

# Cabinet Agenda

**Monday 14 July 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**

<b>Administration</b>
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](mailto:david.abbott@lbhf.gov.uk)  
Web: [www.lbhf.gov.uk/councillors-and-democracy](http://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](mailto: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](mailto:david.abbott@lbhf.gov.uk) by: Wednesday, 9 July 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, 18 July 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

14 July 2025

<u>Item</u>	<u>Pages</u>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATION OF INTERESTS</b>	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES OF THE PREVIOUS MEETING</b>	5 - 8
<b>4. CONSIDERATION OF PETITION - PARKING PERMIT CHARGES</b>	9 - 16
<b>5. FINANCE PEER CHALLENGE REVIEW (APRIL 2025)</b>	17 - 60
<b>6. PROCUREMENT STRATEGY FOR THE RECOMMISSIONING OF H&amp;F 0-19(25) PUBLIC HEALTH NURSING SERVICES AND A NEW MATERNITY IN THE COMMUNITY SERVICE</b>	61 - 95

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.

<b>7.</b>	<b>PROCUREMENT OF HAMMERSMITH &amp; FULHAM'S SEXUAL HEALTH E-SERVICE OFFER</b>	<b>96 - 119</b>
	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.	
<b>8.</b>	<b>FAMILY HOUSING STRATEGY</b>	<b>120 - 142</b>
<b>9.</b>	<b>EMERGENCY PLANNING AND BUSINESS CONTINUITY REPORT</b>	<b>143 - 159</b>
<b>10.</b>	<b>PARKS IMPROVEMENT PROGRAMME</b>	<b>160 - 165</b>
<b>11.</b>	<b>FORWARD PLAN OF KEY DECISIONS</b>	<b>166 - 229</b>
<b>12.</b>	<b>DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)</b>	

***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 16 June 2025**

### **PRESENT**

#### **Executive Members**

Councillor Stephen Cowan, Leader of the Council

Councillor Alex Sanderson, Deputy Leader (with responsibility for Children and Education)

Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm

Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology

Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety

Councillor Zarar Qayyum, Cabinet Member for Enterprise and Skills

Councillor Rowan Ree, Cabinet Member for Finance and Reform

Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

#### **Other Councillors**

Councillor Adronie Alford

#### **Officers**

Sharon Lea, Chief Executive

Grant Deg, Director of Legal Services and Monitoring Officer

David Abbott, Head of Governance

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Bora Kwon and Andrew Jones.

### **2. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **3. MINUTES OF THE PREVIOUS MEETING**

#### **RESOLVED**

That the minutes of the meeting held on 12 May 2025 were agreed as an accurate record.

#### **4. HAMMERSMITH AND FULHAM FOOD PLAN 2025-2030**

Councillor Alex Sanderson (Deputy Leader) introduced the report that recommended adopting a 5-year Food Plan, created by the Council and the H&F Food for all Partnership and building on the H&F Food Matters: Action Plan 2019-2024. The plan aimed to promote healthier lifestyles, enhance access to nutritious food for the community, and cut waste.

Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology) added that the plan also contributed to the Council's environmental and climate goals. He noted that 30% of waste in the borough was food waste and the plan would help reduce that.

#### **RESOLVED**

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.

*The reasons for decision and alternative options are set out in the report.*

*There were no declarations of interest and no dispensations in respect of any declared conflict of interest.*

#### **5. PROCUREMENT OF HAMMERSMITH & FULHAM'S GENITO-URINARY MEDICINE OFFER**

Councillor Alex Sanderson (Deputy Leader) introduced the report that sought approval for the Council's ongoing participation in the pan-London sexual health programme's clinic-based genito-urinary medicine (GUM) service.

Councillor Florian Chevoppe-Verdier (Cabinet Member for Public Realm) highlighted the work of 10 Hammersmith Broadway distributing vaccines in the community. The clinic accounted for the largest proportion of activity for residents in the borough (over 54% of the total in 2023).

#### **RESOLVED**

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.

*The reasons for decision and alternative options are set out in the report.*

*There were no declarations of interest and no dispensations in respect of any declared conflict of interest.*

## **6. ADOPTING THE H&F COUNCIL HOUSING RETROFIT STRATEGY**

Councillor Frances Umeh (Cabinet Member for Housing and Homelessness) introduced the report that recommended Cabinet adopted a retrofit strategy and action plan for the Council's homes that would be delivered through the updated Housing Revenue Account Asset Management Plan.

Councillor Umeh said the Council wanted residents to live in decent, safe and warm homes and the strategy would improve the energy efficiency of council housing stock, reduce carbon emissions, and reduce fuel poverty.

Councillor Adronie Alford noted that leaseholders were worried about additional costs, and she asked the Council to ensure costs were carefully monitored and there were no excessive charges for leaseholders. Careful monitoring of the costs. Councillor Umeh said the Council had carried out extensive consultation and were looking at ways to be as cost effective as possible, including using Government funding. In response to a question about extended payment plans, Councillor Umeh said the Council would consider all viable options.

Councillor Stephen Cowan (Leader of the Council) said the issue of leaseholder charges was important and assured that, though there had been high costs in previous eras, there had been a cultural shift to tackle those costs and get value for money. He said retrofitting was about reducing overall costs, and cost was at the centre of the Council thinking for both leaseholders and tenants.

### **RESOLVED**

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.

*The reasons for decision and alternative options are set out in the report.*

*There were no declarations of interest and no dispensations in respect of any declared conflict of interest.*

## **7. FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

## **8. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)**

There was no discussion of exempt elements.

Meeting started: 7.01 pm  
Meeting ended: 7.13 pm

Chair .....



**Report to:** Cabinet

**Date:** 14/07/2025

**Subject:** Consideration of Petition – Parking Permit Charges

**Report of:** Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm

**Report author:** Mark Fanneran, Assistant Director, Parking Services

**Responsible Director:** Bram Kainth, Executive Director of Place

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### SUMMARY

This report is in response to a recent resident petition regarding parking permit charges, which received 467 signatories. In accordance with the Council's petition scheme, consideration has been given to the points made.

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### RECOMMENDATIONS

1. To note the petition.
  2. To apply lessons from this consultation to future parking consultations.
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**Wards Affected:** All

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### Financial Impact

There are no financial implications from this report.

*Comments by Gary Hannaway, Head of Parking Finance, 11 June 2025*

### Legal Implications

The Council has the power to impose charges for parking permits under the Road Traffic Regulation Act 1984.

The proposed charges were made for reasons connected with traffic management as detailed in the key decision report Net Zero 2030 Parking Strategy approved by Cabinet in October 2024.

The Council has correctly followed the procedure for varying charges as required under s46A of the Road Traffic Regulation Act 1984.

## DETAILED ANALYSIS

### Background

1. In October 2024, a key decision report titled "[Net Zero 2030 Parking Strategy](#)" went to Cabinet, outlining Parking Services' strategic ambition to tackle the dangerous levels of air pollution in Hammersmith & Fulham (H&F) and support the Council's Net Zero 2030 targets.
2. H&F is the 10th worst area in England for air pollution - with 7.4 per cent of deaths linked to toxic air. H&F is committed to reducing the exposure of people to air quality. The council's Air Quality Action Plan 2024-2029 identifies the Council's priorities for tackling air quality and vehicle emissions that have a direct relationship to local air quality and carbon reduction. Road pollution is the biggest cause of dangerous Nitrogen Oxide (NOx) gases in the borough.
3. The report made a number of recommendations to Cabinet Members with a range of policy change options.
4. The report highlighted how the proposed change in the parking permit model would see residents and businesses pay for a parking permit based on an emission banding. The model would see the cheapest tiers applying to the least polluting vehicles and the more expensive to the more polluting. In addition, having seven bands would incentivise residents and businesses to make incremental steps towards lesser pollutant vehicles, rather than expecting a wholesale move from diesel/petrol to fully electric.
5. The parking permit model proposed has been tried and tested in a number of London Boroughs and in other parts of the country for over 10 years. Those councils have seen significant reduction in high-emitting vehicles.
6. Recommendations were made to also combat diesel vehicles by carrying an additional fuel type surcharge of 50% due to their emitting of harmful particulates such as PM1, PM2.5 and PM10s.
7. The report also addressed second vehicle ownership in the borough by proposing to charge at a multiplier of the emissions band of the vehicle, with the highest emitter of the two vehicles being the second vehicle. Second vehicle ownership creates higher parking stress, occupies valuable space and creates an issue where one or both resident vehicles are parked.
8. On 7 October 2024, the report was approved by Cabinet.
9. On 27 November 2024, H&F published a Notice of Proposal in the West London Gazette and London Gazette, providing details of a proposed variation of existing parking charges in the borough and the creation of a new borough-wide Motorcycle Resident's Permit, as per the key decision report recommendations. Please see *appendix one* for reference.

10. The notice cited the powers granted to make the changes by *sections 6,32,35,45,46,49 and 124 of, and Part IV of Schedule 9 to, the Road Traffic Regulation Act 1984 as amended*. A copy of the Notice of Making can be found in the first attachment.
11. During this period of statutory consultation, the Council received a total of ten responses from residents and other interested parties regarding the proposals. Six of those responses related to the introduction of motorcycle parking, three related to the proposed costing model of the parking permits and one outlined their support for the proposals.
12. All responses were considered and reviewed. Part of that review led to the decision to remove the motorcycle parking permit proposal, as being a new type of permit it was decided a standalone consultation on motorcycle parking in the borough was more appropriate. No further amendments were made to the proposals and as the changes were linked to an existing fees and charges traffic order, a variation of that existing order was now required.
13. On 8<sup>th</sup> January 2025, a Public Notice was published in the West London Gazette and London Gazette, setting out a variation to parking permit and visitor parking fees and charges in accordance with section 46A of the Road Traffic Act 1984. Please see *appendix two* for reference.
14. The proposal set out the following: *NOTICE IS HEREBY GIVEN, under section 46A of the Road Traffic Regulation Act 1984 as amended, that the Council of the London Borough of Hammersmith and Fulham will vary the charges payable for the use of parking places by the pay and display method, phone payment and permit parking in all Controlled Parking Zones, with effect from 3rd February 2025.*
15. Section 46A of the Road Traffic Regulation Act is described as below:  
**46A Variation of charges at designated parking places.**  
*(1) Where, by virtue of section 46 of this Act, any charges have been prescribed by a designation order or by an order under that section, the authority making that order may vary those charges by notice given under this section.*
16. H&F adhered to the regulations as set out in section 46A of the Road Traffic Regulation Act and introduced the new parking permit charges on Monday 3 February 2025.
17. In addition to the statutory process in November and December 2024, the Council has received over 150 emails from residents and businesses regarding the changes to parking permits. Officer analysis showed that the increase in cost of the parking permit was the predominant theme in the emails received.

## Petition

18. A petition was created by residents on 9 February 2025, titled *Parking Permit Charges*.

19. The petition set out the following requests:

1.) Reduce parking permits in line with inflation, meaning the permit that was £119 in 2012 would cost £167.93 today, according to the Bank of England.

Bank of England Inflation Calculator

<https://www.bankofengland.co.uk/monetary-policy/inflation/inflation-calculator>

2.) Any new pricing structures or increases above inflation must be subject to the following conditions:

a.) The council must fulfil their legal burden (The Road Traffic Regulation Act 1984) by proving that these prices are based on traffic management objectives and not as a means to generate revenue.

[https://publications.parliament.uk/pa/cm201314/cmselect/cmtran/118/118.pdf?utm\\_source=chatgpt.com](https://publications.parliament.uk/pa/cm201314/cmselect/cmtran/118/118.pdf?utm_source=chatgpt.com)

b.) The council are asked to fulfil their moral & economic burden by providing evidence that these permit costs allow business' to still run and residents who rely on vehicles to be able to afford them.

c.) Any consultation on pricing must achieve a minimum of 250 responses, as is required for petitions. Furthermore, the consultation must demonstrate that over 51% of respondents support the proposed changes.

d.) An independent body of residents (not affiliated with the council) must be selected by residents, not the council, to co-approve any questions in the consultation survey and future consultations. This is to ensure the survey questions are neutral and allow for genuine feedback, not just responses that align with the council's desired outcome.

## Response to the petition

20. Officers have reviewed the contents of the petition and would like to thank residents who have provided their views on parking permits.

21. The request to set the cost of parking permits at one rate of £167.93 is incompatible with the policy change requirement to tackle dangerous air quality in H&F by encouraging residents and businesses to change to lower-emitting vehicles. The emissions-based charge model which was proposed and subsequently implemented has been successful in other London boroughs, ensuring those with higher polluting vehicles pay more. This proposal will lead to changes in vehicle usage, ownership and behaviour, and to an increase in the use of greener transport alternatives, such as cycling and walking within the borough. A single banded system would not create the deterrent required for change and would not support the Council's 2030 Net Zero strategy.

22. The petition makes the following statement: *The council must fulfil their legal burden (The Road Traffic Regulation Act 1984) by proving that these prices are based on traffic management objectives and not as a means to generate revenue.* The [key decision report](#) from October 2024, specifically lays out the

traffic management objectives as the reasons for change, namely a policy change to help tackle dangerous levels of air pollution in Hammersmith & Fulham and help deliver the Council's Net Zero 2030 target.

23. The petition refers to the financial burden the new parking permit costs have put on residents and businesses. Permit charges in Hammersmith and Fulham had been frozen since 2012, with no increase in line with inflation during that period. The Council had increased most fees and charges during this time and so the cost of the residents' and other permits relative to other services the Council charges for has gone down significantly in real terms over this period.
24. Those drivers who have made the switch to electric cars pay the lowest annual parking charge of £125, hybrids are £156 and the least polluting petrol cars pay £193. The majority of resident permits (about 68 per cent) pay £230 or less a year. This includes pure electric and hybrids, such as the Toyota Prius (£156 per year – or £3 per week) and mid-range models of a VW Golf and a Nissan Qashqai ranging from £193 (or £3.71 per week) to £230 (or £4.54 per week). At the top end of the seven new bands for emissions-based parking charges, the most polluting cars – such as Range Rover SUVs – pay £340 for an annual permit. Diesel vehicles have a 50 per cent surcharge.
25. To help residents make their payments easier, we have introduced a new 12-month permit, six-month permit or rolling monthly permit. This helps households that are struggling with bills to pay gradually, rather than in one lump sum. Around 10 per cent of residents and businesses renewing their permits have taken up this offer, meaning residents with vehicles between bands 3-5 (where the majority of resident vehicles would sit) pay between £16 to £22 per month, working out at £4 to £5.50 per week.
26. The changes do not affect the 2,472 residents with Disabled Blue Badge permits. These badge holders continue to be able to park free of charge in any resident, pay and display or shared-use bay in the borough. Key worker permits have also been excluded from the emissions banding and continue to pay a fixed cost. Businesses have received support through the introduction of the new business visitor permit.
27. H&F was not required to consult on permit price variations, as set out by section 46A of the Road Traffic Regulation Act 1984. Sections 9 to 16 of this report outlines the steps taken to make the variation.
28. In 2023, the Council launched a borough-wide parking census, designed to get feedback from residents and business on issues around parking. One of the questions in the parking census asked the views on the following statement:

***Parking Charges should be used to reduce the number of higher polluting vehicles in the borough.***

From a total of 6895 respondents:

- **49.18%** strongly agreed/agreed that parking charges should be used to reduce the number of higher polluting vehicles in the borough

- **15.45%** of those responders neither agreed or disagreed with the statement
  - **35.38%** strongly disagreed/disagreed that parking charges should be used to reduce the number of higher polluting vehicles in the borough
29. This is a standard format question routinely used in consultations, which shows significant support for the principle that has been applied of using parking charges to reduce the number of higher polluting vehicles in the borough.
30. Officers acknowledge the petition's request around consultations, surveys and general engagement. A co-produced parking consultation was recently undertaken in the six parking zones around Kensington Olympia, which led to excellent feedback from residents. The Parking Service will continue to work with residents in a co-produced manner to develop consultations, surveys and general engagement.

### **List of Appendices**

Appendix 1 – Notice of Making: 27 November 2024

Appendix 2 – 46A Variation Notice: January 2025

## Appendix 1 – Notice of Making: 27 November 2024

LONDON BOROUGH OF HAMMERSMITH AND FULHAM ROAD TRAFFIC REGULATION ACT 1984 The Hammersmith and Fulham (Charged-For Parking Places) (Amendment No.1) Order 202*						
The Hammersmith and Fulham (Free Parking Places, Loading Places and Waiting, Loading and Stopping Restrictions) (Amendment No.1) Order 202*						
1. NOTICE IS HEREBY GIVEN that the London Borough of Hammersmith and Fulham propose to make the above-mentioned Orders under the powers granted by sections 6, 32, 35, 45, 46, 49 and 124 of, and Part IV of Schedule 9 to, the Road Traffic Regulation Act 1984 as amended.						
2. The general effect of the Orders would be to:						
(a) introduce a boroughwide resident motorcycle permit and;						
(b) to vary the above mentioned orders (as amended) so that the charges specified therein and which apply to parking places on the highway designated by that Order, are now revised and superseded by the following new parking charges specified in the Schedule to this Notice.						
3. A copy of the proposed Orders, the Councils Statement of Reasons for proposing to make the Orders, and documents giving more detailed particulars can be inspected, by appointment, during normal office hours on Mondays to Fridays inclusive until the end of a period of 6 weeks beginning with the date on which the Orders are made, or as the case may be, the Council decides not to make the Orders.						
4. Any person wishing to object to the proposed Orders or make other representations should send a statement in writing to Transport and Highways Department, Environmental Services, Town Hall Extension, King Street, Hammersmith, W6 9JU or via email to <a href="mailto:Traffic.Orders@hbf.gov.uk">Traffic.Orders@hbf.gov.uk</a> , until the expiration of 21 days from the date on which the notice is published.						
Dated 27th November 2024. Masum Choudhury Assistant Director of Transport Highways, Parks and Waste						
SCHEDULE						
Resident Parking Permits						
Band	CO2 emissions	Current Resident Permit Costs	Proposed Resident Annual Permit Costs	Proposed Resident Monthly Permit Costs (subscription model)		
Band 1	0g/km	£0	£125	£10.42		
Band 2	1-75g/km CO2	£60	£156	£13		
Band 3	76-120g/km CO2	£119	£193	£16.08		
Band 4	121-150g/km CO2	£119	£230	£19.17		
Band 5	151-185g/km CO2	£119	£266	£22.17		
Band 6	186-225g/km CO2	£119	£303	£25.25		
Band 7	Over 225k/km CO2	£119	£340	£28.33		
Motorcycles	-	£0	30% discount of banding cost	30% discount of banding cost		
2nd Permit	-	£497	3x cost based on banding	3x cost based on banding		
**A diesel surcharge of 50% of the permit cost will be added due to the negative impact diesel vehicles have on air quality						
Sessional Parking						
Band	CO2 emissions	Current Visitor Parking Tariff (per hour)	Proposed Visitor Parking Tariff* (per hour)	Current Resident Visitor Permit/ Business Visitor Permit (per hour)	Resident Visitor Permit Proposal (per hour)	Business Visitor Permit Proposal (per hour)
1	0g/km	£2.50	£2.80	£1.80	£1.80	£2.50
2	1-75g/km CO2	£2.50	£2.80	£1.80	£1.80	£2.50
3	76-120g/km CO2	£3.50	£4.00	£1.80	£1.80	£3.50
4	121-150g/km CO2	£3.50	£4.50	£1.80	£2.30	£3.50
5	151-185g/km CO2	£4.25	£5.50	£1.80	£2.30	£4.25
6	186-225g/km CO2	£5	£6.00	£1.80	£2.80	£5
7	Over 225k/km CO2	£5	£7.00	£1.80	£2.80	£5
*A diesel surcharge of £1 per hour will be added to the visitor parking cost						
Business Parking Permits						
Band	CO2 emissions	Current	Proposed			
Band 1	0g/km	£0	£200			
Band 2	1-75g/km CO2	£395	£395			
Band 3	76-120g/km CO2	£791	£791			
Band 4	121-150g/km CO2	£791	£850			
Band 5	151-185g/km CO2	£791	£950			
Band 6	186-225g/km CO2	£791	1050			
Band 7	Over 225k/km CO2	£791	£1200			
Business can have up to five parking permits for vehicles in bands 1-3. If business vehicles are bands 4-7, only two parking permits will be issued. A maximum total of 5 business permits can be applied for.						
Key Worker Permits						
Permit Type	Current Monthly/Yearly	Proposed Monthly/Yearly				
Single Zone	£70/£791	£86/£1000				
All Zones	£350/£3995	£430/£5000				

## Appendix 2 – 46A Variation Notice: January 2025

Public Notice

LONDON BOROUGH OF HAMMERSMITH AND FULHAM

ROAD TRAFFIC REGULATION ACT 1984 SECTION 46A

VARIATION OF ON STREET PERMIT PARKING CHARGES AND PAY AND DISPLAY PARKING CHARGES

1. NOTICE IS HEREBY GIVEN, under section 46A of the Road Traffic Regulation Act 1984 as amended, that the Council of the London Borough of Hammersmith and Fulham will vary the charges payable for the use of parking places by the pay and display method, phone payment and permit parking in all Controlled Parking Zones, with effect from 3rd February 2025.

2. The charges will be varied and The Hammersmith and Fulham (Charged-For Parking Places) Order 2023 Order will be amended so that the charges specified therein and which apply to parking places on the highway designated by that Order, are revised and superseded by the following new parking charges specified in the Schedule to this Notice.

Dated 08th January 2025.

Masum Choudhury

Assistant Director of Transport

The Place Department

SCHEDULE

Resident Parking Permits

Band	CO2 emissions	Current Resident Permit Costs	Proposed Resident Annual Permit Costs	Proposed Resident Monthly Permit Costs (subscription model)
Band 1	0g/km	£0	£125	£10.42
Band 2	1-75g/km CO2	£60	£156	£13
Band 3	76-120g/km CO2	£119	£193	£16.08
Band 4	121-150g/km CO2	£119	£230	£19.17
Band 5	151-185g/km CO2	£119	£266	£22.17
Band 6	186-225g/km CO2	£119	£303	£25.25
Band 7	Over 225k/km CO2	£119	£340	£28.33
2nd Permit	-	£497	3x cost based on banding	3x cost based on banding

\*\*A diesel surcharge of 50% of the permit cost will be added due to the negative impact diesel vehicles have on air quality

Sessional Parking

Band	CO2 emissions	Current Visitor Parking Tariff (per hour)	Proposed Visitor Parking Tariff* (per hour)	Current Resident Visitor Permit/ Business Visitor Permit (per hour)	Resident Visitor Permit Proposal (per hour)	Business Visitor Permit Proposal (per hour)
1	0g/km	£2.50	£2.80	£1.80	£1.80	£2.50
2	1-75g/km CO2	£2.50	£2.80	£1.80	£1.80	£2.50
3	76-120g/km CO2	£3.50	£4.00	£1.80	£1.80	£3.50
4	121-150g/km CO2	£3.50	£4.50	£1.80	£2.30	£3.50
5	151-185g/km CO2	£4.25	£5.50	£1.80	£2.30	£4.25
6	186-225g/km CO2	£5	£6.00	£1.80	£2.80	£5
7	Over 225k/km CO2	£5	£7.00	£1.80	£2.80	£5

\*A diesel surcharge of £1 per hour will be added to the visitor parking cost

Business Parking Permits

Band	CO2 emissions	Current	Proposed
Band 1	0g/km	£0	£200
Band 2	1-75g/km CO2	£395	£395
Band 3	76-120g/km CO2	£791	£791
Band 4	121-150g/km CO2	£791	£850
Band 5	151-185g/km CO2	£791	£950
Band 6	186-225g/km CO2	£791	£1050
Band 7	Over 225k/km CO2	£791	£1200

Key Worker Permits

Permit Type	Current Monthly/Yearly	Proposed Monthly/Yearly
Single Zone	£70/£791	£86/£1000
All Zones	£350/£3995	£430/£5000



**Report to:** Cabinet

**Date:** 14/07/2025

**Subject:** Finance Peer Challenge findings

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

**Report author:** Matthew Sales, Assistant Director, Programmes, Assurance and Analytics

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

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### SUMMARY

This report sets out the findings from a Finance Peer Challenge (FPC) conducted of the Council in April 2025. The overview presentation and the detailed report is included at Appendix 1 and 2. In summary, the FPC highlighted the following findings with regard to the Council:

- The council has highly visible and effective political and officer leadership
- The council is very ambitious and financially well-run
- The organisation's financial track-record has enabled investment in clear political priorities
- The strong focus on Value for Money and Ruthless Financial Efficiency is led and supported by very capable members and officers
- The council is self-aware and recognises its future financial challenge will require a different response and is continuing to plan for this change
- The council has a strong track-record in both commissioning and contract managing external services – demonstrating its commitment to service improvements and social value
- There are some differing perceptions and understandings of the council's transformation approach and activity across the organisation – there is value from the council articulating its overall approach
- The council's leadership and effective working with public and private sector partners, including on economic growth, has important learning for the wider sector.

The report will be considered by Policy Oversight Board on 16 July 2025 to review and consider the plan to implement the recommendations from the FPC.

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### RECOMMENDATIONS

1. To note the overview presentation and final report at Appendices 1 and 2 of the Local Government Association Finance Peer Challenge of H&F.

2. To note monitoring the implementation of actions against the recommendations has been referred to the Policy Oversight Board.

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&amp;F Values</b>
Building shared prosperity	The financial peer challenge final report concluded that strong financial management and planning has allowed the Council to invest in services to support residents to prosper – for example, free Homecare and low council tax levels. Upstream London was identified for its proactive leadership, delivering tangible benefits to the borough and offering valuable learning for the wider local government sector.
Creating a compassionate and inclusive council	The peer team noted that a strong financial track record had allowed H&F to avoid the closure of frontline and valued community services, including those that support creating a compassionate and inclusive council.
Doing things with local residents, not to them	The final report noted the engagement undertaken as part of consultation on the budget and made observations on opportunities to extend this given future financial challenges ahead.
Being ruthlessly financially efficient	The final report found a strong focus amongst members and officers on the RFE value, supported by good financial governance and a culture that recognises the importance of value for money.
Taking pride in H&F	Residents can be proud of the fact that they have a well-run council that is recognised for its exceptional management of its finances by its peers.
Rising to the challenge of the climate and ecological emergency	The peer team reviewed background documentation relating to the Council's financial strategy, including plans in the revenue budget for 2025/26 and four-year capital programme to support action against the Climate and Ecology Strategy, such as the £5m H&F Green Investment scheme, accessing external grants, ecology projects and climate engagement. The peer team noted the Council is very ambitious.

## Financial Impact

Any financial impact of the implementation of recommendations from the Finance Peer Challenge will be subject to separate decision reports, although they are not expected to exceed existing budget envelopes.

*Alex Pygram, Head of Finance, Finance and Corporate Services, 19<sup>th</sup> June 2025*

*Verified by Andre Mark, 19<sup>th</sup> June 2025*

## Legal Implications

The recommendations in the action plan all fall within the powers of the Council. The proposals are calculated to better enable the Council to fulfil its general duty under the Local Government Act 1999 to ensure continuous improvement in the way its functions are exercised having regard to a combination of economy, efficiency and effectiveness.

The enhancement of the audit and scrutiny functions are an important means of ensuring sound decision-making and minimising the risk of legal challenges.

*John Sharland, Special Projects Lawyer, 18 June 2025*

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## Background Papers Used in Preparing This Report

None.

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## DETAILED ANALYSIS

### Proposals and Analysis of Options

1. The LGA is the national membership body for local government, of which H&F is a member. The LGA supports sector-led improvement, including corporate, finance and service or topic-based peer reviews.
2. H&F has a long history of independent review of our services and policies. This includes extensive arrangements for the external inspection of Council services; co-producing services with residents, service users and partners; and inviting peer reviews of Council services by local government partners and other experts. In April 2024, H&F invited the LGA to complete a cyber peer review, with positive findings.
3. Finance Peer Challenges (FPC) form part of the LGAs sector-led improvement. They provide a deep scrutiny of financial leadership and planning, looking at the inter-related challenges for local government of ensuring a balanced budget on an annual basis, achieving financial sustainability in the medium term and maintaining financial resilience to external pressures and unforeseen events.
4. In April 2025, an LGA-led peer team completed a FPC of H&F. This was conducted at Council offices over three days between 23 and 25 April 2025. The team completed more than 40 meetings, speaking with over 70 people including the Leader, Deputy Leader, Cabinet Members, member representatives of scrutiny and overview committees, opposition members, senior officers, finance and budget managers and external partners. The peer team also visited the Council's CCTV control room and met with Law Enforcement officers and visited the Upstream Innovation District at Imperial College London.

5. The FPC was led by a team of highly skilled and experienced elected members and officer peers. We are grateful for the significant time they made available for the exercise and their personal commitment to sector improvement. We also thank the Members and external partners that participated over the three days and the LGA for the organisation of the FPC.

## **Key Findings**

6. The FPC explored five core themes:
- **Financial leadership:** Does the authority have plans for its long-term financial sustainability, which are owned by members and officer leaders?
  - **Financial strategy, planning and forecasting:** Does the authority understand its short, and long-term, financial prospects?
  - **Decision-making:** Are key decisions taken in the understanding of the financial implications, risks and options? Are Audit and Scrutiny effective?
  - **Financial outcomes:** Are financial results (including those of the Council's investments and transformation projects) monitored and acted upon to realise the authority's intentions? Are financial controls robust?
  - **Partnership & innovation:** Is finance at the cutting edge of what the authority is working to achieve, working with partners and seeking innovative approaches?
7. In addition, we asked the peer team to provide feedback on our approach to transformation and commissioning decisions.

### ***Strong Financial Management and Track Record***

8. The independent review concluded that H&F is a financially well-managed authority with a strong track record of sound financial planning. The peer team recognised that the Council's consistent focus on its RFE value has enabled it to meet savings targets while funding key political priorities, including maintaining one of the lowest council tax levels in the country.

