
 - Sharing food knowledge around growing, shopping and cooking
 - Learning new skills around food and cooking
 - Reducing food waste
 - Building communities, using food as a form of sharing and cross-cultural meeting
- Share best practice and expertise across organisations and stakeholders in the Borough
- Ensure all services and support are designed to tackle root causes of poverty alongside providing crisis support
- Ensure the accessibility of crisis support, for example out of hours services or a physical presence at community spaces

Buisnesses and food retailers

- Join the Food for All Partnership to actively participate in the community's efforts to support the aims of this Action Plan
- Partner with a surplus-food organisation to ensure surplus food is diverted to people in need.
- Reduce food mileage by supporting local suppliers.
- Provide clear nutritional information on menus, helping customers make informed dietary choices.
- Commit to paying the London Living Wage, ensuring a fair income for all staff and contractors.
- Sign up for the Sugar Smart campaign to promote healthier, lower-sugar options.
- Promote subsidised food options in the workplace, such as discounted canteens and food share clubs.
- Offer financial or in-kind support (such as volunteering) to local organisations working to alleviate food poverty.
- Sign up to the Healthier Catering Commitment to broaden the availability of healthy food choices.
- Sign up to accept Healthy Start vouchers or Rose Vouchers, making nutritious food more accessible.
- Prioritise making healthier food options more affordable and prominently featured on menus.

End of document

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

An EIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative, or unlikely to have a significant impact on each of the protected characteristic groups.

Page 54 The tool is informed by the [public sector equality duty](#) which came into force in April 2011. The duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it**

Whilst working on your Equality Impact Assessment, you must analyse your proposal against these three tenets.

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense, and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Strategy & Communities team for support.

Further advice and guidance can be accessed online and on the intranet:

<https://www.gov.uk/government/publications/public-sector-equality-duty>

<https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx>

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	Q3 / 2024
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: H&F Food Plan 2025-2030</p> <p>Short summary:</p> <p>Approval is sought by Cabinet to:</p> <ol style="list-style-type: none"> 1. agree to adopt the H&F Food Plan 2025 – 2030 principles and framework for delivery, attached at appendix one. 2. agree the development of a detailed local action plan which will enable the H&F Food for All Partnership to drive forward key initiatives based on our sphere of influence and the resources available to us. <p>Hammersmith and Fulham Council and the H&F Food for all Partnership have created a 5-year food plan, building on the H&F Food Matters: Action Plan 2019-2024. This collaborative approach addresses immediate food needs while aiming to reduce long-term causes of food insecurity; create a sustainable local food culture; and lessen reliance on crisis support.</p> <p>The plan promotes healthier lifestyles and improves access to nutritious food for the community and emphasises the importance of food in daily life, from nutrition to community-building. Developed in line with national guidance and good practice from other areas, the plan focuses on creating a comprehensive delivery plan where shared ownership of actions will be encouraged for all partnership members to contribute their expertise.</p>
Lead Officer	<p>Name: Susan Hughes</p> <p>Position: Programme Lead</p> <p>Email: susan.hughes@lbhf.gov.uk</p>
Date of completion of final EIA	24/02/2025

Section 02	Scoping of Full EIA
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Plan for completion	Timing: 2025-2030 Resources: H&F Food for All Partnership		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	<p>Older People Social isolation and loneliness are associated with reduced physical activity, accessing less healthy food and increased risk of under-nutrition among older people, with one in ten older people in the UK are suffering from or at risk of malnutrition. 25.6% of residents aged 60+ are experiencing income deprivation, particularly in the northern parts of H&F and who may be experiencing or at risk of food poverty.</p> <p>Early Years A good diet is crucial from the prenatal stage and throughout early childhood. It sets the foundation for healthy growth and development. Breastfeeding offers numerous health benefits for both infants and mothers. Early years are also key for establishing positive eating habits and attitudes towards food, which can influence a child's openness to trying new foods later. A poor diet during this critical time can increase the risk of developing chronic conditions like type 2 diabetes, impact mental and emotional well-being, lead to dental issues, and have other long-term negative health effects. There is also a need for support and education for families around healthy cooking, using value for money recipes and making the most out of a limited income.</p> <p>Working Age Groups Employed residents are increasingly seeking food aid due to cost of living. Food bank usage is not evenly distributed across H&F, with wards like White City showing higher percentages of individuals who were previously considered food</p>	Positive

		<p>secure. The wards with the highest usage of foodbanks were White City 16%, Conningham 10%, Addison 8%, College Park & Old Oak 8%, Sands End 7% and Shepherds Bush Green 7%</p> <p>Young people and young adults</p> <p>In the development of the food plan, we found how food insecurity can negatively impact a young person's mental health, their engagement in education and employment, and over time contributes to nutritional deficiencies and health issues, further a young people's ability to move out of poverty. Despite these concerning findings, young people are typically under-represented in food insecurity research which mostly focuses on families, children or food bank users. Stakeholders working with young people also spoke about education and the need to support young people to eat healthily. Some young people, particularly care leavers, may not have been taught the importance of eating healthily and so spend most of their money on fast food and takeaways out of convenience, taste preferences and relative cheapness. Young people in the UK are exposed to 15 billion ads for foods high in sugar, salt and fat every year. It is important that services and community organisations working with young people are given the necessary resources to promote and encourage healthy eating.</p>	
	Disability	<p>Disabled people with physical impairments may have issues regarding access to food aid provision and transport to food retailers. People with learning disabilities are at higher risk of being overweight or obese. (Public Health England). This may have issues regarding access to food such as transport. In addition, understanding and ability to shop and cook is a key issue. Disabled residents or those with long-term health conditions face a higher likelihood of food insecurity, with 18% of such families affected, more than double the rate of families without disabled members.</p>	Positive
	Gender reassignment	<p>There are no identified impacts in relation to gender reassignment.</p>	Neutral
	Marriage and Civil Partnership	<p>There are no identified impacts for marriage and civil partnerships.</p>	Neutral

	Pregnancy and maternity	A good diet is crucial from the prenatal stage and throughout early childhood. It sets the foundation for healthy growth and development. Breastfeeding offers numerous health benefits for both infants and mothers. Early years are also key for establishing positive eating habits and attitudes towards food, which can influence a child's openness to trying new foods later. A poor diet during this critical time can increase the risk of developing chronic conditions like type 2 diabetes, impact mental and emotional well-being, lead to dental issues, and have other long-term negative health effects. There is also a need for support and education for families around healthy cooking, using value for money recipes and making the most out of a limited income.	Neutral
	Race	<p>The proposed plan aims to engage more with communities who typically do not use services, particularly Black, Asian, and Multiethnic groups. Third Sector organisations and faith groups will help create and support the actions in the Food Delivery Plan. This plan seeks to tackle health inequalities with focused outreach and culturally aware solutions. It will promote positive messaging, presenting services as chances to:</p> <ul style="list-style-type: none"> - Share food knowledge about growing, shopping, and cooking - Learn new skills related to food and cooking - Reduce food waste - Build communities through food sharing and cross-cultural gatherings. <p>It is important to eliminate the stigma around food poverty and health problems like obesity, offering support in respectful, non-judgmental ways. Programs should be inclusive, addressing various backgrounds, health, and cultural needs.</p> <p>Targeted support will focus on the most deprived areas, especially those with high child poverty, food bank usage, and populations like asylum seekers and disabled individuals, ensuring access to suitable and nutritious food.</p> <p>Community organisations, allotments, food banks, and faith groups will play vital roles in delivering the Food Plan and enhancing community resilience. Events celebrating cultural food significance will foster unity while promoting healthy eating habits. Through our work, celebrate the diverse cultures in our community through food, whilst also promoting 'a culture of healthy eating</p>	Positive

Religion/belief (including non-belief)	There are no identified impacts on religion/belief.	Neutral
Sex	<p>Unhealthy eating is a major contributor to obesity and other diet related ill health. Local action on raising awareness of diet and enabling access to healthier choices will help to tackle heart disease, cancer, diabetes, stroke, high blood pressure, high cholesterol and many factors critical to health. In H&F.</p> <ul style="list-style-type: none"> • more men are diagnosed with diabetes ages over 55 than women. • More women suffer from coronary heart disease than men. • Diabetes is being diagnosed increasingly in younger men. • H&F has a lower child obesity rate compared to London and England however we know that children growing up in the most deprived wards in London are twice as likely to leave primary school obese as those in the least deprived areas. Lille, Hammersmith Broadway, Addison, Fulham Town and White City have the highest child obesity rates in H&F in which the majority are girls particularly for girls from white British and black Caribbean backgrounds 	Positive
Sexual Orientation	There are no identified impacts on sexual orientation.	Neutral
Care Experienced as a Protected Characteristic	When a child is not fed frequently and reliably by their primary caregiver, they can develop food anxiety. Food is often used by foster children as a way to gain some control over their lives that have often been turbulent and unstable. It's also used as a way for children to self-soothe when they're upset. It may also be a survival instinct. It's often a coping mechanism to deal with intense emotions and past trauma – something most children in care will experience. The H&F Food plan promotes a collaborative approach whereby Children's Services will be supported by Public Health and NHS colleagues to promote good mental health in care experienced young people.	Positive

Human Rights or Children's Rights

	<p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? No</p>
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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	
New research	Further research will be required during the development of specific actions identified in the Food Delivery Plan.

Section 04	Consultation
Consultation	<p>Stakeholder consultation is ongoing, but themes have emerged, through Food for all partners engagement with residents, that have informed the development of the draft food plan. A key priority in year 1 of the Food Delivery Plan will be to design and undertake an engagement plan to periodically gather the views of residents experiencing and no longer experiencing food insecurity. The output would be used to further inform food plan actions which will empower and help people access affordable healthy food. Residents engaged with so far have included those representing low-income households, disabled people, older people, unpaid carers, people in receipt of other welfare support or council care services, young care leavers, homeless and those in temporary housing or hostels, people with no recourse to public funds and families, particularly those with infants or young children (including, but not limited to those eligible for free school meals).</p> <p>Hammersmith & Fulham Council is committed to doing things with residents, not to them, and understand that this food plan and its objectives cannot be achieved by any one group, sector or setting. We will work with partners across sectors to create a stronger food system in the borough. Voluntary and Community Sector (VCS) partners bring first-hand experience of working with communities and businesses have a responsibility to improving access to healthy affordable food and supporting their employees and community.</p>

This Food Plan has been developed in line with guidance from the National and London Food Strategy which recommends that local authorities should put in place a food strategy in partnership with the communities they serve. It incorporates input from residents with lived experience and is co-created with the Food for All partnership. The plan aligns with the Council's goal to collaborate with third sector organisations to meet shared priorities and strengthen partnerships. We will work with communities and local groups to create a delivery plan that respects the borough's diversity and promotes independence and resilience.

Analysis of consultation outcomes

Public health have undertaken significant consultation with key stakeholders, in the established multi-agency Food for all Partnership. This has involved consulting with all partnership members to coproduce a 5-year borough wide approach to achieving the following:

- Food Security: Ensuring no one goes hungry or is malnourished
- Healthy Eating: Enabling everyone to eat healthily
- Connecting Communities: Preventing social isolation around food
- Sustainable Food Systems: Enabling environmentally conscious eating

Through this process the partnership has consulted residents with lived experience. These ambitions are considered to encompass most of the important issues for food in H&F and much work has been done to look at other food plans and strategies Nationally. We have also utilised feedback gathered from the development of other Council Strategies, the Tier Two Wight Management service and the Oral Health Promotion plan for example.

Section 05

Analysis of impact and outcomes

Analysis

What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal, or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).

Section 06

Reducing any adverse impacts and recommendations

Outcome of Analysis

No adverse impacts are anticipated.

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication and monitoring					
Senior Managers' sign-off	Name: Dr Nicola Lang Position: Director of Public Health Email: Telephone No: 07769 199 396 Considered at relevant DMT: Y					
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: June 25 Key equalities issues have been included: Yes					
Equalities Advice (where involved)	Name: Yvonne Okiyo Position: Strategic Lead Equity, Diversity and Inclusion Date advice / guidance given: 04.03.25 Email: Yvonne.okiyo@lbhf.gov.uk Telephone No: 07824 836 012					

Climate implications toolkit

This toolkit is a self-assessment to help officers think about how their projects, procurements, commissioning, and services can align with H&F's net zero carbon target and sixth council value: "Rising to the challenge of the climate and ecological emergency". It also supports report authors to draft the climate implications section on decision reports, now required on decisions over £300,000 and procurement strategy reports.



How to use the tool

The self-assessment is intended to help officers reflect critically on their project or service's climate impact. We recommend you answer all the questions, even if the answer is 'not applicable'. It is a reflective tool, not a framework for approving or rejecting a decision, so it will work best if each question is considered honestly and carefully.



The next tab presents a set of questions about the initiative or decision against H&F's five 'climate challenges', and a drop-down range of answers. Each answer is colour-coded to indicate its climate impact and recommended way forward as follows:

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Colour code	Recommendation
Dark green	Strong positive impacts for the climate emergency. Recommendation to proceed as is with this aspect.
Light green	Some positive impact for the climate emergency. Recommendation to further enhance this aspect where possible and proceed.
Yellow	Some negative impacts for the climate emergency. Recommendation to review these aspects and find mitigations where possible.
Red	Considerable inconsistency with the council's net zero objective. Strong recommendation to review these aspects and find mitigations.
Grey	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

These questions should be considered for services, goods and projects we procure as well as those we deliver directly. Delivery models, specifications and tender evaluation should be shaped to ensure our contractors are aligned with our net zero commitment.

When answering these questions you should consider **direct** and **indirect** impacts. For example, a highways project to install traffic reduction measures might not use electric vehicles or plant in its delivery, but still lead to reduced vehicle use once in place.

Against each climate challenge, the toolkit presents possible actions to improve the climate impact of the decision.

Please email your completed copy of the form to Jim.Cunningham@lbhf.gov.uk and Hinesh.Mehta@lbhf.gov.uk, along with your draft climate implications for verification (if completing a report).

Version	Date
1.0	09/03/21
1.1	17/05/21

Colour code	Recommendation
Dark green	Strong positive impacts for the climate emergency. Recommendation to proceed as is with this aspect.
Light green	Some positive impact for the climate emergency. Recommendation to further enhance this aspect where possible and proceed.
Yellow	Some possible negative impacts for the climate emergency. Recommendation to review these aspects and find mitigations where possible.
Red	Considerable inconsistency with the council's net zero objective. Strong recommendation to review these aspects and find mitigations.
Grey	Neutral or not applicable. Recommendation to consider how benefits could be achieved in this area, but otherwise proceed.

Guidance for use

Please answer all questions from the drop-down options in the 'impact' column (C), including 'not applicable' as needed.

Please email your completed copy of the form to Jim.Cunningham@lbhf.gov.uk and Hinesh.Mehta@lbhf.gov.uk, along with your draft climate implications for verification (if completing a report).

Key to the colour coding of answers is given at the top of the page.

Name of project/service:	H&F Food Plan 2025 -2030
Brief description (1-2 sentences):	This report seeks approval for a 5-year borough-wide H&F Food Plan 2025 to 2030 that has been coproduced with the Food for all Partnership in which the Climate Team are a key member.

Homes, buildings, infrastructure and energy		
Question	Impact (select from list)	Reasons / possible mitigations
1 What effect will this project have on overall energy use (electricity or other fuels) e.g. in buildings, appliances or machinery?	Not applicable	
2 What effect will this project have on the direct use of fossil fuels such as gas, petrol, diesel, oil?	Modest or short-term reduction	The strategy will raise awareness and promote use of local services, so that residents travel less for support especially in areas of the borough identified as food deserts. Food and cooking advice will include no cook healthy recipes. Some surplus food donations for reuse for most of the food aid providers gets collected by e-cargo bikes (i.e. from Chiswick House)
3 Does this project further maximise the use of existing building space? <i>E.g. co-locating services; bringing under-used space into use; using buildings out-of-hours</i>	Yes	The partnership approach allows for sharing of resources. There will be a focused drive on utilising unused community gardening spaces such as Normand Park growing space, increasing the use of garden/growing spaces in schools and also underused community spaces on estates. Partnership members will also been looking to delivery pop up food provision in spaces such as community halls.
4 Will any new building constructed or refurbishment be net zero carbon-ready in use? <i>(high levels of insulation, low energy demand per sq. m., and no servicing with fossil fuels such as gas heating).</i>	N/A	
5 Does this use more sustainable materials in building or infrastructure? <i>E.g. re-used or recycled construction materials; timber in place of concrete</i>	N/A	
6 Does this use more sustainable processes in any building or infrastructural work? <i>E.g. modular and off-site construction; use of electrical plant instead of petrol/diesel</i>	N/A	
7 Will this increase the supply of renewable energy? <i>e.g. installing solar panels; switching to a renewable energy tariff</i>	N/A	
8 Do any appliances or electrical equipment to be used have high energy efficiency ratings?	N/A	

Ways to align with net zero:

- Insulate buildings to a high standard.
- Include energy efficiency measures when carrying out refurbishment.
- Replace gas boilers with renewable heating, such as heat pumps.
- Construct new buildings to a net zero standard (see the LETI design guide: <https://www.leti.london/cedg>)
- Design and deliver buildings and infrastructure with lower-carbon materials, such as recycled material and timber frames.
- Use construction methods that reduce overall energy use, such as modular, factory-built components, or use of electrical plant on-site.
- Install solar panels or other renewable energy generation, and consider including battery storage.
- Switch to a renewable energy provider.
- Use energy-efficient appliances.
- Install low-energy LED lighting.
- Install measures to help manage building energy demand, such as smart meters, timers on lighting, or building management systems.

Travel		
Question	Impact	Reasons / possible mitigations

Ways to align with net zero:

9	Reducing travel: what effect will this project have on overall vehicle use?	Modest or short-term reduction	The strategy will raise awareness and promote use of local services, so that residents travel less for support especially in areas of the borough identified as food deserts. The current meals and chat service delivers meals to residents via E bikes. Further initiatives in the plan that involves food distribution will also consider use of bikes also.
10	Will this project use petrol or diesel vehicles?	N/A	
11	Will this support people to use active or low-carbon transport? <i>E.g. cycling, walking, switching to electric transport</i>	Yes	The strategy will raise awareness and promote use of local services. It is envisaged that pop up food services, more wrap around support being part of exiting services in the Borough such as debt and advice services so that residents wont have to use travel to get to multiple services for support.
12	Will it be easily accessible for all by foot, bike, or public transport, including for disabled people?	Yes	The strategy will raise awareness and promote use of local services, so that residents travel less for support especially in areas of the borough identified as food deserts. Projects that support Older People, children and families such as sheltered housing and estates and Family Hubs will be partnered with to deliver some of the initiatives in the food plan.
13	Has the project taken steps to reduce traffic? <i>Using e-cargo bikes; timing activities or deliveries to be outside peak congestion times</i>	Yes	E-bikes are currently used to deliver meals as part of the meals and chat service delivered by the Nourish Hub. Also as above in line 12.

- Reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds.
- Share vehicles or substitute different modes of travel, rather than procuring new fleet.
- Specify electric vehicles for new fleet or for services involving transport.
- Support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.
- Use zero-emission deliveries e.g. H&F's e-cargo bike service.
- Model and mitigate the project's effect on traffic and congestion e.g. retiming the service or deliveries

Consumption		
Question	Impact	Reasons / possible mitigations
14	Has this project considered ways to reuse existing goods and materials to the greatest extent possible, before acquiring newly manufactured ones?	One of the 4 objectives of the H&F Food Plan, in which it is structured around, is sustainable food systems. The impact of food is well understood, and the borough works to waste less, recycle more, eat food that is more sustainable and have healthier diets.
15	Does it reduce reliance on buying newly manufactured goods? <i>E.g. repair and re-use; sharing and lending goods between services or people; leasing or product-as-a-service rather than ownership</i>	N/A
16	Does it use products and resources that are re-used, recycled, or renewable?	To some extent

Ways to align with net zero:

- Procure goods through sharing, leasing, or product-as-a-service models rather than ownership.
- Use pre-owned and reconditioned goods, and reduce reliance on procuring new goods.
- Use recycled materials, and procure items that can be reconditioned or recycled at end-of-life.
- Use lifecycle costing in business cases to capture the full cost of operation, repair and disposal of an item.
- Reduce meat and dairy in food provision.
- Design waste, including food waste, out of business models e.g. separating (and composting) food waste; replacing single-use items with reusable items.
- Use contact points with residents and businesses to engage and enable them to adopt low-waste, low-carbon behaviours.

17	Does it enable others to make sustainable choices within their lifestyles, or engage people about this?	Yes	The work of the partnership will support this in a number of ways including: enabling residents to feel connected to where food comes from and how it is produced; local food growing will be increased, and people will feel confident in preparing nutritious meals. Sharing regular messaging with residents; promoting the benefits of reducing meat and dairy consumption including information about organic, sustainable and higher welfare food production and food waste.
18	Is there a plan to reduce waste?	Yes	The work of the partnership will support this in a number of ways including: to produce and promote guidance to retailers about how to donate surplus food to support community projects. to work with partners on a joined-up approach to Food Waste Action week and engage business and residents to pledge for reducing food waste. to work with the allotment management organisations to develop a community allotment model and to engage with current allotment holders' opportunities to share any surplus produce with food banks and other shared food settings.
19	Has it taken steps to ensure any food it offers is more sustainable? <i>E.g. minimal meat and dairy; minimises food waste; seasonal produce; locally sourced.</i>	Yes	Work of the partnership will support this in a number of ways including •Identify where procurement contracts are related to food and explore if targets are or can be set in relation to sustainable diets, sourcing and food waste. •to explore effectiveness of place-based buy-local campaigns with the potential to replicate. Work with organisers of high-profile events in H&F to encourage best practice in serving sustainable and nutritious choices and reduce food waste and packaging

Ecology		
	Question	Impact
20	What effect does this project have on total area of green space?	Modest or short-term increase
21	Does the project create more habitat for nature? E.g. native plants, trees, and flowers	Yes
22	Does it make changes to green space that can have a negative impact on nature? <i>E.g. use of pesticides, reduced extent and variety of plants, planting non-native species</i>	No

The work of the partnership will support this in a number of ways including: enabling residents to feel connected to where food comes from and how it is produced; local food growing will be increased, and people will feel confident in preparing nutritious meals. Sharing regular messaging with residents; promoting the benefits of reducing meat and dairy consumption including information about organic, sustainable and higher welfare food production and food waste.

The work of the partnership will support this in a number of ways including:
 to produce and promote guidance to retailers about how to donate surplus food to support community projects.
 to work with partners on a joined-up approach to Food Waste Action week and engage business and residents to pledge for reducing food waste.
 to work with the allotment management organisations to develop a community allotment model and to engage with current allotment holders' opportunities to share any surplus produce with food banks and other shared food settings.

Work of the partnership will support this in a number of ways including
 •Identify where procurement contracts are related to food and explore if targets are or can be set in relation to sustainable diets, sourcing and food waste.
 •to explore effectiveness of place-based buy-local campaigns with the potential to replicate.
 Work with organisers of high-profile events in H&F to encourage best practice in serving sustainable and nutritious choices and reduce food waste and packaging

Ways to align with net zero:

- Avoid converting green space to hard surfacing.
- Use underutilised space for planting, such as green roofs and walls.
- Plant native plants and perennials, rather than non-native ornamental species, to encourage biodiversity.
- Reduce trimming of grass and hedges, and avoid use of pesticides.
- Provide space for animals e.g. long grass areas, bird boxes, bat boxes, 'insect hotels'
- Consider the ecological impacts from manufacture and use of procured goods, e.g. water pollution; water consumption; land use change for farming; pesticide use; organic/regenerative farming methods

23	Does it help people understand the value of biodiversity, and encourage them to support it in their private and community spaces?	Yes	One of the main aims of the plan is to encourage and support community-led growing initiatives. This will also increase volunteering opportunities for priority groups identified in the plan and support more intergenerational projects.
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Adaptation			
Question		Impact	Reasons / possible mitigations
24	Does any planned construction or building use include measures to conserve water?	N/A	
25	Does any planned infrastructure or building use consider how to sustainably protect people from extreme heat?	N/A	
26	Has any planned building work or infrastructure considered how to mitigate flood risk? <i>E.g. Sustainable Drainage Systems (SuDS); de-paving areas; green roofs</i>	N/A	
27	Does any planned infrastructure or building work increase the overall footprint of hard surfacing? (as opposed to green or permeable surfacing)	N/A	
28	Has the project considered its own resilience to future extreme heat, flood risk, or water shortage?	N/A	

Engagement and influence			
Question		Impact	Reasons / possible mitigations
29	Does this project raise awareness and understanding of the climate and ecological emergency, and the steps that people can take?	Yes	Yes throughout the plan in key areas above. The plan supports the priorities in the H&F Climate and Ecology Strategy. The Food for all Partnership secured official partnership status from Sustainable Food Places 2024 which will further strengthen initiatives aimed at raising awareness

Ways to align with net zero:

- Install water-saving devices in taps, showers and toilets
- Re-use grey water in new developments
- Ensure all new building or refurbishment (especially of homes) models and mitigates future overheating risk, with adequate ventilation and shading
- Avoid increasing areas of hard surfacing.
- Convert hard surfacing to green and permeable surfacing where possible, and install Sustainable Drainage systems (SuDS).
- Plant drought-tolerant plants

Ways to align with net zero:

- 'Make every contact count', by using contact points with residents and businesses to promote understanding of the climate emergency.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 16/06/2025

Subject: Procurement of Hammersmith & Fulham's Genito-Urinary Medicine (GUM) Offer

Report of: Cllr Alex Sanderson, Deputy Leader

Report authors: Craig Holden, Senior Lead, Adult Public Health
James Mason, Public Health Commissioning Officer

Responsible Director: Dr Nicola Lang, Director of Public Health

SUMMARY

This report seeks approval for Hammersmith & Fulham Council's ongoing participation in the pan-London sexual health programme's clinic-based genito-urinary medicine (GUM) service.

This service is a mandated function under the Health and Social Care Act (2012), which requires each local authority to provide, or secure the provision of, open access sexual health services in its area including: access to all types of contraception, preventing the acquisition and transmission of sexually transmitted infections (STIs); treating, testing and caring for people with STIs and partner notification. Delivery of these supports is a key element of Hammersmith & Fulham's corporate commitment to the achievement of long, healthy and fulfilling lives for residents.

The new contract is set to commence from 1st August 2025, as part of the London Sexual Health Programme (LSHP), under Provider Selection Regime Direct Award Process C.

RECOMMENDATIONS

That Cabinet:

1. Notes that Appendix 1, 2, 3 and 4 of this report 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. Approves a procurement strategy for the provision of genitourinary medicine (GUM) sexual health services using Direct Award Process C under the

Provider Selection Regime pursuant to The Health Care Services (Provider Selection Regime) Regulations 2023.

3. Approves a collaborative approach (in respect of evaluation) to the procurement with Westminster City Council and The Royal Borough of Kensington and Chelsea.
4. Delegates to the Executive Director of People the decision to award the contract at the conclusion of the procurement.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	A priority is placed on the provision of accessible service delivery in a way that meets the needs of the local population and those most at risk.
Creating a compassionate and inclusive council	Supporting residents to improve and maintain their sexual health demonstrates compassion, by building an open and honest culture where everyone can make informed and responsible choices about relationships and sex.
Doing things with local residents, not to them	Sexual health services help to improve sexual and reproductive health by providing non-judgemental and confidential services through open access.
Being ruthlessly financially efficient	The use of Pan-London partnerships allows for the adoption of economies of scale as well as collectively agreed pricing structures and reduced overheads.
Taking pride in H&F	Maintaining and supporting high quality services for our residents, enabling positive health outcomes for all our residents via a universal service.
Rising to the challenge of the climate and ecological emergency	The provider will be expected to commit to clear, positive environmental outcomes as part of their offer.

Financial Impact

The contract will be for an initial term of 2 years, to commence on 1st August 2025, with the option for extension for two further periods two years ('2+2+2').

The new service contracts and affiliated programme costs will continue to be funded from the annual ring-fenced Public Health Grant.

The current contract value for GUM services is £2,975,938, funded from the Public Health Grant.

The grant funding for the upcoming year is currently confirmed on an annual basis late in the previous financial year therefore there is uncertainty as to the future funding levels of the grant beyond 2025/26. Confirmation to the total amount of grant to be awarded in future years will also be subject to the Government's planned Spending Review in June 2025.

The financial implications of this procurement strategy will be included as part of the overall evaluation of the contract award report requesting approval in August 2025.

Cheryl Anglin-Thompson, Principal Accountant (Adult Social Care Commissioning & Public Health), 19th December 2024 and Prakash Daryanani, Head of Finance (Social Care and Public Health), 23rd December 2024

Verified by: Andre Mark, Head of Finance, 25th April 2025

Legal Implications

Recommendation 2

This report recommends that the Cabinet approves a procurement strategy for the provision of genitourinary medicine (GUM) sexual health services using Direct Award Process C under the Provider Selection Regime pursuant to The Health Care Services (Provider Selection Regime) Regulations 2023 (the 'PSR'). The term of the proposed contract is 2 years with an option to extend by 4 years.

The authority has a discretion whether to use Direct Award Process C, the 'Most Suitable Provider Process' (where potential providers are identified and assessed following publication of a notice) or a 'competitive process'. Given the satisfactory performance of the existing provider and the Council's knowledge of the market, Direct Award Process C is the most appropriate.

Under regulation 6 (5) of the PSR, Direct Award Process C is available where -

- the authority is not required to follow Direct Award Process A (existing provider is the only provider capable of providing the service) or Direct Award Process B (the contract is a patient choice contract): confirmed – more than one provider is capable of providing the service and this is not a patient choice contract,
- the existing contract is due to expire: confirmed: the existing contract expires on 31st July 2025
- the authority proposes a new contract to replace the existing contract at the end of the term: confirmed: a new contract will commence on 1st August 2025 (the date immediately after the existing contract is due to expire)

- the 'considerable change threshold' is not met: confirmed: The threshold is not met as the proposed contracting arrangements are largely the same as existing and the increase in the lifetime value of the proposed contract is less than 25% of the existing contract when that contract was entered into.
- The authority is of the view that the existing provider is satisfying the existing contract and will likely satisfy the proposed contract to a sufficient standard. confirmed: monitoring information confirms that the existing provider has satisfied the existing contract and is considered likely to satisfy the proposed the contract.
- The procurement is not to conclude a framework agreement. confirmed.

Having established that Direct Award Process C is available, the PSR (regulation 9) set out the steps that must be followed to award the contract without a competition.

Step 1 is that the authority decides, taking into account the key criteria and applying the basic selection criteria, whether it is content that the existing provider is satisfying the existing criteria. An evaluation will be carried out to establish that this is the case. The evaluation will be carried out by LBHF and colleagues from Westminster City Council and RBKC. Joint evaluation will ensure that the provider does not have to respond to identical evaluation questions in procurements (each of which is following the same process) run by all 3 boroughs for the same services and so reduces the administrative burden on the existing provider. See Appendix 4.

Step 2 is to submit for publication on the UK e-notification service a notice of intention to make an award to the existing provider (in the form set out in Schedule 3 to the Regulations) which will include the standstill period (Step 3) during which time providers aggrieved by the decision made in Step 1 may make written representations to LBHF.

If no written representations are made, the Council can enter into the contract after the standstill period has ended and submit a further notice for publication a notice of award of the contract. If written representations are made the authority must review the decision and make a further decision whether to enter into the contract, repeat steps or abandon the procurement.

Recommendation 3

This report recommends that the Cabinet approves a collaborative approach to the procurement (in respect of evaluation). This means that evaluation of the existing provider against key criteria and in the application of basic selection criteria will be carried out jointly with Westminster City Council and RBKC who are going through the same Direct Award Process C for their own contracts.

Recommendation 4

This report recommends that the Cabinet delegates to the Executive Director of People the decision to award the contract at the conclusion of the procurement.

The decision is a Key Decision (see Article 12 of the Constitution) and the report must be submitted to Committee Services for publication on the Council's website.

The appropriate decision maker is the Cabinet.

Angela Hogan, Chief Solicitor (Contracts and Procurement) 20th March 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. Commissioning responsibilities for sexual and reproductive health (SRH), including genitourinary medicine (GUM) became the mandated responsibility of Local Authorities as part of the Health and Social Care Act (2012), whereby public health functions were transferred to the Local Authorities. These services are funded by the Public Health Grant. Providing GUM service is a prescribed function of the Public Health Grant.
2. The sexual health system across London is made up of GUM clinics and e-services. Each council is required to commission and pay for GUM services which offer screening for Sexually Transmitted Infections (STIs), provision of contraception, and provision of HIV PrEP. Services must be open access, which means residents are entitled to visit sexual health facilities in any part of the country, without the need for a referral from a GP or other health professional.
3. There is a lot of mobility around access, with many individuals choosing to access services outside their area and therefore Pan-London arrangements and partnering agreements are in place to support this arrangement. The London Sexual Health Programme (LSHP) therefore exists as a partnership of 30 London local authorities that coordinates strategy and planning of sexual health services in the capital.
4. The City of London Corporation hosts the Pan-London partnership and holds the management function of the programme, this includes arranging meetings, developing tariffs and oversight of the online services. The Pan-London partnership is in turn divided into sub-regions, with H&F part of the Inner North West London (INWL) sub-region, led by Westminster City Council. Each member authority remains sovereign within this arrangement, with the ability to end their own contracts.
5. The current arrangement for GUM services is by way of a call-off contract for each borough from a single-provider framework, which was subject to a tender exercise. The current expiry date of the call-off contracts is 31st March 2025 as

a 5+2-year contract period. WCC and RBKC also have a call-off contract from the framework with the same expiry date.

6. Officers in Hammersmith & Fulham are working collaboratively with WCC and RBKC to ensure alignment of contracts subject to individual governance processes. This is on the basis that these three boroughs currently work together as the Inner North West London sub-region as detailed above. Further, the Provider Selection Regime (PSR) regulations encourage authorities to consider the value of providing services in an integrated way (Regulation 4).
7. The incumbent providers, CWFT and its sub-contracted partner Imperial College Healthcare NHS Trust have a track record of delivering high quality services and are regarded as leaders in the field of sexual and reproductive health. The clinic within Hammersmith & Fulham provides co-location of services such as drugs and alcohol, smoking cessation, domestic abuse and young people's services. This enables a 'one stop shop' approach to residents' needs without the need for additional referrals.
8. The four clinics currently serving Inner North West London are:
 - 10 Hammersmith Broadway (Hammersmith & Fulham)
 - John Hunter Clinic, Chelsea (RBKC)
 - Jefferiss Wing, St Marys Hospital, Paddington (WCC)
 - 56 Dean Street, Soho (WCC)
9. Hammersmith & Fulham residents primarily use the four clinics in Inner North West London, with over 93% of interventions in the 2023/24 financial year provided by these services. 10 Hammersmith Broadway accounts for the largest proportion of activity for residents out of these clinics: in 2023, over 54% of in-person consultations were conducted at the Hammersmith & Fulham based clinic.
10. Specialist services for selective groups of patients are also provided through these clinics, including for young people under 18-years-old, people with learning difficulties and disabilities, and the transgender community.
11. There has been a continuous increase in service activity since the Covid-19 pandemic, with the number of interventions conducted by the current provider now surpassing levels seen before 2020. 10 Hammersmith Broadway led the way in the identification and vaccination of M-Pox, in addition to piloting early identification of cervical cancer through high-risk HPV markers.
12. In the autumn of 2020 Pre-Exposure Prophylaxis (PrEP), the preventative medication taken by HIV negative individuals at greatest risk of getting HIV, also became the mandated responsibility for Local Authorities, with specialist sexual health services responsible for its delivery.
13. Officers regularly seek feedback from residents, and service users feed into the commissioners and clinical advisory group held centrally for London. This feedback has included a review of PrEP messages and access to PrEP, HIV and menopause and improving late diagnosis of women with HIV.

14. Locally, 10 Hammersmith Broadway has set up a women's only space and a dedicated PrEP clinic for women. There has been expansion of the provision of remote PrEP outside of sexual health services through 10 Hammersmith Broadway's outreach programme as well. In addition, the dedicated outreach nurse provides sexual health screening, health promotion and contraception delivery to the local community.

Reasons for Decision

15. The existing clinic-based GUM contract is due to expire on 31st March 2025. Therefore this report seeks approval to proceed, as part of the above Pan-London collaborative in line with new Provider Selection Regime (PSR) regulations (Direct Award Process C), to award the new contract for the clinic-based service to the existing provider, CWFT, with Imperial as a sub-contractor to deliver the service from Imperial Health Care Trust.
16. The participation in the Pan-London sexual health programme enables Hammersmith & Fulham to benefit from cost effective tariffs for sexual health both in clinic and via e-services.
17. Sexual health continues to be a public health priority, both regionally and nationally. In 2023, there were over 125,000 newly diagnosed STIs in London, representing one third of all diagnoses in England and double that of the national average. A total of 16 out of the top 20 local authorities with the highest diagnoses nationally can be found in London, including Hammersmith & Fulham. The nature of health harms and the impact of disparities experienced between population groups make STIs a significant and costly public health problem.
18. As rates of STIs continue to increase, so too will the frequency of adverse outcomes experienced, causing relatively 'rare' complications to become more common. Examples of such adverse health outcomes include infertility, adverse pregnancy outcomes, neonatal infections, systemic infections, and permanent damage to cardiovascular and neurological systems. The impact of poor sexual health can be wide ranging, including:
 - poor educational, social and economic opportunities for teenage mothers;
 - increased substance misuse (as both a coping mechanism and cooccurring behaviour);
 - STI/HIV acquisition and transmission;
 - psychological consequences of sexual coercion and abuse;
 - increased demand on future social and health care services.
19. Untreated STIs can have long-term implications on health, including pelvic inflammatory disease, ectopic pregnancies, infertility, premature delivery if pregnant, cervical and other genital cancers, hepatitis, chronic liver disease and liver cancer.

20. Research shows that access to contraception improves physical and mental health outcomes, including maternal and infant health outcomes; reducing the risk of sexually transmitted infections, pelvic inflammatory disease, and reproductive cancers that may impair fertility. Access to contraception also plays an important part in supporting mental wellbeing.
21. In Hammersmith & Fulham, clinic-based GUM services are delivered via a single provider framework between the London Borough of Hammersmith & Fulham and Chelsea and Westminster Hospital NHS Foundation Trust (CWFT), with a sub-contract to the Imperial College Healthcare Trust (ICHT).
22. Current contracts are due for renewal 31st March 2025, with a 4-month extension via contract variation currently in process at the time that this report has been submitted. The proposed model will continue to utilise the Integrated Sexual Health Tariff (ISHT) pricing structure.
23. The current, and proposed new contract meets the 2013 regulations requiring each local authority to provide, or make arrangements to secure the provision of, open access sexual health services in its area, with the following remit:
 - preventing the spread of sexually transmitted infections
 - treating, testing and caring for people with such infections
 - notifying sexual partners of people with such infections
 - advice on, and reasonable access to, a broad range of contraception
 - advice on preventing unplanned pregnancy
24. The estimated Return on Investment for publicly funded contraception in England demonstrates significant savings. If Long-Acting Reversible Contraception (LARC) were replaced equally by the pill and condoms, every £1 spent on publicly funded contraception would result in a saving of £9.00 over a 10-year period. This perspective includes both healthcare costs (such as births, abortions, miscarriages, and ongoing child healthcare) and non-healthcare costs (including education, child-related benefits, housing benefit, maternity benefits, and costs for children in care). Furthermore, if LARC were replaced by no method (i.e., no pills or condoms), every £1 spent on publicly funded contraception would result in savings of £63.18 over 10 years.
25. Poor sexual health outcomes continue to disproportionately affect some groups more than others, with the rate of STI diagnoses three times higher in the most deprived areas of London in comparison to the least deprived. Levels of gonorrhoea and syphilis continue to rise in the borough, increasing by 14% and 25% respectively on 2022 rates, with gay, bisexual and other men who have sex with men (GBMSM) seeing the greatest increase. Inequalities for specific ethnic groups also continue to persist in both bacterial infections and blood-borne viruses, including HIV.
26. Across England, abortion rates for all ages are increasing. In 2021, data from the Office for Health Improvement & Disparities showed the total abortion rate per 1,000 women aged 15-44 years in England reached the highest level on records at 19.2 per 1,000. In London, the rate was 20.9 per 1,000, and in Hammersmith & Fulham, the rate was 21.1 per 1,000.

27. The need for HIV PrEP has continued to increase. Of all the Hammersmith & Fulham residents accessing GUM services in 2023, almost 20% were deemed to have a PrEP need, equating to over 2,000 individuals. Of these, 84% had either started or continued to take PrEP.
28. These services are therefore designed to improve key outcomes, reduce inequalities and ensure that residents access the most appropriate service for their needs.
29. See Appendix 2 for information on type and volume of services offered by the service.

Contract Specifications Summary

30. This is an activity-based contract, in order to maintain costs. At the start of the current contracting arrangements, INWL Commissioners negotiated a pricing structure with the Provider (on behalf of London) to manage demand, contain costs and disincentivise growth. A baseline value, calculated by agreed activity level and tariff price, is reviewed and agreed with the Provider at the beginning of each year. Marginal rates are then applied to this baseline value to contain costs.
31. This means that activity over the baseline will be charged at a reduced rate, ensuring value for money. The costs of these services are based on a pan London sexual health tariff, this ensures the consistency of pricing.
32. The general principles for cross charging, for this open access provision are set out by the Department for Health and Social Health Care in their August 2018 publication: Sexual Health Services: Key Principles for Cross Charging Updated guidance for commissioners and providers of sexual and reproductive health services in England Sexual Health Services: Key Principles for Cross Charging.
33. Tariffs are set at a London level, based on clinical pathway and staffing costs, and then local commissioning leads update these with geographical weighting and Agenda for Change costs.
34. INWL reviewed Tariff costs in 2024/25, with full oversight from Sexual Health London and was implemented from April 2024/25. This cost will be paid by Local Authorities irrespective of where in the country an individual resides.
35. For London, Lead Commissioners will agree a baseline, for which marginal rates will be triggered, should the provider exceed this level of activity. Governance for London is overseen by a Memorandum of Understanding signed by (almost) all London authorities. This covers cooperation between councils including cross-charging. The individual contract (London ISH standard contract form) will include a schedule covering the partnering/access agreements.

36. As per the original contract, there will be an expectation that asymptomatic and potential symptomatic testing activity is shifted away from clinics to the E-Service. This will ensure that valuable clinic time and expertise is used to provide support and interventions to those most in need. Commissioners will continue to work with the Provider to ensure that this channel shift to the new e-Service continues.
37. The key features of the service are to provide:
 - Testing and treatment for STIs, including notification of sexual partners of infected persons;
 - Advice on, and reasonable access to the full range of contraception, including Long-Acting Reversible Contraception (LARC) as well as services for complex contraceptive needs;
 - HIV testing, diagnosis, and prevention, including provision of HIV pre-exposure prophylaxis (PrEP).
38. The GUM services contract will be for an initial term of 2 years, to commence on 1st August 2025, with the option for extension for two further periods two years ('2+2+2').

Procurement Process

39. The Provider Selection Regime Regulations (2023) set out a defined process for awarding contracts. If either direct award processes A or B apply, it is mandatory that they are followed. These arise when only the existing provider is capable of providing the service (Process A), or when patient choice means a contract must be offered to all providers who meet the requirements (Process B). In the case where an existing contract is being renewed, and there are no considerable changes, Process C should be followed. (See Appendix 3 for a detailed summary of the regulations). In light of this the following options were considered.
40. **Option 1: Continue to operate the current service under the existing framework (not recommended).** The current framework agreement was tendered for an initial 5 years, and parties are currently calling off via that arrangement until 31st March, 2025. There is no opportunity to extend for further years beyond this date because the original framework agreement has now expired.
41. **Option 2: Use of Direct Award Process A under the PSR (not recommended).**
For this to be permissible, there are three tests that must be satisfied:
 - Test 1 – There is an existing provider of the health care services to which the proposed new contracting arrangements relate;
 - Test 2 – The health care services 'are capable of being provided only by the existing provider due to the nature of the relevant health care services';
 - Test 3 – The procurement is not to conclude a framework.

Test 2 requires that only one provider is capable of providing the service. It does not entail looking at the market, or the authority's own requirements

around price or start date, but the nature of the services themselves. Therefore, Direct Award Process A should not be followed, as there is nothing in the nature of the services that means they are capable of being provided only by the existing provider.

42. **Option 3: Use of Direct Award Process C under the PSR (recommended)**

This requires a two-stage test to be followed:

Test 1:

- (a) The relevant authority is not required to follow Direct Award Process A or Direct Award Process B. This has been satisfied.
- (b) The term of an existing contract is due to expire, and the relevant authority proposes a new contract to replace that existing contract at the end of its term. Satisfied.
- (c) The “considerable change” threshold is not met – See Test 2.
- (d) The relevant authority is of the view that the existing provider is satisfying the existing contract and will likely satisfy the proposed contract to a sufficient standard. Satisfied.
- (e) The procurement is not to conclude a framework agreement. Satisfied.

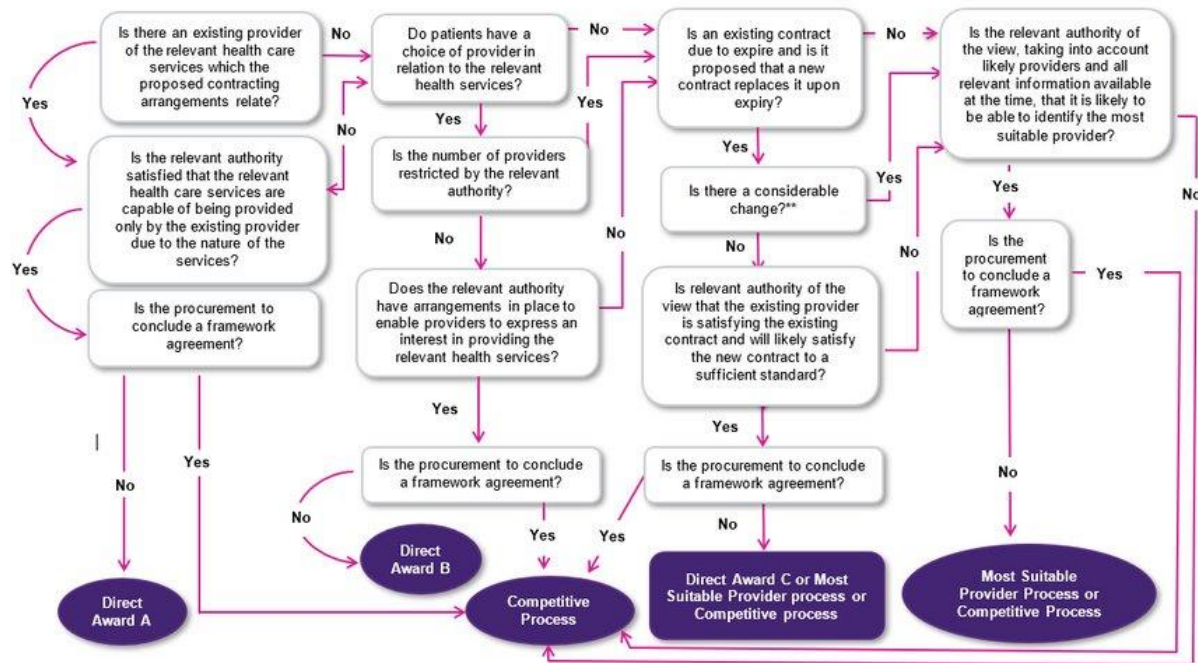
Test 2:

The considerable change threshold. If any of the following apply, then the procurement would fail item (c) as above, and could not follow DAP C.

- (a) The proposed contracting arrangements must not be materially different in character to the existing contract when that existing contract was entered into. Satisfied.
- (b) Consideration of:
 - i. changes in the relevant health care services to which the proposed contracting arrangements relate (compared with the existing contract) are attributable to a decision of the relevant authority.
 - ii. the lifetime value of the proposed contracting arrangements is at least £500,000 higher than the lifetime value of the existing contract when that existing contract was entered into.
 - iii. the lifetime value of the proposed contracting arrangements is at least 25% higher than the lifetime value of the existing contract when that existing contract was entered into.

The considerable change threshold is not met, and with the other general tests being satisfied under Test 1, DAP C can be used and is therefore **recommended**.

43. The following schematic summarises the approach in arriving at Direct Award Process C.



Market Analysis, Local Economy and Social Value

44. As highly specialist services there is a limited market of providers for these services. This information was incorporated into the Provider Selection Regime processes as described below.
45. Since the clinic-based GUM service was last tendered in 2018 the Health Care Services (Provider Selection Regime) Regulations 2023 ('PSR') have come into force, with the direction that these regulations apply 'where a relevant authority procures relevant health care services for the purposes of the health service in England, whether alone or as part of a mixed procurement'.
46. If there is a mix of health care services with other requirements for goods and/or services, then the PSR still apply provided that the health care services are the main subject matter by value, and the contracting authority is of the view that the other goods and services could not reasonably be supplied under a separate contract. It should be noted that reg 12A of PCR says that the competition requirements of the Public Contracts Regulations 2015 ('PCR') do not apply where the PSR applies, so there is no choice of regime, the PSR must be followed.
47. There are a number of procurement routes set out in the PSR, with clear provision for direct award, especially where there is an existing provider under a contract and the same services are required. In addition, the choice of award process must be made in accordance with the procurement principles (see Legal Implications). These options are examined in Appendix 1, including appraisal of PSR procurement routes, tests which were applied to ascertain compliance, and identification of best route to market.