### ***Capable Leadership and a Culture of Value for Money***

9. The review found that financial leadership at H&F is driven by highly capable elected members and officers, supported by a strong culture of political engagement and challenge. The peer team observed a management ethos that places a high value on achieving value for money across all areas of service delivery.

### ***Future-Focused Financial Strategy***

10. Looking ahead, the peer team noted that the Council is aware of the evolving nature of its financial challenges. Addressing these will require a strengthened transformation agenda, continued efforts to manage demand growth, and

building on the Council's strong performance in commissioning and contract management of external services.

### ***Effective Partnerships and Innovation***

11. The peer team also highlighted H&F's effective collaboration with public and private sector partners. In particular, Upstream London was identified for its proactive leadership, delivering tangible benefits to the borough and offering valuable learning for the wider local government sector.

### ***Recommendations***

12. The final report contains seven recommendations:
  - a) Articulate the council's overall approach and strategy for transformation, including its scope and scale, as well as the respective roles of corporate centre and departments
  - b) Identify the capacity and capability needed to support the council's transformation agenda, including whether there should be a dedicated officer and member lead
  - c) Extend the Medium-Term Financial Strategy (MTFS) scenario planning analysis to include optimistic and pessimistic forecasts of future demand pressures
  - d) Progress work to appoint an independent member to the Audit Committee
  - e) Enhance the council's scrutiny and audit functions with regular training and support to members
  - f) Consider the Shared Services arrangements for assurance, treasury and pension functions to ensure they are embedded and meet the needs of the organisation
  - g) Share the learning with the sector from the council's leading-edge work on economic growth 'Upstream London'.
13. An action plan will support the implementation of the recommendations, which has been referred to the Policy Oversight Board for monitoring.

### **Reasons for Decision**

14. The FPC was commissioned to provide deep, independent scrutiny of the Council's financial leadership and planning. The final report and recommendations will support the future development of the Council's budget policy framework. The final report is therefore brought to Cabinet for consideration.

## **Equality Implications**

15. There are no anticipated negative equalities implications arising from the report, which provides the findings of an independent review of the Council's finances.

*Matthew Sales, Assistant Director, Assurance, Programmes and Analytics, 16 June 2025.*

## **Risk Management Implications**

16. This report presents no determinable risks.

*Jules Binney, Risk and Assurance Manager, 23<sup>rd</sup> June 2025*

## **Climate and Ecological Emergency Implications**

17. There are no climate and ecological emergency implications arising from the report.

*Matthew Sales, Assistant Director, Assurance, Programmes and Analytics, 16 June 2025.*

## **Consultation**

18. No formal consultation has been undertaken on this report.

## **LIST OF APPENDICES**

**Appendix 1** – LGA Finance Peer Challenge overview presentation

**Appendix 2** – LGA Finance Peer Challenge Final Report

# London Borough of Hammersmith and Fulham

Page 23 Feedback from the peer challenge team  
23 – 25 April 2025

25 April 2025



# The peer challenge team

- Cllr Nazia Rehman, Labour Member Peer and Portfolio Holder for Finance, Resources and Transformation at Wigan Council
- Cllr Jason Cummings, Conservative Member Peer and Cabinet Member for Finance at LB Croydon
- Paul Thorogood, Chief Executive at LB Bexley and former Section 151 Officer
- Leanne McKnight, Director of Finance Improvement at Liverpool City Council
- Daniel Omisore, Director of Finance at LB Camden
- Kevin Kewin, LGA Peer Challenge Manager
- Olivia Saunders, LGA Impact Graduate





# The purpose of peer challenge

Peer challenges are improvement focused and tailored to meet a council's needs. They are designed to complement and add value to the council's own performance and improvement activity. The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The team provide feedback as critical friends – not as assessors, consultants or inspectors.



# The process of peer challenge

Peers reviewed a range of information to ensure we were familiar with the council, the challenges it is facing and its plans for the future

The peer team gathered information and views from more than 40 meetings, in addition to further research

We spoke to more than 70 people including a range of council staff together with members and external stakeholders



# Scope and brief for the peer challenge

We have considered the core components looked at by all finance peer challenges, namely:

1. Financial leadership
2. Financial strategy, planning & forecasting
3. Decision-making
4. Financial outcomes
5. Partnership & innovation

In addition, the council asked for a focus on transformation and commissioning decisions



# Overall messages and observations

The council has highly visible and effective political and officer leadership

The council is very ambitious and financially well-run

The organisation's financial track-record has enabled investment in clear political priorities

The strong focus on VfM and 'ruthless financial efficiency' is led and supported by very capable members and officers

The council is self-aware and recognises its future financial challenge will require a different response and is continuing to plan for this change



# Overall messages and observations

The council has a strong track-record in both commissioning and contract managing external services – demonstrating its commitment to service improvements and social value

There are some differing perceptions and understandings of the council's transformation approach and activity across the organisation – there is value from the council articulating its overall approach

The council's leadership and effective working with public and private sector partners, including on economic growth, has important learning for the wider sector





# Financial leadership

The council has a strong financial track-record which has enabled investment in ambitious political priorities

The organisation benefits from very capable members and officers with a strong focus on value for money

The finance function is well-led and services value its work; it also provides a high-level of 'corporate grip' on finance

The development of the annual budget and MTFS is a well-established, corporately owned process conducted over a full-year





# Financial leadership

Financial leadership – including from the Chief Executive – has supported the council to address some of its recent financial and service challenges e.g. HRA issues

The council is moving towards a much more challenging financial environment e.g. a projected savings gap of £44m by 2028/29

The organisation's leadership recognises that this requires a different response with transformation featuring more significantly in future years

It is also acknowledged that budget decisions may become more difficult, and this may mean a need for greater public engagement and consultation



# Financial strategy, planning & forecasting

Financial plans are developed in the context of a clear corporate plan and wider vision for economic growth in the borough

The current MTFS reduces significantly budget provision for demand and demographic growth in 2027/28 and 28/29 – this is due to planned service change and transformation work

These are ambitious targets to achieve: progress in delivery will need to be closely monitored with risks managed





# Financial strategy, planning & forecasting

The council has a strong financial planning framework

The corporate plan is being refreshed for 2026/27 – there is an opportunity to align the current 3-year MTFS and 4-year capital programme

The council recognises the need to step up its approach to transformation to meet its future financial and service needs



# Financial strategy, planning & forecasting

There is progress to date both within departments and an emerging corporate transformation programme focused on Workforce, Property, Digital and Commercialisation

There are some differing perceptions and understandings of the council's transformation approach and activity across the organisation

There are potential opportunities for a more corporate approach to transformation in some areas, including the customer journey

There is value from the council articulating its overall approach to transformation, including its scope and scale, as well as the respective roles of the corporate centre and departments



# Financial strategy, planning & forecasting

The council's transformation work will take time and require enhanced capacity and capability to support the organisational change needed

There is value in a dedicated officer lead for the council's transformation activity to ensure a coordinated approach across the council as this activity scales up



# Decision making

The council has appropriate member and officer governance arrangements for finance

There is regular financial reporting, including to Finance SLT and Cabinet

There is member involvement in the budget, including at Policy and Oversight Board and Policy and Accountability Committees

There is potential to enhance the council's scrutiny and audit functions with regular training and support to members



# Decision making

There is robust governance for commercial decision making and ongoing monitoring of market decisions

The council is working towards the appointment of an independent member for Audit Committee following an external auditor recommendation in 2023

The council is using data well to inform financial decision making

There is potential for further embedding arrangements for assurance, treasury and pension functions





# Financial outcomes

The organisation understands the direct link between financial performance and better outcomes for residents

The council's 'entrepreneurial municipal government' approach directly supports financial outcomes

The council has a good track-record of delivering savings set out within its annual budget

As in other councils, demand led services are presenting significant budget pressures – these have been managed well in LBHF to date, including from contingencies and unbudgeted income





# Financial outcomes

The council has good prudential indicators and strong treasury management

Financial outcomes are good with balanced General Fund outturns and annual budgets set to date protecting in-year contingencies / reserves

The council has a strong track-record in both commissioning and contract managing external services – demonstrating its commitment to service improvements and social value



# Financial outcomes

The council should feel confident in its internal expertise to maintain and build on its approach further in adult social care

The organisation has been effective in securing external funding, including S106 and CIL





# Partnership and Innovation

The council's leadership and effective working with public and private sector partners, including to develop the Innovation District, is impressive

It demonstrates both innovation and partnership working, and provides considerable learning for the sector

The council's work means its benefits from significant direct investment in the borough and maximises the value from the area's economic assets. This work reflects a very strong and successful politically-led approach





# Partnership and Innovation

The council is partnering with Aston University to assess the broader impacts (including financial) of the council's free homecare policy - this will be of wider interest

Extensive engagement of schools (Schools Forum) and tenants (HRA) on the development of budget proposals is appreciated

The relationship between adult social care and the ICB has strengthened over the last 12 months and is vital for further transformation

It is evident that the council is a well regarded and trusted partner, delivering strong place leadership, to deliver the best for residents and the borough



# Recommendations

1. Articulate the council's overall approach and strategy for transformation, including its scope and scale, as well as the respective roles of the corporate centre and departments
2. Identify the capacity and capability needed to support the council's transformation agenda, including whether there should be a dedicated officer and member lead
3. Extend the MTFS scenario planning analysis to include optimistic and pessimistic forecasts of future demand pressures
4. Progress work to appoint an independent member to the Audit Committee



# Recommendations

5. Enhance the council's scrutiny and audit functions with regular training and support to members
6. Consider the shared services arrangements for assurance, treasury and pension functions to ensure they are embedded and meet the needs of the organisation
7. Share the learning with the sector from the council's leading-edge work on economic growth 'Upstream London'


# Finance Peer Challenge

London Borough of Hammersmith &  
Fulham

*23<sup>rd</sup> – 25<sup>th</sup> April*

Feedback report





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## 1. Executive summary

The London Borough of Hammersmith and Fulham (LBHF) is very ambitious and financially well-run. The council has a track-record of delivering its savings targets and its balanced budget for 2025/26 enables more than £12m of additional funding for services.

The council's financial leadership has directly supported funding of political priorities, including low levels of council tax, free homecare and significant discretionary investment in community safety services.

LBHF's strong focus on 'being ruthlessly financially efficient' is led and supported by very capable members and officers. It was clear that there is a high-level of political support for, and challenge of, financial management. Robust financial governance is supported by a management culture that recognises the importance of value for money.

The council is self-aware and recognises that its future financial challenges will require a different response. LBHF's political and officer leadership is continuing to plan for this change. As part of this, there is value in the council articulating its overall approach and strategy for transformation, including the respective roles of the corporate centre and departments.

The council has shown its capability to deliver good financial outcomes. These attributes will be important for the council's ambitious work to significantly reduce demand growth in the borough. The council also has a record of achievement in commissioning and contract managing external services. This provides LBHF with a strong foundation as it seeks to make further financial savings and service improvements, including in adult social care.

The council's leadership and effective working with public and private sector partners, including on economic growth, has important learning for the wider sector. 'Upstream London' is an exemplar of strong political leadership, and a proactive approach, which has significantly benefited the borough and its residents.

## 2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

- 2.1. **Recommendation 1:** Articulate the council's overall approach and strategy for transformation, including its scope and scale, as well as the respective roles of the corporate centre and departments
- 2.2. **Recommendation 2:** Identify the capacity and capability needed to support the council's transformation agenda, including whether there should be a dedicated officer and member lead
- 2.3. **Recommendation 3:** Extend the MTFS scenario planning analysis to include optimistic and pessimistic forecasts of future demand pressures
- 2.4. **Recommendation 4:** Progress work to appoint an independent member to the Audit Committee
- 2.5. **Recommendation 5:** Enhance the council's scrutiny and audit functions with regular training and support to members
- 2.6. **Recommendation 6:** Consider the shared service arrangements for assurance, treasury and pension functions to ensure they are embedded and meet the needs of the organisation
- 2.7. **Recommendation 7:** Share the learning with the sector from the council's leading-edge work on economic growth 'Upstream London'



### 3. Summary of the peer challenge approach

#### 3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Councillor Nazia Rehman, Labour Member Peer and Portfolio Holder for Finance, Resources and Transformation at Wigan Council
- Councillor Jason Cummings, Conservative Member Peer and Cabinet Member for Finance at London Borough of Croydon
- Paul Thorogood, Chief Executive at London Borough of Bexley and former Section 151 Officer
- Leanne McKnight, Director of Finance Improvement at Liverpool City Council
- Daniel Omisore, Director of Finance at London Borough of Camden
- Kevin Kewin, LGA Peer Challenge Manager
- Olivia Saunders, LGA Impact Graduate

#### 3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Finance Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Financial leadership:** Does the authority have plans for its long-term financial sustainability, which are owned by its members and officer leaders?
2. **Financial strategy, planning & forecasting:** Does the authority understand its short and long term financial prospects?
3. **Decision-making:** Are key decisions taken in the understanding of the financial implications, risks and options? Are Audit and Scrutiny effective?
4. **Financial outcomes:** Are financial results (including those of the council's investments and transformation projects) monitored and acted upon to realise

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**President:** Baroness Grey-Thompson

the authority's intentions? Are financial controls robust?

5. **Partnership & innovation:** Is finance at the cutting edge of what the authority is working to achieve, working with partners and seeking innovative approaches?

In addition to these questions, the council asked the peer team to provide feedback on its approach to transformation and commissioning decisions.

### 3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite at LBHF, during which they:

- Gathered information and views from more than 40 meetings and visits, in addition to further research and reading.
- Spoke to more than 70 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

## 4. Feedback

### 4.1. Financial Leadership

The council has a strong financial track-record, including in delivering against its savings targets. Its balanced budget for 2025/26 preserves in-year contingencies, maintains General Fund reserves and enables more than £12m of additional investment in services. The council's financial leadership has directly supported funding of political priorities. LBHF is the only council in England to provide free homecare and has the third lowest level of council tax. The council's additional investment in priority areas for 2025/26 includes £3.4m on community safety initiatives.

The organisation benefits from very capable members and officers with a strong focus on value for money. The Cabinet Member for Finance and Reform demonstrated a detailed knowledge of, and strong interest in, financial issues across the council. The Cabinet Members that the peer team spoke to showed a strong understanding both of their respective financial challenges and the council's corporate approach. It was clear that there is a high-level of political challenge of, and support for, financial management overseen by the council's leader.

'Being ruthlessly financially efficient' is one of the council's six core values. This focus on value for money was evident when speaking to both senior officers and budget managers. The peer team found good financial governance arrangements and there is a dedicated guidance note for staff on financial efficiency. Most importantly, management practice is underpinned by a culture that recognises the importance of value for money. This was evidenced across a range of services from the chief registrars' work on additional income generation through to a commercial arrangement to support a neighbouring borough with CCTV provision.

The finance function is well-led and services value its work; it also provides a high-level of 'corporate grip' on finance. The departmental heads of finance report to a well-regarded Assistant Director of Finance (and the Deputy S151). Budget managers and departmental leaders are both supported and challenged by their corporate colleagues. Positively, the council has avoided the need for over-reliance on interim finance staff: financial skills are valued and developed. As a result, the

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council benefits from a stable team of finance professionals with strong organisational memory, including of previous decision making.

Strong financial leadership has supported the council to address some of its recent financial and service challenges. A clear example of this is its work, overseen directly by the Chief Executive, to turn around the council's Housing Revenue Account (HRA). LBHF's HRA has experienced significant overspends and poor performance, including in repairs and maintenance. The council's external auditor identified a significant weakness in the HRA's value for money arrangements for the financial year 2022/23. The council's work programme has significantly improved the performance of key metrics, including a reduction in the number of 'works in progress' cases over 12 weeks old from more than 4,000 cases in June 2023 to one in April 2025. The council is also confident that it has eliminated the HRA's structural deficit. The most recent external audit report (for 2023/24, issued in November 2024), recognises the progress made with an improved amber rating for both financial sustainability and economy, efficiency, effectiveness). Tenant satisfaction indicators also show a marked improvement.

The council is moving towards a much more challenging financial environment. The Medium-Term Financial Strategy (MTFS) shows a projected budget gap of £43.9 million by 2028/29. In comparison, the council's annual General Fund savings requirements in 2024/25 and 2025/26 are £5.4m and £5.1m respectively. The organisation's leadership recognises that the future budget challenge requires a different response, with transformation featuring more significantly in future years. The council accepts that this transformation will need to be backed by enhanced capacity and capability.

It is also acknowledged that budget decisions may become more difficult. To date, the council – unlike many other local authorities – has largely been able to avoid the closure of frontline and valued community services. As such, the council's approach to budget consultation has focused primarily on statutory budget consultation requirements, including with local businesses, rather than resident engagement. Going forward, as budget decisions become more difficult, the council may need to engage with residents more actively about financial priorities and visible service changes. This is likely to require more community conversations and engagement

focused on the budget than there has been to date.

#### **4.2. Financial strategy, planning & forecasting**

Financial plans are developed in the context of a clear corporate strategy ('the H&F Plan') and wider vision for economic growth in the borough ('Upstream London'). The council has worked to develop its Medium-Term Financial Strategy over recent years, with a more multi-year approach, including detailed analysis of the projected General Fund budget gap. The development of the 2026/27 MTFS is already underway and the council is addressing its financial challenge in the context of its strategic and policy goals.

The peer team consider the planned corporate plan refresh as an opportunity to explore extending the duration of the council's service and financial planning framework – including the H&F Plan and MTFS – from three years to four. This would also align with the council's current 4-year capital programme. Notwithstanding the inherent financial uncertainty of later years, a moderate extension of the council's MTFS planning horizon, as the financial challenge increases, would potentially enhance an already strong financial framework.

The peer team reviewed the council's budget for demand and demographic growth and noted significantly reduced provision in 2027/28 and 2028/29. The council has made provision for £11.8m of growth in 2026/27, followed by a further increase of just £0.5m in each of the next two years. This is a conscious council decision informed by planned service and transformation work. These are ambitious targets to achieve and progress will need to be closely monitored with risks managed.

Positively, the council undertakes budget scenario sensitivity planning to inform its forecasting. However, this planning currently excludes explicit assessment of demographic and demand growth. Given the decision to reduce demand provision in later years, and its potential significance to the council's financial performance, the peer team recommends that the council extends the MTFS scenario planning analysis to include optimistic and pessimistic forecasts of future demographic and demand pressures.

The council recognises the need to step up its approach to transformation to meet its

future financial and service needs. There is progress to date within departments and an emerging corporate transformation programme focussed on workforce, property, digitalisation and commercialisation.

The peer team found some differing perceptions of the council's transformation approach and activity across the organisation. This includes different understandings of what is in scope of the corporate transformation programme and what will be left to departments to lead. There were also different perceptions of the scope of corporate programmes. For example, the workforce programme (sometimes referred to as the people programme) was considered by some to be focused on council workforce issues and others about adult and children's services. While there is a board governance for each of these programmes, there is not a published document which clearly sets out their purpose, scope and remit.

There are potential opportunities for a more corporate approach to transformation in some areas. For example, the peer team heard from service leads about their individual plans to optimise the customer experience for their respective services (e.g. how a resident uses the website). A more coordinated model to improving the customer journey would have benefits both in terms of providing better value for money and delivering better outcomes for residents. There is value from the council articulating its overall approach to transformation, including its scope and scale, as well as the respective roles of the corporate centre and departments.

The council's transformation work will take time to deliver both improved outcomes and savings. It will require enhanced capacity and capability to support the organisational change needed. While the council has a corporate PMO function, there is not a dedicated corporate transformation function with programme manager or business analysis support. There is potential merit in a dedicated senior officer lead to drive the council's transformation activity, and oversee the council's overall resourcing requirements, particularly as the council scales up its approach. This could be a hub and spoke model, providing central capacity that can drive transformation and be drawn upon across services.

### 4.3. Decision making

The council has appropriate governance arrangements for financial and commercial decision making. The council's S151 officer is a well-respected member of the council's Strategic Leadership Team (SLT) and chairs a monthly Finance SLT that oversees financial performance, budget planning and major programmes. The council has put in place a board structure to address major initiatives, including where there is financial or commercial risk, such as the civic campus programme and for Hammersmith Bridge. Regeneration schemes are assessed and scrutinised through the Development Board, while an established Commercial Board evaluates commercial opportunities. The council is establishing a housing company – individual projects will be based on business cases – and is actively engaging with other authorities to learn from their experience.

There is regular financial reporting, including for both revenue and capital, to Cabinet members four times a year. Reporting is timely enough for action to be agreed and taken, including at officer level.

The council has extensive Overview and Scrutiny arrangements with six service-based Policy and Accountability Committees (PACs) overseen by a Policy Oversight Board (POB). These structures support budget scrutiny with each PAC undertaking relevant thematic budget consideration prior to discussion at POB. The peer team noted, for example, the discussion at PACs considering growth proposals, savings options and their service implications.

There is potential to further strengthen scrutiny arrangements. First, peers noted that that, for each of the PAC discussions, the primary Executive lead was the Cabinet member for Finance and Reform. There is potential benefit from a more joint approach with the relevant lead member, given the shared collective responsibility. Second, the peer team heard views that members could be more actively supported in their budget scrutiny roles, including through dedicated training and ensuring there are formal recommendations to the Executive. Third, in light of the council's bigger financial challenges in future years, there may be value in exploring MTFS and budget scrutiny at more than one set point in the year (currently January / February). This would support members to look at the broader financial picture as well as in-year budget pressures and the delivery of agreed financial savings.

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Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

**Chair:** Councillor Louise Gittins

**Chief Executive:** Joanna Killian

**President:** Baroness Grey-Thompson



The council is working towards the appointment of an independent member for Audit Committee. This follows a recommendation from its external auditor in 2023. The peer team encourage the council to progress with this appointment. The council is currently benchmarking its approach, and the role's remuneration, with neighbouring boroughs. The peer team would also recommend an assessment of support needs for Audit Committee members, including to help drive its work programme. The peer team heard some views that regular training is not provided.

The council is using data well to inform service and financial decision making. The peer team heard about the council's approach to internal administrative data, such as the use of Power BI to support its work on homelessness. The council also actively seeks out external benchmarking to understand its comparative position. Significantly, there was a shared understanding of the comparative cost of services by finance and departmental colleagues.

The council's audit, treasury and pension functions are managed under a shared services arrangement. Overall, council performance in these areas is not a cause of concern. However, the peer team noted some instances where these services could be more embedded in the operations of the organisation. There is, for example, potential in reviewing the council's current risk register as well as its alignment with the council's internal audit plan. While the shared services agreement was not a strong focus of the peer team's work, there is value in considering the current working arrangements to ensure that they fully reflect and meet the council's needs.

The council considers its formal financial accounting as an essential part of its governance framework. The peer team was pleased to note that the council has secured unqualified opinions on its Statement of Accounts up to and including 2023/24.

#### **4.4. Financial outcomes**

Financial outcomes are good with balanced outturns and annual budgets protecting in-year contingencies and reserves. For example, the council's 2023/24 General Fund outturn was an underspend of £0.3m (less than 0.2% of the total net budget). The council was able to maintain general balances and reduce the level of external borrowing and outstanding debts owed. Earmarked reserves did however decrease



by £4.8m.

The organisation understands the direct link between financial performance and better outcomes for residents. A practical example of this is the council's work to maximise Section 106 and Community Infrastructure Levy benefits from development. This funding has been used to support local political priorities such as the civic campus programme and a significant law enforcement team. S106 revenue scheme and CIL reserves remain significant at £42.5m and £22.9m respectively.

The council has a good track-record of delivering savings set out within its annual budget. For example, all but £0.4m of its £5.4m 2023/24 general fund savings target was achieved with most services delivering their proposals.

The council is also generally achieving well against its income budgets, although there is a large projected shortfall in parking income for 2024/25 – £8m. The peer team noted a range of reasons given for this variance including at month 6 (successful behaviour change and the introduction of business visitor permits) and month 9 (fraud and delays in the rollout of the camera network programme). It is important that the council fully understands the relative importance of the distinct factors to inform income projections for future years.

As in other councils, demand led services are presenting significant budget pressures. In 2023/24, overspends included £1.9m on adult social care specialist support and independent living, £2.3m on children and young people's services, and £2.3m on housing solutions (including temporary accommodation). The council has managed these pressures well, including using budgeted central contingencies and unbudgeted income.

The projected outturns for 2024/25 available to the peer team presented a similar situation – at month 9, the council was projecting gross service budget pressures of £21.1m. Alongside the parking shortfall, there were overspends for some demand-led services. These pressures will largely – but not entirely – be offset by projected corporate underspends, use of central contingencies and unbudgeted income resulting in a net forecast pressure of £1.1m. There is potential for the council to explore these patterns in further detail, including, for example, whether there is an overprovision in the budget for the net cost of borrowing.

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The council has strong treasury management. It has good liquidity levels and is achieving good average interest rates on external debt and cash balances – 3.7% and 5% respectively. The council also benefits from good prudential indicators and interest finance costs are a relatively small proportion of revenue spending. The CIPFA Resilience Index demonstrates that the council has comparatively good levels of both reserves to income (39%) and debt to income (59%).

Many of the council's major services are provided by external providers and LBHF has a strong track-record in both commissioning and contract management. The council has a documented sourcing strategy which recognises the importance of both financial efficiency and social value, and underpins commissioning decisions. A weekly Contracts Assurance Board – with senior, cross-organisational representation – provides governance and supports compliance for planned procurements. The council seeks to continually improve its approach and, over the last year, has been successful in decreasing the use of waivers and taken full ownership of its web-based procurement system. The council also uses external benchmarking to understand how its contracts compare.

The peer team found evidence that the council is actively managing contracts to support better service outcomes and optimise costs. This includes recent housing activity where the council worked closely with providers but also, where necessary, exited underperforming contractors, as well its recent collaborative improvements in children's services. The council should feel confident in its internal expertise to maintain and build on its approach, including in adult social care.

#### **4.5. Partnership & Innovation**

The council's leadership and effective working with public and private sector partners is impressive. The council first launched an innovation district with Imperial College London (ICL) in 2017, which helped to create a thriving cluster of Science, Technology, Engineering, Maths, Media and Medicine (STEM<sup>3</sup>) businesses in the borough. The council's ongoing partnership with ICL – Upstream London Nexus – demonstrates innovation. The council refers to its approach as 'entrepreneurial municipal government' – LBHF is creative in its use of its place-making levers, alongside its soft power, to drive local growth and share the benefits. To date, the

council reports £6 billion of growth investment, 13,200 new jobs created and more spin-out start-ups than anywhere in the UK.

It was clear to the peer team that 'Upstream London' reflects a strong and successful politically led approach. While many authorities will not have Hammersmith and Fulham's economic assets, the council's work provides considerable learning for the sector. The council developed a clear vision, has a proactive focus on growth sectors that are right for the area, partners effectively with anchor institutions, provides targeted business support and works to ensure growth is genuinely inclusive.

The council is keen to share its good practice and learn from others. It has established 'cooperative growth partnerships' with innovation districts internationally, and with Barnsley and Swindon in England. These partnerships aim to share learning on inclusive growth, support mutual business investment and provide learning opportunities for residents and employees.

More generally, it is evident that the council is a well-regarded and trusted partner, delivering strong place leadership. The relationship between adult social care and the Integrated Care Board, for example, has strengthened over the last 12 months and is significant for further transformation. The peer team also noted that the council's engagement of schools and housing tenants on the development of relevant budget proposals was appreciated. This provides a firm foundation for wider future engagement on the council's budget and MTFS.

A final example of innovative partnerships is the council's current work with Aston University to assess the full impacts (including financial) of its free home care policy. The council's home care approach is unique in England and there is value in a clear evidence base. This is an important piece of research work, which can help shape the council's future decision making and will be of wider national interest.

## 5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge and further support can be discussed.

In the meantime, Kate Herbert ([kate.herbert@local.gov.uk](mailto:kate.herbert@local.gov.uk)), Principal Adviser for London, is the main contact between your authority and the Local Government Association. Kate is available to discuss any further support the council requires.

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 14/07/2025

**Subject:** Procurement strategy for the recommissioning of H&F 0–19(25) Public Health Nursing Services and a new Maternity in the Community Service

**Report of:** Councillor Alex Sanderson, Deputy Leader

**Report author:** Dr Nicola Lang, Director of Public Health

**Responsible Director:** Jacqui McShannon, Executive Director of People

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### SUMMARY

Local authorities have mandated responsibilities under the Health and Social Care Act 2012 to ensure the delivery of health visiting and school nursing services to the whole of their child population. Giving every child the best start in life is crucial to reducing health inequalities across the life course. What happens during these early years has lifelong effects on many aspects of health and wellbeing, educational achievement, and economic status.

This report seeks approval of a procurement strategy to tender for a provider(s) to deliver high-quality 0-19(25) Public Health Nursing services and a new Maternity in the Community Service in Hammersmith & Fulham (H&F) from 1 January 2027.

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### RECOMMENDATIONS

This report recommends that Cabinet:

1. Notes that Appendix 2 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. Approves the procurement strategy and recommendation to commence a competitive procurement exercise for the provision of redesigned 0-19(25) Public Health Nursing Services and a new Maternity in the Community Service for H&F, for up to seven years from 1 January 2027.
3. Approves the delegation of contract award approval to the Cabinet Member for Adult Social Care and Health.
4. Notes that the approximate contract value is outlined in Appendix 2 and is not for publication on the basis that it contains information relating to the financial

or business affairs of any person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

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**Wards Affected: All**

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Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
H&F Corporate Plan	Ensuring comprehensive, accessible, and high-quality care for children and families will support the Corporate Plan's goals of improving health and wellbeing in the community. The service promotes inclusivity, responsiveness, and collaboration, reflecting the H&F values and commitment to excellence in public health service delivery.
Building shared prosperity	Supporting all families to thrive by delivering high-quality interventions based on best practice, delivered in partnership with Children's Services and local community organisations; to ensure positive health and wellbeing outcomes for children, young people, and families in H&F.
Creating a compassionate council	Further enhancing our 0-19(25) offer will ensure that children are healthy and are supported to reach their full potential. The service will work flexibly so that children and families are not constrained by service need or setting.
Doing things with local residents, not to them	The service specification will be designed with residents and service users. It will also ask that the new provider ensures that coproduction is at the heart of service design and delivery, and ongoing reviews are undertaken to ensure that the needs of service users are being met.
Being ruthlessly financially efficient	We will deliver financial efficiencies by enhancing delivery of early intervention services—changing how we invest and shifting towards greater prevention and early identification by improving integration and referral pathways into children's and adult services.
Taking pride in H&F	Quality provision in collaboration with other services and focussing on prevention and early intervention will ensure positive health

	and wellbeing outcomes for all children and families. We will link into existing assets and programmes in H&F to ensure a joined-up, place-based approach in the borough.
Rising to the challenge of the climate and ecological emergency	Providers will be expected to commit to environmental outcomes as part of their offer. The service provider will aim to reduce our asset footprint and emissions, maximising the use of existing resources to support delivery through co-production.