48. The PSR includes social value as one of its five key criteria, in terms of the extent to which the proposed service improves economic, social and environmental well-being in the geographical area of the purchasing authority. Going forward the intention is to build on the provider's current offer, which includes:
- Enabling equal opportunities in the development of skills, training and employment
 - Achieving social value outcomes in compliance with the service and stakeholder priorities
 - Enhancing equality, diversity and inclusion throughout the contract extension period
 - Embedding ethical sourcing practices
 - Promoting policies and actions to enhance environmental sustainability in the workplace
 - Protecting human rights by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses
49. The proposed provider already has a number of initiatives and practices which satisfy these requirements including:
- New technology including video consultations that facilitate the delivery of remote clinical care for patients who need it.
 - Use of volunteers to improve and enhance the patient experience, complementing the work of employed staff across the Trust. Volunteers come from "all walks of life" and represent the diversity of the communities served.
 - The work of the Trust's charity, CW+, which supports the hospital and related community services.
 - A commitment to staff that includes provision of the support, information, facilities and environment needed to develop in roles and careers, and recruit and retain people needed to deliver high-quality services to patients and other service users.
 - The Trust's kindness campaign promotes a diverse and inclusive workforce and was shortlisted for the prestigious CIPR Excellence award for the public sector campaign category in 2021.
 - The Trust also holds a Silver award for the Ministry of Defence's Defence Employer Recognition Scheme, meaning that they support the armed forces community (veterans, Reservists, spouses and family members) as an employer.

Risk Assessment and Proposed Mitigations

50. Summary of the key risks for the contract award and proposed mitigations.

Risk	Description	Mitigations
Challenge of Award	A supplier challenges the decision within the standstill period.	<ul style="list-style-type: none"> • The existing providers are NHS trusts operating in the borough. It is considered unlikely that any other

		<p>provider can establish a fully-operational clinic in the time available.</p> <ul style="list-style-type: none"> • Several market tests have been conducted and given significant consideration to the saturation of the market. • It is unlikely that another provider can provide the GUM services at the scale H&F are looking for.
Agreement from the current provider	Provider declines or refuses to cooperate.	<ul style="list-style-type: none"> • Agreement in writing has been sought from ChelWest that they prefer this approach and are willing to engage and negotiate the terms and conditions of the new contract
Slippage	Timescales are not met due to unforeseen forces.	<ul style="list-style-type: none"> • A comprehensive timetable has been drawn up covering all stages of the procurement including PSR regulations. It will mitigate programme slippage in timelines as well as ensuring the quality and robustness of tender documents.
New regulations	Risk of challenge and slippage due to lack of experience under the new PSR regulations.	<ul style="list-style-type: none"> • Commissioners and Procurement have been working closely throughout the procurement process with Legal to ensure that the regulations have been understood as best as possible. • The facts were assessed against several tests as required by the PSR to ensure that Direct Award Process C was the best and most compliant route to award the contract.

Selection and Award Criteria

51. Based on PSR Process C, the following criteria apply as described in the table below. As the contract lead, this process has been conducted between Westminster City Council and Chelsea and Westminster Hospital Trust, in consultation with officers in H&F.
52. The Direct Award process C requires a two-stage test to be followed, each of which has a number of sub-conditions. Appendix 3 demonstrates that the conditions are satisfied, in which case the relevant authority has discretion to follow either Direct Award Process C, Most Suitable Provider Process or the Competitive Process. The analysis in Appendix 3 includes why Direct Award Process C should be favoured over the other two.

53. The five key criteria are: (1) Quality and Innovation; (2) Value; (3) Integration, collaboration and service sustainability; (4) improving access, reducing health inequalities and facilitating choice; and (5) Social Value.

Key Criteria (discretion can be used as to weightings)	Examples of what to consider
1. Quality and Innovation	<ul style="list-style-type: none"> • Seek to maximise the quality of service and the performance of providers. • To innovate and improve services. • To proactively develop the service. • To ensure services are fit for the future.
2. Value	<ul style="list-style-type: none"> • Seek to maximise the value offered by the service by selecting the best combination of benefits to individuals in terms of outcomes and to the population in terms of improved health and wellbeing. • Bring value to taxpayers by reducing the burden on ill health over the lifetime of the arrangement and reduce cost. • Maintaining marginal rates on the contract ensuring costs are maintained
3. Integration, collaboration and service sustainability	<ul style="list-style-type: none"> • Seek to maximise the integration of services for patients to improve outcomes. • Consider how the decisions may affect the stability and sustainability of services overtime across providers. • The decision is consistent with local and national plans around integrating care and joining up services for patient and service users.
4. Access, Inequalities and disparities and choice	<ul style="list-style-type: none"> • Seek to maximise choices available to patients. • Services and treatment are offered and accessible to all who need them. • Focus on tackling health inequalities and disparities.
5. Social Value	<ul style="list-style-type: none"> • To consider the social, economic and environment benefits.

Contract Management

54. As the lead authority, contract management processes for the clinic-based GUM service are led by Westminster City Council. Close reporting and coordination occurs with officers in H&F's Public Health Team, and H&F maintains ongoing communication with key clinical and administrative personnel.

55. High level service KPIs will be based on the National Institute for Health and Care Excellence (NICE) quality standards for sexual health, as follows:
- People identified at risk of sexually transmitted infections have a discussion about prevention and testing.
 - People who contact a sexual health service for an appointment are seen within 48 hours.
 - Men who have sex with men have repeat testing every 3 months if they are at increased risk of sexually transmitted infections.
 - People diagnosed with a sexually transmitted infection are supported to notify their partners.
56. Processes will be monitored on an ongoing basis regarding standards and safeguards including serious incident reviews and lessons learned; children's and vulnerable adults' safeguarding protocols; staff training and risk register maintenance; service user engagement planning; and service user feedback.

Procurement implications

57. Contract Standing orders (19.1) require all procurement for high Value Contracts to be competitively tendered. However, as stated in the body of the report, the subject of the contract falls within the scope of the Health Care Services (Provider Selection Regime) Regulations 2023 which supersedes the PCR's and are reflected in our updated CSO's.
58. As described above the assessment process, will be carried in collaboration with Westminster Council, as lead authority. Contracts will remain separate, and notices will be issued by each council separately.
59. Officers will be required to publish a PSR direct award Notice via the Find A Tender (FTS) via the Council's capitalSourcing eProcurement portal, modified as per the NHS England guidance and observe the stand still period before finalising contract.
60. Once awarded Contract standing orders also require that any contract in excess of £5,000 be recorded on the Council's Contract Register in order to comply with our Transparency Duties.
61. Officers, on completion of the necessary contract documentation must create a project using the using the Council's capitalSourcing eProcurement portal and then create a contract entry (and upload a copy of the contract) they must also create and publish the Contracts Finder notice via CapE. A named contract manager must be allocated to the contract.

Joe Sardone Category Lead – People. Procurement and Commercial 25th February 2025

Equality Implications

62. There are no anticipated negative implications for groups with protected characteristics, under the Equality Act 2010, by the approval of the procurement outlined in this report.
63. GUM clinic services are open access and mandatory for all local authorities to provide. Services will continue to be accessible in each borough and will adopt fully the NHS hospital trusts policies linked to equalities.
64. GUM clinic services will have a positive impact for groups that share protected characteristics as they will provide access to all types of contraception, preventing the acquisition and transmission of sexually transmitted infections (STIs); treating, testing and caring for people with STIs and partner notification. Delivery of these services is a key element of Hammersmith & Fulham's corporate commitment to the achievement of long, healthy and fulfilling lives for all residents.
65. The service specification recognises the need to improve the sexual and reproductive health of the population, including addressing inequalities and identifies the groups who are at risk of poorer sexual health outcomes. The needs of the following Service Users are deemed to be Service priorities, considering they are often the most vulnerable in terms of access and/or at greatest risk of poor sexual health outcomes; across all groups, deprivation increases the risks of poorer sexual health outcomes:
- Gay, bisexual and other men who have sex with men
 - Young people
 - People living with HIV
 - People who are homeless
 - People who inject drugs; have problem alcohol and/or substance use
 - People from Black Asian Multi Ethnic communities
 - People from communities seeking asylum
 - Trans people
 - People with Learning Disabilities Male
 - Female Sex Worker
66. Specialist services will also be provided for certain groups. The service currently offers a dedicated specialist clinic for young people under the age of 21-years, and targeted outreach services in partnership with the voluntary and community sector to engage young people. The service currently offers a dedicated specialist clinic for people living with Learning Disabilities and Difficulties, as well as outreach for sexual health screening, health promotion, contraception delivery with tailored support for Disabled residents.
67. There are currently four clinics across inner northwest London which have evolved to meet the needs of the Trans and non-binary community by linking in with other local services, and offer dedicated specialist clinics for trans and non-binary clients. The service has set up a women's only space and a dedicated

HIV PrEP clinic for women. The service works closely with local specialist organisations to target high risk groups that are under-represented in the service, including outreach services for both female and male sex workers. The services clinics are recognised as a centre of excellence for the LGBTQ+ community. The service will be expected to continue to ensure equality of access and treatment for all residents, and deal robustly with all incidents of homophobic harassment, violence and/or abuse. The service will be expected to address health inequalities by prioritising resources based on need in accordance with the UKHSA STI prioritisation Framework¹.

Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion, 3rd March 2025

Risk Management Implications

- 68. There is a quality risk and a resulting reputational risk that the services provided do not meet the necessary standards due both to the disparate nature of the organisational structure and the demands of the provider. It is recommended that an assurance governance and review structure is defined with the authority to amend, review and if necessary, curtail the engagement. To reinforce this, delivery and performance KPIs must be defined to ensure governance reporting and control’.
- 69. A timetable has been set out to ensure that the procurement is undertaken in an orderly manner and with appropriate governance.

Jules Binney, Risk and Assurance Manager, 14th January 2025

Climate and Ecological Emergency Implications

- 70. The provider will need to demonstrate organisational policies that reflect their commitment to responding to the climate emergency. In addition, the provider will be expected to commit to environmental outcomes as part of its social value offer.
- 71. Services will utilise existing spaces and their ability to work from home on some areas will reduce the need to travel e.g. through remote meetings. For routine sexual health screening, patients can order home testing kits online, reducing the need for travel to clinics. When patients do need to travel to clinics, these are conveniently located near a range of public transport options and should have access to bicycle storage facilities. Furthermore, we will encourage providers to support users and staff to walk, cycle, and use public transport.
- 72. Providers will be encouraged to ‘make every contact count’, by using contact points with residents and businesses to promote understanding of the climate emergency.

¹ UK Health Security Agency, “STI Prioritisation Framework”, 2024. Available: [STI Prioritisation Framework - GOV.UK](#)

73. There are no known negative climate or ecological implications related to the procurement of these services.

Implications completed by: James Mason, Public Health Commissioning Officer, 19th December 2024 and verified by Hinesh Mehta, Assistant Director Climate Change, 12th January 2025

Local Economy and Social Value Implications

74. The PSR Direct Award process C is not a competitive process in the same way as other high value procurements so the standard approach to inclusion of social (added) value would not apply. However Social value is one of the five “Key criteria” that we are required to assess as part of the PSR. The relative emphasis on Social Value is proportional to its priority for Hammersmith & Fulham. As a pan-London service delivering sexual health support, this contract delivers a high level of social value, and is delivered across all the participating Councils.

Implications completed by: Craig Holden, Senior Lead, Adult Public Health on 12th Feb 2025 and verified by Harry Buck, Social Value Officer, Procurement on 16th April 2025

Consultation

75. The work of the LSHP has involved extensive consultation with providers, clinicians, stakeholders and service users. Further consultation will be on-going to continue to deliver a sustainable system across Hammersmith & Fulham and London.
76. Responses from suppliers to a soft market testing exercise in 2024 suggest there is a market for provision of the online e-service; and after much deliberation around the merits of each of the procurement routes available, London Directors and Commissioning Officers have expressed a preference for the City of London to procure a single contract for the provision of service on their behalf.

LIST OF APPENDICES

Exempt Appendix 1 – Provider Selection Regime Toolkit

Exempt Appendix 2 – Intervention Data

Exempt Appendix 3 – Provider Selection Regime Regulations (2023) summary

Exempt Appendix 4 – Provider Selection Regime - Inner Northwest London GUM re-procurement – 2025 onwards

Appendix 5 – Equality Impact Analysis

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

An EIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative, or unlikely to have a significant impact on each of the protected characteristic groups.

The tool is informed by the [public sector equality duty](#) which came into force in April 2011. The duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it**

Whilst working on your Equality Impact Assessment, you must analyse your proposal against these three tenets.

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense, and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Strategy & Communities team for support.

Further advice and guidance can be accessed online and on the intranet:

<https://www.gov.uk/government/publications/public-sector-equality-duty>

<https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx>

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2024/25 / Q4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Procurement of Hammersmith & Fulham's Genito-Urinary Medicine (GUM) and sexual and reproductive health (SRH) services</p> <p>Short summary:</p> <p>Local Authorities are required to provide a range of Sexual and Reproductive Health (SRH) services including GUM services. The Health and Social Care Act (2012) stipulates the mandated functions, which requires each local authority to provide, or secure the provision of, open access sexual health services in its area including: access to all types of contraception, preventing the acquisition and transmission of sexually transmitted infections (STIs); treating, testing and caring for people with STIs, partner notification, and provision of HIV pre-exposure prophylaxis (PrEP). GUM services are funded from the Public Health Grant.</p> <p>Services must be open access, which means residents are entitled to visit sexual health facilities in any part of the country, without the need for a referral from a GP or other health professional. Pan-London arrangements and partnering agreements are in place to support this arrangement. The London Sexual Health Programme (LSHP) therefore exists as a partnership of 30 London local authorities that coordinates strategy and planning of sexual health services in the capital. The City of London Corporation hosts the Pan-London partnership and holds the management function of the programme, this includes arranging meetings, developing tariffs and oversight of the online services. The Pan-London partnership is in turn divided into sub-regions, with Hammersmith & Fulham part of the Inner North West London (INWL) sub-region, led by Westminster City Council.</p> <p>This report seeks approval to:</p> <ul style="list-style-type: none"> - Procure a contract through a compliant procurement process under PSR 2023 Direct Award Process C for the provision of GUM Sexual Health Services with the process being undertaken collaboratively by Westminster City Council on behalf of LBHF (and the Royal Borough of Kensington and Chelsea).

	<ul style="list-style-type: none"> - Enter into an inter-authority agreement or MOU with Westminster City Council and the Royal Borough of Kensington and Chelsea as may be required to govern the terms of the collaboration. - Delegate the decision to award at the end of Direct Award Process C to the Deputy Leader of Hammersmith & Fulham.
Lead Officer	Name: Craig Holden Position: Senior Lead, Adult Public Health Email: craig.holden@lbhf.gov.uk Telephone No: 07795127385
Date of completion of final EIA	28 / 02 / 2025

Section 02	Scoping of Full EIA		
Plan for completion	Timing: 2024-25 Resources: Public Health Commissioners		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	The service will be procured for all adults and young people resident in the borough to use. Hammersmith & Fulham has a younger than average population compared to the rest of the country, and young people are more likely to be diagnosed with an STI. In 2023, 44 per cent of diagnoses of new STIs in H&F residents made in SRH services were in people aged 25-to-34-years-old, 27 per cent of	Positive

		<p>diagnoses were in young people aged 15-to-24-years-old. Young people are also more likely to become re-infected with STIs, as a result of high risk-taking sexual behaviours, such as unprotected sex without a condom.</p> <p>The needs of young people are a service priority, and the service aims to ensure increased engagement with young people. The service currently offers a dedicated specialist clinic for young people under the age of 21-years, and targeted outreach services in partnership with the voluntary and community sector to engage young people.</p> <p>It is recognised that there is a need for service access for older people as well, and this is recognised in the provision of open access of services for all. The service has also close working links with the Support and Advice for Sexual Health (SASH) service to support individuals of all ages.</p>	
	Disability	In 2021, 12.5% of Hammersmith & Fulham residents identified as Disabled. All young people and adults who are resident in the local authority have open access to SRH services, and the service provides equitable access to all. The service currently offers a dedicated specialist clinic for people living with Learning Disabilities and Difficulties, as well as outreach for sexual health screening, health promotion, contraception delivery with tailored support for Disabled residents .	Positive
	Gender reassignment	Trans and non-binary people are a demographic group deemed as a service priority as they are often the most vulnerable in terms of access and/or at greatest risk of poor sexual health outcomes. There are currently four clinics across inner northwest London which have	Positive

		evolved to meet the needs of the Trans and non-binary community by linking in with other local services, and offer dedicated specialist clinics for trans and non-binary clients.	
	Marriage and Civil Partnership	There are no identified impacts for marriage and civil partnerships	Neutral
	Pregnancy and maternity	<p>Under-18 conception rates in the borough have dropped significantly in the last twenty years. In 2021, the conception rate for under 18s in Hammersmith & Fulham was 5.4 per 1,000, significantly lower than the rate for London (9.5 per 1,000) and England (13.1 per 1,000). Abortion rates have remained relatively stable in the last five years in Hammersmith & Fulham, with a total abortion rate of 21.1 per 1,000 in 2021. However, this was higher than the national average (19.2 per 1,000).</p> <p>As part of a whole system approach the service aims to support individuals to have control over their reproductive health to ensure pregnancies are planned, health is optimised both before and during pregnancy, and those who do not wish to have children can effectively prevent pregnancy.</p> <p>The service will ensure all women resident to Hammersmith & Fulham should have easy access to a choice of contraception, promoting and increasing use of the most effective forms of long-acting reversible contraception (LARC), including for disadvantaged or under-served communities. There should also be clear open signposting to abortion services.</p>	Positive
	Race	Hammersmith & Fulham is an ethnically diverse borough. 63% of residents identify with White ethnic groups, compared to 81% in England. Black and Minority Ethnic populations have been shown to	Positive

		<p>be disproportionately affected by poor sexual and reproductive health, and thus the needs of BME communities are a service priority. In 2022, STI diagnostic rates were highest among Hammersmith & Fulham resident of Black, Mixed and Other ethnicity. There is also over representation of new STI and HIV diagnoses amongst individuals of Black and Other ethnicity compared to the local population in Hammersmith & Fulham.</p> <p>The service will be required to work with groups most at risk of sexual ill health. The service will be expected to tackle inequalities faced by Black and Multi Ethnic groups, ensure equality of access and treatment for all residents, provide culturally sensitive services and deal robustly with all incidents of racially motivated harassment, violence and/or abuse.</p>	
	Religion/belief (including non-belief)	There are no identified impacts for religion/belief. The service will be expected to continue to support residents to practice their religion/beliefs.	Neutral
	Sex	Hammersmith & Fulham has a slightly bigger female population, with 53% being female and 47% male. Between 2018 and 2024, a greater proportion of interventions at SRH services have been for female patients. As highlighted in the UK Government's Women's Health Strategy ¹ , women spend a significantly greater proportion of their lives in ill health and disability when compared to men. Priority areas include fertility, pregnancy, menstrual health, and gynaecological conditions. Access and uptake of SRH services can vary amongst groups, and it is important that the service ensures equitable access for women to ensure better sexual health outcomes, including uptake of long-acting contraception, cervical screening, and HIV PrEP.	Positive

¹ Department of Health and Social Care, 'Women's Health Strategy for England', 2022. Available: [Women's Health Strategy for England - GOV.UK](https://www.gov.uk/government/publications/womens-health-strategy-for-england)

		The service has set up a women's only space and a dedicated HIV PrEP clinic for women. The service works closely with local specialist organisations to target high risk groups that are under-represented in the service, including outreach services for both female and male sex workers.	
	Sexual Orientation	<p>Gay, bisexual and other men who have sex with men (GBMSM) accounted for 42 per cent of all new STI diagnoses in Hammersmith & Fulham residents in 2022. Gay and bisexual men make up less than 5% of the Hammersmith & Fulham population (from the estimated proportion of gay/lesbian and bisexual men and women), which suggests this group have a high burden of disease. In 2023, the majority of syphilis and gonorrhoea diagnoses in Hammersmith & Fulham residents were for gay men, accounting for 75 per cent and 63 per cent respectively.</p> <p>The services clinics are recognised as a centre of excellence for the LGBTQ+ community. The service will be expected to continue to ensure equality of access and treatment for all residents, and deal robustly with all incidents of homophobic harassment, violence and/or abuse. The service will be expected to address health inequalities by prioritising resources based on need in accordance with the UKHSA STI prioritisation Framework².</p>	Positive
	Care Experienced as a Protected Characteristic	There are no identified impacts for Care Experienced people.	Neutral

² UK Health Security Agency, "STI Prioritisation Framework", 2024. Available: [STI Prioritisation Framework - GOV.UK](#)

	<p>Human Rights or Children's Rights</p> <p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?</p> <p>No</p>
Section 03	<p>Analysis of relevant data</p> <p>Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>
Documents and data reviewed	<p>A full Sexual and Reproductive Health Needs Assessment has been undertaken by Public Health in support of this procurement. This has included analysis of data from a range of specialist resources, including UKHSA Sexual and Reproductive Health Profiles³, Summary Profile of Local Authority Sexual Health (SPLASH) report, GUMCAD STI Surveillance System⁴, and Sexual and Reproductive Health Activity Data Set (SRHAD) collection⁵.</p>
New research	<p>If new research is required, please complete this section</p>
Section 04	<p>Consultation</p>
Consultation	<p>Details of consultation findings (if consultation is required. If not, please move to section 06) – n/a</p>

³ Department of Health and Social Care, "Sexual and Reproductive Health Profiles", 2024. Available: [Sexual and Reproductive Health Profiles | Fingertips | Department of Health and Social Care](#)

⁴ UK Health Security Agency, "GUMCAD STI Surveillance System", 2024

⁵ NHS Digital, "Sexual and Reproductive Health Activity Data Set (SRHAD) collection", 2024

Analysis of consultation outcomes	
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Section 05	Analysis of impact and outcomes
Analysis	What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal, or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance) – n/a.

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	No adverse impacts are anticipated.

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	Name: Dr Nicola Lang Position: Director of Public Health

	Email: nicola.lang@lbhf.gov.uk Telephone No: 07769 199 396 Considered at relevant DMT:
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 16 / 06 / 2025 Key equalities issues have been included: Yes
Equalities Advice (where involved)	Name: Yvonne Okiyo Position: Strategic Lead Equity, Diversity and Inclusion Date advice / guidance given: 04.03.25 Email: yvonne.okiyo@lbhf.gov.uk Telephone No: 07824 836 012

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 16/06/2025

Subject: Adopting the H&F Council Housing Retrofit Strategy

Report of: Cllr Frances Umeh, Cabinet Member for Housing and Homelessness
Cllr Wesley Harcourt, Cabinet Member for Climate Change and Ecology

Report author: Jim Cunningham, Strategic Lead for Net Zero Housing

Responsible Director: Richard Shwe, Director of Housing

SUMMARY

This report asks Cabinet to adopt a retrofit strategy (Appendix 1) and action plan (Appendix 2) for the council's homes that will be delivered through the updated Housing Revenue Account (HRA) Asset Management Plan.

The new asset management plan that is being developed in housing is utilising the retrofit strategy, focussing on data-driven decision making, prioritising energy efficiency, and at the same time considering long term sustainability. This asset management plan will for the first time successfully integrate asset condition data, prioritise properties for retrofit and incorporate sustainable practices like circular materials and decarbonisation.

Having the retrofit strategy in place will allow the asset management plan 5-year programme to identify properties that would benefit most from retrofit interventions, considering factors such as energy consumption, building age and resident needs. Focusing on these interventions – including insulation, improved heating systems, and renewable energy integration – will also improve energy efficiency. In addition to long-term operational and financial benefits, having energy-efficient retrofitted properties identified through the asset management plan will reduce operating costs, increase property value and improve residents' comfort.

The retrofit strategy becomes the cornerstone of delivery of the Council's Fuel Poverty Strategy and Climate and Ecology Strategy and supports the Council's Industrial Strategy. The Housing department has been delivering pilot retrofit initiatives over several years and the strategy incorporates our learning from these. As well as this it sets out the council's approach to improving the energy efficiency of its homes, ensuring that residents can affordably heat their homes and that the council meets its net zero carbon target.

A new asset management plan that leverages retrofit strategies will improve asset performance, reduce costs, and promote sustainability. This approach enables the continued delivery of the retrofit and decarbonisation agenda throughout the year, accelerates the street property energy efficiency programme, advances works on the

West Kensington estate, and supports delivery under the Warm Homes: Social Housing Fund (Wave 3).

The Council will continue to progress innovation opportunities that advance our net zero targets in effective and cost-efficient ways and move the retrofit sector forwards.

RECOMMENDATIONS

That Cabinet:

1. Adopt the H&F Council Housing Retrofit Strategy (Appendix 1) and action plan (Appendix 2).
2. Note the housing retrofit projects already delivered and underway.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Retrofit is a green industrial sector which has been limited by stop-start subsidies in the past. Incorporating retrofit into our capital programme and building a consistent pipeline of projects provides certainty to the sector and supports regional suppliers to invest in retrofit skills. Low-carbon and renewable sectors are high-growth areas worked on by the borough's anchor institutions and start-ups, and the retrofit strategy supports our local industrial strategy by advancing collaborations with these organisations.
Creating a compassionate council	By eliminating fuel poverty for households, they can better utilise their existing income. Retrofitting our homes to be energy efficient tackles fuel poverty, brings homes to a comfortable standard, helps to prevent damp and mould and improves indoor air quality, reducing negative impacts on health.
Doing things with local residents, not to them	Residents' buy-in is essential to a successful retrofit programme. Carrying out an engagement programme is included in the action plan. We will actively engage with residents in the design and delivery of projects and

	carry out general communications to all residents to help them understand the benefits of retrofit.
Being ruthlessly financially efficient	The Council pursues all opportunities to bring in external funding to support housing retrofit projects. We will continue to work with colleagues across the Council and beyond to explore alternative ways to fund and finance the programme.
Taking pride in H&F	The strategy confirms Hammersmith & Fulham as a leader in taking action on climate change. The focus of retrofit is to take pride in the neighbourhoods and buildings we have, investing in them to make them fit for the future. Projects will be aligned where possible with action to green our estates, making them attractive, climate resilient, and welcoming to wildlife.
Rising to the challenge of the climate and ecological emergency	This strategy is a cornerstone of the council's delivery on its net zero target. The Council aims to be net zero carbon by 2030. This project is working in conjunction with this target. Housing accounts for up to 35% of H&F's carbon emissions.

Financial Impact

There are no additional direct financial implications arising from this report as there are no proposals at this stage to approve budgets and the retrofit strategy was compiled from existing approved staffing resources.

The expectation is that the costs to deliver retrofit projects will be funded from within the current approved HRA 10-year financial business plan and supported through securing external grant funding where possible. Further decision reports setting out the financial implications will be required to approve individual schemes, and these will need to be agreed through the Council's standard annual budgeting and financial governance protocols.

Danny Rochford, Head of Finance (Housing), 11 February 2025

Verified by Sukvinder Kalsi, Executive Director Finance and Corporate Services, 6th May 2025.

Legal Implications

The Climate Change Act 2008 (as amended) imposes a legal obligation on the UK to achieve net zero by 2050. The Council is committed to achieving this target by 2030. It is recognised that local authorities have a major role to play in achieving net zero and retrofitting housing is an important element of this.

The Council as a landlord and local housing authority has a legal duty to maintain its housing stock. Retrofitting homes to achieve greater energy efficiency is in accordance with and in furtherance of these duties.

Individual contracts for the undertaking of works of retrofitting will need to be subject to the competition requirements in the Public Contracts Regulations 2015 (the Procurement Act 2023 where the procurement begins after 28 October 2024) and the Council's Contract Standing Orders.

John Sharland, Assistant Director, Legal Services, 10th June 2024

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. Hammersmith & Fulham Council declared a climate emergency in 2019, setting an ambition for the borough to reach net zero carbon emissions by 2030. The council has an important role in achieving this target, with assets under its control or ownership accounting for 11% of the borough's local greenhouse gas emissions.¹ Of this, 61% is from our council housing.
2. The Council published a Climate and Ecology Strategy in 2021, including an objective to 'put in place and implement whole house retrofit plans for all council homes to achieve net zero, that include adaptation measures'. It also approved a Fuel Poverty Strategy in 2023 setting out objectives to ensure that residents homes are well-insulated and affordable to heat.
3. This council housing retrofit strategy sets out how the organisation plans to deliver on these objectives to deliver warm, sustainable homes for the residents of its own housing estate.

Why a retrofit strategy is needed

4. Retrofitting our homes with energy efficiency measures makes them comfortable and affordable to live in and invests in the long-term durability and sustainability of our stock. High quality energy efficiency measures support priority council agendas including:
 - i. Tackling the cost-of-living crisis
 - ii. Preventing damp and mould
 - iii. Long-term performance of our stock including durability
 - iv. Compliance with future Minimum Energy Efficiency Standards
 - v. Energy security for the council and residents

¹ Includes council scope 1 and 2 emissions, plus scope 3 emissions from council-owned housing and non-domestic buildings that are leased to others.

5. This strategy builds on H&F's Housing department's delivery of retrofit to date. The council has been delivering pilot retrofit projects and incorporating energy efficiency measures into its programmes, including:
 - i. Innovative 'deep retrofit' of non-traditional houses on the West Kensington Estate
 - ii. Large scale insulation to blocks on the West Kensington estate
 - iii. Incorporating energy efficiency measures into our wider capital programme including new windows, doors, roofs, and wall and loft insulation, with over 3,000 energy efficiency measures installed in over 1,500 homes over the past 2 years of the programme
 - iv. Hybrid heat pumps for 10 sheltered housing schemes
 - v. Domestic air-source heat pumps for flats
 - vi. Feasibility studies for large scale heat networks in our estates
 - vii. Transitioning our fleet away from petrol and diesel
6. These have provided valuable learning on delivering retrofit schemes, and the council will continue to pursue opportunities to innovate in its delivery, including exploring alternative financial models that allow us to deliver low-carbon technologies at scale within council budgets and available grant funding.
7. To deliver on its objectives, the council now needs to embed retrofit into all projects within its capital programme.
8. Adopting the council housing retrofit strategy confirms warm, sustainable homes as a priority of the council's housing investment. This will form a pillar of the council's housing asset management strategy (currently in development), alongside objectives such as compliance, regulation, and health and safety. The asset management strategy will be the authoritative source of the council's objectives for its capital investment in its housing and will set out a 5-year programme of works. The retrofit strategy will be integrated into all projects.
9. The retrofit strategy provides a clear direction and practical targets for delivery. This steer will allow the council to prioritise retrofit, progress projects with streamlined decision-making, and place the council in the best possible position to take advantage of external funding.

About the strategy

10. This strategy focuses on retrofitting the 'fabric' of our homes: bringing residents' energy use down through cost-effective interventions to improve the energy efficiency of the building fabric such as better windows and doors, and improving insulation. It is best practice to do this before installing low-carbon heat to ensure that bills are affordable and that new low-carbon heating systems are not oversized.
11. This approach is modelled as being deliverable within the budget signed off for retrofit within the 12-year capital asset management strategy in 2021, and is also in line with central government's current funding priorities, with grants predominantly for fabric measures rather than low-carbon heat.

12. The strategy includes a plan to decarbonise the heating systems of our communally heated blocks, and opportunities to incorporate low-carbon heating into projects will continue to be progressed. A full strategy to decarbonise heating systems will be developed as highlighted within this strategy's action plan.
13. The full strategy is attached as Appendix 1 and the action plan as Appendix 2.

Next steps

14. The Retrofit Strategy will be published as a standalone strategy and will also be incorporated into the upcoming asset management strategy in development this year.
15. Delivery of our retrofit and decarbonisation programme is scheduled to continue in the coming year, including:
 - I. Energy efficiency works on the West Kensington estate
 - II. Delivery of a programme of street property energy efficiency works
 - III. Subject to award of grant funding, delivery of combinations of energy efficiency, renewable energy and low-carbon heating to up to 1,100 homes through the government's Warm Homes: Social Housing Fund (Wave 3)
 - IV. Upgrades of communal heating schemes including air-source heat pumps
 - V. Transition of the department's fleet away from petrol and diesel vehicles

Reasons for Decision

16. Adopting the council housing retrofit strategy confirms the council's commitment to delivery retrofit at scale and provides direction for council delivery teams, supporting the council to meet its net zero and fuel poverty objectives.

Equality Implications

17. The result of the strategy will be council homes that are more affordable to heat. This is expected to have positive impacts in particular on older people, very young children, people from ethnic minority groups and disabled people. People from these groups are over-represented in social housing and are at higher risk from health complications related to living in cold homes due to lower immunity and obstacles to moving around and changing living environment. Studies have linked more energy efficient housing with lower excess winter deaths.
18. As with all capital works leaseholders may have to pay for works. The council does not hold demographic data on residents of its leasehold properties but recognises that charging leaseholders may place a financial burden on the leaseholders or their lessees through increased rents. The council will ensure

leaseholder costs for energy efficiency measures are reasonable, with these being approached on a case-by-case basis.

19. Further details can be found in Appendix 3.

Risk Management Implications

20. There is a reputational risk of resident opposition to the retrofit, that the individual retrofits are incomplete/unsatisfactory or that there are delays in completing the changes successfully. To mitigate this, and as mentioned above, a plan of engagement with residents must be developed including personalised communications, completion reports and mechanisms to ensure a minimum of disruption.
21. There is a financial risk that costs exceed the budget and that as a result work is incomplete or that additional funds are necessary. To mitigate this, it is recommended that expenditure reports are prepared monthly allowing for a tracking and reasonable cost projections

Jules Binney, Risk and Assurance Manager, 7th February 2025

Climate and Ecological Emergency Implications

22. This strategy directly supports the council's Climate and Ecology Strategy objective to 'put in place and implement whole house retrofit plans for all council homes to achieve net zero'. It sets out an approach to deliver this objective, which alongside measures to decarbonise heating in council homes covers the largest directly controllable portion of the council's carbon footprint. It is therefore a cornerstone of the council's net zero ambition.

Verified by: Tim Pryce, Clean Energy Lead, 10th February 2025

LIST OF APPENDICES

Appendix 1 – Council Housing Fabric Retrofit Strategy
Appendix 2 – Action Plan
Appendix 3 – Equality Impact Assessment

H&F Council-owned Housing Fabric Retrofit Strategy

22/04/2025

V.2.2

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Fabric Retrofit strategy, *in brief*

Vision

H&F's Fabric Retrofit Strategy sets out our approach to making our homes affordable, healthy, and in line with the council's climate and ecological emergency targets.

Its goal is to provide H&F's residents with comfortable, affordably-heated and well-adapted homes. These homes will reduce fuel poverty, be cost efficient and have net zero carbon impact.



The need for retrofit

We need to fix our homes to use less and cleaner energy. Doing this helps our residents and environment by solving three major challenges we face:

- The climate crisis
- The cost-of-living crisis
- Healthy homes

This retrofit strategy sets out the need and context for upgrading our homes with energy efficiency measures and renewable energy, as well as the challenges and considerations for doing so. It then outlines the key approaches we will take to delivering retrofit, considering elements such as different archetypes of home, retrofit interventions, tenures, works programmes, and financing approaches.

The strategy takes a 'fabric first' approach to retrofitting the housing stock, focusing first on reducing energy use with cost-effective interventions that insulate our homes and stop them losing heat as quickly. A fabric first approach to retrofitting social housing is needed to reduce energy demand, lower running costs for residents, and enhance indoor comfort. Installing cost-effective fabric measures supports homes to ultimately move to lower carbon heating sources such as heat pumps.

Tackling the climate crisis

The world is in a climate emergency and urgent action is needed by everyone. H&F Council declared an emergency in 2019, pledging to reduce its carbon emissions and meet net zero carbon by 2030. Since then global temperatures continue to rise, with 2023 the hottest year ever recorded, and 2024 on track to top this.¹² With rising temperatures have come increasingly frequent and severe impacts, globally and locally.

The largest source of greenhouse gas emissions in the borough is from our buildings, with 40% of the borough's local carbon footprint coming from its homes.³ As the largest landlord in the borough, H&F Council has a key role to play in tackling this. Besides procurement, the council's housing also represents the largest proportion of the council's own organisational carbon emissions, as seen in Figure 1. A key pathway to achieving net zero will be upgrading these homes to be more energy-efficient, with low-carbon heating and hot water.

¹ [2023 was the warmest year in the modern temperature record | NOAA Climate.gov](#)

² [State of the climate: 2024 off to a record-warm start - Carbon Brief](#)

³ [London Energy and Greenhouse Gas Inventory \(LEGGI\) - London Datastore](#)

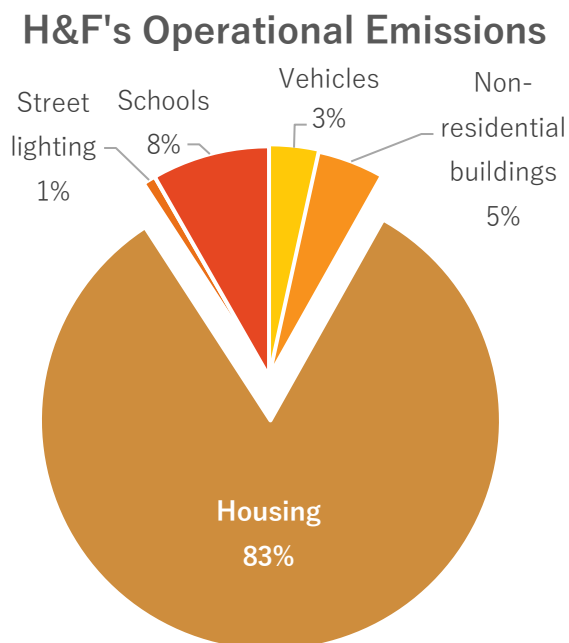


Figure 1. Split of H&F Council's operational carbon emissions⁴

In addition to reducing carbon emissions, we need to act to protect ourselves from increasingly frequent severe weather.

Due to our densely built urban setting, our residents and buildings experience higher levels of risk. Most of H&F lies within flood risk zones due to the high levels of paved surfaces and lack of natural spaces for water to drain into. A forthcoming Climate Risk Assessment for the borough identifies extreme heat in housing as one of the most severe climate-related risks, with the density of buildings and dark surfaces meaning heatwaves are more intense and dangerous than in surrounding rural and suburban areas. Adapting H&F properties to be resilient in a changing climate is of growing importance. For example, heat related deaths hit their highest level in 2022 with over 4,500 people dying due to high temperatures.⁵

Tackling the cost-of-living crisis

The cost-of-living crisis has been acute, with inflation peaking at 11% in 2022, higher prices in London than beyond, and energy prices rising threefold between 2020 and 2023. Energy bills are a significant expense and financial concern for residents. The cost of fuel increased sharply in the wake of the war in Ukraine, exposing the vulnerability of the UK to energy price shocks. Residents should be able to live in warm homes that they can heat affordably. Energy prices are unpredictable; using less energy puts money back in people's pockets and improves our resilience to any future crises. Retrofitting our homes with measures like insulation will help us achieve this.

⁴ Including the council's scope 1 and 2 emissions from its use of energy in buildings and vehicles it operates, plus emissions from housing where the council controls the building's fabric and heat source.

⁵ [Heat-related deaths in 2022 hit highest level on record in England | Extreme weather | The Guardian](#)

Healthy homes

We want our residents to rely on their homes keeping them in the best of health. Cold homes, damp and mould, and poor ventilation combined with pollutants from cooking and other activities, can all take a toll on health. There is a strong relationship between cold temperatures and illness, including cardiovascular disease, respiratory illness, colds and flu, rheumatism and arthritis, and mental health.

With each 1C drop in temperature below 5C, GP consultations for respiratory illness in older people increase by 19%, and hospital admissions for Chronic Obstructive Pulmonary Disease (COPD), commonly linked with fuel poverty, are four times more likely to happen over winter.⁶ Countries with more energy efficient housing have lower excess winter deaths, which are almost three times higher in the coldest quarter of housing than in the warmest quarter.⁷

Retrofitting homes can address these issues, ensuring they can be kept warm affordably and are well ventilated, preventing cold and damp. Replacing our gas cooking and heating systems with low-carbon systems means residents breathe cleaner air inside and outside the home.

A challenging context for delivery

The context in which the council is delivering retrofit is challenging:

- Council budgets are not sufficient to fully decarbonise social homes unaided
- Inflation has hit construction hard, with costs at an all-time high
- Under the previous government, central funding schemes provided only a fraction of the funding required across the country's social housing and covered only a small portion of the true costs per home
- The funding has had restrictive eligibility criteria that leave many homes in need
- A history of stop-start funding schemes has not given the retrofit market the certainty needed to invest in skills, leaving it under-resourced to meet the scale of delivery required
- There are cost implications and legal considerations for the majority of our buildings that include owner-occupying residents
- Delivering retrofit can be disruptive and the benefits for residents are not always widely understood.

Retrofitting our homes requires innovative solutions to be brought forward by landlords, the market, and government. Challenges to be overcome include alternative funding models, solutions for hard-to-treat homes, planning restrictions, and approaches to leasehold properties.

⁶ National Energy Action, Under One Roof: [NEA-Under-One-Roof-FULL-REPORT-FINAL-Feb-19-1.pdf](#)

⁷ The Health Impacts of Cold Homes and Fuel Poverty: [Excess winter deaths and illness and the health risks associated with cold homes \(nice.org.uk\)](#)

What is retrofit and how will it help?

Preventing homes from losing heat

Retrofitting means adding new components to an existing building. In the context of energy efficiency and net zero carbon this means adding components that make the buildings more energy efficient, generate or provide renewable energy, and make them well-adapted to our future climate.

H&F will take a 'fabric first' approach to retrofitting its housing stock. This means focusing first on reducing energy use with cost-effective interventions that insulate our homes and stop them losing heat as quickly. Focusing first on reducing heat demand reduces energy bills for residents, helps heat pumps operate more efficiently by smoothing peaks and troughs in demand, and supports national decarbonisation by reducing the additional demand placed on the electricity grid as a result of switching heating sources from gas to electricity.

Typical fabric energy efficiency measures include:

- Double glazing
- Loft insulation
- Floor insulation
- Cavity or solid wall insulation
- Draughtproofing

Every home is different, and the interventions for each will vary according to what's cost-effective and right for the property and resident.

Transitioning H&Fs heating source from gas to electricity is also needed to achieve net zero carbon. The UK's electricity is rapidly decarbonising, and heat pumps are suitable for most homes and offer a highly energy efficient source of heating by extracting renewable heat from the environment¹³. However further work is needed for the council to develop a viable strategic approach. Key actions are referenced in this document along with a decision tree to ensure any opportunities to upgrade buildings to low-carbon heat are not missed in the short term.

This approach allows us to reduce emissions, reduce residents' energy bills, and ready our homes for the transition to low-carbon heating. The benefits of this approach are:

1. Reducing carbon emissions from Hammersmith & Fulham's homes by reducing the amount of gas needed to heat them.
2. Reducing residents' energy bills.
3. Includes lower cost and cost-efficient interventions.
4. Prepares buildings for low-carbon heat, which operates more efficiently when buildings are well-insulated.
5. Spreading the costs of decarbonisation.

¹³ [UK Parliament POSTnote 699: Heat pumps](#)

Benefits of retrofit



Lower energy bills

By improving insulation and reducing energy demand, retrofit can reduce residents' energy bills and tackle fuel poverty.



Tackling climate change

Improving the energy efficiency of the building and heating via electricity will significantly reduce carbon emissions.



Stopping damp and mould

By improving insulation and ventilation, retrofit reduces the risk of damp and mould.



Clean air

Transitioning away from polluting gas boilers and cookers improves health inside and outside the home. Measures such as green roofs can further improve local air quality.



Climate resilience

By making adaptations for overheating, flooding, and drought risks as we retrofit, our residents and buildings will experience much lower risk from climate change impacts.



Building longevity

Measures such as insulation can reduce weathering and lengthen buildings' lifespans.

Figure 2. Benefits of retrofit

The benefits of retrofitting the council's stock are not only confined to reducing carbon emissions; it can also increase the standard of H&Fs housing, making them warmer, healthier and cheaper to run. H&F buildings also need to be adapted for a changing climate, such as rising summer temperatures. Retrofit measures can also make buildings more attractive, increase biodiversity, and provide more green space for people to enjoy. Three core benefits are outlined below.

Cost of living

Improving the energy efficiency of our homes is the most reliable and durable way to reduce residents' energy bills, ensuring that they are resilient to any future price volatility. Carrying out the interventions modelled for this strategy is projected to reduce the average heating bill from £433 to £291 per year.

Health

Retrofitting can help to tackle the strong links between cold, poorly ventilated homes, damp and mould, and poor health. Homes that are affordable to heat are less likely to present such issues. Studies have found that countries with more energy efficient housing have lower excess winter deaths, and that these are almost three times lower in the warmest quarter of homes than the coldest quarter.¹⁴

¹⁴ The Health Impacts of Cold Homes and Fuel Poverty: [Excess winter deaths and illness and the health risks associated with cold homes \(nice.org.uk\)](https://www.nice.org.uk/guidance/TA254)





Climate change

Retrofitting our council homes takes positive action on the borough's largest source of greenhouse gas emissions. Installing fabric energy efficiency measures will reduce our emissions by 6,971 tonnes CO₂e per year, with low-carbon heating and grid decarbonisation providing the remaining route to net zero carbon.

Our homes

Where we're starting from

H&F's 17,089 tenanted and leasehold properties are varied but can be separated into four main 'archetypes': houses, converted street properties, low- and mid-rise blocks, and high-rise blocks. These broad archetypes will be broken down into further typologies and analysed to guide a retrofit programme, a key next step in the action plan.

				
<i>Archetype:</i>	Houses	Converted street properties	Low and medium rise flats	High rise flats
<i>Number of homes:</i>	1,396	1,788	7,999	1,191
<i>Average EPC score:</i>	65	68	72	74

Our heating systems are less varied; the majority are individual gas boilers, while the rest are mostly communal heating systems, which are large gas boilers that serve a group of flats within a block or across multiple blocks.

Our homes have been built in different ways and vary in how energy efficient they are. Purpose-built flats in blocks are typically more energy efficient because they are more modern constructions that often have filled cavity walls and double-glazed windows, and share their walls with neighbouring properties, reducing heat loss. Older houses and converted street properties are the least energy efficient, because they often have uninsulated single-brick walls and single-glazed windows which lose a lot of heat in the winter.

The standard way of measuring energy efficiency is with SAP, the Standard Assessment Procedure: a government-approved method of determining the energy efficiency and environmental index of a building. It is based on a 100 point scale, with higher scores performing better. The outputs of SAP assessments are captured in Energy Performance Certificates (EPC) for individual homes. Across our whole stock our homes average an EPC of grade C, SAP point 71.25.

A more specific measure for how quickly homes lose heat is space heating demand (SHD). It describes the amount of heat required to maintain the internal temperature at a comfortable level and is measured in kilowatt hours per meter squared per year (kWh/m²/y). The average across our stock is 76 kWh/m²/y.

These averages mask a variation in how energy efficient our homes are, and how much heating they require:

H&F building archetype	Heat demand (kWh/m ² /year)	Annual heating bill	Tonnes of CO ₂ e per year
Example Victorian house, single glazed	159	£755 (£8.07/m ²)	4.3
Example flat in 1970s tower block, double glazed	50	£288 (£4.05/m ²)	1.9

Table 1. Example homes owned by H&F and energy use

There are 3,500 H&F homes that are pre-1929 and 1,760 of these are in conservation areas. Pre-1929 homes are likely to be subject to restrictions by planners, and all homes in conservation areas will be subject to restrictions on what retrofit measures will be possible.

More information on our existing stock is in Appendix 3.

Making our homes warmer and more affordable to heat is not a new agenda to H&F. The council is already delivering energy efficiency schemes to its homes and is currently delivering a capital programme replacing old and leaky windows, doors and roofs. Recent pilot retrofit projects include:

- Innovative ‘deep retrofit’ of non-traditional houses on West Kensington estate
- Large scale insulation to blocks on the West Kensington estate
- Incorporating energy efficiency measures into our wider capital programme, with 3,214 measures including new windows, doors, roofs, wall insulation and loft insulation installed in 1,546 homes in the past 2 years
- Hybrid heat pumps for 10 sheltered housing schemes.
- Domestic air-source heat pumps for flats
- Feasibility studies for large scale heat networks in our estates

Where we want to get to

Fabric energy efficiency

We will take a ‘fabric first’ approach to retrofitting our homes, installing cost-effective measures that reduce heat demand before installing low-carbon heating.

Based on modelling of energy efficiency measures for our homes and guidance including the Retrofit London action plan, we aim to insulate properties to achieve a space heating demand of **64 kWh/m²**. This is considered a ‘sweet spot’ balancing ambition and deliverability, and is suitable for heat pump installation. Some homes already meet this, and the target may be higher or lower in practice for some homes

depending on the constraints of each home. Applying energy efficiency measures to achieve this target across our stock is estimated to achieve the following benefits:

	Average heat demand (kWh/m2/year)	Average annual heating bill	Average tonnes of CO2e per year
Our homes now	76	£433.39	1.79
Our homes after retrofit	49	£291.44	0.07*

*after installing low-carbon heating

Table 2. Energy use improvements from retrofit in H&F homes

Some measures are more cost effective than others. Loft insulation, for instance, is cheaper and has a faster pay-back through bill savings. Some other measures such as solid wall insulation have a higher upfront cost. We aim to reach net zero in the most cost-effective way that is also right for our residents, installing fabric measures where these are the least cost approach to decarbonisation, but prioritising investment in decarbonising heat where the cost per tonne of carbon saved is significantly lower than installing further fabric energy efficiency measures. This will take into account both the cost to H&F and the energy bill implications for residents, and fabric measures will be installed before or at the same time as new heating systems so the systems are not oversized in future.