## Financial Impact

### Finance Comments

The financial implications of this procurement strategy will be included as part of the overall evaluation which will include legal, risk management and finance, once the contract award is available. The current contract is held with Central London Community Healthcare (CLCH), and due to end on the 31<sup>st</sup> December 2026.

Please see *Appendix 1* for more information.

*Finance Comments by Prakash Daryanani, Head of Finance, 8 April 2025*

*Verified by Sukvinder Kalsi, Executive Director for Finance and Corporate Services, 6 June 2025*

## Legal Implications

This report recommends that the Cabinet approves a procurement strategy for the provision of 0-19(25) Public Health Nursing Services in three Lots – Lot 1 (Health Visiting), Lot 2 (School Nursing) and Lot 3 (Maternity in the Community Services). The term of the contracts will be 3 plus 2 plus 2 years. The proposed strategy is to use a Competitive Process. The contracts are 'health care'. The procurement of health care is regulated by The Health Care Services (Provider Selection Regime) Regulations 2023.

The Regulations (reg 6(7)) require that the Competitive Process must be followed because -

- The authority is not required to follow Direct Award Process A or C as there is no existing provider of the services, due to the remodelling of the current school nursing offer.
- The authority is not required to follow Direct Award Process B as this is not a patient choice contract.
- The authority cannot follow the Most Suitable Provider Process because it does not have enough information about likely providers sufficient to be likely to identify the most suitable provider.

When carrying out the competitive process, the Council must follow the procedure set out in Regulation 11 ('The Competitive Process') including determining the award

criteria, considering the key criteria and applying the basic criteria set out in the Regulations.

There are strong transparency requirements under the Regulations including keeping records of decisions on the relative importance of each key criteria and how the assessment of providers against key criteria was made and publishing a notice confirming the decision to award. The Council is expected to ensure that it makes decisions in the best interests of people who use the service by securing the needs of the people who use the service, improving the quality of the service and improving efficiency in the provision of the services.

Carrying out a competitive process fulfils the requirements of the Council's Contract Standing Orders.

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) 9<sup>th</sup> April 2025*

## **Procurement Comments**

The Service being commissioned falls within the Provider Selection Regime (PSR) regulations for the procurement of healthcare services. The paper sets out the reasons for the decision to tender the contract by a open competitive process. Guidance is provided by NHS England on how this should be done as well as our revised CSO's. Procurement and legal teams will support this process.

*Joe Sardone Category Lead – People Procurement and Commercial 2<sup>nd</sup> April 2025*

## **Background Papers Used in Preparing This Report**

- [H&F Health and Wellbeing Strategy, 2024 to 2029](#)
- 0-19(25) Health Needs Assessment

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## **DETAILED ANALYSIS**

### **Background**

1. The service is for the delivery of the Healthy Child Programme and includes universal child public health nursing services 0-19(25) years, including health visiting for children aged 0–5 and school nursing for children aged 5–19 and supports young people with SEND up to the age of 25. The Maternity in the Community Service will support the outreach component of the Healthy Child Programme (HCP). All contracts for these services are procured in line with the national HCP model which offers every family a programme of screening tests, developmental reviews, information, and guidance to support parenting



and healthy choices<sup>1</sup>.

2. Statutes and national guidance set out the services which must be delivered and the quarterly outcome metrics which are reported to and published by the Office for Health Improvement and Disparities. Extensive guidance is published in how the law should be interpreted and implemented in public health nursing. The services must deliver nationally specified requirements and also be shaped by locally identified needs. The service objectives and further guidance are clearly defined and prescribed in “Healthy child programme: health visitor and school nurse commissioning”<sup>2</sup>.
3. The Public Health Nursing services are required by law to support all children in the borough regardless of established need and requires the procurement of services with clearly established clinical governance, safeguarding, and health metric reporting structures. The Public Health Nursing services require experienced senior management and clinical leadership and a team of qualified nursing staff who form an intrinsic part of an established health organisations, with a track record of delivering specific government-led health outcomes to the whole population. Commissioned providers must be Care Quality Commission (CQC) registered and have sufficient clinical governance structures to offer safeguarding for both clinical and health responsibilities. This is a legal requirement as defined by the Health and Social Care Act 2008 (updated 2012). The Maternity in the Community service will not include this requirement due to the more community-focused offerings and needs of this section of the model, though it will require clinical oversight as part of the service delivery. The service will leverage volunteers and incorporate health experts to support its delivery.

## Reasons for Decision

4. Providing services such as these that improve the health of people who live in their area is a duty of local authority public health teams and therefore commissioning this service will assist H&F in meeting their legislative duty.
5. In H&F, the 0-19(25) Public Health Nursing Services programme, including health visiting and school nursing, is currently provided by Central London Community Healthcare NHS Trust (CLCH), and the service is an integrated offer with health visiting and school nursing commissioned in one lot. The contract was originally commissioned for five years starting on 1 January 2022, with possible extension by two further periods each of one year following the Covid-19 pandemic. Since the service model remained unchanged during this commissioning, it no longer meets the current needs of residents, necessitating an updated model. The initial contract period will therefore end on 31 December 2026.
6. Public health nursing is currently facing a significant staffing crisis in the UK. The NHS is experiencing the worst workforce shortage in its history<sup>3</sup>. The staff shortages are having a knock-on effect on patient care, efforts to deal with care backlogs, and meeting ongoing demand for services. After careful

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<sup>1</sup> [Healthy child programme - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/healthy-child-programme)

<sup>2</sup> [Healthy child programme: health visitor and school nurse commissioning - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/healthy-child-programme-health-visitor-and-school-nurse-commissioning)

<sup>3</sup> [The-Safeguarding-Role-of-Public-Health-0-19-services-FINAL-VERSION-28.10.24.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/108888/The-Safeguarding-Role-of-Public-Health-0-19-services-FINAL-VERSION-28.10.24.pdf)

consideration and review of the current contract, we have decided not to utilise the extension period available beyond the initial five-year contract period. This decision is based on our commitment to ensuring the highest standards of service for our residents and to ensure a pragmatic approach to what is deliverable within the commissioned service model.

7. We are proposing we procure the 0-19 (25) public health nursing provision into three lots as follows:
  - Health Visiting Service (for children aged 0–5)
  - School Health & Wellbeing Service (for children aged 5-19(25))
  - Maternity in the Community Service (for children aged 0–5)
8. Within the service itself, the HCP promotes improved outcomes along with increased value for money. This model will aim to reduce duplication, streamline pathways, integrate management structure, promote development of skill mix, and improve prevention of ill-health in the community, resulting in reduced needs in social care. The specific and unique qualities of the HCP are the focus on primary prevention and promotion of resilience and wellbeing in families. The model offers prevention with early identification through universal engagement and the earliest intervention to either directly support families or ensure they can help themselves. This reduces the number of complex issues arising later that would otherwise cost the Council and wider health economy more. The more we can help families to be resilient and enable them to help themselves and know where to access support when they need it, the less draw there will be on the Council's other services<sup>4</sup>.
9. This decision will allow us to explore new models and partnerships that can better align with our service goals and expectations, and outcomes for H&F residents. This procurement will allow us to redesign the service to include the Maternity in the Community Service and make changes to the specification to provide a more sustainable model. We intend to split the current procurement design of 0–19(25) Public Health Nursing Services into two lots – commissioning 0–5 (health visiting) and 5–19(25) (school nursing) services separately.
10. Work has been ongoing with the Institute of Health Visiting<sup>5</sup> to review the current workforce and look at recommendations for a more sustainable model. A recommendation from this work is to focus on flexibility and adaptability, ensuring that our approach can shift in response to national changes and evolving healthcare needs.
11. Re-procuring 0-19 public health nursing services aligns seamlessly with both the [H&F Corporate Plan 2023-2026](#) and the [H&F Health and Wellbeing Strategy 2024-2029](#). It supports the Council's commitment to building a stronger, safer, and kinder borough by enhancing early intervention and prevention efforts, ensuring that children and families receive high-quality, accessible healthcare services. It addresses key priorities such as reducing

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<sup>4</sup> [Return on investment of public health interventions: a systematic review | Journal of Epidemiology & Community Health](#)

<sup>5</sup> The Institute of Health Visiting is a UK Centre of Excellence supporting the development of universally high-quality health visiting practice to benefit all children, families and communities.

health inequalities and improving access to care for all residents. By fostering collaboration with local residents, businesses, community organisations, and healthcare providers, the re-procurement process embodies the values of co-production and inclusivity. This approach ultimately contributes to the overall wellbeing and prosperity of the community, aligning with the vision of a healthier, more equitable Hammersmith & Fulham.

### **Contract Specifications Summary**

12. Contracts for these services are procured in line with the national HCP model which offers every family a programme of screening tests, developmental reviews, information, and guidance to support parenting and healthy choices.
13. Universal and targeted health visiting includes the HCP for 0–5 years, and five mandated health visiting reviews.
14. Universal and targeted school nursing provision includes the HCP 5–19(25) years and the mandated National Child Measurement Programme (NCMP) at reception and year 6.
15. Given the significant changes introduced by the incoming Children’s Social Care reforms, our specification will remain adaptable to accommodate evolving requirements and ensure continued service delivery that aligns with new early intervention and safeguarding needs <sup>6</sup>.

### **Health visiting for children aged 0–5**

16. A universal health visitor review is an assessment and review of health and development in line with the HCP. The HCP describes the core purpose of health and development reviews to “assess family strengths, needs and risks; give mothers and fathers the opportunity to discuss their concerns and aspirations; assess growth and development; and detect abnormalities early”.
17. Although the HCP 0–5 is offered to all families, it provides opportunities for more extensive preventative work with families who are vulnerable or have additional needs, in line with the principle of universal proportionalism. This is set out nationally in a “Universal in reach - Personalised in response” model.
18. The service model is based on 4 levels of service depending on individual and family need: community, universal, targeted, and specialist. The use of community-based assets is central to the universal offer, where health visitors are well placed to identify and signpost to local community support. The new model aims to effectively bridge the gap between health visitors and local community support through the Maternity in the Community service. Contact points or universal health and wellbeing reviews can be utilised to identify needs and to develop a support offer or signpost to specialist services if required.
19. The 5 mandated reviews are:
  - Antenatal health promoting review
  - New baby review
  - 6-to-8-week assessment

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<sup>6</sup> [Agencies to be required to set up multi-agency child protection teams, under social care reform bill - Community Care](#)

- One-year assessment
- The 2 to 2½ year review.

20. The 6 early years high impact areas are:

- Supporting the transition to parenthood
- Supporting maternal and family mental health
- Supporting breastfeeding
- Supporting healthy weight, healthy nutrition
- Improving health literacy; reducing accidents and minor illnesses
- Supporting health, wellbeing and development: Ready to learn, narrowing the 'word gap'.

21. The Maternity in the Community offer will prioritize the six early years high impact areas, providing comprehensive support to Health Visitors in these key focus areas.

22. Where possible, providers will be co-located within existing buildings and services to ensure seamless integration and enhanced collaboration. This will include utilising and integrating with the Family Hubs in the borough.

### **School nursing – children and young people aged 5-19(25)**

23. Local authorities are currently the commissioners of school nursing services for local authority-funded schools and academies. However, academies or free schools also receive their own budget for school nursing from the weight management programme and vaccinations. The format of the school nursing service is not set out in legislation, and consequently the configuration of school nursing services and their delivery varies across England. However, non-statutory guidance produced by Office for Health Improvement and Disparities outlines a continuum of support that children and young people should expect through school nursing and multi-disciplinary working.

24. The recommendations include a four-level service delivery model with varying levels of support offered. This includes community, universal, targeted and specialist services.

25. For school nurses, this means providing a service for children, young people and families at four levels with safeguarding being a core part of each level—from universal services education about protective behaviours, to working as part of a team providing high-intensity services where these are needed.

26. There are also 6 high impact areas for school-aged years that the service will work towards delivering:

- Supporting resilience and wellbeing
- Improving health behaviours and reducing risk
- Supporting healthy lifestyles
- Reducing vulnerabilities and improving life chances
- Supporting additional and complex health needs
- Supporting self-care and improving health literacy.

27. The National Child Measurement Programme (NCMP) is a nationally-mandated element of the Government's strategy to tackle obesity. The NCMP, established in 2005, aims to weigh and measure pupils in two school year groups (reception and year 6). It provides population-level surveillance data, as well as local-level data, which can be used to inform local planning and delivery of services, and is set out in National Child Measurement Programme Regulations 2008. Responsibility for the NCMP transferred to local authorities as set out in The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

### **Maternity in the Community Service**

28. The community outreach aspects of the HCP focus on engaging families and communities to promote the health and wellbeing of children from pre-birth to five years old. This includes providing accessible health services such as strengthening of the community and maternity pathway, ensuring all families have access to essential health services and resources. Outreach efforts aim to identify and support vulnerable families, ensuring they receive the necessary interventions and resources.
29. The Maternity in the Community Service will enhance the delivery of the HCP by leveraging the strengths of voluntary sector organisations to provide comprehensive community-based support, ensuring all families have access to essential health services and resources.
30. Aspects of the service will include an enhanced antenatal offer, breastfeeding support, maternal mental health support, and education on healthy choices for families.

### **Procurement Route Analysis of Options**

31. This procurement falls within the Health Care Services (Provider Selection Regime) Regulations 2023 and the Councils Contract Standing orders as applicable, because:
- a. The services being procured have been identified as falling within the scope of "community health services" (CPV code 85323000-9)
  - b. And because of the contract value, assuming that any options to extend will be taken.
32. Since the new Provider Selection Regime (PSR) was introduced on 1 January 2024—a set of rules for procuring health care services in England by organisations termed relevant authorities, including local authorities—the procurement of a new wellbeing service will need to adhere to the provider selection processes set out under the PSR<sup>7</sup>.
33. The PSR sets out key procurement principles that must guide all procurement processes. The Council must act:
- (a) with a view to:

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<sup>7</sup> [NHS commissioning » NHS Provider Selection Regime \(england.nhs.uk\)](https://www.nhs.uk/commissioning/provider-selection-regime/)

- i) securing the needs of the people who use the services;
  - ii) improving the quality of the services; and
  - iii) improving efficiency in the provision of the services; and
- (b) transparently, fairly and proportionately.

34. The PSR sets out a defined process for awarding contracts, with the purpose to:

- introduce a flexible and proportionate process for deciding who should provide healthcare services;
- provide a framework that allows collaboration to flourish across systems; and
- ensure that all decisions are made in the best interest of patients and service users.

35. The PSR introduces three processes that authorities can follow to award contracts (Please see *Appendix 2* for a diagram):

- Direct award processes
- Most suitable provider processes
- Competitive process.

36. We set out below the different processes, which must be considered in order. If either direct award processes A or B apply, it is mandatory that they are followed. Consideration of direct award process C and the most suitable provider process are optional, but if the Council considers that only a competitive exercise can achieve best value, it should conduct a competitive process.

Award process	When must / can this be used?	Key rules	Key considerations
Direct award process A (existing provider)	Where only an existing provider is capable of providing the services.	Can make direct award without competition.	Whether there really is no other provider who can deliver the services.
Direct award process B (patient choice)	Where the authority is required (or chooses) to offer choice to patients and cannot restrict the number of providers.	Must offer contracts to all providers who meet all requirements.	Must make arrangements to enable providers to express an interest in the services.
Direct award process C (incumbent extension)	If an existing contract is being replaced and there are no considerable changes, authority	Considerable change threshold: - services materially different in character; or	Whether the current provider is satisfying the existing contract, and whether considerable

	<u>can</u> use this process.	- change to services by authority, lifetime value of proposed contract at least £500k higher and 25% higher than existing contract	changes will be made to the services.
Most suitable provider process	Where the authority takes the view that it is likely to be able to identify the most suitable provider.	Can make direct award without competition.	Whether there really is no other provider who can deliver the services and the Council's knowledge of suppliers is up to date.
Competitive process	When direct award processes A and B do not apply, and the authority does not wish to follow C or the most suitable provider process.	Must open the competition to the market and assess all offers received.	Whether best value can only be achieved via a competitive exercise.

37. Due to the borough having an existing provider for 0-19(25) Public Health Nursing Services a direct award could be considered to procure this service. However, due to the redesign of the service and in light of market engagement which has shown there is a strong market to deliver these services demonstrating that direct award process A and C are not viable options. This is because it is necessary to consider other providers who might now be capable of delivering the redesigned service. The direct award process B is not valid due to this service not being a scenario where a patient has a choice of providers. The most suitable provider process is also not a valid option in relation to this recommissioning as market engagement has shown a strong interest and capability from multiple providers, making this process inappropriate for ensuring the best service delivery.

38. As the Direct Award processes do not apply in this case, and in light of feedback from market engagement, a competitive process is recommended as the most suitable route forward. This approach will allow for a thorough evaluation of multiple providers, ensuring that the best possible service is procured. A competitive process promotes transparency, encourages innovation, and ensures value for money by allowing various providers to submit proposals and compete based on quality, cost, and capability.

39. **Option 1: Run a competitive open tender procedure, procure Health**



### **Visiting, School Nursing and Maternity in the Community services in three lots (recommended)**

Use of an open procedure represents the most effective way to proceed and will likely lead to high-quality service provision. Comprehensive market engagement and post-tender clarifications will provide opportunities to work with potential providers to develop an innovative service model that delivers the greatest value for money. We are not proposing to limit the lots to any single contract provider, and we welcome bids from consortium providers. Our lotting strategy<sup>8</sup> aims to open the market to maximise capacity and ensure comprehensive service delivery<sup>9</sup>. Suppliers will be able to bid for all three lots with the possibility to win all three.

It is recommended that the Council externally source a clinically governed provider (as detailed in Option 1) to deliver the 0–5, 5–19(25), and Maternity in the Community services with high levels of clinical governance, appropriate organisational infrastructure, and an established track record of delivering public health nursing services.

#### **Option 1 – Procure Health Visiting, School Nursing and Maternity in the Community services in three lots (recommended).**

<b>Pros</b>	<b>Cons</b>
Potential to align activities within services more closely by age.	Increases level of resource to commission and contract manage and there is a risk to clear delivery to whole child population.
Transparent process which is compliant with the procurement regulations.	If three different providers are commissioned, there may be challenges with interoperability of data systems for touchpoints between the three services.
Allows market testing, provider innovation and best value.	Three services may mean three providers to manage and monitor.
Reduced legal challenge as providers have opportunity to bid.	
Safeguarding compliance by clinical evaluation of tenders.	
Organisational finances are separated, school nursing may gain stronger focus alone rather than becoming subsumed in integrated service model.	
More local authorities are moving towards this model based on experience as it allows for a greater focus on the school nursing aspect and opens the market beyond traditional providers, thus	

<sup>8</sup> In public sector procurement, a lotting strategy involves dividing a large procurement requirement into smaller, distinct portions or "lots," each representing a separate contract open for bidding, to enhance competition, achieve value for money, and foster market development: [The Pros and Cons of Lots & Lotting in Public Procurement - Public Spend Forum](#)

<sup>9</sup> [Guidance: Lots \(HTML\) - GOV.UK](#)



stimulating the market to encourage new bidders. Examples include RBKC, Westminster, Birmingham City Council, Leeds, and Hampshire.	
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**40. Option 2: Proceed to open tender, procure an integrated service as just two lots of procure Health Visiting and School Nursing (not recommended).**

This approach may not optimize the 0-5 service element and will fail to provide the necessary support for families to address current workforce shortages and service gaps. Without adequate support, these shortages could worsen, further diminishing the quality of care provided to children aged 0-5. Moreover, by not utilising the new model the existing service gaps may remain unaddressed. Furthermore, it may limit the number of bidders.

**Option 2 – proceed to open tender – integrated service as two lots.**

Pros	Cons
Transparent process which is compliant with the procurement regulations.	Extensive commissioning process to secure appropriate provider.
Allows market testing, provider innovation and best value.	Restricted to established clinical providers.
Reduced legal challenge as providers have opportunity to bid.	Commissioning in this way would still not address the current gaps in service provision.
Safeguarding compliance by clinical evaluation of tenders.	By commissioning this way this does not address the national shortage of the Health Visiting workforce and does not provide a solution to support them.

**41. Option 3: Proceed to open tender, procure an integrated service as one lot of 0-19(25) Public Health Nursing services (not recommended).**

This may not optimise the 5-19(25) service element and won't allow for the detail that is needed for this service. Furthermore, it may limit the number of bidders. Limiting the number of bidders could reduce competition, which might result in higher costs and lower quality of service provision.

**Option 3 – proceed to open tender – integrated service as one lot**

Pros	Cons
Transparent process which is compliant with the procurement regulations.	Extensive commissioning process to secure appropriate provider.
Safeguarding compliance by clinical evaluation of tenders.	Restricted to established clinical providers.
Reduced legal challenge as providers have opportunity to bid.	Past commissioning in this way has resulted in a lesser focus on school nursing c.f. health visiting, thus the 5–

	19(25) service element may not be optimised.
	By commissioning this way this does not address the national shortage of the Health Visiting workforce and does not provide a solution to support them.

#### 42. **Option 4: Bring the service in-house (not recommended).**

This is not recommended due to the need for an appropriate clinical governance structure, which is not currently in place within H&F. There are also significant cost, risk and oversight implications if sought to implement this option. Furthermore, the required software systems are not currently in place to support provision of this service in-house. Additionally, the council would incur substantial costs related to NHS pensions and terms and conditions due to TUPE regulations, which mandate that employees retain their existing employment terms, including pension rights.

#### **Option 4 – Bring services in-house**

<b>Pros</b>	<b>Cons</b>
Gives full management and budgetary control to public health function	Appropriate clinical governance structure not currently in place within H&F to make this possible. Significant cost, risk and oversight implications if sought to create this.
No need for competitive procurement process	
Potential cost savings in management charges	Clinical software systems not currently in place to support bringing this service in-house.
No risk of procurement challenge	

#### 43. **Option 5: Do nothing (not recommended).**

This option would be detrimental to the health and wellbeing of residents as it would leave a gap in expertise in providing weight management support. Providing services such as these that improve the health of people who live in their area is a duty of local authority public health teams (Section 12 of the Health and Social Care Act 2012), and therefore commissioning this service will assist H&F in meeting their legislative duty.

### **Market Analysis and Engagement**

44. Market engagement was undertaken for this procurement. A PIN notice was uploaded to Capital E-Sourcing on 13 September 2024 and placed on the Government's Find a Tender service. The PIN advertised a market engagement event to inform suppliers of the proposed service model and gain feedback and comments on the model, proposed contract length and proposed price: quality split. The market engagement event took place on 16 October 2024. A total of eight providers attended. Distortion of competition during market engagement

activities was avoided through Publishing the opportunity to take part in market engagement activities on the Find A Tender Service (FTS) Notice identifier: 2024/S 000-029445. A reasonable timeframe to provide responses to market engagement activities was included.

45. The market for 0-19(25) Public Health Nursing services and a Maternity in the Community Service is well established, with most other local authorities commissioning or delivering these types of services in their areas.
46. Contrasting with social care and individual healthcare (ICB) markets, public health nursing does not comprise packages of care for individuals where unit prices and costs can be easily compared across providers. Public Health Nursing comprises a workforce and a management structure charged with meeting the needs of a whole population.
47. The market for 0–19(25) public health nursing services can vary from being limited to competitive with several providers applying to deliver services in local authorities where these services are put out to open tender. The market for this type of clinically governed provider is dominated by NHS Trusts and a small number of private providers. These organisations have existing, established clinically governed structures suitable for the delivery of public health nursing. For a Maternity in the Community Service there is a large and expansive market of mainly voluntary sector organisations, which are commonly subcontracted as part of the public health nursing offer or as a separate lot or contract to support delivery of the HCP.
48. Local authorities rarely deliver public health nursing in house. It is usually the case that social care departments do not have the clinical staff and expertise even at the most senior director levels to provide adequate clinical governance to oversee public health nursing delivery.
49. The contract will specify the need to work in collaboration with the Council, other service providers, and residents, to deliver consistent, high-quality services for H&F, responding to evolving needs and changing demand, and continuously driving innovation and improvement.
50. As part of the tender, bidders will have to make a social value commitment which will be assessed via the TOMS Framework and a social value score awarded. They will also be asked to commit to the Bloody Good Employers Programme, to ensure an inclusive culture, communication and policies within their organisation.

## **Conflicts of Interest**

51. All officers and decision makers, including elected members (where appropriate), have been required to complete a Conflict-of-Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
52. Approval of, by way of signing, this Procurement Strategy by the elected member constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising

differently.

53. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

## Lot Considerations

54. The contract is being split into three lots, as set out in Table 1, below.

55. We are not proposing to limit the lots to any single contract provider, and we welcome bids from consortium providers.

56. Our lotting strategy aims to open the market to maximise capacity and ensure comprehensive service delivery. Suppliers will be able to bid for all three with the possibility to win all three.

**Table 1 - Lots**

Lot Number	Lot Title and/or Description
Lot 1.	Health Visiting Service (for children aged 0–5)
Lot 2.	School Health & Wellbeing Service (for children aged 5-19(25))
Lot 3.	Maternity in the Community Services (for children aged 0–5)

## People Based Considerations

57. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is applicable to these contracts. A Pension Information Memorandum (PIM) will be prepared for use with these contracts, and Trade union consultation will be undertaken for these contracts.

58. A six-month mobilisation period has been factored into these contracts to ensure there is an efficient change of contracts.

## Risk Assessment and Proposed Mitigations

59. Summary of the key risks for the procurement and proposed mitigations:

Category Mitigation	Risk Description	Activity
Providers	Stakeholder engagement – risk of not having viable providers that will proceed to tender. Providers will need to have the correct amount of clinical governance.	Market engagement has been undertaken, and Find a Tender Service notices published. There will be evaluation criteria that will have to be met in the tender to ensure that providers have the correct clinical governance in place.
Finance	Risk of providers not being able to deliver	Robust benchmarking and comparison of

	within the allocated budget or the bids submitted are beyond the budget envelope.	existing contract rates has been undertaken to ensure the budget assigned is sufficient.
Workforce	Public health nursing is currently facing a significant staffing crisis in the UK. The NHS is experiencing the worst workforce shortage in its history. The staff shortages are having a knock-on effect on patient care, efforts to deal with care backlogs, and meeting ongoing demand for services.	We are working closely with the Institute of Health Visiting and the incumbent provider to assess the situation and will be working on the workforce development opportunities to overcome this.
Performance	During the procurement process, there is a potential risk that performance of the current provider may decline.	We are collaborating closely with the Institute of Health Visiting (IHV) to ensure that the workforce is actively leading the transition to the new model. This proactive involvement will help maintain performance levels and ensure a smooth implementation of the new service model.
Resource	If key staff working on the project are unavailable at peak times, there is risk in slippage in timelines as well as the quality of documents available being negatively impacted.	A risk register will be utilised, be established and reviewed by the group. A project group will be established with key stakeholders to drive forward actions.
Mobilisation	If a new provider is selected and due to the new redesign of the service, mobilisation of this new service may be complicated and lengthy.	A 6-month mobilisation period is being programmed in to ensure that there is fluency between services and that any issues that arrive are ironed out before the commencement date of new service.

## Contract Duration Considerations

60. The Contract will run for a minimum of 36 Months, with the option for 2 (two) further 24 (twenty-four) Month extensions, in essence a maximum 84 (eighty-four) Month Contract.

## Timetable

61. An estimated timetable of the competition process through to contract commencement:

Action:	Date:
Key Decision Entry (Strategy)	2 <sup>nd</sup> May 2025 <sup>10</sup>
Contracts Assurance Board (Strategy)	7 <sup>th</sup> May 2025
Cabinet Member approval (Strategy)	19 <sup>th</sup> May 2025
Political Cabinet Approval (Strategy)	16 <sup>th</sup> June 2025
Cabinet Approval (Strategy)	14 <sup>th</sup> July 2025
Find a Tender Service Notice	September 2025
Closing date for Clarifications	October 2025
Closing Date for Procurement Responses	November 2025
Evaluation of Procurement Responses	November 2025
Moderation	November 2025
Award Recommendation Report	December 2025
CAB (Award)	December 2025
SLT/Cabinet Member (Award)	December 2025
Key Decision Entry (Award)	January 2026
Assessment Summaries	January 2026
Contract Award Notice	January 2026
Contract Engrossment	May 2026
Contract Detail Notice	May 2026
Contract Mobilisation and Implementation	June 2026 – December 2026
Contract Commencement Date	1 January 2027

## Selection and Award Criteria

62. An evaluation panel will be formed for each service to review and score the submitted tender documents. The panels will have key stakeholders including public health as well as clinical professionals as appropriate. Potential service users will also be included in evaluation where possible.
63. Each tenderer will need to achieve a minimum level of acceptability as defined by H&F's compliance standards relating to matters such as financial and economic standing, insurance, health and safety, technical ability, and National Institute for Health and Care Excellence (NICE) registration.
64. Public Sector organisations have an obligation under the Public Services (social

<sup>10</sup> [Issue details - 0-19\(25\) - Public Health Nursing and Maternity in the Community Services Procurement Strategy | London Borough of Hammersmith & Fulham](#)

value) Act 2012 (SVA) to consider how each procurement might improve the economic, social and environmental well-being in a way that achieves value for money as well as generating benefits to society and the economy, whilst minimising damage to the environment.