Low-carbon heating

Upgrading to low-carbon heating is needed across our stock to meet net zero, with electrification of heat being the most evidenced and efficient solution. Heat pumps are expected to be the preferred technology as they use energy highly efficiently. District heat networks, in which heat is shared between buildings in densely populated areas, are likely to play a significant role in the medium term; more information on this can be found in our Cross-Borough Energy Masterplan¹⁵.

Transitioning homes to low-carbon heating at scale across the council's stock is extremely challenging. Low-carbon heating faces high capital costs with limited grant funding currently available. Installation can be limited by electrical grid capacity. The current high ratio of electricity-to-gas prices means that, although heat pumps are much more efficient than gas boilers, homes must be sufficiently insulated to avoid higher energy bills. A low-carbon heat strategy will be developed as part of the action plan attached to this strategy (see separate document).

Although this strategy focuses on fabric, we will pursue opportunities to install low-carbon heat immediately where possible. A decision tree for properties with domestic (individual) boilers has been developed that will be followed to ensure these projects are captured (Appendix 6). Communal boilers, due to their size and the typically lower space heating demand of blocks, can be suitable for replacement with low-carbon heating now. Opportunities to upgrade these boilers to low-carbon heat are being explored and progressed, with the budget to replace these currently covered within the Climate Emergency fund (see finance section below).

¹⁵ [Cross-borough energy masterplan | London Borough of Hammersmith & Fulham \(lbhf.gov.uk\)](https://www.lbhf.gov.uk/cross-borough-energy-masterplan)

Renewable Energy

Installing solar panels and battery storage has the potential to reduce carbon emissions, residents' bills, and reliance on the grid. The technology is complementary to electrification of heat and electric vehicle charging and offers a good return on investment. Opportunities to install solar panels will be considered on a case-by-case basis, taking account of the level of opportunity provided by the roof space, the electricity demand of the site, and any planning constraints. Opportunities for alternative financing models that provide energy bill savings to residents and payback to the council's investment will be explored for this technology.

Adapting to a changing climate

We need to adapt our homes to protect both the council's residents and the rest of the borough from flooding, overheating, and drought. Retrofit offers an ideal opportunity to install climate adaptation measures. These include nature-based solutions like green roofs, and non-nature based solutions like external shutters and window tinting to reduce impacts of overheating. Reducing leaks and water consumption in homes supports the resilience of our residents and London more widely to drought.

As part of our capital programme we will conduct overheating assessments (TM52 Thermal Comfort Survey) on each property. We will incorporate recommendations into project design as appropriate, and consider opportunities to:

- Disconnect downpipes and reroute stormwater to nearby green spaces.
- Install green roofs
- Install cool roofs where green roofs aren't structurally feasible.
- Install rainwater harvesting systems in gardens.
- Install solar shading (e.g. brise soleil)

Embodied carbon and the circular economy

This strategy focuses mainly on reducing the 'operational' greenhouse gas emissions of our homes, which means those occurring because of our residents' energy use. 'Embodied' emissions look beyond this at the emissions associated with physical products, in this case those associated with retrofit such as insulation boards and new windows. This includes emissions from extraction of materials, manufacturing, transport to site, and energy used to install them.

The high embodied carbon of construction is one reason why retrofitting rather than rebuilding homes is a positive move for climate change. However, H&F acknowledges the impact of embodied carbon even in these projects and will develop a plan to reduce embodied carbon emissions in retrofit and other capital projects.

The 'circular economy' describes a range of approaches to reducing embodied carbon and wasteful use of materials. These include repairing what we already have, reusing and recycling existing materials, and sharing rather than individually owning resources (such as a car-sharing scheme).

H&F has a low-carbon procurement policy and sustainable supplier charter, which requires all H&F contractors to make reasonable efforts to improve the sustainability of their practices, including through minimising waste and promoting the circular

economy. H&F also has schemes such as the reuse of furniture scheme when properties are void. The Asset Management team will continue to commit to circular economy principles in line with H&F's climate and ecology strategy, and embed these with contractors.

For example, solar panels are typically guaranteed for 20-25 years, with a shelf life of more than 30 years, and contain rare metals. Opportunities to reuse panels removed from H&F assets before their end-of-life will be followed to ensure they are not recycled or otherwise disposed of by default. Where financial circumstances challenge this, the Asset Management team will consult with the Climate and Ecology team before any decision on disposal.

The journey to retrofit each home

The overarching steps from now to completed retrofits to each home are:

1. This retrofit strategy sets out our guiding approach
2. Stock condition surveys and our asset management strategy define which properties and works will be prioritised in each 5-year capital programme
3. In collaboration with residents, each property is surveyed to assess the right retrofit measures to install
4. Necessary ventilation and fabric energy efficiency measures are installed first
5. Low-carbon heating and renewable energy measures are installed alongside or after necessary ventilation and fabric measures
6. On completion residents are supported to get the most out of their newly upgraded, energy-efficient home

Pilot projects

H&F has completed early and pilot projects across various aspects of retrofit, as well as incorporating energy efficiency measures into its wider capital programme.

The Energiesprong 'deep retrofit' pilot in the West Kensington estate involved designing and off-site manufacturing bespoke external wall panels for 11 of our homes, which were then craned into place (see picture). These provide a warm envelope to the home, significantly reducing the need for heating, and are supplemented with loft insulation, solar panels and heat pumps to provide efficient, low-carbon heating. This was an innovative project part-funded by central government and undertaken as a partnership with the GLA and other boroughs. The result is warm, sustainable homes, and the project has provided the council with valuable learning around delivering challenging retrofit projects, which will be carried into our future project



Bespoke insulated external wall panels with integrated windows for the West Kensington Energiesprong pilot, off-site in the factory and being installed.

Energy efficiency measures have also been incorporated into our mainstream housing capital programme. In the previous 2 years of the programme 1,546 homes received energy efficiency measures of various kinds, resulting in an estimated 390 tonnes of CO₂e being saved per year. An example is the West Kensington estate towers, which will benefit from a new energy efficient roof, cavity and external wall insulation, windows and enhanced ventilation to ensure good air quality and avoid damp.

Heat pumps have been installed in 9 communally heated blocks, currently operating alongside back-up gas boilers. As fabric energy efficiency measures to these blocks progress these can be moved over to be fully served by heat pumps.



Heat pumps in place in communally-heated blocks

The business case for retrofit

Retrofit can be complex and expensive, however there are multiple benefits and co-benefits. Many of these are touched on in the strategy, however quantifying them is not always straightforward. Areas such as impact on health and wellbeing are priorities for the council and exploring ways to measure the impact and embedding them into the retrofit business will be important to justify ongoing investment.

Delivering retrofit

Having reviewed different approaches, H&F will focus most of its resources on methods that can deliver retrofit at a larger scale.

Services

The following services are involved in delivery:

Capital Delivery

H&F's capital delivery function delivers various large scale capital projects according to the strategic needs of the community, council and housing stock. Retrofit projects are already being progressed through our capital programme and retrofit will become a core function of the capital delivery team in order to deliver the first stage of upgrading the fabric. All capital projects will identify and progress retrofit opportunities, and the capital programme will be developed to support this strategic aim of the council.

Mechanical and Electrical team

The Mechanical and Electrical team (M+E) are responsible for managing the primary heating source in H&Fs housing. The Asset Management team will work closely with M+E to analyse heating needs on a case-by-case basis, using the decision tree reference in annex 2, and ensure that sites that are due for heating upgrades are prioritised for fabric retrofit.

Voids and repairs

Retrofitting a vacant property presents an opportunity to carry out measures that would be disruptive while occupied. While purpose-built flats will generally need to be treated in a planned programme block-by-block, the voids process presents an opportunity for upgrading street properties, which need to be treated individually. Voids can also facilitate the move towards decarbonisation by updating the 'lettable standard', for instance to encourage moves towards electric cookers.

Whilst the repairs' function will not be a primary vehicle for upgrading the stock it can support decarbonisation through minor measures such as insulation to pipework, and energy efficient fittings such as low flow taps. A new repairs contract is due to be procured in 2027, and the asset management and climate teams will work with the repairs and procurement teams to understand what can be included.

Retrofit programme

Retrofit will be a core objective of our asset management strategy and capital programme. Two main approaches to delivering retrofit at scale are likely to be considered:

1. **Area-based approach.** Buildings will be prioritised in the capital programme based on a range of investment needs and retrofit will then be incorporated and applied to homes in this geographical area. This ensures investment is

focused on buildings with the greatest need, helps with engaging residents, offers efficiencies from being based on one site, and can be aligned to local area energy planning along with other strategic priorities.

2. **Archetype-based approach.** This would focus delivery in sequence on different building archetypes such as pre-1919 solid wall houses or cavity wall blocks of flats. This allows less challenging archetypes to be addressed first, common solutions to be procured and rolled out at scale, and learnings from early projects to feed into subsequent ones.

Both approaches hold open the option to explore offering retrofit to local residents in other tenures. When the council is delivering a retrofit scheme for a particular archetype of neighbourhood, private homeowners in the area and in similar archetypes could be offered retrofit at cost. The benefits of this would include economies of scale, the possibility for it to be community led and more opportunities for joint funding.

Enabling Retrofit

Retrofit can be complex. As well as a clear approach and delivery mechanism several areas will be key to ensuring that it can be delivered to the time and scale required.

Finance

Retrofitting often involves substantial initial investment but can lead to cost reductions over time, as well as long-term durability of the stock and meeting the organisation's strategic objectives.

We are delivering retrofit in a challenging financial environment. There's an estimated £100bn needed for social housing decarbonisation nationally. In 2019 the government committed £3.8bn towards decarbonisation.

At the time of writing this strategy the council had made a strategic financial commitment of about £197 million up until 2032 that could contribute toward decarbonisation.¹⁶ The current estimated cost of fabric retrofit, plus converting existing communal heating systems to heat pumps, and installing solar panels is £132,160,561. Further funding will be needed for the remaining conversion of gas boilers to low-carbon heating.

A breakdown of cost assumptions in the strategy is included in Appendix 5.

Given the current shortfall of funding when full heat decarbonisation is considered as well as fabric retrofit, it is necessary to keep exploring new financial models. As well as using the council's capital budget and bidding for grant funding, we will evaluate opportunities from public-private partnerships, competitive financing sources such as loans and bonds, and income from installing renewable energy.

¹⁶ In 2021 a strategic 'Capital Ask' paper was approved by Cabinet that lasted until 2032. This included £106.5 million for climate works, £70million for windows, £10million for communal boilers and £50million for White City, of which £11million was estimated for climate upgrades.

Leaseholders

Leaseholders make up about 28% of H&Fs housing stock. Given the high costs of retrofit it is critical that costs are distributed fairly and leaseholders understand why they are being charged. Undertaking extensive resident engagement, communicating the overall goal of the strategy and its benefits will be crucial to achieving this goal.

The average cost per home for fabric upgrades is £6,488 based on modelling of our stock with software. It is important to note that this is an average, including some properties where minimal fabric retrofit is needed and some harder to treat properties where costs will be higher. These costs may change as there is high inflation in construction costs at present, with some quotes for projects coming back higher than estimated.

H&F recognises that charging leaseholders these amounts may place a financial burden on the leaseholders, and that leaseholders renting their property out could transfer these costs through increased rent. The council will ensure leaseholder costs for energy efficiency measures are reasonable, with these being approached on a case-by-case basis.

Resident engagement

Early, clear, and continuous engagement with residents will be a key part of delivering the strategy. Retrofit has a wide range of benefits and communicating these to residents will be essential to gaining the buy-in needed for successful delivery. Works can be disruptive, so we will engage with residents transparently to be clear on what they can expect and when.

This will involve general communication to all residents to promote the benefits, and project-specific communication.

Planning

Collaboration with the H&F Planning Team will be an integral part of the successful delivery of this strategy. Many homes are likely to be subject to restrictions on what interventions are possible, including historically and aesthetically important building types and all homes in conservation areas.

H&F has published a [Climate Change Supplementary Planning Document](#) (SPD). The SPD offers guidance to developers, planning officers, landowners and homeowners when preparing, assessing and reviewing planning applications, including for retrofit.

Further work will include:

1. **Develop a retrofit planning guide:** Aligned closely to the archetype approach, guidance will be developed around the types of windows, insulation, ventilation, and low-carbon heat and energy can be installed on chosen buildings.

2. **External Wall Insulation (EWI) case studies:** EWI can play a key role in reducing heat demand across our blocks, but poses challenges in terms of conservation. Work will continue with the Planning Team to find EWI solutions that meet planning requirements and allow wide-spread adoption of EWI systems.

Data management and smart technology

Good quality data is paramount in retrofit projects, enabling well-informed decision-making on which areas and buildings to prioritise, which measures to apply, what challenges and considerations must be taken into account, and ongoing maintenance needs.

H&F currently have an ongoing programme of stock condition surveys that collect key information on the condition of each building's components. We use an energy assessment tool to identify retrofit works needed and track progress on emissions reductions.

Energy efficiency retrofits can suffer from a 'performance gap' between expected and realised energy savings. Ongoing performance monitoring will allow evaluation of energy efficiency, environmental benefits, and the overall effectiveness of the retrofit measures. We will explore smart technology tools to support this work and help us understand the needs of our homes and residents in general.

Metrics for the performance of our homes can be found in Appendix 4.

Procurement and the supply chain

The council will be a significant purchaser, enabler and provider of housing decarbonisation work. This gives an opportunity to use procurement strategically in shaping the market, building supply chains for the future and working with partners to build the local skills base. Additionally, this can support supplier confidence through a 'pipeline' of work that give medium-term certainty for private sector investment decisions, supporting the consumer-oriented market that is needed.

Industrial strategy

This retrofit strategy aligns with the goals of H&F's [Upstream](#) Industrial Strategy by fostering economic growth, innovation, and sustainability within the borough. Investing in upgrading our housing stock stimulates local economic activity and creates jobs in high-growth and high-innovation sectors including low-carbon construction and renewable energy. These are areas of new development and research by anchor institutions such as Imperial College and start-ups in the borough, and the council will develop opportunities for collaboration.

PAS 2035 Retrofit Specification

PAS 2035 is an approach and specification for retrofit that considers the requirements of the whole building, from the perspectives of technical requirements and occupants' health and comfort. It aims to avoid unintended consequences of poorly designed or installed retrofit. The PAS 2035 approach has been shown to reduce the risk of unintended consequences in retrofit projects.

H&F will embed PAS 2035 into its retrofit operations, to be decided on a case-by-case basis according to the complexity and combination of measures involved. For instance:

- Simple project not requiring PAS 2035 – solely upgrading the windows on a block.
- Complex project requiring PAS 2035 – the exterior of the block is insulated, along with new windows and loft insulation.

Action plan

An action plan has been co-developed between the relevant delivery teams within H&F, outlining the projects and actions needed to meet the targets and agreements outlined in the strategy- see Appendix 2. The actions are assigned to one or multiple teams within H&F. The action plan will be updated quarterly to track progress and highlight risk areas. The plan remains live and can be amended with approval of Asset Management and affected teams.

Key workstreams

With the development of this strategy and action plan, various priority workstreams have been identified in the short term that will be integral to the delivery and success of the strategy and its goals. The workstreams are as follows:

1. **Develop low-carbon heating strategy.** Further work is needed around developing an approach to transition H&Fs properties away from fossil fuels.
2. **Determine which communal boiler sites can be upgraded to low-carbon heat immediately.** Feasibility studies will need to be undertaken as soon as possible to identify the sites that can be upgraded.
3. **Continue to undertake low-carbon heat pilot projects.** Continuing to develop the organisation's knowledge and understanding of different technologies and solutions for low-carbon heat will be important in the lead up to 2028. A clear, scalable solution will be needed for each archetype that can be rolled out at pace.
4. **Develop archetype approach and agree retrofit programme.** Work to further investigate the array of archetypes found in H&F's housing stock must be completed, assigning the range of retrofit works most likely to be applied to each archetype, allowing a full programme of works to be developed, costed and delivered.
5. **Develop a climate adaptation plan for the council's housing.** Overheating assessments, flood risk assessments, and adaptation measures are all relatively new to H&F's delivery process. Thus, it will be integral to develop a more detail action plan and costed action plan that can be delivered.

6. **Review planning policies and procedures.** Planning constraints pose a large barrier to wide-spread retrofit. It will be key to collaborate with the Planning Team to develop a set of guidelines and amend policies to enable retrofit while also respecting and maintaining the aesthetics and heritage elements of our housing.
7. **Develop in-depth resident engagement plan for retrofit works.** Residents are at the heart of this strategy and will be most impacted by retrofit works. Developing an in-depth resident engagement strategy will be key in ensuring residents are brought along the retrofit journey from the beginning.
8. **Continue to develop the business case around retrofit.** Retrofit can be expensive and complex. However, when it is done correctly there are many benefits, some that are challenging to quantify such as impact on health. Continuing to develop this understanding will be key in unlocking more resources.

Governance

Governance for the strategy plays a pivotal role in orchestrating its success. Key aspects of governance in this context include ensuring key objectives and metrics are followed as well as, allocating resources effectively, engaging stakeholders, and ensuring compliance. Furthermore, an inclusive and transparent approach fosters collaboration among various stakeholders to ensure that retrofit projects align with broader organisation goals. With that in mind a Retrofit Board will be set up to govern the progress of the strategy.

Appendix 1: Values and principles

Council Values

The development of this strategy has been guided by the council's core values and will continue to be guided by them.

Creating a compassionate council. Improving the safety, wellbeing and comfort of our residents is at the heart of this strategy. Improving the quality of our housing and its ability to protect our residents, especially considering our most vulnerable residents, is what drives this work.

Building shared prosperity. Retrofit projects will grow the economy with more jobs and training in green fields such as insulation and solar panel installation, as well as increasing the lifespan of our existing assets, making the most of the Council's budgets and doing so with our people and planet in mind.

Doing things with residents, not to them. Tenants and leaseholders have both inputted into the strategy and will continue to be involved as it progresses. Retrofit projects will involve residents from the start and a thorough engagement strategy is identified as a key action succeeding this work.

Taking pride in Hammersmith & Fulham. Retrofit not only improves energy efficiency and resilience in our homes, but also improves the look and feel. These projects will bring buildings up to a higher standard, giving all residents of H&F a nicer place to live and take pride in.

Rising to the challenge of the climate and ecological emergency. This strategy outlines how H&F will deliver on reducing emissions from the council's housing stock which accounts for over 85% of the council's operational emissions.

Being ruthlessly financially efficient. Financing retrofit poses a great challenge, and the programme will be built around value for money and maximizing grant funding availability. The strategy also prioritises an approach that is financially sustainable for the organisation given the high cost of decarbonising the stock.

Strategy Principles

The strategy will also follow a set of principles that will guide decision.

Just transition. The impacts of climate change and inadequate housing often fall disproportionately on the vulnerable. This strategy aims to ensure that action taken is equitable, taking action to protect the most vulnerable first, and bringing all residents to a comfortable standard of living.

Wider environmental benefit. While this strategy's actions focus on reaching net zero carbon by reducing carbon emissions, they also aim to increase biodiversity by increasing green spaces, improve air quality by removing polluting heating systems, and reduce the impacts of climate change through adaptation measures.

Ambition. H&F must remain ambitious when it comes to decarbonising and adapting the stock. Whilst the organisation can only work within the confines of its resources,

continuing to push for new, more effective ways of achieving net zero will be critical to achieving the goal.

Innovation. The climate change retrofit industry is still in its infancy. Continuing to innovate not only with technology but the strategic approach will be critical to ensure the stock is decarbonised in the most effective way for everyone.

Partnership. Collaboration within the council and with our external partners, residents and wider communities will be integral to the successful delivery of this strategy.

Resilience. Retrofit is complex and there will be ongoing challenges at strategic level but also on the ground. Remaining resilient to these challenges may be the most important principle of the strategy.

Appendix 2: Context for the strategy

Strategy development

Industry consultants Turner & Townsend were appointed in 2022 to undertake an assessment of the stock and give recommendations on the best strategic approach, along with high-level cost estimates. This was using a housing stock assessment tool, which can model the impacts of different retrofit measures on our buildings' energy use and carbon emissions. The results of the analysis were then brought into a series of workshops with departments across the Council. Following this a strategic pathway was agreed by senior council leaders which forms the foundation of this document. It should be noted that given the changeable landscape in relation to retrofit including finance, technology, and government policy it has been decided to keep this strategy a live document. Remaining agile is likely to be critical to achieving net zero emissions in the most efficient way.

National policy context

The development of this strategy is aligned with various national policies, global agreements and UK legislation. The key drivers are listed below:

- **The UNFCCC Paris Agreement** Its central aim is to keep global temperature rise this century to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5°C.
- **Climate Change Act 2008** Requires the Secretary of State to ensure that the net UK carbon account for the year 2050 is at least 100% lower than the 1990 baseline.
- **Government's Industrial Strategy** With clean growth at its heart, one of the 'Grand Challenges' driving it is to halve the energy use of new buildings by half by 2030.
- **Heat and Buildings Strategy** Launched in October 2021, it drives to make buildings more energy efficient, perform better, be healthier and more comfortable to occupy and live in. It calls for a systemic change in the way building performance is improved, leaning on the "no- and low-regrets" pathways mentioned in the retrofit quality standard PAS2035, which lead to a fabric-first retrofit approach.
- **Net Zero Strategy: Build Back Greener**, sets out policies and proposals for decarbonising all sectors of the UK economy to net zero by 2050. Section 3iv focuses on the way we heat and power our buildings and their decarbonisation plan.
- **The UK Environment Bill** Published in 2020, this bill inspired an ambitious package of measures to address the urgent need for greater natural preservation and recovery to adapt and mitigate climate risk.
- **Energy Act 2023** sets out a framework for urban areas to develop heat networks, and for the country to move to low-carbon heat sources.

Aligning with current H&F and local policies

H&F Council have already produced various strategies that address the wide range of issues presented. Additionally, there are various local London policies that guide retrofit action. This work is linked to these existing strategies and will further strengthen the Council's. The Asset Management Strategy is also being updated of which this strategy will also form a critical part. The latest version of this is now being updated following completion of the council's recent 'compliance' strategy.

- **H&F Climate and Ecology Strategy** Outlines an objective for Council-housing: *"Put in place and implement whole house retrofit plans for all council homes to achieve net zero, that include adaptation measures"*.
- **Fuel Poverty Strategy** - In 2023, the Council published the H&F Fuel Poverty Strategy, aiming to tackle the cost-of-living crisis and increasing energy prices while also making progress on the climate emergency and net zero carbon goals. Retrofit is identified as a key solution to support achieve the strategic aims.
- **H&F Housing Strategy** Specific objective surrounding sustainability in housing: *"All homes should satisfy London Plan policy on sustainability design and construction and make the fullest contribution to the mitigation and adaptation to climate change"*.
- **H&F Air Quality Action Plan** Aims to *"reduce emissions at source – through [...] controlling emissions from building and construction sites"*.
- **The London Plan** Notes that London's existing domestic buildings contribute 36% of the region's CO₂e emissions and mandates that borough *"develop policies and proposals regarding the sustainable retrofitting of existing buildings"*.
- **Retrofit London Action Plan** Launched in 2021, providing a detailed, cross-tenure approach to retrofitting London's 3.7 million homes to EPC B or equivalent by 2030. It sets out actions that can be taken forward, along with proposed metrics – including overall carbon emissions, space heating demand and energy use.
- **Clean Heat Masterplan**– This piece of work identifies potential 'heat networks' around the Hammersmith and Fulham. Heat networks will be a key approach to decarbonising heat around the borough.
- **H&F Corporate Plan** - This Corporate Plan for 2023-26 describes how we will work with our residents, businesses, voluntary and community sector and partners to rise to the challenges of our time. Net zero by 2030 is a key goal and retrofitting housing is a key action within this.

Appendix 3: Further stock analysis

As an inner London borough, the council has a varied housing stock and therefore there is no 'one-size fits all' solution. There is also a high amount of conservation areas where strict planning rules apply. Some buildings due to their age will require deeper retrofits, whereas the more modern buildings may only require a lighter touch. Understanding H&F's stock, its environmental performance, and the required finance to upgrade it is therefore critical in developing a strategic approach.

Archetypes and approaches to retrofit

There are 17,089 properties within H&F's council-housing stock. Of these, 12,375 are social housing properties and 4,723 are leasehold properties. Leasehold properties make up about 28% of H&F's housing stock and are predominantly in converted street properties and low/medium rise blocks.

The split of properties across four main archetypes is depicted in Table 3. These will be broken down further to guide a retrofit programme.