65. In alignment with the Social Value Portal's TOMS framework, our commissioners will prioritise bids that demonstrate significant contributions to social value. Key themes of focus include; employment and retention, community engagement, volunteerism and apprenticeships.
66. Where one or more of these criteria is not met, the Invitation to Tender will advise them that the Council can, if it wishes, use its discretion to pass a tenderer who fails to meet the above criteria, where it is assessed that there are sufficient mitigating circumstances.
67. The technical quality stage will consist of a number of questions in key areas of the service requirements. Quality will be ensured by designing detailed questions which list every aspect of the requirements that tenderers will be expected to reference.
68. Market engagement leads us to believe that the allocated budget will be challenging for providers to deliver our requirements. With that in mind we are expecting bids to be very closely bunched at the top end of our budget. Under traditional cost / price evaluation techniques this could result in bidders being awarded maximum or near maximum marks for Price and effectively negating these criteria as an objective measure. We therefore aim for tender evaluations for the service to be focused on examining how the proposal will deliver a quality service (technical) with a weighting of 70% to reflect the clinical governance requirements and the cost of the service (commercial) with a weighting of 30%.
69. For the reasons highlighted above it is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting to ensure the delivery of quality services. Furthermore, we propose to vary from the traditional approach to price evaluation, i.e. the tenderer who submits the lowest price will be awarded the full 30% available and split the 30% into two elements. 15% will be evaluated under the traditional approach and the remain 15% will allocated to the provider that shows the most effective allocation of resources using that funding. For instance, dedicates more funding to front line resources rather than back office / overheads.
70. Our quality award criteria as set out by the PSR will be sectioned into the below:
  - Quality and innovation, that is the need to ensure good quality services and the need to support the potential for the development and implementation of new or significantly improved services or processes that will improve the delivery of health care or health outcomes.
  - Integration, collaboration and service sustainability, that is the extent to which services can be provided in— (i) an integrated way (including with other health care services, health-related services or social care services), (ii) a collaborative way (including with providers and with persons providing health related services or social care services), and (iii) a sustainable way

(which includes the stability of good quality health care services or service continuity of health care services).

- Improving access, reducing health inequalities, and facilitating choice, that is ensuring accessibility to services and treatments for all eligible patients, improving health inequalities and ensuring that patients have choice in respect of their health care, and (e) social value, that is whether what is proposed might improve economic, social and environmental well-being in the geographical area relevant to a proposed contracting arrangement.

## **Contract Management**

71. Provider performance will be measured against high-level performance objectives, consisting of clearly defined targets set by H&F Public Health team. The objectives are linked to locally identified priorities and the Office for Health Improvement and Disparities' Public Health Outcome Framework. Targets will be set to ensure alignment with local and national strategies and to reflect changes in demographics and healthy lifestyle indicators.
72. These Key Performance Indicators (KPI's) will evidence minimum standards around service delivery and monitor the provision of an inclusive service with the full breadth of interventions available. Contract performance will be assessed via quarterly monitoring meetings. The provider will be expected to submit KPI's onto a portal that will allow the council to monitor the impact of services against Public Health Outcomes. As the contract progresses, further monitoring requirements will be developed with the successful provider as changing needs will need to be addressed.
73. There will be clauses in the contract terms and conditions covering breaches in performance. These will relate to a number of factors including critical performance defaults and non-critical performance defaults. Remedies include warnings, withholding of payments or part-payments. The contract will also include a clause relating to the Public Health ring fence budget meaning should funding be cancelled during the term of this contract; the Authorities are able to terminate each contract with 3 months' notice.
74. The Contractor(s) will be permitted to submit an annual price review request for the support contract on an open book basis and price increases may be agreed for aspects of the service where it has been demonstrated that costs have risen.
75. The mandated undertakings described in this Strategy are reported to the Office for Health Improvement and Disparities quarterly and published for comparison next to data from all Local Authorities in London and England. A provider with a clear understanding of what this entails, and the technical systems required to deliver this effectively are a critical element of the service provision. Therefore, Clinical Governance is such a key requirement of this service.
76. The main requirement which a provider of the 0–5 service must deliver from the first quarter of business operation would be the Early Years Minimum Data set (EYMDS). This requires an established workforce with experience, a management structure experienced in this type of data and its acquisition to identify and resolve any undeliverable, and a Healthcare IT system such as



System One, in order to capture and report the data.

77. As well as the requirements within the contract for service user feedback managed by the Provider(s), the commissioning team will also manage a process of service user feedback directly to the Council.

## **Equality Implications**

78. The Council has given due regard to its responsibilities under Section 149 of the Equality Act 2010, and it is not anticipated that there will be any negative impact on any groups that share protected characteristics from the introduction of the service. The proposal to commission this service will have a positive impact on residents who share protected characteristics.
79. Giving every child the best start in life is crucial to reducing health inequalities across the life course. What happens during these early years has lifelong effects on many aspects of health and wellbeing, educational achievement, and economic status.
80. This service will have a positive impact on age. All resident parents and children attending a school in the borough will be entitled to receive support from this service from antenatal stage (28 weeks gestation) to when the child is 19 years or 25 with SEND.
81. It will also have a positive impact on disability with the school nursing team will provide clinical care to children and young people with long term health conditions and Health Visitors will work in partnership with other services in supporting the assessment of the education health and care plans for children between 0-5.
82. For pregnancy and maternity all families with a child aged 0-5 years and all pregnant women currently resident in the local authority area must be offered the HCP. The Maternity in the Community service will aim to provide extra support to all families focusing on breastfeeding support and maternal mental health.
83. Trans young people in H&F might be in greater need of additional support. School nurses will be part of a 'whole' school or setting approach which will ensure that any trans young people and their families are supported, and staff are safe. For sexual orientation School Nurses have a role in supporting children and young people to develop positive relationships and good mental health. They do this through supporting PSHE and Relationship and Sex Education within schools but also through 1:1 direct intervention.
84. For groups who share protected characteristics in relation to race, the service will be expected to ensure equity of access for all residents; provide culturally sensitive services and deal robustly with all incidents of racially motivated harassment, violence and/or abuse.
85. There are also positive identified impacts for Care Experienced people. Health visiting and school nursing provide essential support for children in care, offering numerous benefits in relation to continuity of care, early intervention, health promotion, emotional support and reducing inequalities.

86. An equality impact analysis is attached at Appendix 3.

*Yvonne Okiyo, Strategic Lead EDI, 1<sup>st</sup> April 2025*

## **Risk Management Implications**

87. There is a compliance risk that tenderers may not be able to keep up with potential changes to legislation. All suppliers must provide guarantees that have the ability and support processes to react to legislative changes and adapt accordingly.

88. There is a quality risk that due to the length of the contract, that service quality may decline due to funding issues, resource issues or complacency. It is advised that the engagement is reviewed regularly (at a frequency of not less than six months) and service quality levels are assessed. Accordingly, it is key that all service, quality and engagement levels are defined and agreed to. As a result, any supplier not meeting service, quality and engagement levels may have their contract reviewed, amended or reassigned.

*Jules Binney, Risk and Assurance Manager, 1<sup>st</sup> April 2025*

## **Climate and Ecological Emergency Implications**

89. Overall, there will be a neutral impact of introducing this service in relation to climate considerations. There may be a modest reduction on the overall energy use (electricity or other fuels) e.g. in buildings, due to services being co-located in existing family hubs and health centres or utilising work from home.

90. Due to our services using existing spaces and their ability to work from home in some areas this will reduce the need to travel e.g. through remote meetings, or rationalising routes and rounds. Furthermore, we will encourage providers to support users and staff to walk, cycle, or use public transport e.g. with cycle parking, training, incentives.

91. Providers will also be encouraged to 'make every contact count', by using contact points with residents and businesses to promote understanding of the climate emergency.

92. There are positive impacts for the climate emergency, therefore a recommendation to proceed as is. This will help the Council reach its target of being net-zero.

*Hinesh Mehta, Assistant Director of Climate Change, 02/04/2025*

## **Local Economy and Social Value Implications**

93. This procurement will dedicate 12% of the weighting to Added Value, which is in line with the Council's standard approach.

94. This procurement strategy has indicated the type of Added Value that will be

prioritised in the associated lots (para 57). It is recommended that the commissioners work with the Social Value Officer and Procurement to ensure these outcomes are reflected in the set of TOMs that are used on Social Value Portal.

95. On award of the contract(s), the commissioner will ensure that the Added Value commitment offered at tender stage is stated as a contractual output.
96. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments. It is recommended the Social Value Officer and commissioner meet at each stage of this procurement to ensure that the Added Value received is aligned with the 3 categories within the Added Value strategy and the Added Value Matrix (Inclusive Economy, Happier and Kinder H&F, Responding to the Climate Emergency).
97. Social Value Portal will be used for evaluating the Added Value element of all tender submissions in compliance with the agreed corporate procurement approach. The commissioner will work closely with the Social Value Officer to ensure commitments are reported regularly on the Social Value Portal by their suppliers.

*Harry Buck, Social Value Officer (Procurement), 14<sup>th</sup> April 2025*

## **Digital Services Implications**

98. IT Implications: No direct IT implications are considered to arise from this report at this stage as it seeks approval to tender for a provider(s) regarding Public Health Nursing services and a new Maternity in the Community Services. Do note this document is requesting approval of the procurement strategy and digital implications of any resulting contract awards will be considered and assessed in the later stages. It is important that Digital Services continue to be an integral part of the exercise to ensure that any future digital requirements are met, that all necessary safeguards, permissions and budgets are in place, and that any IT work undertaken is in alignment with the digital strategy.
99. IM Implications: A Data Privacy Impact Assessment (DPIA) will need to be completed to ensure all potential data protection risks arising from this proposal are properly assessed with mitigating actions agreed and implemented.
100. The supplier(s) will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
101. Any contracts arising from this report will need to include H&F's data protection and processing schedule which is compliant with Data Protection law.

*Implications completed by Vincen Arivannoor, Strategic Relationship Manager, 7<sup>th</sup> May 2025*

## **Consultation**

102. The Council has undertaken formal consultation in respect of these services in accordance with the legal obligations. A range of stakeholders' views have been and are currently being sought. Their feedback has been central to the

development the service model. The new service model is being developed in the light of:

- Findings/themes emerging from the 0–19(25) public health nursing services review via an online consultation and further face to face and online consultation sessions.
- Support from the internal 0–19(25) public health nursing services steering group.
- Engagement through workshops, utilising the Family Hubs and the “Family Voices” group, the Youth Council, talking to young people at Summer In The City, SENCO Forum, Integrated Neighborhood Steering Group and other professional consultations with teachers and headteachers.
- Work with the Institute of Health Visiting.
- National guidance.
- Learning from other London Boroughs and other areas in the country.

103. Stakeholder consultation is still ongoing, but the following themes have emerged and are informing the development of service specifications.

- A progressive, universal approach to transition needs to be taken with clear pathways for those needing additional support.
- There is a need to develop protocols for robust sharing of information between social care, health and learning services, maternity, hospitals and the Health Visiting and School Nursing Service which should limit bureaucracy and be seamless enabling support rather than hindering it and ensuring compliance with the Data Protection Act.
- There are other professionals working with young people who deliver elements of the HCP and who are currently unrecognised.
- Quality assurance and evaluation of services should be given priority so that there is a stronger focus on outcomes and quality rather than just on activity.

104. Specific feedback on the new Health Visiting Service:

- There needs to be more clarity around the role of a health visitor and expectations of the service through contact antenatally as well as throughout the 0-5 pathway.
- Contact with a Health Visitor face to face or by phone is valued over digital solutions.
- Mental health needs are increasing and there needs to be more evidence-based support around mental health postnatally.
- The service needs to be clear, consistent, and responsive with appointments, visits, clinics and access to advice.
- The service needs to be culturally competent.
- Staff need to be up to date in their knowledge base and practice.
- Health visitors should be enabled to exercise clinical judgement in the timing of the New Birth contact.
- Greater access to community breastfeeding support is needed.

105. Specific feedback on the new School Nursing Service:

- School Nurses should be visible to the children and to other professionals.
- Schools are clear on what to expect from school nursing (SN) services to include: how SNs are allocated to schools, SN time at safeguarding meeting, data returns, the role of SN in PHSE and in training, and the co-ordination of NCMP.
- There are synergies that could be sought in the special educational needs area. GPs typically reported further links are needed with School Nurses to be the missing communication link with the schools. That a specialist School Nurse should be allocated to champion SEND.
- Key things that the service should focus on include toileting; mental health; safeguarding; oral health; sexual health; puberty; sleep; healthy relationships; emotional support; care plans; early identification; weight management; and long-term conditions (especially asthma).
- The Public Health team engaged with young people at many events to understand their views on school nursing. They found that many students were unaware of their school nurse, preferred confidential face-to-face interactions, and valued mental health support highly. With the Youth Council we discussed how the service should align with their priorities, emphasising inclusion, safety, mental health, work experience, and life skills as key areas for support.

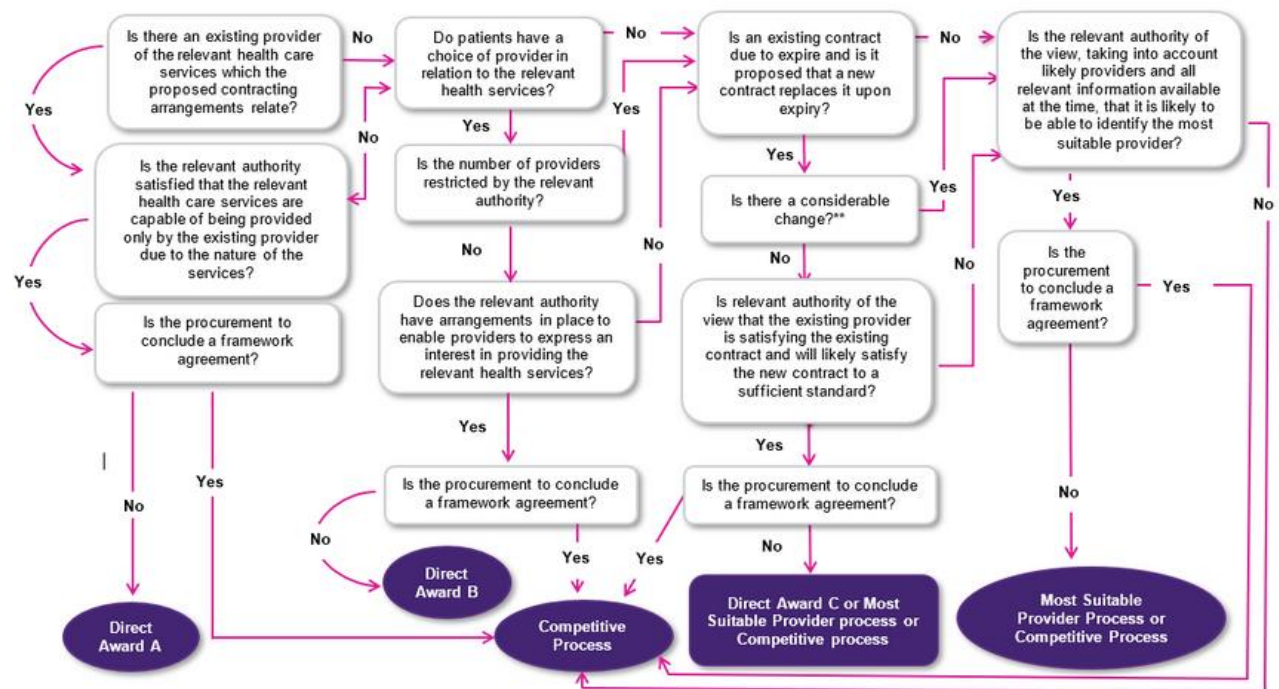
#### 106. Specific feedback on the new Maternity in the Community Service:

- The current service lacks the capacity to offer comprehensive support packages. Increasing visibility and accessibility for both children and professionals is essential.
- There is a need for a skilled, resourced, and varied workforce. Current guidance should be used to ensure an effective workforce for delivering the Health and Care Plan HCP, including safe staff numbers and a balanced skill mix.
- This service has the potential to attract new starters into the health visiting career, promoting growth and development within the field.
- A whole-system approach is crucial for providing safer, personalised, and accessible support. This includes individualised care with a clear vision and shared goals to improve outcomes for children, young people, and families. Achieving this relies on professionals and services working collaboratively, embracing information technologies, and making efficient use of data to deliver high-quality services.

#### **LIST OF APPENDICES:**

Exempt Appendix 1 – Exempt Information  
 Appendix 2 – PSR options flowchart  
 Appendix 3 – Equality Impact Analysis

## Appendix 2 – PSR options flowchart



## 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.

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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
<b>Financial Year and Quarter</b>	Q3 / 2024
<b>Name and details of policy, strategy, function, project, activity, or programme</b>	<p>Title of EIA: Procurement of a 0-19 Public Health Nursing and Maternity in the Community Services</p> <p>Short summary:</p> <p>Approval is sought in the procurement strategy to recommission a contract for the delivery of a the 0-19 Public Health Nursing and Maternity in the Community Services comprising of three functions:</p> <ul style="list-style-type: none"> <li>• function one: delivery of health visiting (0-5).</li> <li>• function two: delivery of the school nursing service (5-19 (25).</li> <li>• function three: delivery of a maternity in the community health service.</li> </ul> <hr/> <p>Local Authorities have responsibilities to commission various Public Health services. These services should also work to address health inequalities by targeting resources to vulnerable groups and promoting healthy lifestyles.</p> <p>The new service will continue to deliver the Healthy Child Programme 0-19 which is a statutory programme. The Healthy Child Programme will offer every family a programme of developmental reviews, information and guidance to support parenting and promote healthy choices and identifies families that need additional support. This is currently delivered to all children and young people by health visitors, school nurses, and a range of other professionals such as maternity services, early year's services and education services.</p> <p>The service integrates care across the 0 to 19 age range removing artificial barriers created by transition from health visiting to school nursing services. Professionals will work across the 0 to 19-year-old age range in locality-based teams so they can better know and support families.</p> <p>This report seeks approval of the procurement strategy which sets out the intention to tender for the delivery of a high quality and ruthlessly efficient, Public Health Nursing and Maternity in the Community service that will be made up of Health Visiting and School Nursing.</p>
<b>Lead Officer</b>	<p>Name: Charis Champness</p> <p>Position: Programme Lead</p> <p>Email: <a href="mailto:charis.champness@lbhf.gov.uk">charis.champness@lbhf.gov.uk</a></p> <p>Telephone No: 07554222722</p>

<b>Date of completion of final EIA</b>	01/04/2025
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<b>Section 02</b>	<b>Scoping of Full EIA</b>		
<b>Plan for completion</b>	Timing: 2025-2026 Resources: Public Health Commissioners		
<b>Analyse the impact of the policy, strategy, function, project, activity, or programme</b>	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.		
	<b>Protected characteristic</b>	<b>Analysis</b>	<b>Impact:</b> Positive, Negative, Neutral
	Age	All resident parents and children attending school in the borough will be entitled to receive support from this service from antenatal stage (28 weeks gestation) to when the child is 19 years or 25 with SEND. It is proposed to introduce the Maternity in the Community to provide extra support to all families.	Positive
	Disability	All children and young people and their families (0-19) who are resident or attending school in the local authority area will receive the Healthy Child Programme (HCP) universally proportionate to need. The service will ensure equality of access for all children and young people aged 0-19 years (25 years with SEND) and their families. For children with Special Educational Needs and Disabilities (SEND), we do not commission Health Visiting (HV) or School Nursing (SN) services directly, but we work closely with these services to ensure comprehensive support. The school nursing team will provide clinical care to children and young people with long term health conditions. Health Visitors will work in partnership with other services in supporting the assessment of the education health and care plans for children between 0-5 through sharing information about the child's and family's needs and reviewing in collaboration with other services what they can do to support the delivery of these plans and making sure the appropriate health visiting services form part of the high intensity multi-agency services for families where there are safeguarding and child protection concerns.	Positive

	Gender reassignment	Trans young people in Hammersmith and Fulham might be in greater need of additional support. School nurses will be part of a 'whole' school or setting approach which will ensure that any trans young people and their families are supported and staff are safe. A culture and whole school/setting environment that celebrates difference and diversity where all young people can see themselves reflected and valued.	Positive
	Marriage and Civil Partnership	There are no identified impacts for marriage and civil partnerships.	Neutral
	Pregnancy and maternity	All families with a child aged 0-5 years and all pregnant women currently resident in the local authority area must be offered the HCP. As a minimum there must be a named Health Visitor for every family up to 1 year of age and for all children 0-5yrs identified as having needs at the Universal Plus/ Partnership Plus levels. Promotion of the service website and access to a range of information should be promoted. The Maternity in the Community will aim to provide extra support to all families focusing on breastfeeding support and maternal mental health.	Positive
	Race	The service will be expected to ensure equality of access for all residents; provide culturally sensitive services and deal robustly with all incidents of racially motivation harassment, violence and/or abuse. Health Visitors and School Nurses will lead in ensuring that families know about a range of health services for children, young people and their families and that these services and that they are made accessible to everyone.	Positive
	Religion/belief (including non-belief)	The new service will be expected to support residents to practice their religion/beliefs via the support groups set up through the navigation service.	Neutral
	Sex	There are no identified impacts on sex.	Neutral
	Sexual Orientation	There are no identified negative impacts for sexual orientation. School Nurses have a role in supporting children and young people to develop positive relationships and good mental health. They do this through supporting PSHE and Relationship and Sex Education within schools but also through 1:1	Positive

		direct intervention. A child or young person wishing to discuss any anxieties they feel about their sexual orientation could do so with a school nurse. The nurse would be able to assess any impact on their mental wellbeing as well as being able to sign post to local support groups.	
	Care Experienced as a Protected Characteristic	<p>There are positive identified impacts for Care Experienced people. Health visiting and school nursing provide essential support for children in care, offering numerous benefits:</p> <p>Continuity of Care: Health visitors and school nurses offer consistent support, helping children navigate the health and care system effectively.</p> <p>Early Intervention: They identify health issues early, allowing for timely interventions that can prevent more serious problems later on.</p> <p>Health Promotion: These professionals educate children and their caregivers about healthy lifestyles, nutrition, and hygiene, promoting overall well-being.</p> <p>Emotional Support: They provide emotional and mental health support, helping children cope with the challenges of being in care.</p> <p>Reducing Inequalities: By focusing on vulnerable children, health visitors and school nurses work to reduce health inequalities and ensure that all children have access to the care they need.</p>	Positive
<p><b>Human Rights or Children's Rights</b>          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>			

<b>Section 03</b>	<p><b>Analysis of relevant data</b>          Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>
<b>Documents and data reviewed</b>	

<b>New research</b>	If new research is required, please complete this section
<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	<p>The Council has undertaken formal consultation in respect of these services in accordance with the legal obligations. A range of stakeholders' views have been and are currently being sought. Their feedback is central to the development the service model. The new service model is being developed in the light of:</p> <ul style="list-style-type: none"> <li>• Findings/themes emerging from the 0-19 public health nursing services review via an online consultation and further face to face and online consultation sessions.</li> <li>• Support from the 0-19 steering group.</li> <li>• Engagement through workshops, utilising the Family Hubs and the "Family Voices" group, the Youth Council, talking to young people at Summer In The City, SENCO Forum, Integrated Neighborhood Steering Group and other professional consultations with teachers and headteachers.</li> <li>• Work with the Institute of Health Visiting.</li> <li>• National guidance.</li> <li>• Learning from other London Boroughs and other areas in the country.</li> </ul>
<b>Analysis of consultation outcomes</b>	Ongoing
<b>Section 05</b>	<b>Analysis of impact and outcomes</b>
<b>Analysis</b>	<p>Stakeholder consultation is ongoing, but the following themes have emerged and are informing the service specifications development:</p> <ul style="list-style-type: none"> <li>• A progressive, universal approach to transition needs to be taken with clear pathways for those needing additional support;</li> <li>• There is a need to develop protocols for robust sharing of information between social care, health and learning services, maternity, hospitals and the Health Visiting and School Nursing Service which should limit bureaucracy and be seamless enabling support rather than hindering it and ensuring compliance with the Data Protection Act;</li> <li>• There are other professionals working with young people who deliver elements of the HCP and who are currently unrecognized;</li> <li>• Quality assurance and evaluation of services should be given priority so that there is a stronger focus on outcomes and quality rather than just on activity.</li> </ul>

#### Health Visitor Service:

- That there needs to be more clarity around the role of a health visitor and expectations of the service through contact antenatally as well as throughout the 0-5 pathway.
- That contact with a Health Visitor face to face or by phone is valued over digital solutions.
- That mental health needs are increasing and there needs to be more evidence-based support around mental health postnatally.
- That the service needs to be more clear, consistent, and responsive with appointments, visits, clinics and access to advice.
- That the service needs to be culturally competent.
- That staff need to be up to date in their knowledge base and practice.
- That health visitors should be enabled to exercise clinical judgement in the timing of the New Birth contact.
- That greater access to community breastfeeding support is needed.

#### School Nursing Service:

- That School Nurses should be more visible to the children and to other professionals.
- That schools are clear on what to expect from school nursing (SN) services to include: how SNs are allocated to schools, SN time at safeguarding meeting, data returns, the role of SN in PHSE and in training, and the co-ordination of NCMP.
- There are synergies that could be sought in the special educational needs area. GPs typically reported further links are needed with School Nurses to be the missing communication link with the schools. That a specialist School Nurse should be allocated to champion SEND.
- Key things that the service should focus on include toileting; mental health; safeguarding; oral health; sexual health; puberty; sleep; healthy relationships; emotional support; care plans; early identification; weight management; and long-term conditions especially asthma.

#### Specific feedback on the new Maternity in the Community Services:

- The current service lacks the capacity to offer comprehensive support packages. Increasing visibility and accessibility for both children and professionals is essential.
- There is a need for a skilled, resourced, and varied workforce. Current guidance should be used to ensure an effective workforce for delivering the Health and Care Plan (HCP), including safe staff numbers and a balanced skill mix.
- This service has the potential to attract new starters into the health visiting career, promoting growth and development within the field.
- A whole-system approach is crucial for providing safer, personalized, and accessible support. This includes individualized care with a clear vision and shared goals to improve outcomes for children, young people, and

families. Achieving this relies on professionals and services working collaboratively, embracing information technologies, and making efficient use of data to deliver high-quality services.

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	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

<b>Section 08</b>	<b>Agreement, publication and monitoring</b>
<b>Senior Managers' sign-off</b>	Name: Dr Nicola Lang Position: Director of Public health Email: nicola.lang@lbhf.gov.uk Telephone No: 07769199396 Considered at relevant DMT: 07/05/2025
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: 14/07/2025 Key equalities issues have been included: Yes
<b>Equalities Advice (where involved)</b>	Name: Yvonne Okiyo Position: Strategic Lead Equity, Diversity and Inclusion Date advice / guidance given: 01.04.25 Email: yvonne.okiyo@lbhf.gov.uk Telephone No: 07824 836 012

# Agenda Item 7

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 14/07/2025

**Subject:** Procurement of Hammersmith & Fulham's sexual health e-service 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

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### SUMMARY

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.

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### RECOMMENDATIONS

That Cabinet:

1. Notes that Appendix 1 and 2 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. Agree to Hammersmith & Fulham entering into an MOU with City of London Corporation, setting out the terms on which City of London act as lead authority in the procurement of sexual health and contraceptive e-services. The e-services contract will be for an initial period of 5 years starting 15<sup>th</sup> August 2026, from 2026/27 to 2031/32, with the option for extension by two further periods of two years each.



3. Delegates the decision to enter into an Inter-Authority Agreement (IAA) with City of London Corporation to the Cabinet Member for Adult Social Care and Health for the provision of sexual health and contraceptive online services following City of London's procurement of those services.

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&amp;F Values</b>
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. A major part of this will also include the reduction of health inequalities and improvement of sexual health outcomes.
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	The service is a model that aims 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	Providers will be expected to commit to clear, positive environmental outcomes as part of their offer.

## Financial Impact

The contract will be for an initial period of 5 years from 2026/27 to 2031/32, with the option for extension by two further periods of two years each.

Service activity and therefore spend on the contract has plateaued over recent years and so it is estimated that the total contract value will be in the region of £205m over the nine years, which is approximately £21-£25m per annum. These figures include the additional estimated total spend on *Trichomonas vaginalis* (TV) testing and treatment as well as a 2% year on year growth in activity.

Actual spend in 2023/24 on the service London wide was £18.9m. Hammersmith & Fulham's proportion of the total contract spend was £587,403.

Under the signed MoU, the Council will also incur annual costs for the full duration of the contract term for programme to continue to serve as the single point of service contract management and billing as well as driving forward the mutual vision and principles for sexual health provision across London.

It is anticipated that the new service contract and affiliated programme costs will continue to be funded from the Public Health Grant.

### **Finance Comments**

The financial implications of this re-procurement strategy will be included as part of the overall evaluation which will include legal, risk management and finance, once the contract award report is available in 2026, in sufficient time prior to the contract award start date of August 15<sup>th</sup> 2026.

The total 2023/24 contract spend for the Pan-London Sexual Health and Contraceptive Service was £587,403. The current 2024/25 contract value is forecast to be £564,656.

For the MOU term, LBHF must contribute to the running of the procurement in the sum of £29,180 which will be funded by the Public Health grant.

*Cheryl Anglin-Thompson, Principal Accountant ASC Commissioning & PH, 6 February 2025*

*Prakash Daryanani, Head of Finance, 6 February 2025*

### **Legal Implications**

#### **MOU**

City of London Corporation has agreed to act as lead authority for the running of a procurement for a portal and self-care for sexually transmitted infections and contraception services. This report recommends that the Cabinet approves entering into an MOU with City of London and all the other London Boroughs to confirm the basis on which City of London will act as lead authority. Governance and overall management of the procurement will be conducted by a Procurement Oversight Board. Under the term of the MOU, LBHF must contribute to the running of the procurement in the sum of £29,180. At the end of the process, City of London will enter into a contract on behalf of the partners.

#### **IAA**

This report also recommends that the decision to enter into an Inter-Authority Agreement with City of London Corporation at the conclusion of the procurement is delegated to the Cabinet Member. (reasonable legal costs incurred) made against or incurred by them howsoever arising whether wholly or in part, directly in relation to the IAA.

The services provided under the IAA will be subject to competition pursuant to Health Care Services (Provider Selection Regime) Regulations 2023 and to the Council's Contract Standing Orders (as amended). City of London Corporation will carry out the procurement in accordance with its own CSOs. Contracts between contracting authorities that relate to an arrangement entered into with the aim of achieving objectives the authorities have in common in connection with the exercise of their public functions solely in the public interest in which no more than 20 per cent of the activities contemplated by the arrangement are intended to be carried out other than for the purposes of the authorities public functions are exempt from the competition requirements in the Procurement Act 2023.

A waiver under CSO 32,3 is required to enable City of London Corporation to use its CSOs.

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) 28/01/25*

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## **Background Papers Used in Preparing This Report**

None.

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## **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.
2. The sexual health system across London is made up of GUM clinics and e-services. The e-service offer is for residents who are asymptomatic and aged 16 years and older. An online kit is delivered at a preferred address and self-sampling of bloods and swabs is administered by the individual. The kits are sent for analysis, and results are usually within 48 hours. Investing in e-services it allows clinics to support more complex residents and improve residents' choice in their healthcare needs.

3. 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.
4. The London Sexual Health Transformation Programme (LSHTP) was established in 2015 to address the complexities of commissioning sexual health services. This led to the creation of the London Sexual Health Programme (LSHP), which oversees the SHL.UK online service launched in January 2018. The LSHP recognized the need for a collaborative approach among London's local authorities to effectively commission sexual health services, leading to the development of a web-based front door for information, triage, and self-sampling tests
5. 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.
6. 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.
7. The City of London hosts and commissions the online sexual health and contraception e-service, Sexual Health London ('SHL.UK') on behalf of the 30 local authorities across London. SHL.UK is a remote contraception and sexually transmitted infections (STIs), HIV and blood borne viruses (BBV) testing and results management service, for sexually active individuals aged 16 years and older, residing in the commissioning boroughs.
8. The City of London's remit regarding the online SHL service includes the following functions:
  - SHL.UK contract management and Local Authority billing;
  - System leadership and governance;
  - Development and maintenance of the integrated sexual health tariff (ISHT);
  - Oversight of cross charging for when residents access an out of borough sexual health clinic.
9. The e-service contract was awarded on 15 August 2017, for a minimum 5-year term with options to extend the contract by 1 year at a time by a maximum of 4 years to August 2026. The recommendation of this report is that Hammersmith & Fulham continue to be named as a related authority when the online service

is repocured by the Lead Authority, City of London Corporation. This is set to begin in Spring 2025, with further details to be finalised in advance of award of the new contract by August 2026.

10. Officers regularly seek feedback from residents who use these services to improve and change to the needs of residents. The services score highly on resident satisfaction.

## **Reasons for Decision**

11. The COVID-19 pandemic followed by Mpox have had a profound impact on sexual and reproductive health service delivery in primary care and specialist sexual health services across the country. Sexual health clinics were best placed to respond to the Mpox outbreak, but it is not within the remit of the Local Authorities commissioning responsibilities.
12. The added pressure of clinic closures has also contributed to a shift in health seeking behaviours, with many preferring to access STI testing and contraception services online.
13. Since it was launched in 2018, over 2.5 million tests have been ordered via SHL, accounting for 51% of all testing activity in London. Over 98% of Hammersmith & Fulham residents have rated the service as 4 stars or higher out of a possible 5, and 99% of service users would recommend it to friends and family.
14. In Hammersmith & Fulham, over 100,000 STI tests have been ordered, with a continuous increase in the number of returning users since services were launched. In this time, there have been almost 3,000 positive chlamydia tests, over 1,000 positive gonorrhoea tests, and just under 2,000 reactive syphilis tests.
15. Online sexual health services for individuals who are asymptomatic is more cost effective than delivering the same services in a clinic, but delivers the same health benefits. The London online service has effectively channel shifted high-cost non-symptomatic clinic activities to lower cost online testing for Hammersmith & Fulham residents.
16. SHL have provided contraceptive services online to H&F residents since November 2020, with over 10,000 consultations for contraception in this period. Treatment has been offered over 7,000 times, just over half have been for routine prescribed contraception, and the remaining for emergency contraception.
17. A clear majority of service users reside in the more deprived areas of London, including those ordering STI kits (>66%), emergency hormonal prescriptions (>75%) and routine contraception (80%). Over three quarters of all service users are aged 18-34 years.

18. Benefits of commissioning and procuring a London wide e-service through the London Sexual Health Programme include the following:
- Innovates the service offer so that H&F remains responsive to population needs and lifestyles, whilst making the best use of the finite resources available
  - Delivers economies of scale through volumes. Joint commissioning of a single service yields financial savings around price per units; it also strengthens service identity, branding and promotional opportunities
  - Delivers efficiencies through procuring services together and having centralised performance and contract management, so providing sufficient assurances over service quality and safety
  - Centralises oversight and coordination of clinical care pathways. The whole system approach garners stronger synergies between the e-service, clinic partners and organisations, offering swifter access to needed treatment, care and support
  - Improves performance on key public health outcomes, in particular the prevention and early diagnosis of HIV, prevention and reductions in the incidence of STIs and under 18 conception rates
  - Improves access to sexual health services by giving people the option to use services in clinics or the choice to access services online from home, at a time that's convenient for them
  - Plays a key role in public health prevention by improving access to sexual health services to residents, particularly for those who are more likely to experience poor sexual health and who may not have used or previously engaged with services
19. See Appendix 1 for information on type and volume of services offered by the service.

## **Contract Specifications Summary**

20. The online service will comprise the following:

- A digital 'front door' for sexual health services;
- Users over 16yrs register complete sexual history risk assessment;
- Sexually Transmitted Infection (STI) kits assembly and order fulfilment;
- Laboratory services and negative results notification;
- Remote telephonic support and referral to local services;
- Remote treatment for uncomplicated Chlamydia infection;
- Results and patient record system;
- Electronic activity portal and dashboard for boroughs;
- Optional module of prescribing and dispensing of emergency hormonal contraception and routine contraceptives in commissioning areas.

21. The new service procured will be an evolution of the current contract so that it is reflective of London's current context, needs and makes best use of available technologies. It is likely to continue to be comprised of a core and standardised service offer across London, with additional service modules that commissioning Authorities can elect to 'turn on' for their residents.
22. A centralised appointment booking system, a universal patient identification system, HIV prevention medication (PrEP) and renal monitoring as well as TV testing and treatment for symptomatic females are currently being considered as additional service requirements in the procured contract. Implementation of any service developments and innovations will continue to be agreed by the programme's E-Service Management Board.
23. The e-services contract will be for an initial 5 years with the option to extend by two further periods of two years ('5+2+2').

## Procurement Route Analysis of Options

24. The procurement will be undertaken by City of London Corporation, as the Lead Authority, on behalf of itself and the other participating Councils. The contract will be awarded using the most advantageous method available under The Provider Selection Regime Regulations (PSR).
25. 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 2 for a detailed summary of the regulations). In light of this the following options were considered:

26. **Option 1: 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.

**27. Option 2: Use of Direct Award Process C under the PSR (not recommended)**

This requires a two-stage test to be followed:

Test 1:

- The relevant authority is not required to follow Direct Award Process A or Direct Award Process B. This has been satisfied.
- 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.
- The “considerable change” threshold is not met – See Test 2.
- 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.
- 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.

- The proposed contracting arrangements must not be materially different in character to the existing contract when that existing contract was entered into. **Satisfied.**
- 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. However, a vote of the Strategic Board, as an Ordinary Matter, was held to achieve a consensus for the preferred procurement route. DAP C was not the preferred route of the Strategic Board, and is therefore **not recommended**.

**28. Option 3: Most Suitable Provider under the PSR (not recommended)**

This route is viewed as not suitable in this circumstance, as it requires the relevant authority (authorities) to be able to identify the most suitable provider

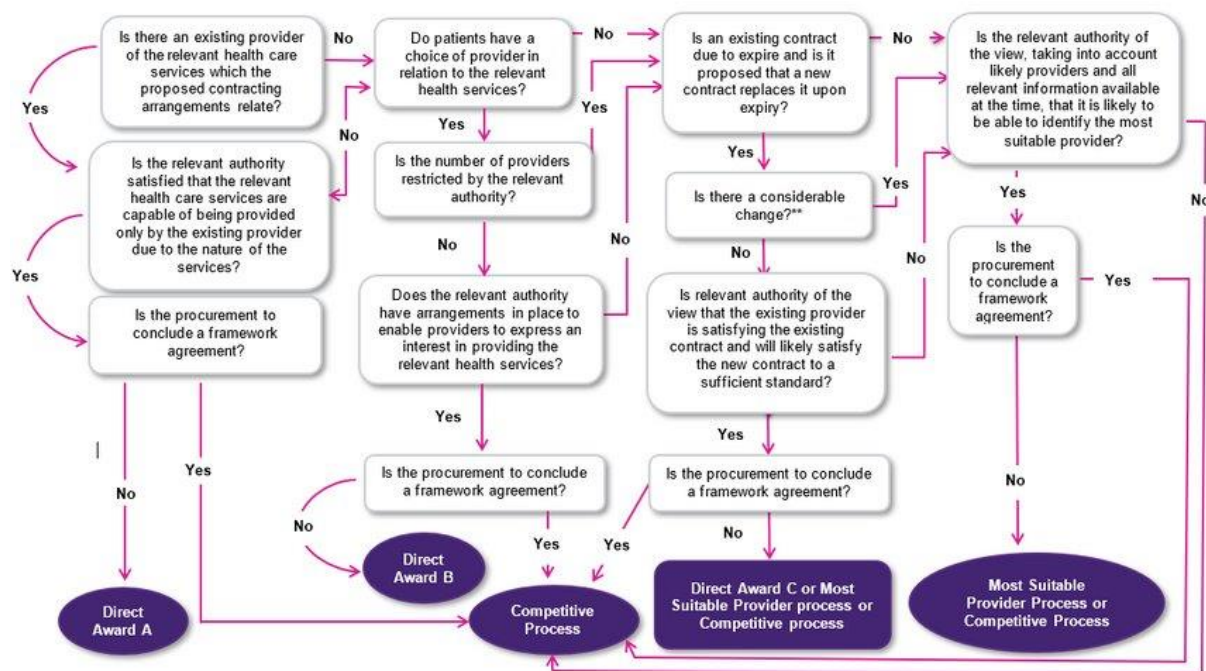


without running a competition, this condition is not met given the number of providers in the market.

## 29. Option 4: Competitive process (Recommended)

This process is used when the relevant authority (authorities) cannot or does not wish to follow DAP C and cannot or does not wish to follow the most suitable provider process. The necessary changes and improvements to the service meant that a competitive process was agreed upon as the preferred route for the London e-Service, as recommended by the LSHP Strategic Board in October 2024. Specific changes to service requirements include making contraception a core service, exploring multi-lingual support, and improving result communication. The proposal also aims to lower the minimum age for access and increase testing kit limits to better meet the needs of the population. The service will continue to provide core STI testing and treatment, with optional modules for contraception, PrEP care, and condom distribution

## 30. The following schematic summarises the approach in arriving at competitive process.



## 31. Responses from suppliers to a soft market testing exercise in 2024 suggest there is a market for provision of this service, with a preference for a contract term of between 5 and 10 years. The contract procured will therefore be for an initial period of 5 years with the option for extension by two further periods of two years each. This length of contract was chosen because it matches the term and extensions of the existing contract, which commissioners found to be acceptable and manageable.

## Market Analysis, Local Economy and Social Value

32. 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.
33. There are a number of procurement routes set out in the PSR.
34. 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.

## Risk Assessment and Proposed Mitigations

35. Summary of the key risks for the procurement and proposed mitigations

Risk	Description	Mitigations
Slippage	Timescales are not met either by the Lead and or the individual authorities participating in the award due to unforeseen forces.	<ul style="list-style-type: none"><li>• 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.</li></ul>
New regulations	Risk of challenge and slippage due to lack of experience under the new PSR regulations	<ul style="list-style-type: none"><li>• 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.</li><li>• The facts have been assessed against several tests as required by the PSR to ensure that the competitive process was the best and most compliant route to award the contract.</li></ul>
Service quality	Reduced service quality with a new supplier and negative experience for residents and NHS workforce in clinics that work with the service	<ul style="list-style-type: none"><li>• There will be evaluation criteria that will have to be met in the tender to ensure that providers have the correct clinical governance in place and meet service quality standards.</li></ul>
Finance	Risk of providers not being able to deliver within the allocated	<ul style="list-style-type: none"><li>• Robust benchmarking and comparison of existing contract rates will be</li></ul>

	budget or the bids submitted are beyond the budget envelope	undertaken to ensure the budget assigned is sufficient.
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## Timetable

36. Indicative procurement timelines for the e-service are as follows:

Deadline to sign inter authority agreement to participate in the procurement and subsequent contract	15 <sup>th</sup> August 2025
Tender Evaluation	August - September 2025
Service contract and IAA signed	February to March 2026
New contract start date	15 <sup>th</sup> August 2026

## Selection and Award Criteria

37. Agreed weightings are as follows: 50% quality, 40% price, 10% social value. Tenderers will be required to meet the Council's suitability assessment at the Selection Questionnaire (SQ) stage in order for their tender to be considered against the award criteria.
38. The service provider will be required to pay their staff the London Living Wage/UK Living Wage, have adequate insurance, and comply with a range of relevant legal duties such as the Modern Slavery Act 2015
39. The award of this contract will be approved by the Category Board at City of London Corporation, under delegated authority.

## Contract Management

40. The City of London Corporation continues to host the programme team, responsible for the following workstreams:
- SHL.UK contract management and Local Authority billing
  - System leadership and governance
  - Development and maintenance of the integrated sexual health tariff for (ISHT)
  - Oversight of cross charging for when residents access an out of borough sexual health clinic

## Procurement implications

41. This procurement falls within the scope of the Healthcare Provider Selection Regime. The report has provided the justification for the use of a competitive process rather than the direct award processes allowed for under the regulations. It also sets out the benefits of participating in a collaborative

procurement exercise as part of the wider London group of authorities. In this aspect the project will comply with Contract Standing orders that require all high value procurements to be competitively tendered. However, a waiver will be required to authorise City of London to procure on our behalf.

42. The City of London authority will conduct the procurement under their own CSO's and the Council will sign a contract with the winner of that exercise. Officers, on completion of the necessary contract documentation must create a project using the using the Council's capitalEsourcing eProcurement portal to create a contract entry (and upload a copy of the contract) This will create a record on the Council's Contract Register in order to comply with our duties under the Transparency Act.
43. This is important because new suppliers cannot be set up on IBC without a corresponding contract entry on the register. A named contract manager must be allocated to the contract.

*Joe Sardone Category Lead – People. Procurement and Commercial 15<sup>th</sup> April 2025*

## **Equality Implications**

44. There are no anticipated negative implications for groups that share protected characteristics, under the Equality Act 2010, by the approval of the procurement strategy outlined in this report.
45. Sexual health services, including online services, are open access and mandatory for all local authorities to provide. The online sexual health and contraceptive e-service will have a positive impact for groups that share protected characteristics as it will provide open access sexual health services including: access to contraception and preventing the spread of sexually transmitted infections (STIs) through testing.
46. 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 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.
47. Data from the online sexual health e-service has shown that the service has had greatest uptake amongst young people in Hammersmith & Fulham. Over 60,000 STI tests were ordered between 2018 and 2024 by residents aged 25-35 years old, accounting for 80 per cent of all STI tests ordered online by Hammersmith & Fulham residents. The service will be expected to continue to deliver open access STI testing for all residents, with a standalone clinical pathway to be developed for chlamydia testing and treatment for under 25-year-olds.

48. Trans and non-binary individuals are often the most vulnerable in terms of access and/or at greatest risk of poor sexual health outcomes. The online e-service will be expected to continue to deliver competent and inclusive services to service users in the process of, contemplating or who have undergone gender reassignment.
49. 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 be disproportionately affected by poor sexual and reproductive health, and thus the needs of Black Asian Multi Ethnic 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. The service will be expected to tackle inequalities in sexual and reproductive health outcomes faced by Black and Minority Ethnic groups and ensure equity of access to the online service for all residents, through inclusive marketing and promotional activities for the service.
50. Hammersmith & Fulham has a slightly larger female population, with 53% being female and 47% male. Between 2018 and 2024, 58% of all kits ordered by service users in Hammersmith & Fulham were female, and 41% per cent were male. As highlighted in the UK Government's Women's Health Strategy<sup>1</sup>, women spend a significantly greater proportion of their lives in ill health and disability when compared to men. The service will continue to offer all residents open access to STI testing, with the addition of Trichomonas Vaginalis (TV) testing and treatment for symptomatic females, as well as a comprehensive range of contraception.
51. 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 Census 2021 estimated proportion of gay/lesbian and bisexual men and women<sup>2</sup>), 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.
52. The service will be expected to continue to ensure equality of access for all residents. The service will be expected to address health inequalities by prioritising resources based on need in accordance with the UKHSA STI prioritisation Framework<sup>3</sup>.

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<sup>1</sup> UK Health Security Agency, "STI Prioritisation Framework", 2024. Available: [STI Prioritisation Framework - GOV.UK](#)

<sup>2</sup> Office for National Statistics, "Census 2021", 2023. Available: [Census - Office for National Statistics](#).

<sup>3</sup> Department of Health and Social Care, 'Women's Health Strategy for England', 2022. Available: [Women's Health Strategy for England - GOV.UK](#)

Equality Implications completed by Yvonne Okiyo, Strategic Lead for EDI, on 19.05.25

## **Risk Management Implications**

53. In addition to the risks identified above in *Risk Assessment and Proposed Mitigations* there is an operational risk that due to changes in legislation or political composition of Westminster Council that funding and organisational direction ceases.
54. This risk should be accepted. However, it is recommended that a strategy is identified in advance of such an event to ensure support of residents and service users.

*Jules Binney, Risk and Assurance Manager, 26<sup>th</sup> March 2025*

## **Climate and Ecological Emergency Implications**

55. The provider will need to demonstrate organisational policies that reflect their organisational 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.
56. The service will allow patients to order home STI testing kits online, and regular and emergency contraception, reducing the need for travel to clinics. Home STI testing kits have also been developed to be more sustainable, with more recyclable materials used and a greater than 80 per cent reduction in single-use plastics for the service's kits.
57. There are no negative climate or ecological implications related to the procurement of these services.

*Implications completed by: James Mason, Public Health Commissioning Officer, 5<sup>th</sup> March 2025 and verified by Hinesh Mehta, Assistant Director for Climate Change, 25/03/2025*

## **Local Economy and Social Value Implications**

58. Social value is one of the five "Key criteria" that awarding authorities 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, 14<sup>th</sup> April verified by Harry Buck, Social Value Officer (Procurement) 19<sup>th</sup> May 2025*

## **Digital Implications**

59. IT Implications: Digital services should be engaged during the procurement process to ensure that any potential IT implications for the council are identified and assessed.
60. IM Implications: The service will need to engage Information Management. Appropriate data sharing agreements should be in place with the City of London and a Data Privacy Impact Assessment (DPIA) will need to be completed to ensure all potential data protection risks arising are properly assessed with mitigating actions agreed and implemented.
61. Contracts arising will be expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
62. Any contracts arising from this procurement will need to include H&F's data protection and processing schedule which is compliant with Data Protection law.

*Implications completed by: Cinar Altun, Strategy Lead – Digital Services – 4 June 2025*

## **Consultation**

59. 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.
60. The LSHP have conducted interviews with Voluntary, Community and Social Enterprises operating in London for priority groups and collected responses from service-users through surveys to understand the needs of residents for the online service.
61. A Prior Information Notice was published by the lead authority in 2024, with interested suppliers completing a questionnaire to understand how the market for online e-services has changed in the last eight years. The lead authority has conducted several market engagement testing exercises with potential suppliers, with the most recent in February 2025, to outline aspirations for the service and understand the services that could be offered by suppliers.
62. Responses from potential suppliers suggests 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 – Sexual health service data

Exempt Appendix 2 – Provider Selection Regime Regulations (2023) summary

Appendix 3 – 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:

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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	2024/25 / Q4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Procurement of Hammersmith &amp; Fulham's sexual health e-service offer</p> <p>Short summary:</p> <p>This report seeks approval for Hammersmith &amp; 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.</p> <p>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 &amp; Fulham Council is a participating authority in this arrangement.</p>
Lead Officer	<p>Name: Craig Holden</p> <p>Position: Senior Lead, Adult Public Health</p> <p>Email: <a href="mailto:craig.holden@lbhf.gov.uk">craig.holden@lbhf.gov.uk</a></p> <p>Telephone No: 07795127385</p>
Date of completion of final EIA	27 / 03 / 2025

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing: 2024-25</p> <p>Resources: Public Health Commissioners</p>

**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 service will be procured for all adults and young people aged 16 years and older resident in the borough to use. Hammersmith &amp; 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&amp;F residents made in SRH services were in people aged 25-to-34-years-old, 27 per cent of 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>Data from the online sexual health e-service has shown that the service has had greatest uptake amongst young people in Hammersmith &amp; Fulham. Over 60,000 STI tests were ordered between 2018 and 2024 by residents aged 25-35 years old, accounting for 80 per cent of all STI tests ordered online by Hammersmith &amp; Fulham residents. The service will be expected to continue to deliver open access STI testing for all residents, with a standalone clinical pathway to be developed for chlamydia testing and treatment for under 25 year olds.</p>	Positive
Disability	In 2021, 12.5% of Hammersmith & Fulham residents reported to have a long-term health problem or disability. The online SRH e-services will be expected to continue to deliver a good quality inclusive service that is accessible to all Disabled Hammersmith & Fulham residents. The e-service will also ensure referral pathways are in place for users with needs that can be addressed by sexual health clinics.	Positive
Gender reassignment	Trans and non-binary people are often the most vulnerable in terms of access and/or at greatest risk of poor sexual health outcomes. 2021 Census data estimated the proportion of people in the borough aged 16 years and over whose gender identity was different from their sex at birth was 0.7 per cent. This	Positive

		was comparable (approximately 1%) to the proportion of individuals who took up online testing between 2018 and 2024 who identified with a gender identity different from their sex at birth. The online e-service will be expected to continue to deliver competent and inclusive services to service users in the process of, contemplating or who have undergone gender reassignment.	
	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 &amp; 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 &amp; 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>The online e-service aims to support individuals to have control over their reproductive health and will ensure all women resident to Hammersmith &amp; Fulham have easy access to a range of contraception, including routine and emergency short acting hormonal contraception. The provider will be expected to continue to assess service user possibility of pregnancy as part of the initial triage into e-services for STI testing and contraception.</p>	Positive
	Race	<p>Hammersmith &amp; 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 be disproportionately affected by poor sexual and reproductive health, and thus the needs of Black Asian Multi Ethnic communities are a service priority. In 2022, STI diagnostic rates were highest among Hammersmith &amp; 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 &amp; Fulham.</p> <p>The service will be expected to tackle inequalities in sexual and reproductive health outcomes faced by Black and Minority Ethnic groups and ensure equality</p>	Positive

		of access to the online service for all residents, through inclusive marketing and promotional activities for the service.	
	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 larger female population, with 53% being female and 47% male. Between 2018 and 2024, 58% of all kits ordered by service users in Hammersmith & Fulham were female, and 41% per cent were male. As highlighted in the UK Government's Women's Health Strategy <sup>1</sup> , women spend a significantly greater proportion of their lives in ill health and disability when compared to men. The service will continue to offer all residents open access to STI testing, with the addition of Trichomonas Vaginalis (TV) testing and treatment for symptomatic females, as well as a comprehensive range of contraception.	Positive
	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 &amp; Fulham residents in 2022. Gay and bisexual men make up less than 5% of the Hammersmith &amp; 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 &amp; Fulham residents were for gay men, accounting for 75 per cent and 63 per cent respectively.</p> <p>The service will be expected to continue to ensure equality of access for all residents. The service will be expected to address health inequalities by prioritising resources based on need in accordance with the UKHSA STI prioritisation Framework<sup>2</sup>.</p>	Positive
	Care Experienced as a Protected Characteristic	There are no identified impacts for Care Experienced people.	Neutral

<sup>1</sup> Department of Health and Social Care, 'Women's Health Strategy for England', 2022. Available: [Women's Health Strategy for England - GOV.UK](#)

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

	<b>Human Rights or Children's Rights</b> 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		

<b>Section 03</b>	<b>Analysis of relevant data</b> 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.
<b>Documents and data reviewed</b>	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 Profiles <sup>3</sup> , Summary Profile of Local Authority Sexual Health (SPLASH) report, GUMCAD STI Surveillance System <sup>4</sup> , and Sexual and Reproductive Health Activity Data Set (SRHAD) collection <sup>5</sup> .
<b>New research</b>	If new research is required, please complete this section

<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	Details of consultation findings (if consultation is required. If not, please move to section 06) – n/a
<b>Analysis of consultation outcomes</b>	

<sup>3</sup> 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](#)

<sup>4</sup> UK Health Security Agency, "GUMCAD STI Surveillance System", 2024

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

<b>Section 05</b>	<b>Analysis of impact and outcomes</b>					
<b>Analysis</b>	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.					
<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>					
<b>Outcome of Analysis</b>	No adverse impacts are anticipated.					
<b>Section 07</b>	<b>Action Plan</b>					
<b>Action Plan</b>	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan
<b>Section 08</b>	<b>Agreement, publication and monitoring</b>					
<b>Senior Managers' sign-off</b>	Name: Dr Nicola Lang Position: Director of Public Health Email: nicola.lang@lbhf.gov.uk Telephone No: 07769 199 396 Considered at relevant DMT:					
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: TBC Key equalities issues have been included: Yes					
<b>Equalities Advice (where involved)</b>	Name: Yvonne Okiyo Position: Strategies Lead Equity, Diversity and Inclusion Date advice / guidance given: 01.04.25 Email: Yvonne.Okiyo@lbhf.gov.uk Telephone No: 07824 836 012					

# Agenda Item 8

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 14/07/2025

**Subject:** Family Housing Strategy

**Report of:** Councillor Frances Umeh - Cabinet Member for Housing and Homelessness

**Report author:** Aaron Cahill, Housing Strategy Policy Lead

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

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### SUMMARY

The 2023-26 Corporate Plan identified the need to develop a Family Housing Strategy to increase the number of family-sized homes in the borough across all tenures.

The purpose of this report is to set out seven actions the Council can take to increase the amount of family housing available to all people in housing need in the borough for affordable and market purposes. The supply of family housing for market rent and ownership will be largely guided by the Council's current planning policy. Reference is made in this report to the start of the new Local Plan review process which may place greater emphasis on the need for family accommodation, subject to evidence generated by the review process. The primary focus for the report is on households on the housing register needing 3-bedroom homes for genuinely affordable rent and reference is also made to the need for family accommodation for intermediate households.

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### RECOMMENDATIONS

1. That Cabinet agree the seven actions identified in this report aimed at increasing the amount of family housing available to the borough's current and future residents.

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
Building shared prosperity	This strategy aims to facilitate the delivery of more family housing across affordable and market tenures.



Creating a compassionate and inclusive council	This strategy aims to create more secure and affordable accommodation for a parent or parents and their children, allowing them to put down roots in the community and take up local school places.
Doing things with local residents, not to them	This strategy aims to deliver family-sized accommodation for all tenures which is central to Local Plan policies, which were subject to a public consultation process. Any new housing directly or indirectly delivered by the council involves a robust local consultation process.
Being ruthlessly financially efficient	This strategy aims to create more family sized accommodation for genuinely affordable rent which will alleviate the Council's reliance on expensive temporary accommodation used for households on the housing register.
Taking pride in H&F	The strategy aims to ensure that all household sizes have access to the borough's housing stock, regardless of tenure.
Rising to the challenge of the climate and ecological emergency	The development of new housing to high environmental standards will make a contribution to the borough's net zero future.

## Financial Impact

The Council continues to face significant medium term financial challenges with increasing demographic, legislative and financial pressures. There are no direct financial implications arising from this report.

Existing budgeted resources will be directed towards delivery of the commitments in this policy. Any additional financial commitment as specific initiatives are progressed will be determined and agreed through the Council's governance and budget setting process.

*Danny Rochford, Head of Finance (Housing), 18 March 2025*

*Verified by James Newman, AD Finance, 20 March 2025*

## Legal Implications

The Council has the legal power to agree the recommendations set out in this report. Any procurement would be carried out in accordance with the Procurement Act 2023.

## **Background Papers Used in Preparing This Report**

Hammersmith & Fulham Local Plan (2018)

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### **DETAILED ANALYSIS**

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

The supply of affordable family homes in the borough is in decline and has been for many years. It is likely that this trend will continue in the next few years due to a significant fall in the number of homes anticipated to be built.

The purpose of this Family Housing Strategy is to identify interventions that the council can make in the short, medium and long terms to manage and reverse that decline.

By delivering the Action Plan set out at the end of this strategy, the increased number of family-sized homes will enable families with children to take a secure place in the Hammersmith & Fulham community. This will help ensure that the borough remains a place for families to settle, grow and thrive. Adoption of this Strategy meets the 2023-26 Corporate Plan commitment to increase the number of family-sized homes in the borough across all tenures.

The evidence for this decline is as follows:

- Demand for genuinely affordable rented family housing is acute. As of March 2025, there were 907 households, of which 313 are homeless, on the housing register seeking a 3-bedroom home.
- In 2023/24, 52 social rent homes were allocated to households requiring 3 bedrooms.
- In 2024/25 (to date), 61 social rent homes were allocated to households requiring 3 bedrooms.