				
<i>Archetype:</i>	Houses	Converted street properties	Low and medium rise flats	High rise flats
<i>Number of homes:</i>	1,396	1,788	7,999	1,191
<i>Average EPC score:</i>	65	68	72	74

Table 3. Archetype split across council-owned housing stock (not inc. leaseholders), current EPC scores

There are 3,500 H&F homes that are pre-1929 and 1,760 of these are in conservation areas. Pre-1929 homes are likely to be subject to restrictions by planners, and all homes in conservation areas will be subject to strict restrictions, reducing the level of retrofit that will be possible.

As can be seen in Figure 3 and Figure 4, the energy efficiency and emissions associated with each archetype vary.

The total annual emissions from H&F's stock are 30,159 tonnes of carbon dioxide equivalent (tCO₂e), of which our tenanted properties make up 72%. The majority (62%) of emissions are from low and medium rise flats, followed by converted street properties (19%), houses (14%) and high-rise flats (5%). The highest average emissions are from houses at 2.94 tCO₂e per home, compared to high rise flats with the lowest average emissions of 1.20 tCO₂e per home.

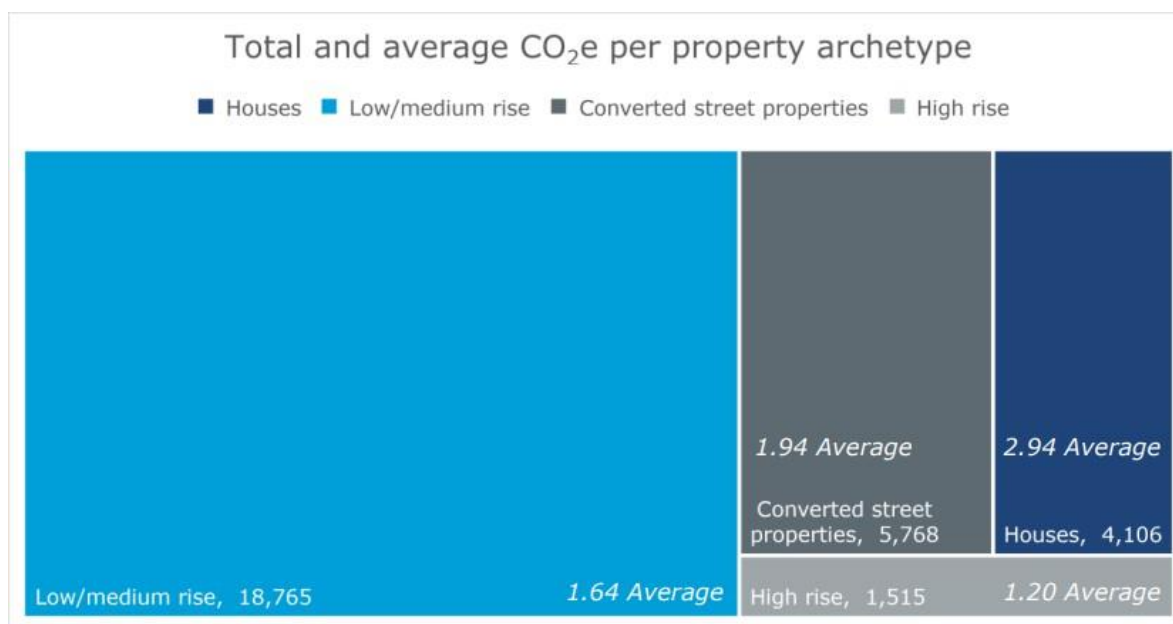


Figure 3. Tonnes of Co2e per property archetype

The houses and converted street properties are the worst-performing properties in our stock. This is because they have single-brick walls that are uninsulated, as well as many of them having single-glazed windows, which cause the building envelope to be very leaky, losing a significant amount of heat in the winter. Our block properties (low-, medium-, and high-rise flats) are better performing in terms of energy efficiency because they are more modern constructions that often have cavity walls and double-glazed windows. Also, since flats in blocks share most of their walls with neighbouring properties, there is less heat loss.

Figure 4 shows that the average EPC across our stock is 71.25, which is a low C and the average space heating is 76kwh/m²/y, but that this differs significantly by archetype.

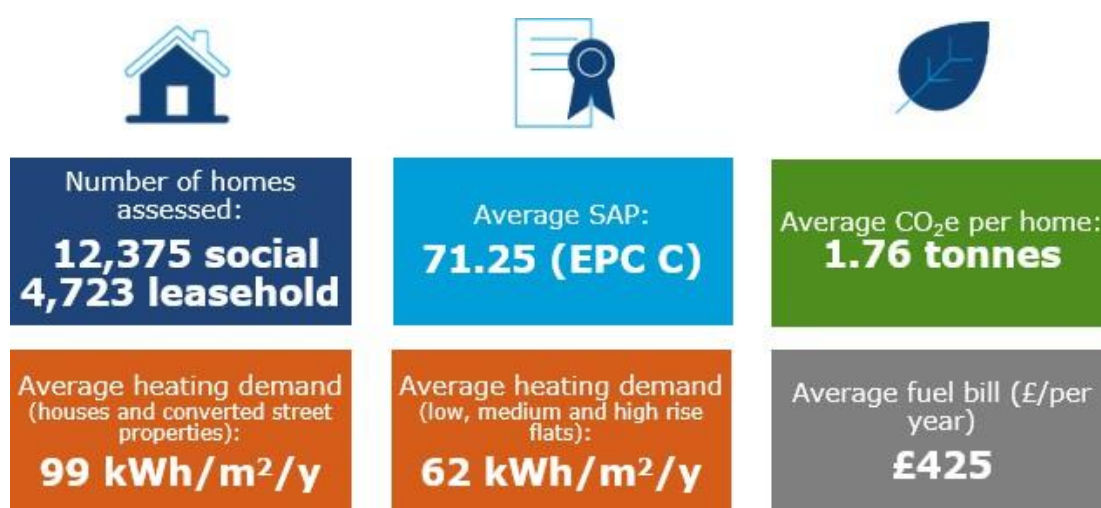


Figure 4. Summary of modelling results across H&F housing stock

With several types of buildings in our housing stock that have varying constraints, a range of energy efficiency targets is required. An archetype approach will be developed further, breaking our stock into common construction types, and identifying what retrofit measures and space heating targets may be applicable for each. This will support the development of a long-term capital works programme. An example of the different approaches to retrofit is outlined in Table 4; the final archetype approach will be more detailed.

	Deep retrofit	Good practice retrofit	Constrained retrofit
Space heating demand target (kWh/m²/y)	20-25 (EnerPHit standard).	64 (London Retrofit Action Plan 'sweet spot').	90-120 (see commentary below).
Overview	<p>Exemplar level of retrofit. High attention to detail on air tightness, removal of thermal bridges, and low U-value insulation.</p> <p>The benefits of this approach are that it reduces the need for a larger heat pump and in smaller homes direct electric maybe feasible.</p> <p>However, it is more costly and more disruptive whilst works are underway.</p>	<p>The recommended sweet spot between deep retrofit and constrained. This should be the default position for projects.</p> <p>This comes at a reduced cost, whilst being effective for heat pump installation.</p>	<p>Lower ambition of heat demand reduction. Should only be pursued where there are several constraints, e.g. conservation area heritage properties with limited internal space. Focus on air tightness, new windows, floor and loft/roof insulation.</p> <p>This will maintain the character of the heritage building and does not limit space internally.</p>

Table 4. Approaches to retrofit

Heating and hot water systems

Figure 5 shows that the majority of heating systems are individual gas boilers. The rest are mostly communal heating systems, which are large gas boilers that serve a group of flats within a block or across multiple blocks.

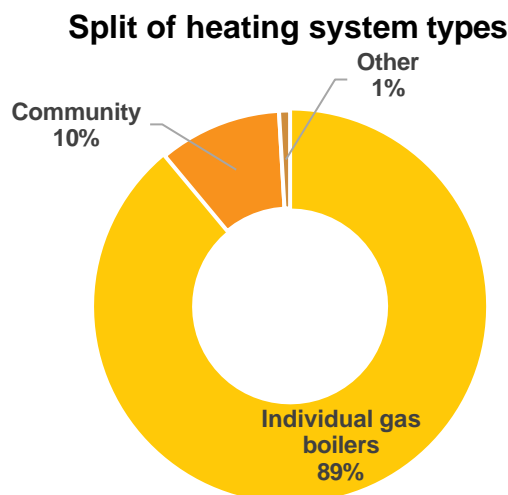


Figure 5. Split of heating system types across H&F housing stock

Climate vulnerability

Within the stock analysis, the level of climate risk our residents and council homes face currently and in the future was assessed. These risks involved overheating risk, flood risk, and drought risk.

Around 90% of existing homes in the UK are predicted to overheat in a 2C global-warming scenario¹⁷. Overheating poses a great health and comfort risk to all residents, increasing instances of heat-related illnesses and deaths, but especially for our more vulnerable residents. Overheating in homes can be mitigated through two main areas: property-specific works that increase controllable ventilation and minimise unwanted solar gains, and borough-wide works that increase green-spaces and thus minimise the Urban Heat Island (UHI) effect. All homes, when developing the retrofit plan, will be assessed for thermal comfort and overheating mitigation measures that can be applied.

As mentioned, most of H&F is under some level of surface water flooding risk. Surface water flooding is caused when rainfall water cannot be absorbed by the ground or by drainage infrastructure. Among our Council-owned homes, there are 422 properties at high risk of surface water flooding, and 1,048 properties at medium risk of surface water flooding. These properties, when developing the retrofit plan, will be assessed for flood risk mitigation measures that can be applied. These measures range include disconnecting downpipes and re-routing flow to nearby green spaces or sustainable drainage solutions (SuDS), green roofs and blue roofs.

Drought is projected to be a growing problem, with summer rainfall projected to decrease by 12.4%-17.7% by the 2050s compared to the 1981-2010 average, which may lead to drought conditions. Actions may be required to reduce the impact of drought such as hosepipe bans within public residences and possible supply disruptions which can have an impact on sanitation. Low water pressure brought about by drought is likely to have worse impacts on supply to residents on higher floors of tall buildings. Drought conditions can also result in subsidence, especially in

¹⁷ [Addressing overheating risk in existing UK homes ARUP report \(theccc.org.uk\)](https://theccc.org.uk/reports/2019/addressing-overheating-risk-in-existing-uk-homes-arup-report/)

the clay-rich soil common across London. Currently, in England, 142 litres of water per person are used every day¹⁸. Given this, the Royal Institute of British Architects (RIBA) recommend that water consumption is reduced to 95 litres per person per day by 2025 and to 75 litres per person per day by 2030. H&F will aim to reach these targets through the water efficiency strand of the Retrofit Strategy Action Plan.

¹⁸ <https://www.waterwise.org.uk/save-water/>

Appendix 4: Measurement

Key metrics are essential for evaluating the success and effectiveness of a retrofit strategy. These metrics help measure progress and ensure that objectives are met.

Stock level metrics

Metric	
Average space heating of the stock (KWh/m ² per year)	Main council metric for tracking progress against efficiency of stock and ability to install low-carbon heating. Also supports with fuel poverty.
Average EPC (SAP) rating of the stock	Key government metric used for grant funding.
% reduction carbon emissions of stock	Used to track environmental progress against timeline.
% of the stock retrofitted with fabric measures	Used to track progress against timeline
% of stock retrofitted with adaptation measures*	Basic metric to track progress on adaptation*

**Whilst adaptation will be monitored it is expected more detailed metrics will be introduced once an action plan is developed.*

Table 5. Stock-level metrics

Individual building metrics

To deliver at a stock level, metrics are also needed at a building level. These will be further refined as the archetype solutions are more clearly understood. Table 6 shows a breakdown of the metrics.

Target area	Unit/KPI	Description
Space heating demand (SHD)	kWh/m ² /year	H&F's space heating target which was modelled in Portfolio is 64 kWh/m²/y. This can go up and down depending on constraints and challenges of different archetypes. This is aligned to the London Retrofit Action Plan target, which is a recommended target for London's housing stock. It provides a balance between ambition and deliverability and is the 'sweet spot' for fabric retrofit as a way of balancing risks and costs. 28 previous studies have demonstrated that heat pumps perform best with a low SHD; below 85 kWh/m ² /year is suitable for heat pump installation.
Energy performance Certificate (EPC)	A-F	Target of average EPC B across the stock.
Hot water demand (HWD)	kWh/m ² /year	HWD is the amount of energy needed for hot water over a year. Insulation of hot water tanks and pipes, and reduction of flow rates from taps can reduce this.

		<p>The LETI benchmark for good practice HWD is 20 kWh/m²/y.</p> <p>If HWD cannot be modelled, LETI suggest setting a litres per person per day target to specify for low flow devices on showers and taps. Hot water tanks and pipework should also be insulated.</p>
Switch to low-carbon heating	Yes/No	Removal of fossil fuel burning boilers to heat pumps, low-carbon heat networks, or direct electrical heating.
Switch to appropriate ventilation system	Yes/No	A low energy whole house ventilation system is required to maintain indoor air quality when fabric measures are delivered.
Switch to low energy lighting	Yes/No	Lighting is included within the regulated electrical energy load which can be influenced by H&F.
Onsite PV maximised	% roof area maximised	The percentage achievable will vary by archetype. Solar Thermal should also be considered in some cases.

Table 6. Building-level metrics

Using smart technology

Homes that receive insulation, ventilation, and air tightness works should track:

- Indoor air temperature,
- Humidity levels,
- Carbon dioxide levels, and
- Comfort levels.

Appendix 5: Retrofit Measures and costs

This appendix provides details associated with the fabric element of retrofit. Costs are based on a price set developed by the housing assessment tool from data collected across Local Councils and other open sources. These costs only cover capital costs of measures so a 20% uplift is applied to cover contract management, prelims and other enabling costs required, based on benchmarks provided by several housing providers.

Costs provided are high-level figures that are designed to give an understanding of the expected investment required. These prices will be further validated when installers are engaged and provide quotes for specific works. Additionally, inflation has not been accounted for due to its unpredictable nature.

	Retrofit measure	No. of homes with measure	Cost	Tonnes CO ₂ e saved per year	Cost per tonne CO ₂ e saved per year
Fabric measures	Any conservatory is separate and not heated	2	£5,040	0.7	£7,474
	Cavity filled and internally insulated main walls	64	£903,251	18.2	£49,597
	Cavity filled alternate wall	114	£92,078	7.1	£13,034
	Cavity filled main walls	1,859	£2,257,035	595.9	£3,788
	Cavity filled party walls	527	£849,884	18.0	£47,220
	Exposed or semi exposed floors retrofitted	65	£828,919	18.8	£44,026
	Externally insulated alternate walls	47	£417,625	15.2	£27,495
	Externally insulated main walls	2,533	£20,052,653	1,341.7	£14,945
	Flat roof retrofitted	509	£1,371,939	224.1	£6,123
	Fully draughtproofed fenestrations	1,695	£501,694	62.7	£7,997
	Glazing (double)	819	£6,168,035	131.9	£46,760
	Glazing (triple)	236	£1,705,572	21.7	£78,471
	Loft insulation 300mm	2,285	£3,399,719	1,326.1	£2,564
	Blocking open chimneys	29	£9,500	2.3	£4,051
	Part L doors	1,285	£3,256,668	89.9	£36,235
	Rafters retrofitted	3	£8,317	0.3	£26,330
	Secondary glazing throughout	1,887	£5,424,951	306.8	£17,681
	Solid floors retrofitted	648	£2,631,317	69.0	£38,135
	Suspended floors retrofitted	1,400	£5,841,427	166.5	£35,091

Appendix 6: Domestic boiler replacement decision tree

This is an indicative decision tree for the replacement of domestic boilers for individual properties which are approaching end of life. As referenced above in the strategy, communal boilers serving multiple properties will be upgraded proactively rather than reactively, with work starting on this right away.

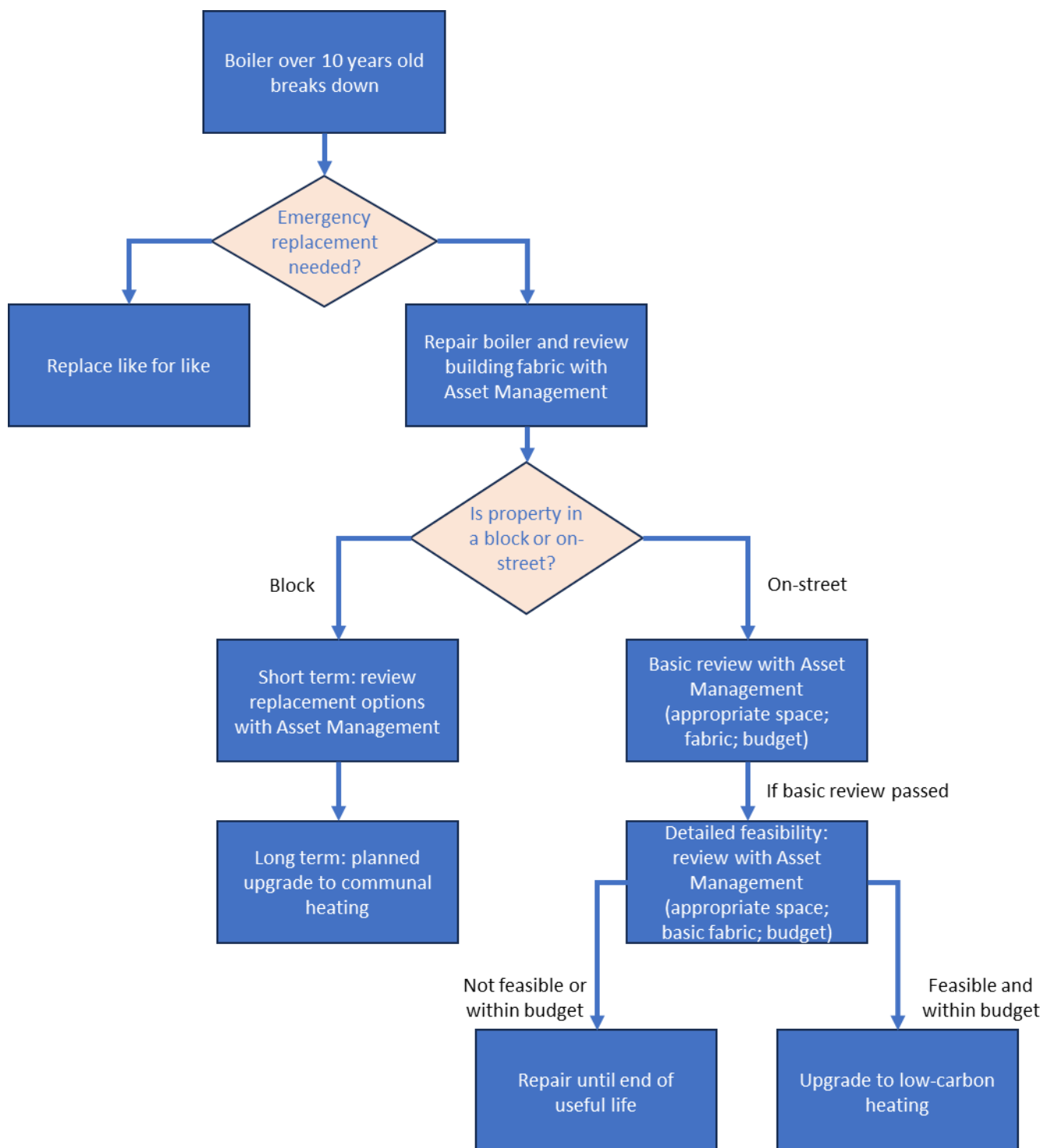


Figure 6: Domestic boiler replacement decision tree

Glossary

Archetype: A recurring form or design of building, used to categorize housing stock for retrofit analysis.

Carbon Emissions: The release of carbon dioxide (CO₂) into the atmosphere, primarily from burning fossil fuels, which contributes to climate change.

Circular Economy: An economic system aimed at eliminating waste and the continual use of resources through reducing disposal, recycling, reusing, and repairing.

Climate Resilience and Adaptation: The ability of a system or community to withstand and recover from climate-related impacts such as extreme weather events.

Decarbonisation: The process of reducing carbon dioxide emissions through the use of low-carbon technologies and practices.

Embodied Carbon: The total carbon emissions associated with the production, transport, and installation of building materials. This is as opposed to the 'operational' or 'in-use' emissions of a building, which relate to energy used to heat and power the finished building.

Energy Efficiency Measures: Interventions aimed at reducing energy consumption, such as insulation, double glazing, and draughtproofing.

Energy Performance Certificate (EPC): A certificate that rates the energy efficiency of a building on a scale from A (most efficient) to G (least efficient).

'Fabric First' Approach: A strategy that prioritises improving the building envelope (walls, roof, windows) to reduce energy demand before installing low-carbon heating systems.

Fuel Poverty: A situation where households are unable to afford to keep their homes adequately heated, often due to high energy costs and low incomes.

Green Roofs: Roofs covered with vegetation that provide insulation, reduce stormwater runoff, and improve air quality.

Heat Networks: Systems that distribute heat generated from a central source to multiple buildings, often used in densely populated urban areas.

Heat Pumps: Heating systems that efficiently transfer heat from the surrounding environment (often the air, ground or water) into a building using electricity. These are expected to be one of the main heating systems to replace gas boilers in order to decarbonise our homes.

Low-Carbon Heating: Heating systems that produce fewer carbon emissions compared to traditional fossil fuel-based systems, such as heat pumps or district heating networks.

Net Zero Carbon: Achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere.

Operational Carbon Emissions: Emissions resulting from the day-to-day energy use of a building, such as heating, cooling, and electricity consumption.

PAS 2035: A specification for the retrofit of domestic buildings that considers the whole building approach, ensuring technical requirements and occupant health and comfort are met.

Performance Gap: The difference between expected and actual energy savings achieved through retrofit measures.

Renewable Energy: Energy generated from natural resources that are replenished naturally, such as solar, wind, and hydro power.

Retrofit: The addition of new technology or features to older systems or buildings to improve energy efficiency and reduce carbon emissions.

SAP (Standard Assessment Procedure): A government-approved method for assessing the energy performance of buildings, used to produce EPCs.

Smart Technology: Advanced technology used to monitor and manage building performance, such as sensors for tracking indoor air quality and energy use.

Space Heating Demand (SHD): The amount of heat required to maintain a comfortable indoor temperature, measured in kilowatt-hours per square meter per year (kWh/m²/y).

Sustainable Drainage Solutions (SuDS): Systems designed to manage surface water runoff sustainably, reducing flood risk and improving water quality.

Urban Heat Island (UHI) Effect: The phenomenon where urban areas experience higher temperatures than surrounding rural areas due to human activities and infrastructure.

Ventilation: Providing sufficient exchange of air between the home and outdoors to ensure good air quality and minimise the risk of damp and mould.

Voids: Vacant properties that present an opportunity for retrofit measures that would be disruptive if the property were occupied.

This Action Plan follows the publication of the H&F Council Housing Retrofit Strategy in 2024

The Action Plan details actions that support the implementation of targets and agreements made in the Retrofit Strategy. It is a live document that provides a method for tracking projects and maintaining the Council's accountability to the agreed retrofit agenda.