More detailed evidence can be found in Annex A of this document.

The Council needs to continue and expand its housing development intervention role to deliver more affordable family accommodation for genuinely affordable rent, intermediate rent and ownership.

#### **Proposed Strategy, Policy and Development Interventions**

This Strategy sets out three broad areas of intervention to increase the supply of family homes and improve the availability of the existing family housing stock:

1. Updating housing strategy and planning policy
2. Making best use of existing homes
3. Building and buying new homes.

What follows outlines the strategic context and evidence base underpinning the supply of, and demand for, family homes followed by 7 action plan points to deliver an increased supply of high quality, affordable family sized accommodation.

## **1. STRATEGIC BACKDROP**

1. Housing, whether that be investing in existing homes, supplying more affordable homes, or improving resident experience, is among the Council's most important priorities. The administration has committed to ensuring that 3,000 new energy-efficient and sustainable homes are built or underway across the borough by 2026, of which 65% will be affordable.
2. Demand for genuinely affordable homes is particularly acute within the borough; the council's housing register totals around 2,500 households, more than 75% of whom require a home with 2 bedrooms or more. This demand is largely due to the unaffordability of market homes for low-income individuals and families, the needs of some residents requiring social housing support, as well as the attractiveness of the borough in relation to strong employment and lifestyle opportunities. Only with an ongoing supply of good-quality affordable homes can the borough realise its ambitions of vibrant, community-led placemaking and inclusive economic growth.
3. Likewise, the borough faces a significant challenge in retaining and attracting family households. Families are important to the social and cultural mix of the borough, though political and societal changes across London have led to many families locating elsewhere, a trend which is translating into lower enrolment in local schools.
4. The causes of this structural shift require further analysis, but are likely to include: government imposed changes to the welfare benefit system over the past decade, including the cap on overall benefits and bedroom tax, introduction of Universal Credit; reduction in the 'value' of welfare benefits to average incomes and wages; the contraction in the supply of social housing (e.g. Right to Buy) and lack of investment in affordable housing re-supply; and the freeze on the Local Housing Allowance. Other drivers of this shift include high house prices (owner occupation and market rent) to income ratios, the Covid-19 pandemic, Brexit, and the ongoing cost of living crisis.
5. The issue of declining school rolls presents substantial funding challenges and threatens the Council's ability to maintain its outstanding education provision and modern school asset base. Life-long education plays a vital role in the council realising the aims of its Industrial Strategy, whereby young people in the borough all have the opportunity to access world-class education, jobs, and homes. A strategic approach to ensuring that the borough remains welcoming and appealing to families is therefore of crucial importance.
6. Though the Council has various means by which it provides more affordable homes, there are opportunities to influence housing growth that better corresponds to the needs of families across the borough. The shortage of family homes across the borough poses a range of challenges to the council, in terms of its ability to respond to short-term housing pressures, foster inclusive economic growth, and address structural demographic challenges.

7. Growing a healthy supply of family homes is fundamental to the Council's commitment to fostering vibrant, mixed-communities and ensuring opportunities for every resident to harness the borough's prosperity. In the absence of a greater supply of family homes, low-middle income earners cannot settle and grow families in the borough, schools rolls fall, and local young people lose the opportunity to access a first-class education, excellent jobs, and a good-quality home all within Hammersmith and Fulham.
8. This strategy complements the Council's approach to enhancing the borough's Private Rented Sector which targets holistic improvements across the sector. Objectives relating to improving the affordability and standard of homes within the private rented sector are particularly relevant to efforts to retain and attract families in the borough, alongside work to bring as many empty homes as possible back into use.
9. For the purposes of this strategy, family homes are assumed to be 3+ bed properties, although some larger 2 bed properties may be sufficient for households with one child or two children. That there are households with different make-ups, for example, single working people, couples, older households, who are important components of the Hammersmith and Fulham community who also need accommodation. Our current and future housing and planning strategies and policies will continue to seek to address their needs, but we have identified the lack of 3+ bedroom affordable accommodation as having reached crisis levels needing specific interventions.

### **Making best use of council homes**

10. In March 2025, there were 210 homes empty (i.e., short and long term void) amongst the council's total stock, approximately 1.5%. Of the 210 voids, 47 are 3 bedroom+, 22% of the total. In more detail, 9 of the voids required minor repairs. The remaining 38 ranging from 3 bedrooms up to 6 bedrooms require major repairs. Smaller void properties are important tools as potential downsizing incentives or income generators to fund the provision of family homes elsewhere. The council's voids team have worked to make the void relet process more efficient in recent months, and the evidence and recommendations within this report provide further reason to ensure it continues to improve.

### ***Policy***

#### ***Planning policy***

11. At present, local planning policy requires that the types and sizes of homes that housebuilders deliver are reflective of the borough's housing need, and that affordable housing types reflect the composition of the housing waiting list. The policy approach is correct and we need to build sufficient large family homes. This report will go on to explore a range of planning policy levers that the Council could adopt to promote the delivery of family homes, with outcomes likely to be realised in the longer term.

## 2. WHAT WE ARE GOING TO DO TO INCREASE THE SUPPLY OF FAMILY HOMES

12. There are a variety of potential routes for the council to influence, both directly and indirectly, the amount of family homes available across the borough. Interventions range from short-term initiatives that could have an immediate impact, to long-term plans to shape the future of development across the borough. There are three broad areas that set out how we will intervene to achieve this through:
- updating housing strategy and planning policy
  - making best use of existing homes
  - building and buying new homes.

### Updating housing strategy and planning policy

13. Mixed communities are at the heart of the council's ambitions around placemaking and inclusive growth.
14. The adoption of this Family Housing Strategy sets out the case for a sharper focus on the supply of family housing across the borough. To achieve this, the council could consider different approaches to measuring affordable housing provision, such as percentage of affordable by habitable rooms in some cases, rather than percentage of affordable units, in order to maximise family housing delivery.
15. The most robust means by which the council can use its planning powers to positively affect the provision of family homes in the borough is to reflect its strategic importance within the next revision of its Local Plan. At present, current 2018 Local Plan policy mandates that developers must demonstrate that their residential proposals should take account of the current planning policy set out in HO5 which requires the following composition of affordable housing, which will be subject to viability and other considerations:

*The council will work with Registered Providers and other house builders to increase the supply and choice of high quality residential accommodation that meets local residents' needs and aspirations and demand for housing. In order to deliver this accommodation there should be a mix of housing types and sizes in development schemes, including family accommodation.*

*Developments should aim to meet the following mix subject to viability, locational characteristics and site constraints being considered on a site by site basis:*

- a. for social and affordable rented housing approximately: 1 bedroom: 10% of units; 2 bedrooms: 40% of units; 3 bedrooms: 35% of units; 4+ bedrooms 15% of units;*
- b. for intermediate housing approximately: 1 bedroom: 50%; 2 bedroom: 35%; 3 or more bedrooms: 15% of units; and*
- c. for market housing, a mix of unit sizes including larger family accommodation*

16. The next revision of the Local Plan is now underway in 2025 and is expected to be completed in Summer 2027. A crucial element of the process is to evidence housing need, particularly large family housing need across all tenures. A Local Housing Needs Assessment (previously called a Strategic Housing Market Assessment) has been commissioned and will be completed by early Summer 2025. Whilst we can't pre-empt the findings of this evidence gathering exercise, the council expects the demand for large family accommodation across all tenures to feature strongly.

<b>Action Plan Item 1 – The council will ensure that the need for the provision of family accommodation features strongly in the new housing strategy and local plan documents to be prepared from 2025 onwards</b>
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### **Making best use of our existing homes**

17. Although it is important to focus on the role of planning policy as a lever to shape the delivery of family homes over the next ten years, there are several initiatives that the Council could undertake over a 1–3 year period to ensure that homes within the existing stock are best utilised to meet the demand for family homes across the borough.

#### *Downsizing incentives*

18. Owing to relatively low costs and the practical ease of implementation, downsizing incentive schemes for tenants are vital to the council's ability to facilitate stock efficiencies. The council currently operates a beneficial transfer scheme whereby tenants are offered financial incentives as follows: a £2,000 incentive payment for each bedroom the tenant gives up; carpet and decorations to the new property before the tenant moves in using all or part of their incentive money (this is optional); arrange and pay for removals once the new property has been accepted; and, a new property disconnect and reconnect the tenant's oven and washing machine; reimburse the tenant for having their post redirected to the new address for 3 months.
19. Tenants who wish to downsize need to join the Housing Register. The Housing Allocation Scheme currently gives Band 1 priority to a council tenant wishing to downsize by 2 bedrooms to a property suitable for their assessed housing need. Band 1 priority is also given to a housing association tenants who will release a home with 2 or more bedrooms are eligible if their landlord agrees that the vacated property can be used for a nomination by the council.
20. In 2017/18, 46 moves were facilitated under the Scheme, which fell to 17 moves in 2021/22 which was the same number of moves in 2024/25. Given the fall in moves, a refreshed approach is needed. The over-riding objective will be to improve and disseminate the scheme more widely which is likely to involve improved financial incentives, coupled with a rebranded scheme to appeal to a wider range of residents. This will need to be informed by best practice, listening to residents and making recommendations for a refreshed approach which is both financially viable to the council and attractive to residents who want to downsize from their current homes. By establishing what new is required, this initiative can be successfully restarted.

21. The information the council holds on its resident population is available on its NEC platform. This is dependent on residents keeping the Council informed about changes to who lives in their home. Some may be reluctant to share this information for personal reasons, although the Council does also carry out home visits as part of regular tenancy checks, thereby allowing it to update the residency information. The council will seek to improve the quality of data from all sources available on the NEC platform which will provide the information necessary to effectively target any new initiative.
22. Officers will be able to contact the 17 downsizers from 2024/25 to discuss their rehousing experience and what improvements the council might undertake to make the experience better for future downsizers. Where officers are aware there are concentrations of future down-sizing demand, this may warrant an area-focused approach for maximum impact.
23. There are also existing schemes that the council could refer to such as the GLA's Seaside and Country Homes initiative.
24. The council's development programme will also provide new, energy-efficient homes that will be appropriate for downsizing. In addition to being built to a high-quality, the energy efficiency credentials of the new homes will result in lower energy bills from which residents would otherwise be unable to benefit.
25. Evidence suggests that improved downsizing incentives will be a crucial means by which the council meets future demand for family homes. By 2041, households composed of single people and couples without children are projected to grow by 10,300. Many of these households will live in family homes and be reluctant to downsize without considered incentives.
26. Furthermore, it is crucial that the council makes best use of opportunities to promote downsizing through the Sheltered Housing scheme. As the demography of the borough demonstrates that it has an aging population, it is important that older tenants are aware of the benefits of sheltered housing as their larger homes become less necessary and more difficult to maintain.
27. Through the council's development programme, there are also opportunities to work with residents on localised downsizing initiatives, recognising that offering residents the chance to remain within an area is more likely to encourage moves and release family sized housing.

<p><b>Action Plan Item 2 – We will develop a package of options that will form a campaign approach to promoting and incentivising downsizing of accommodation to free up large family accommodation. The campaign will be aimed at households where we understand there is under-occupation. We can follow up with a targeted campaign at properties that have at least 4 bedrooms and then 3 bedrooms if resources permit.</b></p>
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## **Working with our Housing Association Partners**

28. The council is the single biggest social landlord in the borough with over 12,000 homes, but all local housing association stock combined is roughly the same figure. In the past, the council has worked with our housing association partners (also called Private Registered Partners) through a Housing Forum which used to meet 3 times a year. The most high-profile partners are Peabody, Guinness and Notting Hill Genesis, all of whom have a significant housing stock presence in the borough, but there will be other large, medium and smaller, locally focused organisations who will also have much to offer. We need to reinvigorate our partnership working for mutual benefit, perhaps through a Housing Compact which crystalises what both parties want to achieve, particularly increasing access to large family accommodation.

**Action Plan Item 3 – We will explore with our housing association partners how closer joint working, potentially through a Housing Compact, can deliver more family accommodation for residents**

### **Creating a Housing Company**

29. The council's Cabinet on 4 November 2024 agreed a report to establish a Council-owned Housing Company\* with the function of (1) property acquisitions; (2) bringing complex Housing Revenue Account void properties back into use; and (3) addressing the increased demand for temporary accommodation. The report states in more detail:

*\*The creation of a Housing Company is subject to a business plan being approved by Cabinet.*

#### **Function One: Property acquisitions**

*The housing company will be able to acquire intermediate homes from the council's development programme, making these homes available for intermediate rent, low cost home ownership, at the same time reducing the financial risk to the Housing Revenue Account (HRA) by securing sale receipts to help service debt. The company could also purchase S106 affordable homes from developers.*

*The housing company would be structured to acquire homes on the open market, meaning the council could act as private landlord or use market homes for use as Temporary Accommodation.*

*This approach not only diversifies the stock holding and enable the council to operate more commercially, it significantly mitigates sales risk in the development programme, while also being opportunistic in the section 106 market - as recently demonstrated with the Quayside Lodge affordable homes acquisition.*

#### **Function Two: Bring complex housing revenue account (HRA) void properties back into use.**

*Currently there are a high number of complex void properties in the HRA that require significant investment, which will not be covered by social rent the council charges in the HRA.*



*The housing company can acquire these long-term voids from the HRA on a lease (25 to 35 years depending on viability), refurbish and let them as intermediate rent – potentially to key workers. At the end of the lease period, the homes can be returned to the HRA in a lettable condition for allocation to social housing applicants.*

*This approach would mean that the investment requirement is alleviated from the HRA and borne by the housing company and let at rent level that would be covered overtime by the higher rent levels that company can charge that the HRA cannot.*

*The homes could then be returned to the council at the end of the lease period to let to the social housing register. Alternatively, it would also be possible to lease back some of the homes to the council to use to use as temporary accommodation (TA) which will contribute to cost savings on temporary accommodation budgets.*

### **Function Three: Address the increased demand for temporary accommodation (TA)**

*Economic and legislative uncertainty has led to a significant increase in homelessness across London, and the country as a whole. Local authorities have a duty to assist people experiencing or at risk of homeless, which has created a surge in demand for temporary accommodation (TA).*

*The cost of provision of TA for homeless households continues to rise as rent and demand increase. To administer TA, the council regularly leases properties from private landlords at high rates which exacerbates pressure on existing homelessness budgets.*

*Increasing the council's stock of properties through acquisitions, and through bringing complex voids back into service, will create a larger overall housing portfolio. This will provide greater flexibility to meet the needs of homeless applicants who would be provided with TA from the council.*

*Similarly, through the housing company, the council can enter the private rented sector and let properties at, or near, market-rate levels, while issuing assured shorthold tenancies, which is currently not possible in the HRA.*

*These freedoms will significantly help the council diversify its property portfolio and reinvest the revenue generated to reduce the reliance on council General Fund subsidy, generating a saving for the council, while also providing further investment opportunities for the provision of more affordable homes.*

<p><b>Action Plan Item 4 – Following Cabinet's decision to approve the principle of establishing a Housing Company, we will continue to explore the business case for the Company to become a vehicle to grow the supply of family homes. This approach could be through acquiring and letting family homes to key workers, or through refurbishing and letting large, complex void properties.</b></p>
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Action Plan Item 4 in more detail:

<b>Theme - Workstream</b>	<b>Recommendation</b>	<b>Timeframe</b>	<b>Outcome</b>
Making best use of our existing homes – <i>Downsizing</i>	Carry out a review of the existing downsizing offer and the barriers to access	Dec 2025	Establishment of a robust evidence base relating to the number of applications, conversion rate into successful moves, and resident perceptions of the current offer.
Making best use of our existing homes – <i>Downsizing</i>	Introduce a new, or rebrand the existing, downsizing incentive scheme	March 2026	Production of a new, revamped downsizing offer with new comms and press material. A new targeted campaign to encourage tenants in underoccupied homes to downsize through both H&F and Mayor of London campaigns.
Making best use of our existing homes – <i>Funding</i>	Assess external funding opportunities to enhance scheme offers	Ongoing	Review and assess current and future GLA funding opportunities or programmes that can be used to facilitate and incentivise tenant moves.
Making best use of our existing homes – <i>Sheltered Housing</i>	Review Sheltered Housing scheme occupancy and provision across the borough	Dec 2025	Establish a robust evidence base relating to the moves that can be accommodated within the current sheltered housing provision, and review opportunities to use behaviour change methods to improve perceptions.
Making best use of our existing homes – <i>Sheltered Housing</i>	Relaunch Sheltered Housing scheme using council and regional communication networks	Dec 2025	Production of revamped sheltered housing offer accompanied by new comms and press material to emphasise the benefits to older owner-occupiers across the borough.
Making best use of our existing homes – <i>Small home replacement</i>	Small home replacement programme	Mar 2027	Acquisition of large, family homes using sales receipts from refurbished 1-bed street properties that are currently void and require major works.

## Building and buying family homes

30. Beyond implementing policy measures and using the current stock more efficiently, the council also has the option to purchase and build new family homes within both existing and future acquisition and development programmes.

### *Current development projects*

31. The projects within the council's development programme are at various stages in the design and construction process. Certain projects, such as Hartopp and Lannoy, Farm Lane and Lillie Road all of which are onsite.
32. Similarly, the housing mix on schemes such as White City Central is designed specifically to provide opportunities to facilitate downsizing on the estate, in view of the high levels of underoccupied properties contrasted with the significant levels of overcrowding among households in White City.

33. There are, however, opportunities within the current development pipeline to adapt ongoing schemes according to the emerging priority of family housing. Two sites within the programme, Pearscroft Road and the Grange, which are expected to deliver in the region of 60 homes, are about to enter their detailed design phases during which the council can explore the option of maximising the number of family homes rather than one-bed homes. Early indications following a revised feasibility study suggest that 56 family homes could be accommodated across these two sites, 20 more than the previous feasibility study that has informed the progress of the schemes so far.
34. Likewise, the design work on the council's Mund Street development, which is expected to deliver over 100 new homes, is currently being revisited to incorporate feedback from planning officers. The review will attempt to maximise the number of family homes within the scheme so that more affordable and intermediate homes become available to large families across the borough.
35. It should be noted that increasing the supply of family homes within the development programme will often have the effect of reducing the overall number of affordable housing units within a scheme, to ensure that each project continually performs well relative to the council's financial viability hurdles. It is practical to continue to assess acquisition opportunities within private developments in order that the council is best placed to respond to both the challenge of affordable housing delivery and the needs of families within the borough.

**Action Plan Item 5 – Building on our current housing development activity, we will continue to explore all opportunities to maximise the development of family housing for both rented and intermediate provision**

#### **Scoping exercise for additional family homes**

36. The development team is intending to carry out a scoping exercise across the council's Housing Revenue Account (HRA) land and broader corporate estate to identify further residential development opportunities in the council's land and asset holding, including garage sites as well as hardstanding and ancillary sites. The commission will seek to identify specific sites on which it is more feasible to build larger flats and/or houses and maisonettes, such as larger sites that are near to schools and parks, small infill sites, and those where planning considerations may in any case necessitate low-rise development. Specifically, these may involve individual site development appraisal exercises. Where viable proposals are possible, residents will be consulted in the normal way as per the commitments set out in the Council's Defend Council Homes Charter.
37. The results of this exercise have emerged, and the development team will carry out capacity studies to establish the exact number of family homes that can be brought forward on a site-by-site basis.

**Action Plan Item 6 – We will undertake a scoping exercise to identify sites which can host family housing development opportunities.**

## Buying family homes

38. Future acquisition programmes can be tailored towards providing a greater proportion of family homes, whether those be section 106 acquisitions or those launched to a specific end for one-off, urgent needs.
39. Equally, through a combination of refreshed planning policy and early discussions with developers, the council will begin to demand that a greater number of family homes are delivered through the section 106 process, and the family housing strategy will set out a route to this end.
40. The Council has approved the acquisition of affordable homes within Quayside Lodge which is expected to be completed in Summer 2025. This development will deliver 37 affordable homes of which 49% family sized. Further acquisition opportunities of this type are being sought.

**Action Plan Item 7 – We will seek to prioritise acquisition opportunities (both s106 acquisitions and spot purchases) that offer the greatest quantum of family-sized homes. We will also seek – through the review of the council’s HRA and corporate asset portfolio - to identify opportunities to develop family homes, such as townhouses or larger flats. We note, however, that high-quality, energy efficient smaller homes will also play an important role in future programmes to incentivise downsizing and release currently underoccupied family homes.**

Action Plan Item 7 in more detail:

<b>Theme Workstream</b>	<b>Recommendation</b>	<b>Timeframe</b>	<b>Outcome</b>
Building and buying family homes – <i>Development (Pearscroft Road)</i>	Review current Pearscroft Road proposals and submit revised planning application	18 months	Planning application with revised quantum of family housing, prioritising larger homes (subject to viability)
Building and buying family homes – <i>Development (The Grange)</i>	Review current Grange proposals and submit revised planning application	18 months	Planning application with revised quantum of family housing, prioritising larger homes (subject to viability)
Building and buying family homes – <i>Section 106 acquisitions</i>	Continually explore opportunities to acquire family-sized affordable housing in section 106 developments	Ongoing	Approval received to acquire 37 affordable homes in Quayside Lodge (49% family sized). Further acquisition opportunities are being sought.

## **Conclusion**

41. By adopting this Family Housing Strategy and implementing the 7 action plan items identified above, the council has an opportunity make a significant contribution to the delivery of more affordable family housing.

## **Reasons for Decision**

42. To agree the seven actions identified in this report aimed at increasing the amount of family housing available to the borough's current and future residents.

## **Equality Implications**

43. An Equalities Impact Assessment Report has been prepared. The equality impacts of the adoption of the report are considered to be either neutral or positive.

## **Risk Management Implications**

44. There are no significant risks associated with this initiative. However, note is taken with not delivering the actions is potentially a decline in the delivery of family accommodation accessible to all members of the community. A specific impact of this would be falling school rolls which is impacting on a number of inner London local education authorities.
45. Further iterations of the initiative will nevertheless require targeted risk management strategy.

*Jules Binney, Risk and Assurance Manager, 19 March 2025*

## **Consultation**

46. No public consultation has been undertaken in the production of this Family Housing Strategy. The strategy document focuses on what the council needs to do to meet identified housing need as evidenced in the Local Plan and the number of households waiting for family homes on the Housing Register. The Council's broader housing strategy is expected to be the subject of a consultation later in 2025.

## **LIST OF APPENDICES**

Appendix 1 - Family Housing Strategy Background Evidence  
Appendix 2 - Equality Impact Analysis

## **Appendix 1 - Family Housing Strategy Background Evidence**

### **THE SCALE OF THE CHALLENGE**

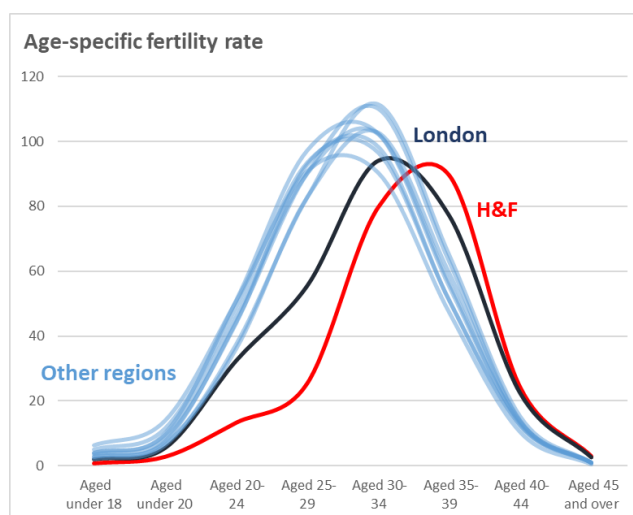
1. The national housing crisis is well-understood, though the local context in respect of family housing is less publicised and one to which a new strategic approach will need to respond directly if the borough is to pursue its ambition of attracting and retaining more families with children.

### **Demand for family housing**

2. There is a clear trend whereby young people and young families are leaving Hammersmith and Fulham.
3. Local analysis of school roll figures, birth rates, and the Early Years Census demonstrates that this trend has occurred over a period of 5-10 years and pre-exists, though has been exacerbated by, the Covid-19 pandemic. Figure 1 on page 4 demonstrates the relative position of Hammersmith and Fulham when it comes to population decline within the 25-39 age bracket.
4. There is nonetheless evidence pointing towards an ongoing demand for family-sized homes. 2021 Census data identifies that 40% of all 81,200 households in the borough have dependent children. This figure may be understated, owing to the suggestion that young professionals and young families may have temporarily left the borough during the pandemic when the Census was carried out.
5. Equally, the latest Strategic Housing Market Needs Assessment (SHMA) in 2018 identified a need of around 5,000 additional 3+ bed homes by 2033. Although there is clear evidence that at the point of the SHMA, and indeed since, young people and young families have been leaving the borough, if the council is to attract young people and young families to the borough on an ongoing basis, a growing supply of appropriate homes will be fundamentally important.

### **Declining birth rates**

6. There is also evidence to suggest that birth rates are declining in the borough. In the period 2016-2021 there was a 14% reduction in the number of live births in Hammersmith and Fulham, and the fertility rate falls below both the national and London average. Data also suggests that couples in Hammersmith and Fulham are choosing to have children later; the average age of a new mother in the borough is 34.2 years old, over 2 years higher than the London average (32.2 years) and 4 years higher than the rest of England (30.8 years).
7. While the declining birth rates in the borough are clearly influenced by wider factors such as changes to working patterns that reduce the need to live in inner London and easier access to childcare and support, there is a clear pattern between both young people and families exiting the borough, declining birth rates, and the difficulty in accessing affordable housing.



**Figure 2:** Age specific fertility rate 2021  
Source: ONS fertility rates (2021)

## Affordability of family homes

8. London is becoming less affordable for typical first-time buyers and those who cannot afford to purchase a home are being affected by increasing rents. 2021 Census data shows a growth in the proportion of households renting privately and a decline in the number of homeowners.
9. In Hammersmith and Fulham, the average cost to rent a 3-bedroom property is £2,675 pcm.<sup>1</sup> This figure represents a 5% increase in the last three years and sits £875 above the London average.
10. In respect of purchasing a property, ONS data shows that the borough is the fourth most expensive in London; the average property price is 19.6 times higher than the average income. The median property price for the year end March 2023 was £770,000, though it should be noted that 65% of sales were for flats or maisonettes. For typically larger terraced houses, the median price was £1.4m.

## Demand for social housing

11. The demand for family homes among households on the housing waiting list is particularly acute. As of August 2023, there were over 2,500 households on the housing register, of which c. 75% were families. Of these families, half required a property of 3 bedrooms or more.
12. The demand for family homes among households currently in temporary accommodation (TA) is also significant. 34% of all households currently in TA (312 households) require a 3+ bed home. This shortage presents issues both in terms of retaining families in the borough and exacerbating the high cost of TA which is posing issues to councils nationally.

<sup>1</sup> April 2022 – March 2023 Private Rental Market Statistics ONS

## H&F Equality Impact Analysis Tool



## 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: <b>Family Housing Strategy</b></p> <p>Short summary: The purpose of the Strategy is to set out actions the Council with its partners can take to increase the supply of genuinely affordable family homes for rent available to households on the Housing Register. The focus is on increasing the number of 3 Bedroom homes for genuinely affordable rent. By achieving this outcome, fewer families requiring 3 bedrooms will remain on the housing register, usually in temporary accommodation. This has negative impacts on such families' well-being and a high additional cost to the council's General Fund.</p> <p>Production of this Strategy meets an LBHF 2023-26 Corporate Plan commitment.</p> <p>It should be noted that the adoption of this strategy will not directly lead to specific actions being taken up (eg, commissioning projects at a financial cost), but will entail policy actions being considered in more detail that will realise the overall objective of more genuinely affordable family homes for rent available to households on the housing register.</p> <p>The equalities information drawn is from the Housing Register on 20 August 2024 when there were 2,782 households registered. The figure in March 2025 is c 2900 and it is considered unlikely that the profile of the protected groups has significantly changed since then.</p> <p>This Family Housing Strategy focuses on increasing supply of 3 Bedroom homes for genuinely affordable rent. Officers recognise that families can be accommodated in 2-bedroom homes which will meet smaller household family needs. However, in 2023/24, 155 no 2-bedroom homes were let to households from the Housing Register, compared to just 52 no 3 bedroom homes let. And in 2024/25 (up to 1 March 2025), 188 no 2 Bedroom homes were let to households on the Housing Register, with just 61 no 3 Bedroom homes let. As of 1 March 2025, Housing Register demand for 2 Bedroom for genuinely affordable rented family homes was 1,159 households, but demand for 3 Bedroom genuinely affordable rented family homes was 907 households. Therefore, the need for more 3 Bedroom homes is considered acute. Overall, the council wishes to increase the amount of genuinely affordable rent for all bedroom needs and does not anticipate that those requiring smaller accommodation will be disadvantaged by the adoption of this Family Housing Strategy.</p> <p>The equalities impacts on the groups with protected characteristics are likely to be largely positive.</p>

	<b>Note:</b> If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.
<b>Lead Officer</b>	Name: Aaron Cahill Position: Housing Strategy Policy Lead Email: <a href="mailto:aaron.cahill@lbhf.gov.uk">aaron.cahill@lbhf.gov.uk</a> Telephone No: 07776 673096
<b>Date of completion of final EIA</b>	17/ 03 / 25

<b>Section 02</b>	<b>Scoping of Full EIA</b>		
<b>Plan for completion</b>	Timing: Complete within 3 days. Resources: Officer time and data provided by BiWork officers.		
<b>Analyse the impact of the policy, strategy, function, project, activity, or programme</b>	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.		
	<b>Protected characteristic</b>	<b>Analysis</b>	<b>Impact:</b> Positive, Negative, Neutral
	Age	Housing Register Applicants who are over the age of 65 are likely to be prioritised for homes from the Council's Sheltered Housing stock, therefore increasing the supply of more genuinely affordable family homes for rent is unlikely to have a negative impact on applicants over the age of 65 years old (Note: Applicants for sheltered housing should be 60 years or over. The Strategy makes reference to creating new incentives to encourage under-occupying older households living in council accommodation to downsize to sheltered housing or other council accommodation. Households giving up 2 bedrooms for a smaller property already have Band 1 status in the current Housing Allocation Scheme (2021). For children, the equality impacts are likely to be positive. Of the 2,782 households on the Housing Register, 1,974 (71%) had one child or more.	Positive

	Therefore, the increase in the supply of genuinely affordable rented housing will have positive impacts for the cohort of children in households needing 3 bedroom genuinely affordable rented homes.	
Disability	Of the 2,782 households on the Housing Register, 201 (7%) are recorded as requiring an adapted property, either required full wheelchair adapted, limited mobility or some wheelchair use or poor mobility (eg, difficulty with stairs). Give the design limitations of most local authority and housing association housing stock, most new opportunities to house/re-house households with a member who uses a wheelchair, will be drawn from new build genuinely affordable rented housing. The adoption of this Family Housing Strategy will not hinder the supply of accessible housing for Disabled people. Clearly there are other impairments/long term health conditions beyond those applicants who use a wheelchair (or member of household), but it is not envisaged that increasing the supply of genuinely affordable rented housing will harm this cohort of need's prospects of rehousing.	Neutral
Gender reassignment	No data is currently available from the Housing Register on applicants who have undergone gender reassignment.	N/K
		N/K
Marriage and Civil Partnership	Of the 2,782 households on the Housing Register, 537 (19%) were couples with children and a further 42 (2%) were couples with no children. Increasing the supply of more genuinely affordable family homes for rent is likely to have a positive impact on applicants who are married or in a civil partnership.	Positive
Pregnancy and maternity	Increasing the amount of genuinely affordable family housing for rent is likely to improve equality impacts for those who are pregnant or in maternity in the medium to long term, but in the short term is likely to have a neutral equalities impact.	Neutral
Race	Of the 2,782 households on the Housing Register, 1,449 (52%) were identified as coming from a multiethnic background. The increase in supply of genuinely affordable family housing for rent is considered to have a positive equalities impact on households on the Housing Register.	Positive
Religion/belief (including non-belief)	Of the 2,782 households on the Housing Register, 2,023 (73%) chose not to answer the question on their religion. The increase in supply of genuinely affordable family housing for rent is considered to have a neutral equalities impact on households on the Housing Register.	Neutral
Sex	Of the 2,782 households on the Housing Register, approximately 50%/50% between male and female applicants. Of the 2,782, the lone parent cohort of need comprised 1,437 (52%), whose head of household is likely to be female.	Positive

		The increase in supply of genuinely affordable family housing for rent is considered to have a marginally positive equalities impact on households on the Housing Register.	
	Sexual Orientation	Of the 2,782 households on the Housing Register, 8 (main applicant) defined themselves as gay or lesbian. This is not considered statistically significant enough to analyse whether there will be positive or negative equalities impacts.	Neutral
<p><b>Human Rights or Children's Rights</b></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>			

<b>Section 03</b>	<p><b>Analysis of relevant data</b></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>
<b>Documents and data reviewed</b>	Equalities Comparison for the Housing Register and Permanent Allocations (20 August 2024)
<b>New research</b>	A full review of equalities data on allocations from the Housing Register from 1 April 2024 to 31 March 2025 will be undertaken during the Spring/Summer 2025 to inform the development of the 2026-31 Housing Strategy and associated documents.

<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	Ultimately this Strategy document is providing new impetus to what the Council should be doing to deliver more family housing, so consultation was not planned as part of the strategy development process. It should be noted that the 2021-26 Housing Strategy is expected to be subject to review and update later in 2025/early 2026. This Family Housing Strategy will be incorporated as part of that consultation process. In addition, the Local Plan review process has begun and the need for family housing for affordable and market purposes will feature in a Local Housing Needs Assessment which has been commissioned. The new Local Plan will be subject of public consultation and public inquiry and is currently scheduled to be adopted in Summer 2027. The council will ensure the consultation process is inclusive and groups that share protected characteristics that are most likely to be impacted are consulted as part

	of the process
<b>Analysis of consultation outcomes</b>	N/A

<b>Section 05</b>	<b>Analysis of impact and outcomes</b>
<b>Analysis</b>	<p>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).</p> <p>Not Applicable at this stage but will feature in the consultation process referenced in Section 04 above.</p>

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	<p>Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.</p> <p>Officers do not anticipate negative impacts by adopting the Family Housing Strategy.</p>

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

<b>Section 08</b>	<b>Agreement, publication and monitoring</b>
<b>Senior Manager's sign-off</b>	<p>Name: Adele Cooper  Position: Assistant Director, Housing Improvement &amp; Governance  Email: adele.cooper@lbhf.gov.uk</p>

	Telephone No: 07810 507241 Considered at relevant DMT:
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: 14 <sup>th</sup> July 2025 Key equalities issues have been included:
<b>Equalities Advice (where involved)</b>	Name: Yvonne Okiyo Position: Strategic Lead, Equity, Diversity and Inclusion Date advice / guidance given: 18.03.25 Email: Yvonne.okiyo@lbhf.gov.uk Telephone No: 07824 866 012

**Report to:** Cabinet

**Date:** 14/07/2025

**Subject:** Emergency Planning and Business Continuity Report

**Report of:** Councillor Rebecca Harvey, Cabinet Member for Social Inclusion & Community Safety

**Report author:** Denise Prieto, Emergency Planning & Resilience Manager

**Responsible Director:** Mark Raisbeck, Director of Public Protection

### SUMMARY

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 18 months and the priorities for the remainder of 2025/26.

The period being reviewed covers 18 months from 1<sup>st</sup> October 2023 to 31 March 2025. The report highlights areas of work up to the end of the current financial year to ensure continuous improvement in the service.

### RECOMMENDATIONS

1. That Cabinet notes the report which looks back on work undertaken over the last 18 months (running 01/10/2023 to 31/03/25) and the dynamic work plan for the remainder of 2025/26.
2. That Cabinet notes the report and the continued improvement of the Authority's work on meeting its obligations under the CCA 2004.

**Wards Affected:** All

Our Values	Summary of how this report aligns to the H&F Priorities
Creating a compassionate council	The care and welfare of our residents, especially in emergencies, is at the top of our agenda. We work to ensure that our approach - in times of crisis - supports our residents, businesses, and VCS organisations.

Building shared prosperity	Emergency Planning and Business Continuity response requirements are vital to maintaining a safe and resilient environment for the local community, its businesses, and visitors. We are continuing to expand and enhance our networks to ensure communities and businesses in H&F will continue to thrive.
Doing things with residents, not to them	Building Community Resilience is a priority for H&F to ensure our communities are prepared and can respond and recover quickly in times of emergency. We want to ensure that our communities can help themselves during an emergency in a way that complements emergency services and reduces the impact of an emergency on our community both in the short and long term.
Taking pride in H&F	Emergency planning and resilience arrangements in H&F are of vital importance. We want to ensure that H&F continues to be the best borough in London to live and work.
Being ruthlessly financially efficient	We operate one of the most thorough preparedness, training and exercising programs across the capital that makes use of the senior officers capable to respond to a wide range of emergencies to maximise output within a strict financial envelope.
Rising to the challenge of the climate and ecological emergency	Recognising the Climate Crisis and the impacts on the world we exercise and prepare, rehearsing our response to climate change events - for example, flooding, and heatwave - via our annual exercise programmes.

## Financial Impact

Hammersmith & Fulham have not had to deal with any large-scale major incidents in the reporting year but have responded to smaller but significant local incidents throughout the period as detailed in this report.

The reporting period crosses two financial years. For the financial year 2023/24 and 2024/25 the Emergency Planning Service managed within its service budget. For 2024/25 the service had a controllable budget of £377,200

It is to be noted however that the reactive nature of this service in responding to large scale incidents can result in unplanned and unexpected expenditure. The budget will continue to be monitored, reported, and managed as part of the Council's corporate revenue monitoring process.

*Kellie Gooch, Head of Finance (Place), 22 May 2025*

*Verified by James Newman, AD Finance, 3 June 2025*

## Legal Implications



Section 2 of the Civil Contingencies Act 2004 requires the Council as a category one responder to carry out risk assessments, and to complete emergency plans and business continuity arrangements.

The strategic priorities and work plans set out in this report enable the Council to comply with these statutory duties.

*John Sharland, Senior solicitor (Contracts and procurement)*

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## **Background Papers Used in Preparing This Report**

None.

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## **LEGAL FRAMEWORK(S) AND OUR RESPONSE**

### **WHAT IS EMERGENCY PLANNING AND THE COUNCIL'S OBLIGATIONS TO DELIVER?**

1. Part 1 of the Civil Contingencies Act 2004 and supporting regulations and statutory guidance establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level. The Act divides local responders into 2 categories, imposing a different set of duties on each. The Council, as a Category 1 responder is at the core of the response to most emergencies in the borough.
2. The Council is subject to the full set of civil protection duties under the Act and is required to:
  - a. Assess the risk of emergencies occurring and use this to inform our contingency planning.
  - b. Put in place emergency plans and business continuity management arrangements.
  - c. Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
  - d. Share information and co-operate with other local responders to enhance co-ordination and efficiency.
  - e. Provide advice and assistance to businesses and voluntary organisations about business continuity management.
3. Annually the Council is also required to undertake a self-assessment to evidence work and assurance.
4. The council has a robust suite of emergency plans in place, and these were activated several times over the previous year. There are national and regional frameworks in place that govern how local plans are produced.

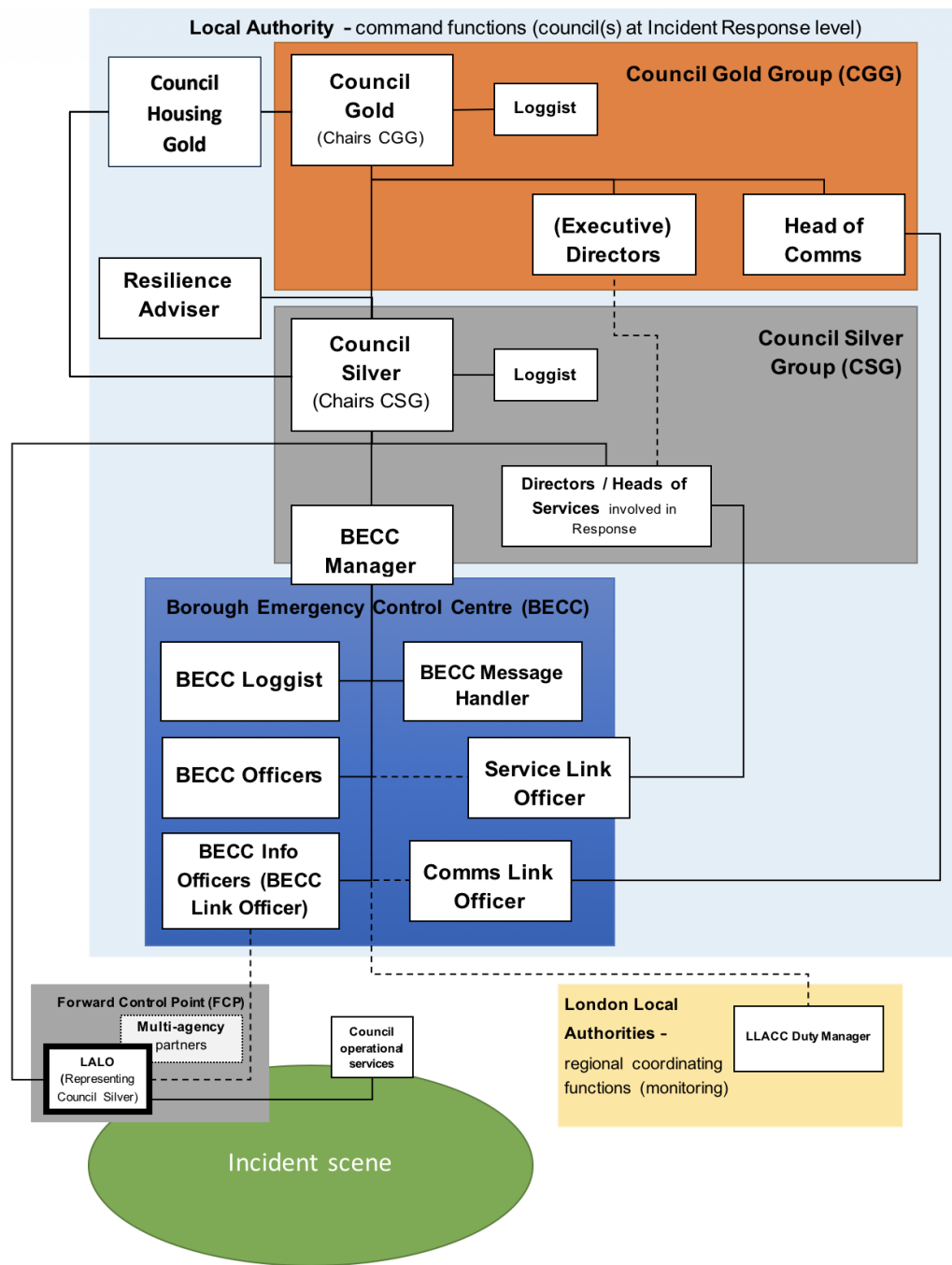
### **Our emergency response and strategic priorities**

5. The Council's Strategic Priorities for any **emergency response** are to:
  - a. Provide support to incident responding agencies as required.
  - b. Support the vulnerable.
  - c. Maintain continuity of council service provision.
  - d. Provide assistance and information to Hammersmith and Fulham's communities and businesses.
  - e. Provide community leadership.
  - f. Assist the return to 'normality'.
6. The Council's Strategic Priorities for **recovery from an emergency** are to:
  - a. Provide strong and visible leadership during the recovery phase.
  - b. Support the health and welfare of the borough's communities.
  - c. Assist in the restoration of the built and natural environment.
  - d. Assist communities and business to return to normality.
  - e. Monitor financial matters and pursue funding and other assistance.
7. Building Community Resilience to ensure our communities are prepared, can respond, and recover quickly in times of emergency, are priorities for the borough.

### **EMERGENCY PLANNING RESPONSE ARRANGEMENTS**

8. Hammersmith & Fulham take their duties, outlined in the Civil Contingencies Act 2004, relating to their Emergency Planning & Business Continuity arrangements very seriously.
9. We regularly plan and prepare together with our multi-agency partners. The MPS, LFB and LAS, our health partners, NHS, Imperial College Healthcare Trust, utility representatives, voluntary organisations, the Environment Agency, Ministry of Defence, and the Met Office. This is not an exhaustive list, to enable a collective, joined up approach, when responding to incidents.
10. The emergency planning procedures in H&F are clear and well established.
11. Our Command-and-Control approach is set out in the following diagram. In this structure, Gold is the strategic lead (selected from an established rota of trained staff on call), Silver the tactical lead (selected from an established rota of trained staff on call) and Bronze the operational lead.
12. All officers have clear remits, responsibilities, and accountabilities and, working together, we ensure that our response to an emergency is timely, accurate and proportionate to the matter at hand.

### **H&F Command & Control Structure**



## Resources

15. There is commitment from the top down at H&F with regard to embedding the ethos of 'Resilience is Everybody's Business' across the organisation, like the culture of Health and Safety.
16. H&F have a large Emergency Management Team. The senior leadership of the council is trained, prepared and ready to respond in an emergency. They are supported by a dedicated and professional Emergency Planning & Resilience team who are the subject matter experts.
17. The wider emergency response team is made up of professional officers across the council who are trained in emergency response roles. On-call Golds, Housing Golds, Silvers, Welfare Bronzes, Reception Centre Managers, Local Authority Liaison Officers (LALOs) and Communications are specific roles that are in operation 24/7, 365 days a year.
18. The Emergency Planning team circulates a confidential "Weekly Orders" document to selected officers. The document sets out the rotas for officers that are responsible for different levels of command and control in the event of an emergency incident and includes key contact numbers.

### **Emergency response and recovery plans**

19. To ensure that the Council is ready to respond and recover from an emergency event a suite of plans is prepared and stored.
20. These documents assist in the event of an emergency to provide relevant operational information regarding roles, departments, and partner agencies so that the correct tactical decisions can be made, and the correct resources applied/deployed. The documents are reviewed every year or following any major emergency or major service disruption.
21. During an emergency or a major business continuity disruption, several Council meetings may be called to support decision making and response activity at strategic and tactical levels. The key groups which may need to convene are the Gold Strategic Group, the Silver Group, the Service Resilience Group (SRG), and the Recovery Coordination Group. The roles of these groups are detailed within the Emergency Response & Recovery Plan.
22. The Council holds Borough Resilience Forum (BRF) meetings chaired by the H&F Chief Executive. The meetings bring together our multi-agency partners responsible for emergency planning to share information and discuss issues. The attendees include the blue lights, MPS, LFB and LAS, our health partners, utility representatives, voluntary organisations, the Environment Agency, Ministry of Defence, and the Met Office.
23. H&F held two BRF meetings on Teams in 2024, January & July and one in February 2025. The next one will be held on Teams in July 2025. A BRF Multi - Agency Workshop to plan and prepare for emergencies will also be taking place in September 2025

## **PREPAREDNESS**

24. A response to an emergency is dependent, in many ways, on the preparedness of the borough to respond. We ensure that we are as prepared as possible by delivering the following:
25. **Borough Emergency Control Centre, (BECC)**
26. In times of emergency need the BECC acts as the hub for managing and coordinating activities during an incident by gathering, verifying, displaying, and sharing intelligence/information from the Council and other partners. The BECC has a physical location. The council also has the capability to run a BECC remotely, the capability was utilised throughout the COVID lockdown period.
27. The BECC team will operate and support the Senior Leadership Team (SLT), Service Resilience Group (SRG), Silver, Departments and outside agencies if required.
28. **Mutual aid arrangements**
29. Under London's Local Authority Gold arrangements, any borough can request mutual aid when facing an emergency incident. A request is submitted to the London Resilience Unit (LRU) and signed off by London Local Authority Gold (LLAG) The process for submitting a request is outlined in the London Mutual Aid Agreement.
30. In addition, here is a West London Mutual aid agreement between Hammersmith & Fulham, Brent, Ealing, Harrow, Hillingdon, Hounslow, Westminster and the Royal Borough of Kensington and Chelsea.
31. Establishing mutual aid agreements between Boroughs is an effective way of ensuring we can practically support each other equitably during periods of disruption. This includes any borough that may require assistance affecting their capacity and capability in which to respond. This could include staffing, specific expertise (subject matter experts), project leadership/management support and physical resources.
32. **Ensuring Preparedness**
33. The London Resilience Unit (LRU) are the overarching body responsible for resilience arrangements adhered to by the 33 London Boroughs, after the Civil Contingencies Act was made law in 2004.
34. All London Boroughs are asked to complete a yearly assurance document called the **Resilience Standards for London**.
35. The Resilience Standards are designed to help boroughs assess their current levels of resilience and develop their work to improve while supporting compliance with the Civil Contingencies Act 2004.

36. The assessment asks boroughs to evidence their work against the headings of “Developing, Established or Advanced”. The West London Borough’s returns on this self-assessment are then discussed in a West London self-assessment workshop, also attended by members of the London Resilience Team.
37. As a borough we submitted our return for 2024 to the London Resilience Team in January 2025. Following our self-assessment, we were able to evidence that our work was Established in ten categories and Developing in one category, Community Resilience, regarding the engagement of community organisations.
38. Hammersmith & Fulham understands the core values of community resilience: a community more connected, more capable and more engaged will better withstand disasters and more capably recover from them.
39. To improve the borough’s resilience in this area, as we seek to move towards “Established” we have undertaken the following.
40. We are establishing the Hammersmith & Fulham Community Resilience Alliance (H&FCRA), the aim of which, is to empower communities to better prepare, respond and recover to and from emergencies.
41. 23 organisations have expressed interest in joining the Alliance so far; Hammersmith United Charities, Bush Studios, Westway Community Transport, Barons Court Project, Sands End Adventure Playground, Sands End Arts & Community Centre, The Creighton Centre, Edward Woods Community Centre, Hammersmith BID, Queen Caroline Estate & College Court, TRA, Linacre Court TRA, Fulham Broadway Methodist Church, Egyptian House London, Young Hammersmith & Fulham Foundation, Dr Edwards and Bishop King’s Fulham Charity (DEBK), Hammersmith & Fulham Foodbank, Queens Park Rangers Community Trust, Photojournalism Hub CIC, the WILDE Foundation, Alzheimer’s Society, Age UK, Hammersmith & Fulham and Hammersmith & Fulham Volunteer Centre.
42. The Emergency Planning Team consulted the H&FCRA in developing the H&FCRA Response & Recovery Plan, which includes a link to the community resilience emergency plan. The finalised plan was shared with all members.
43. A list of the H&FCRA members was also developed to show details about the type of support the members can potentially provide during an emergency e.g. volunteers, space for Reception Centres, catering, support in donations management.
44. Work has begun specifically around enhancing our engagement with our H&F Faith Forum members and what assistance they can provide in emergencies.
45. To further increase our resilience, we are also continuing to develop relationships with charitable and private sector organisations - which includes identifying funding streams or other support for community development and other recovery initiatives – as we seek to continue to develop and implement

processes to manage and receive support at times of crisis.

46. The Emergency Planning team regularly attend the West London Community Resilience support group meetings, held by Westminster. These focus on joint community resilience initiatives, community hubs and building neighbourhood networks.
47. H&F are working with the West London Community Resilience Support Group to develop a process for managing spontaneous volunteers at incidents.
48. The West London Sub-Regional Forum (Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Royal Borough of Kensington & Chelsea, and Westminster) will be ensuring that Community Resilience is a key part of its focus going forward.
49. **Business Continuity – How we understand the impact on services in an emergency and ensuring we have plans in place to keep services running.**
50. Business continuity is the advance planning and preparation undertaken to ensure that an organisation will have the capability to operate its critical business functions during emergency events.
51. We saw during Covid how the Council responded to a significant emergency and how services were able to continue to operate and utilise their business continuity plans.
52. We have recently invested in an upgraded system for Business Continuity Plans.
53. Access to business continuity plans is available at any time via app .
54. Services are asked to identify work arounds in the event of a service disruption. For example, if there was an outage, to keep hard copies of their plans / essential documents, download them onto their desktops and make sure that they can access these documents outside of the H&F Network.
55. As well as internally focused workshops on business continuity at the council, awareness is also raised externally to businesses across the borough on the topic. In 2024, two sessions of this nature took place. Similar sessions are being planned for 2025 to raise awareness of business continuity.
56. Awareness regarding business continuity has also increased throughout the council. This has been achieved by the topic featuring as an agenda item at many different Departmental Management Team (DMT) meetings, through business continuity awareness week (BCAW) and at the Emergency Planning Team's exercises.

57. Additionally, training sessions on how to use the new business continuity system, resilience, have taken place as well as advertising it on the council's intranet.
58. Workshops across different departments regarding business continuity, concentrating on ransomware have taken place in recent months. This is to ensure that the services' business continuity plans are fit for purpose in the event of a cyber-attack.
59. Work has begun on creating an on-line introductory eLearning course for Business Continuity which will be mandatory for new and existing staff to complete now that the new software has been launched.
60. Advice is provided to businesses and the voluntary sector on Business Continuity Management when requested. The Business Continuity Manager has attended events in the borough to offer support for businesses. This has been achieved via the H&F business networks meetings, the Hammersmith BID and the West London Chamber of Commerce.
61. The H&F Service Resilience Group, a forum committed to working on issues concerning resilience and business continuity, meets every other month, this group is made up of service and departmental leads across the council.
62. A Corporate Business Continuity Strategy defining the Council's approach to Business Continuity has recently been approved by SLT. The Strategy defines roles and responsibilities for Business Continuity Plans (BCPs) of individuals and groups within the Council

### **EMERGENCY INCIDENTS WITHIN THE BOROUGH**

63. As referenced above the borough has thankfully not had to deal with any large-scale major incidents (other than the Covid-19 pandemic) since June 2018 but have responded to smaller, significant, local incidents throughout the period.
64. The borough's emergency responders dealt with a diverse range of incidents during this period including serious fires, power outages, and serious violence amongst others.
65. There have been incidents requiring emergency planning deployments and response(s) by the council to support our emergency response colleagues the most notable of these were:
  - a. 17/07/2024 Chemical Incident, Ethel Rankin Court W14,
  - b. 18/07/2024 Fire, Linacre Court W6
  - c. 29/09/2024 Fire at Bute Gardens, W6
  - d. 04/01/2025 Fire at Herbert Morrison House SW6
  - e. 05/02/2025 05/02/2025 - Car on fire, King Street W6
  - f. 19/02/2025 – Fire, Desborough House, West Kensington Est



66. Each of these incidents, and our responses, are explained further below:

**17/07/2024 - Chemical Incident, Ethel Rankin Court, W14**

- a. H&F Local Authority Liaison Officer (LALO), on-call Duty Silver and Gold response activated; Comms informed.
- b. LALO attended and liaised with emergency services and provided reassurance to the evacuated residents.
- c. H&F Law Enforcement Team (LET) also attended and supported the LALO.
- d. Rest Centre Manager & Officers stood up
- e. Rest centre identified but later not required.
- f. LAS used a petrol station forecourt as a triage area
- g. Those affected by the chemical fumes were taken to hospital
- h. No temporary accommodation was required and residents returned to their homes shortly afterwards.

**18/07/2024 – Fire caused by e-bike battery, Linacre Court, W6**

- a. Response managed by H&F on-call Duty Silver; Duty Gold, Housing Gold and Comms informed.
- b. LALO, Housing Emergency Response Officer (HERO) and members of the LET attended the scene providing support and reassurance to the evacuated and self-evacuated residents.
- c. Rest centre identified but later not required.
- d. Fire put out quickly by LFB, batteries disposed of, and e-bike removed. 3 residents taken to hospital, suffering from smoke inhalation. Actions were followed up by Housing and Adult Social Care.

**67. 29/09/2024 – Fire in a hotel, Bute Gardens W6**

- a. Response managed by H&F on-call Duty Silver and Duty Gold; Housing and Comms informed
- b. 2 LALOs attended: one at the scene and one at the rest centre
- c. Over 240 occupants were evacuated; attendees went to the identified rest centre.
- d. The on-call Rest Centre Manager and trained Rest Centre staff were deployed to the rest centre and duty Silver liaised with the charity to keep them updated and exchange information about attendees.
- e. The LET attended and provided support at the rest centre and on site; they escorted the evacuated to the rest centre
- f. Silver established contact with the managing agent who were ready to provide transport and alternative accommodation as needed. It was later not needed as the attendees were allowed to return to the hotel.
- g. The LET escorted attendees back to the hotel, in a structured return

#### **04/01/2025 – Fire, Herbert Morrison House SW6**

- a. Response managed by on-call Silver; duty Gold and Comms informed; Housing Gold updated Members; HERO also provided updates
- b. LALO was deployed to the scene and liaised with LFB, updating duty Silver.
- c. The LET also attended to provide support to the LALO and give reassurance to the evacuated and self-evacuated residents
- d. A rest centre was identified and promptly opened by the duty concierge
- e. Housing's M&E team liaised with LFB and
- f. LALO and LET carried out door to door welfare checks after residents returned to the block but were without power on several floors, pending further safety checks
- g. Follow up actions were carried out by Housing

#### **05/02/2025 - Car on fire, King Street W6, near the Polish Centre**

- a. Response managed by on-call duty Silver; duty Gold and Comms informed
- b. LET reported vehicle to LFB and the fire was extinguished quickly
- c. MPS requested urgent removal of the vehicle due to resulting traffic buildup and an upcoming VIP visit to the Centre.
- d. Silver liaised with Parking to remove the vehicle and with Highways to remove the debris

#### **19/02/2025 – Fire, Desborough House, West Kensington Est**

- a. Response managed by on-call Duty Silver; duty Gold and Comms informed
- b. 8<sup>th</sup> floor was evacuated, also with several self-evacuated
- c. LET attended and provided reassurance to residents
- d. Rest centre was identified but later not need
- e. Fire was quickly put out and residents were allowed to return, excluding the occupant where the fire originated, who made their own arrangements.
- f. Follow up actions were carried out by Housing and ASC

### **SERVICE CONTINUITY INCIDENTS**

68. Since the publication of the previous Cabinet report there have been no service continuity incidents of note.

### **TRAINING AND EXERCISING**

69. The Emergency Planning service is well developed and always seeks to evolve and improve our knowledge and expertise.
70. To develop staff understanding our EP team attended workshops / briefings held by the London Resilience Unit and exercises / workshops held by other organisations from October 2023 - March 2025:
  - West Sub-Region Community Resilience Workshop – 6/12/2023
  - UKPN Winter Resilience Webinar – 8/12/ 2023
  - H&F Climate Risk Assessment Briefing – 13/12/2023
  - Met Office Wildfire Course, 25/04/24
  - Met Office Atmospheric Dispersal Course 29/04/2024
  - Met Office Service to Civil Contingencies Course 02/05/2024
  - Met Office Climate Change Course 07/05/2024
  - BRF Chairs Meeting 15/05/2024
  - HS2 Impacts and Mitigation Workshop 20/05/2024
  - JESIP Training 17/07/2024
  - London Strategic Co-ordination Briefing Session 22/07/2024
  - London Benchmarking Briefing Session – Emergency Planning Teams and Resilience Advisors 23/09/2024
  - Met Office Winter Hazards 03/10/2024
  - Utility Sector Awareness Day 10/10/2024
  - National Resilience & Local Preparedness Seminar 17/10/2024
  - London Benchmarking Briefing Session – BECC Staff & Procedures 24/10/2024
  - London Benchmarking Briefing Session – LALO & Incident Procedures 30/10/2024
  - Exercise Exchange – Communications Exercise with West London Boroughs 30/10/2024
  - London Resilience Tactical Co-ordination Group Training 07/11/2024
  - HALO Training 28/11/2024
  - London Benchmarking Briefing Session – Corporate Credit Cards & Organisational Culture 19/12/2024
  - London Resilience Telecoms Briefing 17/02/2025
  - EP/Resilience Team Managers Conference 27/03/2025

## EXERCISES

71. As part of our offer of training, exercising and delivery, officers attend, plan and run several events to ensure that H&F continues to develop to the standards we expect of ourselves and to the standards that our partners expect.
72. It is important to ensure that emergency plans and business continuity plans are activated and tested as part of our resilience work programme. The Emergency Planning team work with the Borough Resilience Forum (BRF), London Fire Brigade, Police, and others to ensure that we test our plans against current and/or emerging risk and threat. Over the last 18 months, exercises have included:

73. **H&F Cyber Exercise – March 2024**  
This was an internal exercise for H&F staff which focussed on impacts resulting from a loss of the H&F network and the effects on council services. Attended by council business continuity leads.
74. **BRF Multi-Agency Exercise – Tower Block Fire – April 2024.** This was a H&F Borough Resilience Forum in person workshop that took place at the Irish Cultural Centre, Blacks Road, Hammersmith W6. 75 representatives from 17 external organisations and H&F services attended.
75. The overall aim of this exercise was to bring together partners to address and identify issues resulting from a fire in a tower block and a secondary incident of a gas leak occurring in an adjacent block, including learning from the Grenfell Inquiry. A post-exercise report was created by the Emergency Planning team and circulated to the participating organisations.
76. The lessons learned focussed mainly on the importance of responding agencies to ensure that their emergency plans and communication networks for this type of scenario were robust and should be reviewed regularly
77. **Issues Associated with Lithium-ion Batteries – September 2024**  
This was an awareness session conducted by the London Fire Brigade for H&F staff, focussing on the risks associated with lithium-ion batteries attached to e-bikes and e-scooters. Attended by Housing, Health & Safety and H&F emergency response officers across the council.
78. **BRF Multi-Agency Fuel Disruption Workshop – November 2024**  
This was a H&F Borough Resilience Forum in person workshop that took place at the Irish Cultural Centre, Blacks Road, Hammersmith W6. 37 representatives from 11 external organisations and H&F services attended.
79. The overall aim of this exercise was to bring partners together, to build a shared understanding of any organisation arrangements in place, to mitigate and manage the impacts of a significant shortage of fuel (petrol & diesel). A post-exercise report was created by the Emergency Planning team and circulated to the participating organisations.
80. The lessons learned focussed mainly on the importance of responding agencies to ensure that their emergency plans, business continuity plans and communication networks for this type of scenario were robust, and should be reviewed regularly.
81. **Exercise Connects – March 2025**  
Exercise Connects is the annual test of communications methods between the London Local Authority Coordination Centre (LLACC) and the Borough Emergency Control Centres (BECCs).
82. Further training and exercises are planned and will be delivered over the next 12 months.

## **LOOKING FORWARD**

83. For the remainder of 2025 / 2026 the focus for Emergency Planning and Business Continuity services is to continue to embed emergency response, planning and resilience arrangements throughout the organisation. Training and conducting exercises with staff and external organisations throughout the year.
84. The London Resilience team created a standardisation programme for emergency roles and across London. This was highlighted as an issue following the Grenfell Tower tragedy. H&F are working with London Resilience and other boroughs to ensure our plans and training fit with the new standardised processes and training packages as they go live.
85. H&F take the findings from the Grenfell enquiry and its subsequent recommendations very seriously. We are working towards implementing those recommendations by continuing to improve our emergency response arrangements and increasing our internal and external resilience capabilities.
86. We continue to prioritise community engagement to improve our resilience. Thus enabling communities to come together and work with us to assist us in providing humanitarian assistance to our residents, especially the vulnerable, in emergencies.

## **Equality Implications**

87. There are no negative impacts on any groups that share protected characteristics, under the Equality Act 2010, from Cabinet accepting this annual Emergency Planning Report.
88. Individuals who require additional support, including those with protected characteristics, may be less able to help themselves in an emergency than non-vulnerable people.
89. Those who require additional support will vary depending on the nature of the emergency, but where appropriate plans consider issues such as those with mobility impairments; those with mental health issues; those with language barriers and others who are dependent, such as children.
90. The Council has a rota of on-call staff whose remit is to identify and deal with any of the above issues as and when they arise in an emergency.

*Yvonne Okiyo, Strategic Lead Equity, Diversity, and Inclusion*

## **Risk Management Implications.**

91. The Emergency Planning and Business Continuity response requirements are vital to maintaining a safe and resilient environment for the local community, its businesses, and visitors. Failure to have an effective and efficient Emergency Planning and Business Continuity Service may severely impact on the safety and welfare of people, continuity of services, physical assets, information we

process, finance, the built and natural environment and the reputation of the Council, Members and Officers.

- Risks can never be eliminated entirely but proportionate and targeted action can be taken to reduce risks to an acceptable level. Council resilience and Cyber incidents are standing corporate risks that all councils will need to manage. Since early 2020, the Council's emergency planning and business continuity arrangements have been activated and implemented at various times as the Council responded to the Covid pandemic. During the period of reporting the Service and Business Continuity Manager have been involved with several high-profile programmes to provide additional assurance to residents and local businesses including but not limited to;
    - planning for and ensuring that local elections were carried out well.
    - preparing for the moves out of the Town Hall and Town Hall extension.
    - leading the review of Business Continuity Plans and Planning arrangements supporting the council's response to Covid-19.
    - supporting the development of local Outbreak Control plans in collaboration with Public Health.
    - supporting the Emergency Planning and Resilience Manager in the preparation of plans associated with the threat of terrorism; and
    - supporting Digital Services in the response to the potential and ongoing threat of Cyber risks.
92. The council's technology infrastructure and resources have stood up well, enabling all staff to work remotely during the COVID lockdown, keeping services for residents ongoing throughout the period. The Council's ability to quickly assemble a team of officers to deal with a major disruption event alongside partner organisations continues to be demonstrated.
93. Having effective emergency planning and business continuity arrangements in place is vital, particularly during periods of significant national and global uncertainty. The Council will need to support residents and businesses as inflation and interest rates continue to rise, as the cost-of-living crisis impacts on more families and vulnerable residents, as high energy costs and a cold winter coincide, as potential for utilities shortages (such as power outages) become more likely and funding of public services comes under increasing pressure.

*David Hughes, Director of Audit, Fraud, Risk and Insurance*

## **Other Implications**

94. In the wake of a terrorist attack in the United Kingdom, London Local Authority Prevent teams undertake local community tension monitoring and increasing community engagement and reassurance efforts.

95. The Prevent team will provide bespoke, tailored resources, support and advice to schools and the community to tackle any tensions arising, to safeguard our community.

*Aysha Esakji, Prevent Co-ordinator*

# Agenda Item 10

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 14 July 2025

**Subject:** Parks Improvement Programme

**Report of:** Cllr Florian Chevoppe-Verdier, Cabinet Member for Public Realm

**Report author:** Simon Ingyon, Head of Parks and Open Spaces

**Responsible Director:** Bram Kainth, Executive Director of Place

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### SUMMARY

The Council's award-winning parks are important for our residents, businesses and visitors and provide significant public open spaces that are intended to promote overall wellbeing. The Council has recently completed a multi-year investment programme with almost £3.6m invested in our public parks.

This investment will be further enhanced, and this report sets out a range of improvements to our parks and in turn the quality of the environment for residents. The improvements will create impactful planting in many parks and improve the standard of the infrastructure to create even more beautiful clean, green, and award-winning parks and open spaces where everyone can relax, enjoy a variety of activities, and connect with nature in a safe and attractive setting. For the planting to have an impact from Spring 2026 it will need to be planted this Autumn, therefore a timely decision is required.

The programme will invest a further £1.1m over 2025/26 and 2026/27.

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### RECOMMENDATIONS

1. To approve a Parks Improvement Programme requiring investment of £1.1 million.

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
Building shared prosperity	The improvement of parks will enhance the local environment, making it more attractive for residents and businesses.



Creating a compassionate and inclusive council	Ensuring all parks are well-maintained and accessible to children, young people and their parents and carers, as well as the proven benefits of wellbeing for all ages.
Doing things with local residents, not to them	Engaging with the community to understand their needs and preferences for improving and maintaining parks.
Being ruthlessly financially efficient	Allocating resources effectively to maintain high standards without overspending.
Taking pride in H&F	Maintaining parks to a high standard reflects the pride we take in our borough.
Rising to the challenge of the climate and ecological emergency	Implementing sustainable practices in parks improvements and maintenance.

## Financial Impact

The proposed Parks Improvement Programme requires total investment of £1.1m (including £0.260m revenue and £0.840m capital) to be invested across 2025/26 and 2026/27. The investment will be used to improve the quality of all aspects the parks infrastructure and will include:

- Habitat improvements (planting flower bed schemes) – to provide attractive impactful bedding schemes.
- Signage - Entrance and wayfinding signage upgrades with priority for those parks applying for Green Flag status
- Footpaths and access improvements - Across several Parks each year
- Lighting column replacement – to maintain safety and security
- Statues, memorials, sculptures, gates and railings – improvements to some of the many assets in parks will be assessed and planned.
- Boundary walls and internal/external fencing - Condition surveys to be undertaken and required improvements prioritised.
- Bin replacement – introduce use recycling bins across parks/open spaces

It is expected that this investment will be funded primarily through a combination of existing useable s106 resources supported by any necessary additional revenue and capital resources (and minimising any additional external borrowing). The details will be included as appropriate in the standard financial reports that are reported to Cabinet (revenue and capital monitoring reports) and the annual budget report to Council in February 2026.

It should be noted that a long-term investment plan for continued investment in our parks playgrounds is being developed and will be reported separately in the future.

*Kellie Goch, Head of Finance (Place), 7 July 2025*

*Verified by Sukvinder Kalsi, Executive Director of Finance & Corporate Services, 7 July 2025*

## Legal Implications

The Council has the power to provide and incur expenditure on parks and open spaces under a range of legislation, in particular s10 of the Open Spaces Act 1906, s76 of the Public Health Acts Amendment Act 1907 and s19 of the Local Government (Miscellaneous Provisions) Act 1976.

Any works required to carry out works of improvement will, depending on their value, need to be subject to a competitive tendering exercise pursuant to the Procurement Act 2023. The requirements of Contract Standing Orders, including the preparation of a procurement strategy will need to be complied with.

*John Sharland, Special Projects Lawyer, 21 May 2025*

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## Background Papers Used in Preparing This Report

None.

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## DETAILED ANALYSIS

1. The 51 public parks and 4 cemeteries in Hammersmith & Fulham are vital community assets that contribute to health, wellbeing, climate resilience, and civic pride. They make a significant difference to how people perceive the borough as a place to live, work and visit. This report requests £1.1m to deliver improvements that will enhance our parks and in turn the quality of the environment for residents. The improvements will create impactful planting in many parks and improve the standard of the infrastructure so that can be enjoyed by all.
2. In 2024, 21 parks received Green Flags which recognises quality green spaces that are welcoming, safe and clean. The Parks service submitted 25 Green Flag applications in January 2025 with the results due in National Parks Week in the last week of July 2025.
3. The Council has consistently made improvements to its parks over recent years. For instance, over £650,000 was invested in the borough's parks and open spaces in 2024/25 funded from developer contributions and other funding sources. This included H&F Green Investment funding for Purcell Crescent, Frank Banfield Park, Ravenscourt Park and Eel Brook Common amongst others.
4. The 2024 Parks Satisfaction Survey highlighted that the parks are very important to residents and that overall, there was an improvement in the satisfaction in the borough's parks and open spaces to 86% from 69% in 2023. The survey identified what residents felt were the most important elements of parks and open spaces and how they should be improved. This Improvement plan responds to many of those comments and suggestions from the satisfaction survey. This focused improvement programme will ensure the borough retains some of the best parks and open spaces in London.

5. The parks and open spaces are maintained by a Grounds Maintenance contractor (Idverde), who is responsible for grass cutting, horticulture and cleansing and general ground maintenance. The infrastructure within parks is managed by the Highways & Parks team and maintaining these to a high standard is just as important as the green spaces to maximise enjoyment and accessibility of the parks.
6. Out of the assessment of the Green Flag application process it has discovered that the most heavily used parks would be enhanced by more impactful horticultural displays, such as flower beds along footpaths. Park infrastructure has been flagged in need of a refresh. Such an investment would enhance the overall quality of the parks and open spaces and help improve its Green Flags status. It would be a key contributor to the climate emergency, health and wellbeing strategies, and Upstream London objective of making Hammersmith and Fulham one of the best places to live and work.

## **Proposals and Analysis of Options**

7. The following improvements are proposed:
8. Impactful Planting – The council's parks and open spaces are a chance to showcase high quality horticulture, a chance to provide nature education and support biodiversity and vital habitats for birds, bees and insects. Therefore, as well as improving the aesthetics of the parks for the residents and visitors we also want a wide variety of different plants, flowers and shrubs, for improving the nature conservation of the borough. Impactful planting will be used to uplift key pathways and often visited areas of parks.
9. Creating impactful planting schemes in key parks and open spaces will provide an aesthetic uplift, and valuable natural resources for bees and insects from spring 2026, therefore contributing to our overall environmental approach. The ongoing maintenance and preparation of these areas will need to be maintained as part of the retendering of the Grounds Maintenance contract in 2026/27 and subsequent years.
10. Infrastructure Enhancement – To provide an accessible and enjoyable experience for all our residents, improvements are proposed to the following key infrastructure:
11. Signage – a new enhanced welcoming information sign format for many parks and open space (with those applying for Green Flag status having priority) will give a better experience in each park; the design has already been tested in 8 parks with positive feedback including South Park, Wormholt Park, Hammersmith Park and Vicarage Gardens. In addition, additional wayfinding signposts are proposed in the larger parks and open spaces.
12. Footpaths and access improvements – Capital funding is proposed to improve many of the most important and high footfall parks and open spaces in the borough adding to the experience for visitors. Some black tarmac paths will be replaced with an aggregate that is more environmentally friendly as it

reduces the heat effect and is porous surface for improved drainage to support the natural environment in parks and it is cheaper to maintain in the future.

13. Lighting columns – Capital investment to replace or repair at least 10% of columns and lamps in parks to maintain safety and security for users. (A business case is being developed, as an invest to save programme, to upgrade all park lights to energy efficient LED lighting for an estimated capital cost of £2.5-3m. The same upgrade was implemented to all highway lighting columns, and it has substantially reduced electricity costs, lowered maintenance costs and provides brighter lighting).
14. Statues, memorials and sculptures – The borough has approximately 40 memorials, statues, sculptures and heritage listed infrastructure including gates and railings in parks and open spaces. A successful 'SpaceHive' fundraising campaign recently funded the refurbishment of the historic 'Leaning Lady' on the Great West Road. However, with cleaning and repairs required the service will need further funding to focus on those that need more work to reflect the parks improvement.
15. The capital funding will be used to refurbish and improve some of these important park features and compliment any external funding secured through crowd funding (such as SpaceHive funding from community CIL/developer contributions). Works have been identified for the fountain near Pryor's Bank Bishop's Park, gates and railings at Margravine Cemetery, and Ravenscourt Park, similarly gates and railings at St. Pauls Gardens and the war memorial plaques in Vicarage Gardens. Individual schemes will be developed with Friends of Park groups and residents.
16. Boundary walls, external and internal fencing - Many parks and open spaces have boundary fencing and walls as well as internal fencing and boundaries around park features. About 36 km of boundaries in the parks need assessing and condition surveys prepared. Individual schemes will be brought forward for repairs and replacements as necessary.
17. Bins – To continue the push to increase recycling in parks, it is proposed to replace bins with new dual use general and recycling waste bins in the most heavily used parks as a priority. The aim is to eventually replace all park bins with the new dual use recycling bins to encourage recycling, contribute to driving the borough's recycling rates up, and help keep the parks cleaner.
18. In addition to the above investment there is an existing plan for the improvement of Bishop's Park funded through compensation paid by Fulham FC for occupying part of Bishops Park to facilitate its stadium redevelopment, which is due to finish shortly. There is approximately £779,000 of funding available to contribute to improve this historic park in the south of the borough. Following a very successful Butterfly Conservation planting project in the Moat Garden in 2024 the Parks Service will use funding to enhance Bishop's Park with additional planting programmes that will bring the park to life and install new beds through the Climate Change Nature Champions programme. There is a programme planned to improve the balustrades around the formal lake area, two further aggregate paths are proposed and lighting improvements.

19. Similarly, in addition to this capital programme, there is a significant ecological masterplan improvement programme for Wormwood Scrubs funded by the adjacent HS2 development which will be delivered from 2026/27 onwards. Whilst it won't have quite the same aesthetics as the proposed more formal parks improvement plan as it needs to be appropriate for the Wormwood Scrubs setting, it will vastly improve the Wormwood Scrubs habitat for the next 10 years and beyond. There is also a similar proposal for infrastructure improvements to the Scrubs proposed for consideration by the Wormwood Scrubs Charitable Trust in 2026/27.
20. The current revenue budget for responding reactively to infrastructure maintenance requirements does not match the extent of all the infrastructure features and facilities identified in the parks. Following the results of all the condition surveys and the new Grounds Maintenance contract tender, the revenue requirements will be reassessed as part of the Council's annual budget setting process for 2026/27

### **Reasons for Decision**

21. The council has an aspiration to be the greenest borough, and parks are key part of this vision alongside the 'Upstream London' strategy. This report has set a programme to begin the transformation of the boroughs parks and showcase high quality Green Flag parks as an example of the boroughs ambitions whilst developing a Parks for the Future Strategy.

### **Risk Management Implications**

22. This initiative does not incur any significant risks.

*Jules Binney, Risk and Assurance Manager, 9<sup>th</sup> June 2025*

### **Climate and Ecological Emergency Implications**

23. These parks improvements are in line with the Climate and Ecology initiatives and creating an enhanced biodiversity offer in the borough.

*Simone Turner, Interim Ecology and Adaptation Lead, 12<sup>th</sup> June 2025*

### **Procurement implications**

24. If the parks improvement is approved to proceed, any associated procurement activity will require a procurement strategy to be agreed. The procuring officer must work with the Procurement and Commercial team to ensure any procurement activity is undertaken compliantly and in accordance with the relevant legislation and the Council's own [Contract Standing Orders \(CSOs\)](#).

*Chris Everett, Category Lead – Procurement and Commercial, 29<sup>th</sup> May 2025*

# Agenda Item 11

## KEY DECISIONS LIST 149 – JULY 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](mailto: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](http://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](mailto:governance@lbhf.gov.uk)

## **KEY DECISIONS LIST**

### **CABINET MEMBER AND OFFICER DECISIONS**

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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

**Earliest date the decision will be made:** June 2025

**Proposed Key Decision: Amendments to Fixed Penalty Notice charges to be issued by the Law Enforcement Team**

In a Cabinet report on 3 June 2024 the Council set the Fixed Penalty Notices charges for Littering, Fly tipping and household duty of care offences. This decision proposes some minor amendments to the Littering, Graffiti, Household Duty of Care, Commercial waste receptacle breaches and Street Trading offences.

**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

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**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

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**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

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**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

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**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

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**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

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

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**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](mailto:anna.jane@lbhf.gov.uk)

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**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](mailto:Harriet.Potemkin@lbhf.gov.uk)

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**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](mailto:matthew.sales@lbhf.gov.uk),  
[Bathsheba.Mall@lbhf.gov.uk](mailto:Bathsheba.Mall@lbhf.gov.uk)

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

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

**Wards affected:** All Wards

**Contact officer:** Hannah parrott,

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

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

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**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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

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**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

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**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** Parsons Green & Sandford

**Contact officer:** Katia Neale, [katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk)

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**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](mailto:Anthony.Mugan@lbhf.gov.uk)

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**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](mailto:Jessie.Ellis@lbhf.gov.uk)

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**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 (responsible for Children and Education)

**Reason:**

**Wards affected:** All Wards

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

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**Decision maker(s):** Executive Director of People

**Earliest date the decision will be made:** 4 Jul 2025

**Proposed Key Decision: Contract Award for Works to Satellite Provision for Queensmill Special School to be Located at Sullivan Primary School**

Contract award for works to create provision for EYFS and KS1 learners with Autism located at Sullivan Primary School, as a satellite provision of Queensmill Special School

**Lead Member(s):** Deputy Leader (responsible for Children and Education)

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

**Wards affected:** All Wards

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

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

**Earliest date the decision will be made:** 4 Jul 2025

**Proposed Key Decision: Procurement of repairs resource planning and management solutions software**

The current contract between H&F and Advanced Business Software and Solutions Limited ("Advanced") is set to expire on 21 July 2025. Advanced provides two critical cloud-hosted workforce management systems – Dynamic Resource Scheduling (DRS) and Job Manager – along with essential service support. These systems are fully integrated with H&F's internal operations, its repair contractors, and the Direct Labour Organisation (DLO), enabling efficient management of responsive repairs and compliance-related activities.

The objective of this report is to recommend a partnership extension with Advanced to ensure continued, uninterrupted service delivery up to the conclusion of the Repairs Procurement 2027. Maintaining the current system infrastructure is essential for operational continuity, avoiding service disruption, and minimising risk during this transitional period.

**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:** Olena Tsikalovska, olena.tsikalovska@lbhf.gov.uk

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Procurement Strategy for the delivery of advocacy services**

This decision seeks approval to commence a procurement exercise for the provision of advocacy services

**Lead Member(s):** Deputy Leader (responsible for Children and Education)

**Reason:**

**Wards affected:** All Wards

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

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**Earliest date the decision will be made:** December 2025

**Proposed Key Decision: Contract Award for advocacy services**

Delivery of community and statutory advocacy services in Hammersmith and Fulham

**Lead Member(s):** Deputy Leader (responsible for Children and Education)

**Reason:**

**Wards affected:** All Wards

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

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**Decision maker(s):** Cabinet Member for Public Realm

**Earliest date the decision will be made:** 14 Jul 2025

**Proposed Key Decision: Cycle Training & Bike Mechanics**

Procurement via Waltham Forest Framework for 3 years + 2 years contract to cover LBHF's cycle training & bike mechanic 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:** Philippa Robb, Philippa.Robb@lbhf.gov.uk

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

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Contract Award for Out of Hours Joint Telephone Handling Service**

A Key Decision report, effective from 27 September 2024, was made to continue participating in the Joint Out of Hours (OOH) Partnership with Ealing Council as the Lead Authority. This decision involved evaluating tenders for a contract for an Out of Hours Joint Telephone Handling Service. A comprehensive competitive dialogue procurement process was conducted, examining all commercial and technical aspects.

**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:** Ashley Bryant, ashley.bryant@lbhf.gov.uk

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

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Street properties refurbishment (Warm Homes)**

Award of contract for the major refurbishment of up to 211 street properties (supported by Warm Homes: Social Housing Fund, "WH:SHF", formerly Social Housing Decarbonisation Fund "SHDF")

**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:** Vince Conway, Vince.Conway@lbhf.gov.uk

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

**Earliest date the decision will be made:** July 2025



**Proposed Key Decision: Roof replacement to 1-32 Joanna House W6 and 9-67 Muscal House**

Award of contract for roof replacement works to 1-32 Joanna House W6 and 9-67 Muscal House

**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:** Fulham Reach; Hammersmith Broadway

**Contact officer:** Vince Conway, Vince.Conway@lbhf.gov.uk

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**Decision maker(s):** Deputy Leader (responsible for Children and Education)

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: SENDIASS and SEND Mediation Procurement Strategy**

This paper seeks approval for the procurement strategy to for the Local Authority's SENDIASS and SEND Mediation services.

**Lead Member(s):** Deputy Leader (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

**Contact officer:** Hannah parrott,

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

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Cost of Living Funding Strategy 2025/26**

Report agrees the allocation of Cost of Living response programme funding in 2025/26

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

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

**Wards affected:** All Wards

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

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

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Contract award for repairs resource planning and management solutions software**

Contract award for a service that provides two critical cloud-hosted workforce management systems – Dynamic Resource Scheduling (DRS) and Job Manager – along with essential service support. These systems are fully integrated with H&F's internal operations, its repair contractors, and the Direct Labour Organisation (DLO), enabling efficient management of responsive repairs and compliance-related activities.

**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:**

**Contact officer:** Olena Tsikalovska, olena.tsikalovska@lbhf.gov.uk

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**Decision maker(s):** Cabinet Member for Public Realm

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Commercial Waste Time Banding for Uxbridge Road and King Street**

Recommendation to establish time banded collections for businesses that are based in two major high streets in the borough. Time banding regulations will create specific time slots throughout any given 24-hour period, when businesses can present their waste and recycling bags out on the public highway for collection.

**Lead Member(s):** Cabinet Member for Public Realm

**Reason:** Affects 2 or more wards

**Wards affected:** Coningham; Hammersmith Broadway; Ravenscourt; Shepherds Bush Green; Wendell Park; White City; Wormholt

**Contact officer:** Annie Baker, Annie.Baker@lbhf.gov.uk

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

**Earliest date the decision will be made:** 5 Dec 2025

**Proposed Key Decision: Azure Managed Service**

Management and support services for the Microsoft Azure cloud hosting platform as well as for the CyberSecurity Operations Centre.

**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:** Tina Akpogheneta, Tina.Akpogheneta@lbhf.gov.uk

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**Decision maker(s):** Executive Director of Place

**Earliest date the decision will be made:** 30 Sep 2025

**Proposed Key Decision: Contract Award for Wormwood Scrubs AEM (Alternative Ecological Mitigation) Masterplan**

The Alternative Ecological Mitigation (AEM) Masterplan for Wormwood Scrubs will include capital works to create a sustainable urban drainage scheme and create ecological habitats and a 10 Year Management and Maintenance Plan (MMP). This plan will fulfil a legal agreement between the council and High Speed Two Limited (HS2) to improve biodiversity on Wormwood Scrubs as mitigation for the work to build the HS2 station and Old Oak Common.

This project will contribute to Council priorities and aspirations, including becoming the country's greenest borough and 'rising to the challenge of the climate and ecological emergency'.

**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

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**Decision maker(s):** Executive Director of People

**Earliest date the decision will be made:** Before 5 Aug 2025

**Proposed Key Decision: Contract Award for Hammersmith & Fulham's Genito Urinary Medicine (GUM) services**

The report seeks approval to award the Hammersmith & Fulham Genito Urinary Medicine (GUM) Sexual and Reproductive Health service as part of the London Sexual Health Programme to Chelsea and Westminster Foundation NHS Trust, to commence on 5th August 2025 following a robust procurement process under PSR 2023 Direct Award Process C. 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.

**Lead Member(s):** Deputy Leader (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

**Contact officer:** James Mason, Craig Holden, james.mason@lbhf.gov.uk, Craig.Holden@lbhf.gov.uk

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

**Earliest date the decision will be made:** July 2025

**Proposed Key Decision: Procurement strategy for remedial works to main roof and porch parapets at Walham Green Court SW6**

This report seeks approval of a procurement strategy to source a contractor for remedial works to the main roof and porch parapets at Walham Green Court SW6.

**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:** Walham Green

**Contact officer:** Richard Buckley, richard.buckley@lbhf.gov.uk

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**Decision maker(s):** Executive Director of People

**Earliest date the decision will be made:** 28 Jul 2025

**Proposed Key Decision: Semi-Independent Living (SIL) for young people**

Contract variation

**Lead Member(s):** Deputy Leader (responsible for Children and Education)

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

**Wards affected:** All Wards

**Contact officer:** Sophie Veitch, sophie.veitch@lbhf.gov.uk

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## **CABINET - 14 July**

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**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

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**Decision maker(s):** Cabinet

**Earliest date the decision will be made:** 14 Jul 2025

**Proposed Key Decision: Family Housing Strategy**

Decision to adopt Family Housing Strategy

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

**Reason:** Budg/pol framework

**Wards affected:** All Wards

**Contact officer:** Joe Coyne, joe.coyne@lbhf.gov.uk

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**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 (responsible for Children and Education)

**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

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**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 (responsible for Children and Education)

**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

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**Decision maker(s):** Cabinet

**Earliest date the decision will be made:** 14 Jul 2025

**Proposed Key Decision: Finance Peer Review**

To note the final report and implementation plan of the Local Government Association (LGA) Finance Peer Review.

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

**Reason:** Budg/pol framework

**Wards affected:** All Wards

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

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**CABINET - 15 September**

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**Decision maker(s):** Cabinet

**Earliest date the decision will be made:** 15 Sep 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

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**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](mailto:ian.hawthorn@lbhf.gov.uk)

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**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](mailto:matt.rumble@lbhf.gov.uk)

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**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](mailto:andre.mark@lbhf.gov.uk)

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**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 (responsible for Children and Education)

**Reason:** Affects 2 or more wards

**Wards affected:** All Wards

**Contact officer:** Roisin Conroy, [Roisin.Conroy@lbhf.gov.uk](mailto:Roisin.Conroy@lbhf.gov.uk)

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**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](mailto:andre.mark@lbhf.gov.uk)

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**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](mailto:andre.mark@lbhf.gov.uk)

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**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

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**Decision maker(s):** Cabinet

**Earliest date the decision will be made:** 15 Sep 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

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## **CABINET - 13 October**

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**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](mailto:andre.mark@lbhf.gov.uk)

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**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](mailto:David.Gawthorpe@lbhf.gov.uk)

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**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

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**Decision maker(s):** Cabinet

**Earliest date the decision will be made:** 13 Oct 2025

**Proposed Key Decision: Procurement Strategy for Edward Woods towers external façade and window replacement works and consultancy support**

This report seeks approval of a procurement strategy proposing the use of frameworks to source a works contractor and multidisciplinary consultant

**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:** Shepherds Bush Green

**Contact officer:** Richard Buckley, richard.buckley@lbhf.gov.uk

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### **CABINET - 10 November**

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### **CABINET - 8 December**

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**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

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### **CABINET - 19 January**

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**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

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### **CABINET - 9 February**

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### **CABINET - 9 March**

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**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

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