There are eight main categories of work, each separated into tabs:

- 1** Low carbon heat
- 2** Capital delivery
- 3** Resident engagement
- 4** Finance
- 5** Planning
- 6** Climate adaptation
- 7** Repairs and Voids
- 8** Data Management
- 8** Business Case
- 10** Embodied carbon

Low carbon heat

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
1.1 Strategy	Develop low-carbon heating strategy	1.1.1	Build on the fabric retrofit strategy and approach to decarbonising communal boilers through development of strategy for decarbonising all heating systems.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
1.2 District heat networks	Investigate potential of district heat networks within H&F and potential connection of council-owned homes to these networks.	1.2.1	Undertake energy masterplanning to identify potential heat network zones.	2023	Strategic Lead for Net Zero Housing	Clean Energy Lead	Assistant Director for Climate Change	Climate Team
		1.2.2	Undertake pilot on council stock.	2024-2028	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical / Clean Energy Lead	Assistant Director Resident & Building Safety	Mechanical & Electrical
1.3. Apartment block boiler systems	Transition council-owned blocks to communal low-carbon heating/heat networks	1.3.1	Feasibility study on what communal systems could be upgraded to communal ASHP in the short term.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
		1.3.2	Pilot gas to ASHP communal system upgrade.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
		1.3.3	Develop plan for transitioning all remaining heating from apartment blocks from 2028 onwards.	2026	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical

1.4 Domestic systems (street properties)	Transition council-owned street properties with the potential for individual low-carbon heating systems to the most appropriate system, taking into consideration resident health, comfort and energy bills.	1.4.1	Pilot individual ASHP at street property.	2025	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical		Mechanical & Electrical
		1.4.2	Pilot alternative electric solutions for harder to treat properties.	2025-2026	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical
		1.4.3	Develop plan for transitioning all remaining heating from street properties from 2028 onwards.	2026	Strategic Lead for Net Zero Housing	Head of Mechanical & Electrical	Assistant Director Resident & Building Safety	Mechanical & Electrical

Capital delivery

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
2.1 Retrofit Programme	Deliver long term retrofit programme	2.1.1	Deliver retrofit as part of the longer term capital programme. Retrofit should be built in where possible to all projects.	Ongoing	Strategic Lead for Net Zero Housing	Head of Capital Delivery	AD for Resident safety	Capital Delivery
		2.1.2	Refine H&F council-housing archetypes. There are 6 common archetypes developed within the T&T strategy document. These should be expanded on with developed solutions.	2025	Strategic Lead for Net Zero Housing	Head of Capital Delivery	AD for Resident safety	Capital Delivery
		2.1.3	Work alongside Asset management strategic lead to embed retrofit into the AM strategy.	2025	Strategic Lead for Net Zero Housing	Head of Asset Management	AD for Resident safety	Asset Management
		2.1.4	Work with strategic lead and capital delivery team to develop outline long term retrofit programme that is embedded in the wider AM programme.	2025	Strategic Lead for Net Zero Housing	Head of Capital Delivery	AD for Resident safety	Asset Management
2.2 Neighbourhood retrofit programmes	Explore the value of adopting a neighbourhood approach to retrofit and decarbonisation.	2.2.1	Look at undertaking a small pilot to demonstrate the value of this approach.	2026	Strategic Lead for Net Zero Housing	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

Resident engagement

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
3.1 Leaseholders	Ensure leaseholders are updated on the councils approach to net zero and what this means for the stock.	3.1.1	Develop a resident engagement plan specifically for leaseholders, communicating clearly the benefits of retrofit works (lower energy consumption, lower risk of damp & mould, warmer & more comfortable homes).	2025	Communications coordinator	Strategic Lead for Net Zero Housing	AD Operations	Asset Management
		3.1.2	Agree Council approach to leaseholder payments.	2025	Sustainability Asset Manager	Sustainability Asset Manager	AD Operations	Asset Management
3.2 Tenants	Ensure tenants are updated on the councils approach to net zero and what this means for the stock.	3.2.1	Develop a resident engagement plan specifically for tenanted households, communicating clearly the benefits of retrofit works (lower energy consumption, lower risk of damp & mould, warmer & more comfortable homes). This is not a project-specific engagement plan.	2025	Communications coordinator	Strategic Lead for Net Zero Housing	AD Operations	Asset Management

Finance

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
4.2 Test New Finance Models	Investigate new finance models	4.2.1	Highlight risks, benefits and legal implications, select potential models for piloting.	2025	Strategic Lead for Net Zero Housing	Head of Finance	Head of Finance	Finance
	Pilot new financial model	4.2.2	Assess benefits, lessons learnt, feasibility for wider application/scale up.	2026	Strategic Lead for Net Zero Housing	Head of Finance	Head of Finance	Finance

Planning

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
5.1 Planning Guidance	Develop a Retrofit Planning Guide	5.1.1	Outline main archetypes/typologies within H&F's council-owned stock. Develop specific design guidance around what measures can be applied to the archetypes.	2025	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning
		5.1.2	Develop specific guidance for retrofit in Conservation Areas, identifying buildings that may be "Negative" or "Neutral" and thus more retrofit work may be allowable.	2025	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning
		5.1.3	Review permitted development rights to support retrofit.	2025	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning
5.2 Planning Application Process	Develop retrofit-specific application processes	5.2.1	Develop a retrofit-specific application process to support retrofit projects. This should streamline planning applications for identified archetypes within H&F's council-housing stock. Potential for this work to be opened to private housing sector as well.	2026	Strategic Lead for Net Zero Housing	Urban Design and Heritage Lead	Head of Spatial Development	Planning

Climate adaptation

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
6.1 Policy & action plan	Adopt H&F climate adaptation policy and action plan	6.1.1	Develop policy that aligns with H&F's corporate approach to climate adaptation, outlining what a resilient home looks like (based on data, technical standards, costs and how residents are supported).	2025	Sustainability Asset Manager	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

Repairs and Voids

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
7.1 Voids	Review lettable standard to ensure this facilitates move towards decarbonisation e.g. electric cookers are encouraged.	7.1.1	Paper needed to show implications for tenants and leaseholders. Agreement	2025	Strategic Lead for Net Zero Housing	Strategic Head of Housing Repairs	AD for Repairs	Asset Management
	Develop void retrofit programme.	7.1.2	Options analysis paper needed showing impacts on turn around times, specifications etc.	2025	Strategic Lead for Net Zero Housing	Strategic Head of Housing Repairs	AD for Repairs	Asset Management
7.2 Repairs	Repairs service supports decarbonisation approach	7.2.1	Agree what decarbonisation measures will be included in new contract.	2025	Strategic Lead for Net Zero Housing	Strategic Head of Housing Repairs	AD for Repairs	Asset Management

Business Case

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
8.1 Health	Understand the benefits of retrofit on health.	8.1.1	Work with partners to measure impacts projects in the captial programme.	Ongoing	Strategic Lead for Net Zero Housing	Head of Asset Management	Strategic Head of Area Regeneration	Asset Management

Data management

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
9.1 Data management tool	Invest in long term housing management tool that will support the goals of decarbonisation.	9.1.1	Portfolio invested in until January 2025 need a long term contract to ensure data is continually updated.	2024	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
	Ensure housing management tool is continually updated to reflect SCS and retrofit projects.	9.1.2	Data asset manager to be trained on Portfolio and have it included in key responsibilities.	Ongoing	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
9.2 Monitoring/Smart technology	Develop data monitoring/smart technology plan for homes	9.2.1	Carry out an options appraisal on monitoring equipment.	2025	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
		9.2.2	Procure supplier and installer for data monitoring equipment.	2025	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

Embodied carbon

Theme	Objective(s)	Reference No.	Key actions	Delivery date	AM Team Contact	Department contact	Senior Officer/AD	Lead Team
10.1 Baselineing	Quantify and baseline embodied carbon emissions on retrofit projects	10.1.1	Undertake pilot to quantify Whole Life Carbon emissions for x2 projects.	2026	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management
	Set embodied carbon performance targets for retrofit projects	10.1.2	LETI Embodied Carbon Primer guidance provides targets for existing homes. These targets could be adapted by H&F to our retrofit projects, and should be included in specifications and communicated early with contractors/consultants.	2027	Senior Data Analyst	Strategic Lead for Net Zero Housing	AD for Operations	Asset Management

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

An EIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative, or unlikely to have a significant impact on each of the protected characteristic groups.

The tool is informed by the [public sector equality duty](#) which came into force in April 2011. The duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

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- 1. Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it**

Whilst working on your Equality Impact Assessment, you must analyse your proposal against these three tenets.

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense, and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Strategy & Communities team for support.

Further advice and guidance can be accessed online and on the intranet:

<https://www.gov.uk/government/publications/public-sector-equality-duty>

<https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx>

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	Q2 2024/25
Name and details of policy, strategy, function, project, activity, or programme	Council Housing Retrofit Strategy (new) Short summary: This strategy sets out the council's approach to retrofitting its homes to be energy efficient and meet the council's objectives for net zero carbon and fuel poverty.
Lead Officer	Name: Jim Cunningham Position: Strategic Lead for Net Zero Housing Email: jim.cunningham@lbhf.gov.uk Telephone No: 07468 365829
Date of completion of final EIA	05/06/2025

Section 02	Scoping of Full EIA		
Plan for completion			
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	<p>The result of the strategy will be homes that are more affordable to heat.</p> <p>There is a strong relationship between cold temperatures and illness, including:</p> <ul style="list-style-type: none">• Cardiovascular disease• Respiratory illness• Colds and flu	Positive

- Exacerbating rheumatism and arthritis
- Cold homes are linked with worse mental health

These illnesses pose a greater threat to older people and very young infants, who are more likely to have weaker immunity and for whom complications are more likely. With each 1C drop in temperature below 5C, GP consultations for respiratory illness in older people increase by 19%, and hospital admissions for Chronic Obstructive Pulmonary Disease (COPD), commonly linked with fuel poverty, are four times more likely to happen over winter.¹ Studies have also found that countries with more energy efficient housing have lower excess winter deaths, and that they are almost three times higher in the coldest quarter of housing than in the warmest quarter.²

We hold data on the age of 30,607 of our council housing tenants. From this data, the age breakdown is as follows:

- 16% are aged 19 or under (5,009 tenants)
- 54% are aged 20 to 59 (16,528 tenants)
- 29% are aged 60 or over (8,894 tenants)

The proportion of people over 60 is considerably higher than that in the general population of H&F (12%).

As with other capital works leaseholders may have to pay a proportion of the costs of retrofit where measures unavoidably include these properties, such as works to external elements of blocks. Demographic data are not held for council leaseholders as they are not obliged to share this information. The English Household Survey estimates that 22% of owner-occupier leaseholders in London are aged 65+, higher than in the general population in Hammersmith & Fulham but slightly lower than the proportion of all owner-occupiers nationally aged 65+ (29%).³

¹ National Energy Action, Under One Roof: [NEA-Under-One-Roof-FULL-REPORT-FINAL-Feb-19-1.pdf](#)

² The Health Impacts of Cold Homes and Fuel Poverty: [Excess winter deaths and illness and the health risks associated with cold homes \(nice.org.uk\)](#)

³ English Housing Survey, 2021-22: [English Housing Survey 2021 to 2022: leasehold households - GOV.UK \(www.gov.uk\)](#)

	Disability	<p>As with age, impacts on health from cold homes can be exacerbated for people with certain kinds of disability. This includes long-term conditions which compromise immunity, and conditions which impede movement or reduce the ability to control or change one's environment, such as physical, mental or neurological conditions. The retrofit strategy is expected to reduce these impacts.</p> <p>The Housing Ombudsman Spotlight report on attitudes, respect and rights, published in January 2024, reports that more than half of households in social housing will include someone with a disability or long-term illness and 40% of social tenants report issues with mental health, compared to 16% of owner occupiers.</p> <p>According to our data, 4.5% of our residents have a recorded disability, although we expect that this is an underestimate and additional tenants will have disabilities of which we are unaware.</p>	Positive
	Gender reassignment	No anticipated impacts.	Neutral
	Marriage and Civil Partnership	No anticipated impacts.	Neutral
	Pregnancy and maternity	No anticipated impacts.	Neutral
	Race	<p>Fuel poverty disproportionately affects ethnic minority households⁴, particularly those in social housing. Ethnic minority households have also historically faced higher rates of fuel poverty compared to white households. The proportion of council tenants who identify as Black or Black British (36%) is much higher than the general population of H&F (12.3%).</p> <p>The committee on fuel poverty have also identified that Households with an ethnic minority Household Reference Person (HRP) had a higher proportion of</p>	Positive

⁴ [GOV.UK Ethnicity Facts and Figures](#).

	households in fuel poverty at 16.6% compared with 12.4% for households with a white HRP ⁵ . Given these disparities, this strategy is expected to positively impact this group by reducing energy bills and bringing the health benefits of warmer homes.	
Religion/belief (including non-belief)	No anticipated impacts.	Neutral
Sex	No anticipated impacts.	Neutral
Sexual Orientation	No anticipated impacts.	Neutral
Care Experienced as a Protected Characteristic	No anticipated impacts.	Neutral

Human Rights or Children's Rights

If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice

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.

⁵ <https://www.gov.uk/government/publications/committee-on-fuel-poverty-annual-report-2024/can-fuel-poverty-be-ended-committee-on-fuel-poverty-annual-report-2024>

Documents and data reviewed	
New research	

Section 04	Consultation
Consultation	
Analysis of consultation outcomes	

Section 05	Analysis of impact and outcomes
Analysis	

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	

Section 07	Action Plan					
Action Plan						
	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: Rehan Khan Position: Head of Asset Management and Compliance Data Email: Rehan.Khan@lbhf.gov.uk Telephone No: 07881820487
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 16 /06 / 25 Key equalities issues have been included: Yes
Equalities Advice (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:

Agenda Item 7

KEY DECISIONS LIST 148 – JUNE 2025

Notice of consideration of Key Decisions

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Authority 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.

All Key Decisions will be subject to a 3-day call-in before they can be implemented. If a decision is called-in by Councillors, it will not be implemented until a final decision is made.

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 and Officer Decision reports will be published at the start of the 3-day call-in.

Notice of the intention to conduct business in private

The Authority gives notice in accordance with paragraph 5 of Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 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 they believe the Cabinet decision should be made in public at the Cabinet meeting. If you want to make such representations, please e-mail: governance@lbhf.gov.uk. Both your representations and the response will be published on the Council's website at least 5 working days before the Cabinet meeting.

Information about Key Decisions

Key Decisions are decisions which are likely to result in one or more of the following:

- Any expenditure or savings greater than £300,000.
- 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.

Making your views heard

For more information on an item please contact the contact officer listed under each decision. You can also submit a deputation to the Cabinet related to Cabinet Key Decisions only. Find out more on our website: www.lbhf.gov.uk/councillors-and-democracy/councillors-committees-and-decisions/take-part-democratic-process

The Key Decisions List will be updated and published on the Council's website at least monthly. If you have any questions about this list, please contact: governance@lbhf.gov.uk

KEY DECISIONS LIST

CABINET MEMBER AND OFFICER DECISIONS

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Short Term Lease for the School House at Hurlingham Academy

The report requests approval for consent for Hurlingham Academy to enter into a short term lease of the School House (caretakers lodge).

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Palace & Hurlingham

Contact officer: Daryle Mathurin, Daryle.Mathurin@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Breakfast Support Provider to Address Food Poverty in Schools

Deliver of expert advice and support to establish hunger focused breakfast provision in schools as well as food deliveries.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Marcus Robinson, Marcus.RobinsonCHS@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Refurbished Town Hall - Level 06 Fit-Out

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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: GLA funding for Primary School Universal Free School Meals

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.

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.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Marcus Robinson, Marcus.RobinsonCHS@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Article 4 Direction

Direction to remove permitted development rights for commercial premises to change use to residential in identified commercial areas within the borough.

Lead Member(s): Cabinet Member for the Economy

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: David Gawthorpe, David.Gawthorpe@lbhf.gov.uk

Decision maker(s): Cabinet Member for Finance and Reform

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Ramanand Ladva, Ramanand.Ladva@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Council Tax Single Person Discount Review

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.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Jamie Mullins, Jamie.Mullins@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus convenience store to successful operator

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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B 1st 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic Campus Cinema Decision

Cabinet Member for the Economy to make a decision on entering into an agreement for the cinema lease at the Civic Campus.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for Social Inclusion and Community Safety

Earliest date the decision will be made: May 2025

Proposed Key Decision: LET FPN fine increase

Amendments to fixed penalty notice charges to be issued by Law Enforcement Team

Lead Member(s): Cabinet Member for Social Inclusion and Community Safety

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Mohammed Basith, Mohammed.Basith@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approval for a 10 year lease on 27 Bulwer street W12 8AR

We are seeking approval for a 10 year lease in the north of the borough to house our parking on street enforcement team. the search for a suitable property has been on going for the last 18 months. This property is highly suitable for our operation and will be funded from the existing parking budgets.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Shepherds Bush Green

Contact officer: Gary Hannaway, gary.hannaway@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Registration and Mortuary (Fees and Charges)

To agree the introduction of new service charge categories and approve the proposed uplifted fees and charges from 1 April 2024.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Kayode Adewumi, Kayode.Adewumi@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Suspensions Fees & Charges Uplift
Uplift of Suspensions Fees & Charges to reflect current requirements.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Oscar Turnerberg, oscar.turnerberg@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Traffic Orders Fees & Charges Uplift
Uplift of Traffic Orders Fees & Charges to reflect current requirements.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Oscar Turnerberg, oscar.turnerberg@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approve spend for windows related works at Langford Primary
Approve spend for H&S related windows works at Langford Primary School

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Sands End

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Extension to Olive House Extra Care Contract

The decision is to extend the Olive House Extra Care Contract for one year, with the option to extend for another year.

The service is based on a core and flexi model which fits around resident's needs. This extension 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.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Sands End

Contact officer: Jessie Ellis, Jessie.Ellis@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Linford Christie Stadium Athletics Track Refurbishment

Refurbishment of athletics track and installation of new LED floodlights.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: College Park and Old Oak

Contact officer: Simon Ingyon, Simon.Ingyon@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Appointment of Employer's Agent for Construction Works

Appointment of Employer's Agent for existing construction contract

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Daniel Murray, daniel.murray@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Supported Living Provision

Contract for the provision of supported living services for H&F residents.

Lead Member(s): Deputy Leader

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Rebecca Richardson, rebecca.richardson@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness, Cabinet Member for Social Inclusion and Community Safety

Earliest date the decision will be made: May 2025

Proposed Key Decision: Domestic Abuse Housing Services Policy

Hammersmith & Fulham Housing Department is required to have a domestic abuse policy as part of the Social Housing Act 2023. Our Domestic Abuse Policy relates to Hammersmith & Fulham tenants and survivors of domestic abuse who apply to Hammersmith & Fulham homelessness service, and sets out how we will identify and respond to domestic abuse.

Lead Member(s): Cabinet Member for Housing and Homelessness, Cabinet Member for Social Inclusion and Community Safety

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Anna L K Jane, anna.jane@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Council housing policy updates

Decision to approve updated council housing policies, following a review of the council housing policy framework.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Budg/pol framework

Wards affected: All Wards

Contact officer: Harriet Potemkin, Harriet.Potemkin@lbhf.gov.uk

Decision maker(s): Cabinet Member for Social Inclusion and Community Safety

Earliest date the decision will be made: May 2025

Proposed Key Decision: Cost of Living Funding Strategy

This report sets out the council's Cost of Living Funding Strategy for 2024/25 including the allocation of Household Support Fund grant. The Cost-of-Living programme underscores the Council's ongoing commitment to building a resilient and supportive community, ensuring that no resident is left behind. The Council is investing £6.8m across last year and this year in Cost-of-Living support, continuing to deliver a comprehensive range of support to residents including low-income older residents who have been impacted by the rise in everyday living costs, as well as other priority households and individuals.

Lead Member(s): Cabinet Member for Social Inclusion and Community Safety

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Matthew Sales, Bathsheba Mall, matthew.sales@lbhf.gov.uk, Bathsheba.Mall@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic campus - agreement to enter into lease in respect of the office block

Civic campus - agreement to enter into lease/s in respect of the office block - The Edmonia Lewis Building

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Joanne Woodward, Joanne.Woodward@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic Campus leases

Cabinet member decision to approve the entering into leases for the commercial units within the civic campus.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Joanne Woodward, Joanne.Woodward@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Rough sleeping assessment hub

Agreement for grant funding to be allocated to continue the rough sleeping assessment hub which provides accommodation with support for single people with support needs and a history of rough sleeping or experiencing homelessness

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Laura Palfreeman, Laura.Palfreeman@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Creation of specialist SEN provision at Ark Burlington Danes Academy

The report seeks approval for consultation on the creation of new SEND provision at Ark Burlington Danes together with associated revenue and capital funding.

Lead Member(s): Deputy Leader

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Daryle Mathurin, Daryle.Mathurin@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Creation of specialist SEN provision at Fulham Cross Academy

The report seeks approval for consultation on the creation of new SEND provision at Fulham Cross Academy together with associated revenue and capital funding.

Lead Member(s): Deputy Leader

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Daryle Mathurin, Daryle.Mathurin@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Short extension of existing contract for Genito-Urinary Medicine (GUM) services

This report is recommending an extension of the current GUM contract to the current provider Chelsea and Westminster Foundation NHS Trust. The current contract ends on 31st March 2025, therefore to ensure compliance a short variation of 4 months is sought while the current collaborative PSR process is completed.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Helen Byrne, Helen.Byrne@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approving entering a lease arrangement for the Family Annex at Wendell Park Primary School to Imperial Old Oak Primary

To approve entering into a lease for the Family Annex building at Wendell Park Primary School to Imperial Old Oak Primary on a five year full repairing lease, with option to extend for a further two years.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Wendell Park

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: CAMHS Contract Extension

This paper seeks approval for a 1-year extension of our current CAMHS contract until March 2026, as stipulated within our contract agreement.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Hannah parrott,

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Transport for London Local Implementation Plan Spending Submission 2025-26

This report seeks approval from the Cabinet Member of Public Realm to accept the grant of £1,780,000 from Transport for London and to create associated income, capital and revenue budgets. All projects identified in the report align with the Mayor's Transport Strategy and work towards progressing Hammersmith and Fulham Council's local air quality, public health, and transport priorities.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Ruby Jones, ruby.jones@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Travel Care Taxi Framework Award

Award to the taxi framework for the provision of travel care and support services in H&F.

Lead Member(s): Deputy Leader

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Joe Gunning, Joe.Gunning@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Sullivan Primary School Contract Award for Creation of a Specialist Unit

To award the contract for refurbishment and remodelling works at Sullivan Primary School to create an early years and Key Stage One autism unit that will be a satellite provision of Queensmill Special School.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Parsons Green & Sandford

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: 19 May 2025

Proposed Key Decision: Maintained Nursery Funding 2025/26

Approval of Maintained Nursery Setting allocations from the Early Years block Dedicated Schools Grant for 2025/26

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Marcus Robinson, Marcus.RobinsonCHS@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: Before 26 Jun 2025

Proposed Key Decision: Future Olympia development - S278/S38 Highway Works

Highway renewal works around the Olympia site as part of its redevelopment (entitled 'Future Olympia'). Works are proposed on Hammersmith Road, Blythe Road, Beaconsfield Terrace and Maclise Road. The works will comprise footway repaving, laying new kerblines, new crossing points, new lighting columns, new vehicle crossovers, reinstatement of signalised pedestrian crossings on Hammersmith Road (which were previously removed or stopped up due to development works), a new taxi rank on Hammersmith Road, reinstatement at the Kensington Olympia Station (eastbound) bus stop (which was also removed due to development works), new cycle lanes on Blythe Road/Beaconsfield Terrace and improvements to the crossing facilities at the junction of Blythe Road and Beaconsfield Terrace. These works are to be carried out under Section 278 and Section 38 of the Highways Act.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Brook Green

Contact officer: John McCormick, Michael Masella, John.McCormick@lbhf.gov.uk, michael.masell@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: June 2025

Proposed Key Decision: Appointment of Pension Fund Global Custodian

To appoint a global custodian to manage pension fund assets.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Mat Dawson, mdawson@westminster.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: Before 28 Jun 2025

Proposed Key Decision: Civic Campus - Section 278 King Street Improvements

Public realm improvements associated with the Civic Campus development (Section 278 Highway Works). The improvements are proposed on King Street between Holcombe Road and Dalling Road and on Studland Street between King Street and Felgate Mews. The improvements comprise widened block-paved footways, new cycle facilities, new and improved pedestrian crossing facilities, new planted verges, and new street furniture. The carriageway will be narrowed to facilitate these improvements and to provide more space on the footway for non-motorised users.

Lead Member(s): Councillor Florian Chevoppe-Verdier

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway; Ravenscourt

Contact officer: John McCormick, John.McCormick@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Variations to Housing Repairs Contract

Contract variation to existing housing repairs contract

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason:

Wards affected: All Wards

Contact officer: Emma Lucas, Emma.Lucas@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Gary Hannaway, Bram Kainth, gary.hannaway@lbhf.gov.uk, bram.kainth@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Addison; Avonmore; Brook Green; Ravenscourt

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy/Contract Award approval to Cablesheer to support with housing voids and repairs

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.

This direct award will be through a compliant Construction Framework (The national framework 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.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Nick Marco-Wadey, Nick.Marco-Wadey@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approval to extend our roofing contract by 12 months

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.

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.

We are seeking approval to action this extension of the contract until the 15th of May 2025.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Nick Marco-Wadey, Nick.Marco-Wadey@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Alternative Ecological Mitigation at Wormwood Scrubs Contractors Procurement

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.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: College Park and Old Oak

Contact officer: Vicki Abel, Victoria.Abel@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Day Opportunities Direct Award Contract

The purpose of this report is to approve a Direct Award to both Nubian Life and the Alzheimer's 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.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Laura Palfreeman, Laura.Palfreeman@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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 repairs service.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Richard Buckley, richard.buckley@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procure joinery works in relation to large Furniture and Fixtures at the refurbished Town Hall

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

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: GLA funding for Primary School Universal Free School Meals

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.

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..

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Marcus Robinson, Marcus.RobinsonCHS@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement of furniture for Ground to floor 5 of the Civic Campus

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.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement of a works contract for Commercial office block lobby fit-out (Civic Campus)

The existing build contract is for shell and core only. Work is required to fit-out the lobby area.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approval to award contract for 6th Floor Terrace Landscaping Works (Civic Campus)

The refurbishment of the Civic Campus building is currently underway. A contract is required to procure for the work on the roof garden, which will be on the 6th floor terrace.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Hammersmith Broadway

Contact officer: Philippa Cartwright, Philippa.Cartwright@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract award for provision of disrepair and void works

Contract award for the provision of disrepair works

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Emma Lucas, Emma.Lucas@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Garage Refurbishment

Approval for the strategy to procure a contractor to deliver the Phase 3 programme of refurbishment works to garages on housing land.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Emma Lucas, Emma.Lucas@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Voucher Payment Solution

Procurement Strategy for the provision of closed loop supermarket vouchers

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Marcus Robinson, Marcus.RobinsonCHS@lbhf.gov.uk

Decision maker(s): Cabinet Member for Finance and Reform

Earliest date the decision will be made: May 2025

Proposed Key Decision: CONTRACT EXTENSION FOR VARIABLE DATA PRINTING SERVICES

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.

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.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Jamie Mullins, Jamie.Mullins@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Akeem Durojaye, akeem.durojaye@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Smart Transport - Traffic Data Procurement

To procure Smart Transport to handle the Parking departments on-street data collection needs.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Oscar Turnerberg, oscar.turnerberg@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Short-Term Contract Variation to Council Repairs Contract (LOT 3)

This report is seeking approval to temporarily vary the Mears Central Repairs contract. This variation will involve allowing for additional temporary supervisory and administrative support as well as an enhancement on the current contract rates.

The variation will involve cost changes totalling up to £680,000. This will be a temporary variation for a 17-week period.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Nick Marco-Wadey, Nick.Marco-Wadey@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Extension of call off contract for the Portal, E forms & CRM system

To approve the award to Granicus-Firmstep Limited of a two-year permitted extension to the existing call off contract. The total value of the contract to date is £850k. The estimated minimum value of this 2-year extension is £340k.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Ashley Bryant, Darren Persaud, ashley.bryant@lbhf.gov.uk, Darren.Persaud@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement and award of consultancy contract

Procurement and award of a contract under a call-off procedure from "Yorkshire Purchasing Organisation 001141 Managing Consultancy and Professional Services Framework" to Reed Specialist Recruitment trading as Consultancy+ for the provision of professional consultancy services in relation to leisure and recreational infrastructure.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Mo Goudah, Matthew Rumble, mo.goudah@lbhf.gov.uk, matt.rumble@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Major Refurbishment of Derwent Court W6

Award of contract to carry out major refurbishment works to 1-10 Derwent Court W6. Works include new roof covering, new windows and doors, and general fabric repairs and redecoration.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Ravenscourt

Contact officer: Vince Conway, Vince.Conway@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Pan London Contract on the Future of Micro-mobility

Authority to negotiate terms, agree charges and enter into contracts related to e-bike hire and e-scooter hire contracts .

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Masum Choudhury, Masum.Choudhury@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Leisure Contract Variation

Leisure Contract Variation

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Simon Ingyon, Simon.Ingyon@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Spot Contract to Living With Equal Opportunities

This is a decision to directly award a 2-year spot contract worth £340 000 to Living With Equal Opportunities (LWEO) in order to regularise existing arrangements starting 1st October 2024 to 30th September 2026

The reason for this decision is to ensure that residents have access to a responsive and good quality service in an area with insufficient local provision and to allow time for commissioners to coproduce a new model for day opportunities to be tendered for in 2025/6.

A timeline and plan is in place the co-production and governance around a new service model to take place by the end of this contract extension.

2 years also provides enough time to monitor the contract and terminate it if it is found to be underperforming

A waiver will go to Contract Assurance Board.

A strategy paper for a reprocurement will be presented in 2025.

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Award of contract for White City major refurbishment Phase 1 incorporating works to Batman Close, Davis House, Evans House, Mackay House, White City estate W12

This report seeks approval to award a contract for the major refurbishment of eleven blocks forming part of the White City estate W12.

The scheme was included in the Procurement Strategy approved by December 22 Cabinet, which identified sites for investment during the period 2023-2025.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: White City

Contact officer: Vince Conway, Vince.Conway@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Strategy and call off Ealing Framework to use Matrix SCM Limited for Neighbourhood Improvements and Place Shaping Projects

Professional services for civil and traffic engineering design, project management and community engagement

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Russell Trewartha, Russell.Trewartha@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Highway Asset Management Strategy

Highway Asset Management Strategy outlines how the highway will be managed in the future.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Ian Hawthorn, ian.hawthorn@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award to Jontek for the Careline Alarm Receiving Centre Platform

Hammersmith & Fulham (H&F) Careline is a critical emergency alarm receiving service, safeguarding approximately 3,000 residents, primarily comprising elderly and vulnerable individuals within the borough. Jontek's platform, Answerlink, is the current provider of the Careline Alarm Receiving Centre Platform (ARC) used by H&F Careline to manage and respond to calls and emergency alerts from residents, including telecare.

The decision is to direct award to Jontek to provide Answerlink.

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Jessie Ellis, Jessie.Ellis@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Statutory Advocacy Services to Libra Partnership

Direct award of contract for two years

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Carers Services to Carers Network

2 year direct award

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Fulham Bilingual School Windows

The report sets out the procurement strategy for works to repair or, where necessary, replace windows at Fulham Bilingual School.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Parsons Green & Sandford

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Langford Window Upgrade

The report sets out the proposed procurement strategy for works to repair where possible, or replace if necessary, the windows at Langford Primary School

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: Sands End

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Land and Property Based IT CMS

Award to Idox Software limited of 24 months contract under the Crown Commercial Service Vertical Application Solutions (CCS VAS) call off framework for the provision of Land and property case management system

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Graham Pottle, graham.pottle@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Global Custody Services, Award of Contract - Pension Fund

Contract award for supplier of asset servicing to LBHF pension fund through LGPS framework.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Phil Triggs, Mat Dawson, ptriggs@westminster.gov.uk, mdawson@westminster.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract Award Report – Consultancy Services Framework Engineering Surveys

Direct Award to Ingleton Wood LLP using Hammersmith and Fulham Consultancy Framework Lot 5

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Gavin Duncumb, Gavin.duncumb@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Cashless Parking Solution Procurement

Carry out a procurement exercise for the councils Pay & Display mobile operator.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Oscar Turnerberg, oscar.turnerberg@lbhf.gov.uk

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Careline Alarm Receiving Centre Platform

The IT platform that Careline staff are using to receive and respond to alarms.

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Johan van Wijgerden, Johan.vanwijgerden@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract Award of the On Street Residential Chargepoint Scheme (ORCS 4) Grant

Award of a contract to deliver 23 on-street fast electric vehicle charging points.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Masum Choudhury, Masum.Choudhury@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Extension and Modification of Asbestos Term-Service Contract

In relation to our term-service contract for asbestos which is due to expire on the 27th of September 2025 we are seeking approval to:

- 1) Extend the contract by 24 months. This extension is allowed in line with the contract provisions.
- 2) Modify the overall contract sum for the entire 7 year term from £2,250,000 to £2,470,173.84.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Richard Buckley, richard.buckley@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract Variation for the Purchase and Installation of Purpose-built Community Room and WC Portacabins for Linford Christie

To approve the contract variation for the provision of additional portable cabin facilities to Coleman & Company Limited for a value of up to £338,000.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Wormholt

Contact officer: Chris Nolan, Sebastian Mazurczak, Chris.Nolan@lbhf.gov.uk, Sebastian.Mazurczak@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: Before 30 Sep 2025

Proposed Key Decision: Procurement of Geographical Information System (GIS)

Procurement of new long term sovereign LBHF-only Geographical Information System

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Roland de la Mothe, Roland.delaMothe@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Lift Modernisation Upgrades at Barton and Jepson House

We seek approval to undertake a procurement for the Lift modernisation works required at Barton and Jepson House. Across these two properties, we have four lifts that require necessary upgrades to ensure compliance with regulations in relation to Lift Safety and Performance.

We are recommending an open tender. We anticipate the cost of these works costing £1,400,000. We anticipate these Lift upgrades taking up to 63 weeks to complete.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Sands End

Contact officer: Nick Marco-Wadey, Nick.Marco-Wadey@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Avonmore Primary School - Appointment of Main Contractor

This decision requests approval from the Cabinet Member for the Economy to award a contract for the construction of a new primary school and 91 new homes on the site of Avonmore primary school.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Avonmore

Contact officer: Matthew Rumble, matt.rumble@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: May 2025

Proposed Key Decision: Charecroft estate major refurbishment

Award of works contract for the to the major refurbishment of the Charecroft estate W12

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Addison

Contact officer: Vince Conway, Vince.Conway@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2024

Proposed Key Decision: Approval of Capital Spend for vehicles for waste, recycling, and street cleansing contract

Purchase of local authority assets for waste, recycling and street cleansing contract.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Pat Cosgrave, Pat.Cosgrave@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy and Contract Award - H&F Adult Learning & Skills Service (HFALS) Management Information Services (MIS) Contract

This report seeks approval for expenditure related to the provision of specialist Management Information Service (MIS) for the council's adult learning service HFALS. The Tribal system (EBS4) is included on the "G Cloud 14 Framework Agreement, Lot 2 Crown Commercial Services". The original price quoted by Tribal for an updated MIS system in 2024 was £370,545 which equates to £123,515 per year over a three-year period.

The Head of HFALS has negotiated a reduced contract price for a period of 3 years at a price of £103,757 per year for a total cost of £311,271 over 3 years. This is a reduction of £59,274 from the original quoted price. Included in the negotiations was the cost for some additional modules and implementation days to allow for some future proofing. This resulted in an additional cost avoidance of £43,480 if these modules and implementation days were added separately. Therefore, the total negotiated value is £102,754.

Digital Services have covered the historic costs for the contract over the last 5 years at £75K per year. Digital Services will continue to pay that same amount £75k per year from March 2025 to Feb 2028 DS = £225k in total (given the inflationary awards to DS). Our Adult Learning Service can then pay the difference of £29k per year X 3 = approx. £87k from our annual GLA Grant Adult Skills Budget (ASB).

The Tribal system (EBS4) is included on the "G Cloud 14 Lot 2 Crown Commercial Services". There are other providers listed on this framework but none of these can provide the service HFALS requires. This being the case, the Corporate Procurement team have advised that HFALS can make a direct award for a new contract with Tribal Group PLC.

Lead Member(s): Cabinet Member for Enterprise and Skills

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Eamon Scanlon, Eamon.Scanlon@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Extension of Holiday Activity and Food Programme coordination

12 month extension of the contract for the coordination the local implementation on the Holiday Activity and Food Programme.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Marcus Robinson, Marcus.RobinsonCHS@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Land and Property Based IT CMS - Data Migration
To procure specialist support for data migration

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Graham Pottle, graham.pottle@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Wood Lane estate improvements
Approval to incur expenditure under existing Term Contracts for environmental improvement works to Wood Lane estate W12

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: College Park and Old Oak

Contact officer: Vince Conway, Vince.Conway@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Grounds Maintenance Contract Variation
Contract variation to incentivise Idverde to improve performance

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Simon Ingyon, Simon.Ingyon@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Housing First and Street Outreach Services

A contract extension for Housing First and Street Outreach Services. This service provides the first response to rough sleeping in the borough through their outreach support, and intensive support to residents in their own home with a history of rough sleeping through the Housing First initiative.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Laura Palfreeman, Laura.Palfreeman@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Procurement strategy for the award of contracts for the major refurbishment of various void and occupied street properties (Packages 3, 4 and 5)

Major works to 16 properties (providing 23 units of accommodation) in three separate packages

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: College Park and Old Oak; Fulham Town; Munster; Palace & Hurlingham; Parsons Green & Sandford; White City; Wormholt

Contact officer: Vince Conway, Vince.Conway@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2024

Proposed Key Decision: Approval of Capital Spend for vehicles for waste, recycling, and street cleansing contract

Purchase of vehicles to deliver waste contract services

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Pat Cosgrave, Pat.Cosgrave@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approval of the expansion of Queensmill satellite provision

To approve the creation of Queensmill Special School satellite provision at Sullivan Primary School.

Lead Member(s): Deputy Leader

Reason: Affects 2 or more wards

Wards affected: Parsons Green & Sandford

Contact officer: Katia Neale, katia.neale@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: May 2025

Proposed Key Decision: Fulham Bilingual Windows Contract Award.

To award the contract for repairing and where necessary replacing the windows at Fulham Bilingual School.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Parsons Green & Sandford

Contact officer: Anthony Mugan, Anthony.Mugan@lbhf.gov.uk

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: May 2025

Proposed Key Decision: H&F Healthwatch Extension

This report requests an extension to the incumbent Healthwatch while re-procurement takes place.

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Jessie Ellis, Jessie.Ellis@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: 29 May 2025

Proposed Key Decision: Appointment of a replacement contractor to complete works to Linacre Court W6

The report proposes the direct award of a contract for the completion of major works to Linacre Court W6

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: Avonmore

Contact officer: Vince Conway, Vince.Conway@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: June 2025

Proposed Key Decision: Procurement Strategy for Liquid Fuel

Strategy for the procurement of a supplier to provide diesel, biodiesel and other liquid fuels

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Pat Cosgrave, Pat.Cosgrave@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: June 2025

Proposed Key Decision: Procurement Strategy for Fuel Cards

Procurement of a provider to provide petrol and EV charging forecourt cards for council fleet

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Pat Cosgrave, Pat.Cosgrave@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Executive Director of People

Earliest date the decision will be made: June 2025

June 2025

Proposed Key Decision: Contract variation for semi-independent Living services for children looked after, care experienced and young people at risk of homelessness

This report seeks approval to vary the semi-independent living (SIL) services for care experienced young people, 16 years old and over, and young people at risk (YPAR) of becoming homeless across London Borough of Hammersmith and Fulham for a further three months under the current contract terms whilst mobilisation of a new contract following an open tender is concluded. This includes extending the existing Housing Management Agreement (HMA) for three Council owned properties.

Lead Member(s): Cabinet Member for the Economy

Deputy Leader

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Sophie Veitch, sophie.veitch@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: 5 Jun 2025

Proposed Key Decision: Gas and Ancillaries Term-Service Contract (Housing)

This report is to approve a contract award to Thermoserv Ltd. to provide the services identified in the summary of this report, for a period of up to 5 years at an estimated total value of £31,961,300 revenue and capital.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Richard Buckley, richard.buckley@lbhf.gov.uk

Decision maker(s): Executive Director of Finance and Corporate Services

Earliest date the decision will be made: May 2025

Proposed Key Decision: Seven Week Extension of Pinnacle Caretaking Contract

Extension of the existing Pinnacle Caretaking Contract until the end of June.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Richard Shwe, Richard.Shwe@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: 24 Jun 2025

Proposed Key Decision: Rough Sleeping Assessment Hub

Procurement strategy for a rough sleeping assessment hub which will provide short term accommodation for people experiencing rough sleeping or at risk of rough sleeping

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Laura Palfreeman, Laura.Palfreeman@lbhf.gov.uk

Decision maker(s): Cabinet Member for Housing and Homelessness

Earliest date the decision will be made: June 2025

Proposed Key Decision: Extension of Pinnacle Caretaking Contract

Extension for the Pinnacle Caretaking contract on Housing estates for a 2 year period.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Patrick Mcnamara, patrick.mcnamara@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 24 Jun 2025

Proposed Key Decision: Fulham Reach - Chancellor's Road, Distillery Road and Winslow Road W6 - S106 Highway Works

The Council has secured section 106 funding to deliver public realm and highway improvement works at Chancellor's Road, Distillery Road, and Winslow Road (W6), within the Fulham Reach area. These works are part of a wider strategy to enhance local infrastructure and support sustainable travel in line with the Council's climate and transport objectives. The proposed scheme will improve the overall streetscape and safety of Chancellors Road. This will involve the resurfacing of both the footways and carriageway, replacing the existing street lighting columns and implementing traffic-calming measures.

Lead Member(s):

Reason:

Wards affected: Fulham Reach

Contact officer: Russell Trewartha, Russell.Trewartha@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 25 Jun 2025

Proposed Key Decision: Contract Award - Cashless Parking

The awarding of a cashless parking contract

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Mark Fanneran, mark.fanneran@lbhf.gov.uk

Decision maker(s): Deputy Leader

Earliest date the decision will be made: June 2025

Proposed Key Decision: Contract Award for the provision of Healthwatch services

Delivery of Healthwatch services in Hammersmith and Fulham

Lead Member(s): Deputy Leader

Reason:

Wards affected: All Wards

Contact officer: Jessie Ellis, Jessie.Ellis@lbhf.gov.uk

CABINET - 16 June

Decision maker(s): Cabinet

Earliest date the decision will be made: 16 Jun 2025

Proposed Key Decision: H&F Food Plan 2025-30

Hammersmith and Fulham Council and the H&F Food for all Partnership have created a 5-year food plan, building on the H&F Food Matters: Action Plan 2019-2024. This collaborative approach will aim to address immediate food needs while aiming to reduce long-term causes of food insecurity; create a sustainable local food culture; and lessen reliance on crisis support.

Lead Member(s): Deputy Leader

Reason: Expenditure/ Income above £300K - Revenue up to £500k and Capital up to 1.5m

Wards affected: All Wards

Contact officer: Susan Hughes, susan.hughes@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 16 Jun 2025

Proposed Key Decision: Procurement of Hammersmith & Fulham's Genito-Urinary Medicine Offer

This report seeks approval for to take part in the procurement of clinic-based genito-urinary medicine (GUM) and sexual and reproductive health (SRH) services and e-services being procured by the City of London, as part of Hammersmith & Fulham Council's ongoing participation in the pan London sexual health programme. These services are mandated functions under the Health and Social Care Act (2012), which requires each local authority to provide, or secure the provision of, open access sexual health services in its area including: access to all types of contraception, preventing the spread of sexually transmitted infections (STIs); through treating and testing of STIs.

Lead Member(s): Cabinet Member for Adult Social Care and Health

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Craig Holden, Craig.Holden@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 16 Jun 2025

Proposed Key Decision: Adopting the H&F Council Housing Retrofit Strategy

The council published a Climate and Ecology Strategy in 2021, including an objective to 'put in place and implement whole house retrofit plans for all council homes to achieve net zero, that include adaptation measures'. It also approved a Fuel Poverty Strategy in 2023 setting out objectives to ensure that residents homes are well-insulated and affordable to heat. The council housing retrofit strategy sets out how the organisation plans to deliver on these objectives to deliver warm, sustainable homes for the residents of its own housing estate.

Lead Member(s): Cabinet Member for Housing and Homelessness, Cabinet Member for Climate Change and Ecology

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Patrick Mcnamara, patrick.mcnamara@lbhf.gov.uk

CABINET - 14 July

Decision maker(s): Cabinet

Earliest date the decision will be made: 14 Jul 2025

Proposed Key Decision: Secondary Power in communal areas (Firefighting Lifts)

Due to changes in fire safety guidance and a commitment to enhance fire safety, the Lift service team have undertaken a review of Lift infrastructure and potential safety performance in the event of a fire. This review has determined that within high rise buildings and sheltered schemes improvements are required to ensure that lift operability is maintained in the event of a fire.

To convert our current lift stock into 'firefighting lifts' the Lift service team seek to undertake a phased programme for a contractor to install secondary power units within communal areas to 68 high risk profile buildings (see the detailed analysis for further information). These secondary power units will allow Lift provision to the fire service in the event of a fire.

We seek approval to procure this programme and award a contract to a winning bidder. We also seek to award a 'reserve contract' to the second-place bidder.

Lead Member(s): Cabinet Member for Housing and Homelessness

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Richard Buckley, richard.buckley@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 14 Jul 2025

Proposed Key Decision: Emergency Planning & Business Continuity Cabinet Report

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.

This report provides an overview of activity over the previous year and the priorities and dynamic work plan for the forthcoming year.

The reporting period covered by this Cabinet Report is from 01 October 2023, to 30 December 2024. The report highlights areas of work for the current financial year to ensure continuous improvement in the service.

Lead Member(s): Cabinet Member for Social Inclusion and Community Safety

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Neil Thurlow, Denise Prieto, Neil.Thurlow@lbhf.gov.uk,
Denise.Prieto@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 14 Jul 2025

Proposed Key Decision: Procurement of Hammersmith & Fulham's sexual health e-service offer

This report seeks approval for Hammersmith & Fulham Council's ongoing participation in the pan-London sexual health programme, London sexual health and contraceptive online service. This service is a mandated function under the Health and Social Care Act (2012), which requires each local authority to provide, or secure the provision of, open access sexual health services in its area including: access to all types of contraception, preventing the spread of sexually transmitted infections (STIs); treating, testing and caring for people with STIs and partner notification.

Hosted by SHL.UK, this is a London wide remote contraception and STI, HIV and blood borne virus testing and results management service, for sexually active individuals aged 16 years and over. This 'e-service' will soon begin re-procurement via the Lead Authority, City of London Corporation, with contract award by August 2026. Hammersmith & Fulham Council is a participating authority in this arrangement.

Lead Member(s): Deputy Leader

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Craig Holden, Craig.Holden@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 14 Jul 2025

Proposed Key Decision: 0-19(25) - Public Health Nursing and Maternity in the Community Services Procurement Strategy

The 0-19(25) Public Health Nursing and Maternity in the Community Services Procurement Strategy aims to enhance the health and well-being of children, young people, and families within our borough. This strategy informs procurement of health visiting, school nursing and maternity in the community services to deliver the healthy child programme and enhanced support for families. By prioritising early intervention and preventive care, we aim to address

health inequalities and promote healthier lifestyles, ultimately fostering a stronger, healthier community in H&F.

Lead Member(s): Deputy Leader

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Charis Champness, Charis.Champness@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 16 Jun 2025

Proposed Key Decision: Parking Policy

Proposed changes to parking policy relating to resident parking.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Mark Fanneran, mark.fanneran@lbhf.gov.uk

CABINET - 15 September

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Borough Playground Enhancement Programme

To seek approval to carry out playground enhancement programme after borough wide condition survey and create future improvement opportunities.

Lead Member(s): Cabinet Member for Public Realm

Reason: Expenditure/ Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m

Wards affected: All Wards

Contact officer: Ian Hawthorn, ian.hawthorn@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Building affordable homes - Approval of procurement strategy for the Four Sites

This report requests Cabinet approval of a range of recommendations to enable the progression of four council-led development schemes in the borough: Pearscroft Road, The Grange, Becklow Gardens and Barclay Close (known as the Four Sites).

The report specifically requests approval of the procurement strategy and capital budget to enable the procurement of a main construction contractor.

Lead Member(s): Cabinet Member for the Economy

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: Coningham; Sands End; Walham Green

Contact officer: Matthew Rumble, matt.rumble@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Capital Programme Monitor & Budget Variations, 2024/25 (Outturn)

The report provides details of the capital programme outturn for the financial year 2024/25 (including the financing of this spend)

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Youth Justice Plan 2025

Local authorities have a legal duty to produce an annual youth justice plan that shows how they will provide and fund youth justice services in their area, including outlining key priorities for the partnership over the coming year.

This Youth Justice Plan sets out how we will work with our partnership agencies and local communities to keep our children and young people safe and support them to reach their full potential.

Lead Member(s): Deputy Leader

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Roisin Conroy, Roisin.Conroy@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Provisional Revenue Outturn Report 2025/26

To note the Council's position

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Revenue Budget Review Month 2 (May 2025)

To note the Council's forecast position

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Sep 2025

Proposed Key Decision: Re- Procurement of CHS and ASC Case Management Systems

Hammersmith and Fulham Council Adult Social Care and Children's Services provide a wide range of services and support to residents in the borough, the provision of these services are supported by case management platforms Mosaic and Synergy. The platforms are provided by the supplier The Access Group. The contract with the supplier ends 15th January 2027. The re- procurement strategy is for the award of the new contract from 16th January 2027.

Lead Member(s):

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Tina Akpogheneta, Tina.Akpogheneta@lbhf.gov.uk

CABINET - 13 October

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Oct 2025

Proposed Key Decision: Capital Programme Monitor & Budget Variations, 2025/26 (First Quarter)

This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Oct 2025

Proposed Key Decision: Local Plan - Regulation 18 Consultation

The purpose of this report is to seek approval to undertake a Local Plan Regulation 18 consultation which is the first consultation stage of the Local Plan review process. This stage allows the public, stakeholders, and other relevant parties to provide feedback on the draft local plan before it moves to the next stage.

Lead Member(s): Cabinet Member for the Economy

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: David Gawthorpe, David.Gawthorpe@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Oct 2025

Proposed Key Decision: Funding Community Benefits Through Planning Obligations Draw Down Report 2024/25

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 2024/25.

Lead Member(s): Cabinet Member for the Economy

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Rebecca Yee, Rebecca.Yee@lbhf.gov.uk

CABINET - 10 November

CABINET - 8 December

Decision maker(s): Cabinet

Earliest date the decision will be made: 8 Dec 2025

Proposed Key Decision: Revenue Budget Review Month 6 (September 2025)

To note the Council's forecast position

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

CABINET - 19 January

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Capital Programme Monitor & Budget Variations, 2025/26 (Second Quarter)

This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

CABINET - 9 February

CABINET - 9 March

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Mar 2026

Proposed Key Decision: Revenue Budget Review Month 9 (December 2025)

To note the Council's forecast position

Lead Member(s): Cabinet Member for Finance and Reform

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk
