

Cabinet Agenda

Monday 10 November 2025 at 7.00 pm

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

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MEMBERSHIP

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

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

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

Access to information notice

The Cabinet gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of items 4, 5, and 5 which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

Deputations

Members of the public may submit a request for a deputation to the Cabinet on reports on this agenda using the Council's Deputation Request Form. Completed forms must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. Forms must be sent to david.abbott@lbhf.gov.uk by: Wednesday 5 November 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 14 November 2025 at 3.00pm. If no valid call-in requests are received by the deadline, a confirmed decision list will be published and the decisions can be implemented.

Cabinet agenda

10 November 2025

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATION OF INTERESTS	
	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3.	MINUTES OF THE PREVIOUS MEETING	5 - 9
4.	PROCUREMENT STRATEGY FOR HOUSING REPAIRS 2027	10 - 32
	<p>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.</p>	
5.	EXTENSION AND VARIATION OF THE REPAIRS AND MAINTENANCE SOUTH AREA CONTRACT	33 - 40

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

6. UPDATE ON HOUSING COMPANY

41 - 65

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.

7. KEY DECISIONS LIST (TO NOTE)

66 - 127

8. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)

Proposed resolution

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

London Borough of Hammersmith & Fulham

Cabinet

Minutes



Monday 13 October 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 Andrew Jones, Cabinet Member for The Economy

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 Councillor Bora Kwon.

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 15 September 2025 were agreed as an accurate record.

4. FUNDING COMMUNITY BENEFITS THROUGH PLANNING OBLIGATIONS DRAW DOWN REPORT 2024/25

Councillors Andrew Jones (Cabinet Member for the Economy) and Rowan Ree (Cabinet Member for Finance and Reform) introduced the report that set out the projects and services in the financial year from 1 April 2024 to 31 March 2025, that are to be funded (in part or in full), from monies received through Section 106 agreements or the Borough Community Infrastructure Levy. Together they represented £22.4m of investment in community benefits secured by the Council from developers as part of their planning permission.

Councillor Andrew Jones noted that the £22.4m that had been negotiated allowed the Council to invest in projects such as the Civic Campus and the rejuvenation of King Street, the Law Enforcement Team to help keep residents safe and secure, the innovative gangs unit, genuinely affordable housing, and climate change and flood mitigations.

Councillor Rowan Ree added that this was more than the Council had ever raised from Section 106 and the Community Infrastructure Levy, despite the challenging economic environment and showed the Council was getting as much money as possible for infrastructure and services for residents.

Councillor Adronie Alford asked if the additional money allocated to the Civic Campus was planned or an overspend. The Leader said the Council had always envisaged spending money to create flexible office space for entrepreneurs and they had expanded that. He added that there had been cost overruns that were well documented due to Brexit, the pandemic, and inflation, but the scheme would pay for itself within 15 years through income generation.

Councillor Alford asked if the issues with the Health and Safety Executive were due to be resolved. The Leader said that was a matter for the Health and Safety Executive. There was an accident on site, the Health and Safety Executive came in and carried out a detailed review which delayed the project by a year. But the project was back on track and aimed to be open early next year.

The Leader spoke about the Administration coming into office and their focus on improving negotiation with private developers to ensure the benefits of development were shared with residents. By improving training to officers and a change in culture he said they were able to achieve record sums and used that money to save the Lyric Theatre, give money to the H&F Foodbank, and have the largest number of Council-funded police officers in the borough's history. The Leader thanked Councillor Andrew Jones for his leadership in this area.

RESOLVED

1. That Cabinet approves the 2024/25 drawdown of Section 106 and Community Infrastructure Levy monies as set out in this report, to fund expenditure of £22,413,499 for a wide range of community benefits across the borough.

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. LOCAL PLAN REVIEW - REGULATION 18 PUBLIC CONSULTATION

Councillor Andrew Jones (Cabinet Member for the Economy) introduced the report that sought approval to undertake a Local Plan Regulation 18 consultation. Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 outlined the initial public consultation stage for a local plan. This stage allowed the public, stakeholders, and other relevant parties to provide feedback on the draft local plan before it moved on to the next stage.

Councillor Andrew Jones noted that the Local Plan set the policy framework for the borough's development over the next 10 to 15 years and the Council welcomed feedback from residents and other stakeholders. He added that the plan supported the Government's ambition to build 1.5m new homes and would address key issues for residents, including setting out the future of the borough's high streets and plans to address climate change.

Councillor Adronie Alford asked about the proposal to demolish the Hammersmith flyover and replace it with a tunnel. She supported the idea in theory, but raised questions about whether it was realistic and what impact it would have on reopening Hammersmith Bridge.

The Leader said the tunnel and Hammersmith Bridge were separate issues. The Council had already spent £47m to stop the bridge collapsing. The total cost of restoration, estimated to be £300m, was beyond the bounds of a local authority and a matter for Government. Regarding the proposed tunnel, the Leader said the project could reclaim a lot of prime land and the money generated from the land could be used to fund the tunnel. He noted that this would required a different approach to planning in the city the Council would need to work with the Mayor of London and TfL on this.

Councillor Wesley Harcourt noted the Local Plan was a key part of the Council's climate change agenda, noting the significant technological advancements that had taken place since the previous plan.

The Leader reiterated that the Council wanted to hear from residents about their ambitions and concerns. He said we had to think about what the borough would look like in the mid-century, and how to future proof the borough for the new economy. He spoke about Upstream London, the Council's industrial strategy, and the goal to be a 'campus borough' that supported entrepreneurship and innovation. To support those goals, the borough needed affordable and flexible office space, housing, and more green spaces – and the new Local Plan would bring that vision closer to reality. The Leader thanked Councillor Andrew Jones for his work on this agenda.

RESOLVED

1. That Cabinet approved the draft Local Plan Regulation 18 for public consultation (Appendix 1).
2. That Cabinet gave delegated authority to the Director of Planning and Property, in consultation with the Cabinet Member for the Economy, to make any necessary editorial amendments and minor changes to the appendices prior to consultation.
3. That Cabinet approved the adoption and publication of the attached revised Local Development Scheme (Appendix 2) to reflect the adjusted Local Plan timetable.
4. That Cabinet approved the updated Statement of Community Involvement (SCI) for adoption (Appendix 3).
5. That Cabinet noted that the evidence base documents (listed in this report) will be published alongside the regulation 18 Local Plan.

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. CAPITAL PROGRAMME MONITOR AND BUDGET VARIATIONS 2025/26 (QUARTER 1)

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report which set out the details of the forecast capital programme for the financial year 2025/26 (including the financing of the programme for the year) and future years.

Councillor Rowan Ree noted that the report covered investments in the Council's housing stock to ensure they were warm, safe and green. As well as investment in the public realm, local schools, and the most comprehensive CCTV network in the UK.

Councillor Adronie Alford asked if members had concerns, given the current economic environment, about over-borrowing. Councillor Ree said that over the last four years borrowing had mostly been internal, as interest rates had been high. He explained that rates were monitoring closely, and the Council only borrowed where it made financial sense to do so. He explained that unlike other types of borrowing, borrowing from the Public Works Loan Board for the Housing Revenue Account was discounted. Councillor Alford asked what the difference in rates was and Councillor Ree replied that it was a 0.6% difference.

The Leader thanked Councillor Ree for the report.

RESOLVED

1. That Cabinet noted the overall forecast of £280.7m for 2025/26 capital expenditure which is a net increase of £13.4m in comparison to the revised budget of £267.3m at 2024/25 outturn.
2. That Cabinet approved a total additional investment of £105.2m across the revised four year programme, including new additional borrowing, the details of this investment are set out in Appendix 1.
3. That Cabinet approved the updated four-year capital programme for 2025-2029 of £679.8m, as detailed in the report. This is a net increase of £105.2m in comparison to the forecast four-year programme as at outturn 2024/25 (£574.6m).

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. KEY DECISIONS LIST - TO NOTE

The Key Decision List was noted.

Meeting started: 7.00 pm
Meeting ended: 7.42 pm

Chair:

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/11/2025

Subject: Procurement Strategy for Housing Repairs 2027

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

Report author: Dorothy Sturzaker, Programme Manager

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

SUMMARY

This decision report seeks approval for London Borough of Hammersmith and Fulham Council (the “Council”) to procure Borough-wide responsive repairs contracts for the Housing service, to commence on Monday, 2 August 2027. These contracts will cover the term-service responsibility for repairs contracts.

The objectives of this procurement are to continue the recovery of the repairs service for day-to-day repairs, void works, emergencies and communal areas. It will also include the procurement of specialist contractors for damp and mould, and the general maintenance of windows, drainage, doors and roofs. This will continue to improve our residents’ customer journey. The Strategy will also offer long term stability to our repairs supply chain over several years.

RECOMMENDATIONS

1. To note that Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. Approve the procurement strategy to undertake a procurement exercise, using the competitive flexible procedure for a borough-wide responsive repairs service, in compliance with the requirements of the Procurement Act 2023, Procurement Regulations 2024, and the Council’s own Contract Standing Orders (CSOs).
 3. Approve that the Executive Director of Finance and Corporate Services, in consultation with the Assistant Director of Legal Services and the Assistant Director of Repairs be authorised to enter into agreements as necessary to bring the decisions in this procurement strategy into effect.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	This procurement exercise will include social value (which the Council brands as Added value) as part of the procurement weighting. "Building shared prosperity" is a recognised measure of the Council's "themes, outcomes, and measures" for social value. Inclusion in the procurement will ensure that building shared prosperity remains in focus for the new suppliers mobilised as part of this contract.
Creating a compassionate council	<p>The Council is obliged to ensure homes are kept in a good standard of repair, so residents can live in safe, warm environments. Overdue repairs negatively impact our tenants.</p> <p>This procurement is going to place a critical emphasis on the bespoke needs of H&F's residents. Potential suppliers will be required to deliver a repairs service embodying customer care principles such as empathy, respect and responsiveness. This approach will ensure that H&F is a caring and compassionate local authority that takes a customer-driven approach to delivery.</p>
Doing things with local residents, not to them	The contract will stipulate high standards of resident communication throughout the works process.
Being ruthlessly financially efficient	The proposed competitive procurement route will stimulate cost competition and enable the Council to secure value for money.
Taking pride in H&F	It is important that the Council provides tenants with homes to be proud of. The recommendations are designed to improve the responsive housing repairs service to secure a service which achieves this aim.
Rising to the challenge of the climate and ecological emergency	The Environment Team is being consulted to ensure that minimum Council standards are included in the contract specification. Also, at procurement stage, potential suppliers will be invited to include their plans for reductions in

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
	<p>carbon emissions associated with their provision of the services as part of the added value offer, and the use of recycled and environmentally sustainable materials.</p> <p>All works specified will incorporate the latest Building Regulation requirements. Products specified will be of low energy use and sourced from sustainable resources.</p>

Financial Impact

This report is not intended to approve budgets but is seeking approval of the procurement strategy via a competitive tendering process. A further report will be required to approve the appointment of a contractor and to set out the detailed financial implications.

The costs of the procurement are expected to be funded from approved revenue and capital budgets. Finance officers will work closely with the Housing service to ensure that this procurement is affordable to the Housing Revenue Account business plan.

Danny Rochford, Head of Finance (Housing), 13 June 2025

Verified by James Newman, AD Finance, 18 July 2025

Legal Implications

The Council has an obligation to keep its stock in repair and to undertake the necessary work on voids to enable them to be relet as soon as possible. These are part of the Council's duties as a landlord under the Landlord and Tenant Act 1985 and as a local housing authority under the Housing Act 1985.

The value of the proposed contracts means that the Procurement Act 2023 will apply. The contract therefore needs to be advertised and competitively tendered in accordance with the requirements of the legislation. The proposed procurement process is the competitive flexible procedure. This allows the Council to determine its own procurement process subject to the overriding requirements of fairness and equal treatment. It allows for the number of participating suppliers to be limited. It also allows bids to be refined through a process of dialogue and negotiation. Bearing in mind the size and complexity of these contracts, this is an appropriate and proportionate approach to the procurement.

The Council must have regard to the National Procurement Policy Statement setting out the Government's strategic priorities for procurement.

The Council is obliged to set and publish at least three Key Performance Indicators (KPIs) for the contract. A KPI is defined as a factor or measure against which a supplier's performance can be assessed during the lifecycle of the contract. The KPIs will be set by the Executive Director of Finance and Corporate Services in accordance with recommendation 2.

This will be a high value contract for the purposes of the Council's CSOs. The use of the competitive flexible procedure is a compliant method of procurement for a contract of this value. The requirements of the CSOs will therefore be met.

This is a key decision under the Council's Constitution and needs to be included on the key decision list on the Council's website.

John Sharland, Special Projects Lawyer, 22nd April 2025

Procurement Comments

The procuring officer must continue to work with the Procurement team to ensure the procurement process is undertaken compliantly and in accordance with the Procurement Act 2023, Procurement Regulations 2024, and the Council's own CSOs.

The Procurement and Commercial team have requested Conflict of Interest Declaration Forms from anyone involved in, and/or with influence over any decision making regarding the procurement process.

The procurement project must be set up on and undertaken using the capitalEsourcing eProcurement portal, and all associated details and documents must be attached to the project.

Chris Everett, Category Lead – Procurement and Commercial, 1st May 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. The Council's repairs service has 2 large dedicated general repairs contracts and its own Direct Labour Organisation (DLO) that deal with the maintenance and void works for its social housing properties.
2. The Council has circa 17,000 housing properties, covering a wide range of architectural types, which includes leaseholders and tenants. As a Social Landlord it is responsible for internal repairs to tenanted properties and communal and external repairs for leaseholders and tenants.
3. The Social Housing sector also has several key legislative requirements and the Council needs to ensure that it has arrangements in place to meet them. These are detailed below:
 - a. Social Housing (Regulation) Act 2023 including "Awaab's law" requiring damp and mould defects and other emergency hazards to be remedied within strict timescales
 - b. Revised Consumer Standards
 - c. Levelling-up and Regeneration Act 2023
 - d. Strengthening of Ombudsman Powers
 - e. Social Housing Repair Timescales
4. In August 2020, following a competitive tendering process three contracts for repairs and maintenance, disrepair, and voids were awarded for the North, Central, and South areas to three separate contractors. Of these contracts, only the South area contract, awarded to Mears Ltd. (Mears), is still in operation. In September 2024 a three-year contract was awarded to Wates Property Services Ltd. (Wates) for repairs & maintenance, disrepair, and voids in the North and the Central areas of the Borough. The new service for these areas was mobilised in October 2024.
5. The contract with Wates has built on other initiatives to stabilise and improve the repairs service. In 2023, several interim contractors were procured to target complex repairs, general building works, and capital disrepair. The supply chain has also been enhanced with the mobilisation alongside these interim contracts of smaller repairs contractors focusing on specific trades, such as plumbing, electrical, and damp and mould cases.
6. The contract with Mears continues to be closely monitored through new client management processes, which have resulted in performance against the Council's KPIs improving.
7. The Council has also increased its DLO capacity, including the direct management of the White City estates and sheltered accommodation.
8. The expansion of day-to-day repairs and specialist repairs capacity has improved first time repairs fixes, and improved customer satisfaction. This will continue to be monitored closely.

9. The long-term improvement of the service is now dependent on the procurement of new contracts by Monday, 4th January 2027, ready for mobilisation and demobilisation by Monday, 2nd August 2027. A key objective of the implementation of the strategy is to ensure that there is sufficient time to mobilise new contractors. The procurement timetable set out in this procurement strategy provides for an extended mobilisation period.

Reasons for Decision

10. To continue the recovery of responsive repairs, void works, disrepair and damp and mould, as well as improvements to the customer journey for our residents'. This will also offer long term stability to the Council's repairs supply chain over a period of 6 years.
11. To control the costs of the service through commercially astute applications of contracts and negotiated agreements with contractors in line with procurement regulations.
12. To build upon improvements in performance achieved to date within the Repairs Service and enhance the resilience of repairs delivery through a refined lotting structure and pricing mechanism.

Contract Specifications Summary

13. The successful supplier will cover the services currently being delivered through the current term contracts, augmented by additional planned preventative maintenance activities. In summary these comprise:
 - a. Emergency callouts and repairs
 - b. Day to day repairs to internal properties
 - c. Communal repairs (excluding Mechanical and Electrical)
 - d. Community Hall Repairs
 - e. Planned preventative maintenance and ad hoc 'lifecycle' renewals (i.e., excluding major works included in the capital programme) for:
 - i. Gutter clearance
 - ii. Drainage works
 - iii. Kitchen replacements
 - iv. Bathroom replacements
 - v. Window replacements
 - vi. Roofing renewals
 - vii. Damp and mould improvement work
 - viii. Decorating; and
 - ix. Energy Performance Certificate (EPC) surveys (during a repair and/or void works).
 - f. Voids
 - g. Disrepair
 - h. Damp and mould
 - i. Specialist ventilation
 - j. Scaffolding; and
 - k. Roofing.

14. The existing delivery models use a number of different forms of contracts and price models that have evolved over the last five years. These are detailed below:
 - a. Mears – Joint Contract Tribunal (JCT) 2016 Measured Term Contract with a Price Per Property and Price Per Void
 - b. Wates – National Housing Federation (NHF) 2008 revision 11 with NHF schedule of rates, bespoke rates and preliminaries, overheads and profit paid separately on a one twelfth basis
 - c. DLO – operates on salaries, materials and plant cost basis.

The new contracts will utilise pre priced NHF schedule of rates and a number of bespoke items. Suppliers will tender percentage adjustments to deliver the works and service which, will be inclusive of its profit and overheads for managing the contract.

The JCT 2024 measured term contract will be used with the Council's amendments. Percentage tender adjustments will be for individual trades which allows suppliers to tender accurately on a sustainable basis rather than based on historical repair volumes that are subject to fluctuation and changes in demands.

Procurement Route Analysis of Options

15. The supplies, services, and/or works being procured have been identified as falling within the scope of Common Procurement Vocabulary (CPV) codes 45000000 – Construction Work, and 50000000 – Repair and Maintenance Services. The value of the contract is contained in Exempt Appendix 1 and included any options to extend. This means the procurement falls within scope of the Procurement Act 2023, Procurement Regulations 2024, and the Councils CSOs, as applicable.
16. **Option 1: Do nothing (business as usual) – Not recommended**
The Council has a legal obligation to ensure it has compliant arrangements in place to deliver these supplies, services, and/or works. Therefore, doing nothing has been precluded as an option.
17. **Option 2: Deliver the supplies, services, and/or works in-house (make/buy decision) – Part recommended**
It is proposed that Lot 1: Responsive Repairs to Internal Properties, will be delivered by the DLO inclusive of Sheltered Housing Units and Hostels across the Borough. This would mean that recognised Council employees deliver this workstream to focus on local knowledge and good performance. Performance will be measured both operationally and financially and this will be considered for any future expansion, if it is sustainable. To ensure that the cost of works carried out by the DLO can be recovered, it will cease to carry out communal works and current operatives will be re-assigned to internal repairs in Lot 1. By making procured external contractors who have been through a full S20 consultation process responsible for communal works, the costs can be recovered via the service charge.

It should be noted that bringing all the Lots in-house poses a significant risk to the Council, but delivering 1 Lot also allows the Council to benchmark external suppliers on price and performance.

18. **Option 3: Undertake a full regulated procurement process, advertised to the market – Recommended**

A fully regulated competitive procurement process, using the competitive flexible procedure, has been identified as providing the most appropriate route to market in ensuring ruthless, financial efficiency, and enabling the Council to deliver the highest quality service to its tenants and residents. This route has been subject to consideration by the market during Preliminary Market Engagement (PME), and was identified as the most appropriate route, enabling the Council to develop an approach which can incorporate negotiation and/or dialogue, which suppliers would welcome. For these reasons, this option is recommended.

19. **Option 4: Procure using a compliant framework, Dynamic Purchasing System (DPS) or Dynamic Market – Not recommended**

The Council previously used a compliant framework agreement to establish an interim call-off contract, providing the necessary time to prepare and procure a bespoke contract for these supplies, services, and/or works. Whilst the call-off contract is working well, it is understood the scope of the requirement would benefit from a tailored contract and service which use of a framework does not enable. Therefore, this option is not recommended.

Market Analysis and Engagement

20. A PME exercise was undertaken to inform this procurement strategy. It was based on a survey of current repairs suppliers to gain an understanding of the issues that are impacting performance and review any lessons learned. Distortion of competition during PME activities was avoided through publishing the opportunity to take part in market engagement activities on the Central Digital Platform (CDP) (Find A Tender Service (FTS)). The reference number for the Notice is 2025/S 000-011856. The FTS PME Notice identifier is 2025/S 000-011856. The FTS Procurement Identifier is ocds-h6vhtk-04ec7d. In total, 13 responses were received. A further 15 suppliers declined to respond because the timing was not right for them, and they were focusing on the other contracts at the current time.
21. In addition, five Small and Medium Sized Enterprises (SMEs) responded as a result of working with business engagement colleagues in the Economic Development team. Further liaison work, to encourage SMEs to take part in the procurement process, will take place before the Tender Notice is published in December 2025.
22. The feedback received from the PME has informed the Strategy as follows:
- a. **Procurement Route** – Several suppliers believed that dialogue as part of the tender process was an essential element. The Competitive Flexible route allows for dialogue and forms one of the recommendations of this procurement strategy.

- b. **Lotting Structure** – The market confirmed that the lotting structure proposed by this strategy is acceptable, including specialist lots for complex repairs, disrepair, damp and mould, and pre-planned maintenance for windows, drainage, and roofing.
 - c. **Recovery of Contractor's Investment** – A contract duration of 6 years, in the format 3 + 2 +1, has been proposed, which will allow suppliers to recover their investment by including extensions for suppliers who are performing well.
 - d. **Accurate Service Costs**
 - i. Suppliers asked for different scenarios to be provided for different types of works as part of the procurement document suite so that they can accurately forecast their contract prices. It is intended to provide scenarios for complex repairs, damp, and mould.
 - ii. The Council will provide a basket of rates for the pricing of kitchens and bathrooms as requested by suppliers.
 - e. **Encouraging SMEs to Participate in the Procurement Process** – This will be achieved through the lotting structure, which includes specialist contracts more attractive to smaller contracts.
23. 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.
24. 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.
25. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

Local Economy and Social/Added Value

26. The social housing maintenance market is well developed both regionally and within London. There are multiple Tier 1 suppliers, and several have turnovers above £50m. These large suppliers tend to deliver services and works by a combination of directly employed operatives and extensive supply chains (Tier 2 contractors). The SME social housing maintenance market is also well developed with many of these suppliers within the London area.
27. Historically, the Council has tended to package all work streams into large contracts which by their value and size excludes many SMEs.
28. The lotting structure of this procurement is aimed at providing greater opportunities to SMEs whilst balancing the Council operational requirements for effective delivery. The introduction of smaller specialised contracts will not only provide the Council with more capacity but will also attract a mixed market of both large and SME suppliers.

29. 10% of the quality weighting will be focused on social value. Throughout the procurement process the Council will actively engage the H&F social value team to ensure that community benefits are maximised. This approach supports local suppliers, fosters job creation and skills development among residents, promotes inclusivity by involving community members in decision making, and commits to environmental sustainability. By social value considerations, the Council aims to, inclusive, and environmentally conscious community.
30. In alignment with the Council's social value priorities, the strategy focuses on:
- Inclusive Smart Economy** – Supporting local businesses, enhancing skills, and increasing employment and apprenticeship opportunities.
 - Happier, kinder H&F** – Promoting health and wellbeing, co-production, and equalities.
 - Climate and Ecological Emergency** – Achieving net carbon neutrality and sustainability.
31. By embedding these priorities, the Council will ensure that its procurement activities continue to contribute to the broader goals of shared prosperity, inclusivity, and environmental stewardship.

Lot Considerations

32. The Council is proposing to procure several contracts that cover the various workstream demands within its repair service, to ensure capacity and flexibility across the service. Each contract will back up another contract, reducing the risk of service failure and providing attractive contract opportunities to the market for SME's and larger suppliers. It will also allow our own DLO to deliver internal responsive repairs to ensure there is a mixed approach to delivering repairs.
33. The tables below set out the existing and new proposals to give an overview of the new proposed lotting structure.

Existing Contract Arrangements

Lot No.	Area (Borough)	Incumbent Supplier	Scope
1.	North	Wates Property Services Ltd.	1. Emergencies; 2. Responsive Repairs; 3. Voids; and 4. Component Replacements.
2.	Central		
3.	South	Mears Ltd.	1. Emergencies; 2. Responsive Repairs; 3. Voids; and 4. Component Replacements.

Lot No.	Area (Borough)	Incumbent Supplier	Scope
4.	White City (Located in the North)	DLO	<ol style="list-style-type: none"> 1. Responsive Repairs; 2. Communal Repairs (across the borough); and 3. Sheltered and Hostel Responsive Repairs across the borough.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Proposed Future Lotting Structure

Lot No.	Area (Borough)	Contract / Service Level Agreement (SLA)	Scope
Repairs and Voids			
1.	North	DLO – SLA Repairs	1. Responsive Repairs to Internal Tenanted Properties.
2.	Central	Contract – Repairs and Voids	1. Emergencies. 2. Responsive Repairs 3. Voids. 4. PPM. 5. Component Replacements; and 6. Communal Repairs. Lot 2 also deliver out of hours, communal repairs, voids and component replacements in Lot 1. The supplier awarded to this Lot will be required to provide back-up to Lots 1 and 3.
3.	South	Contract – Repairs and Voids	1. Emergencies. 2. Responsive Repairs. 3. Voids. 4. PPM. 5. Component Replacements; and 6. Communal Repairs. The supplier awarded to this Lot will be required to provide back-up to Lots 1 and 2.
Specialist Contracts			
4.	North*	Contract – Disrepair and Complex Works	1. Disrepair a. Works resulting from a legal case. 2. Complex Works a. Structural works. b. Refurbishments; and c. Decency works where not part of a major works programme. * Each contract will back up each other and the middle of the
5.	South*	Contract – Disrepair and Complex Works	

Lot No.	Area (Borough)	Contract / Service Level Agreement (SLA)	Scope
			borough will be split 50:50 across both contracts.
6.	North and Central	Contract – Damp and Mould	1. Damp and Mould Treatments. 2. Ventilation (Mechanical and Communal); and 3. Associated Thermal Improvement Works The suppliers awarded to each Lot will provide back-up the other Lot.
7.	South	Contract – Damp and Mould	
Planned Preventative Maintenance (PPM)			
8.	Borough-wide	Contract – Drainage	1. Jetting and De-Scaling. 2. Lining; and 3. Replacements.

34. An SLA with the DLO will be prepared, setting out the arrangements, financial commitments, and performance requirements. For all external contracts, the Council's Legal Services team will prepare a JCT Measured Term Contract with the Council's standard amendments.
35. It is proposed that each Contract will have Consumer Price Index (CPI) built in that will be applied from the first April following the initial anniversary of the Contract.
36. Lots 1, 2 to 3 will include a requirement for contractors to undertake Retrofit works, providing the funding is available to the Housing revenue Account (HRA)". The funding is not guaranteed and will include match funding as provided by the government which could vary to a limit of £10m (£5m grant funding + £5m HRA) per lot.

People Based Considerations

36. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is applicable to this contract.

Risk Assessment and Proposed Mitigations

37. Please see the table of the key risks below:

Risk	Proposed Mitigation
<p>1. Busy Market – The Council is currently operating in a “sellers” market as there is a lot of client-demand available. This is resulting in a scarcity of supply.</p>	<p>The Council has used PME to demonstrate to suppliers what it is seeking to achieve from the procurement. It will also be using dialogue with the market (via the procurement exercise) to demonstrate strong commissioning intentions and customer-qualities. The Council has also structured this procurement into several Lots which will provide access to a wider and local market. Through this approach the Council will ensure that it has maximised interest from suppliers and is a desirable customer to work with.</p>
<p>2. Reputation of the Council – The recent findings of the Housing Ombudsman and historic changes to contracts may impact market appetite and the Council’s ability to transfer risk.</p>	<p>The service has stabilised since the Housing Ombudsman findings were published. Lessons have been learnt and will be introduced into the contractual documentation for this procurement. This strategy will include pricing mechanisms that allow potential suppliers to price accurately and transparently so that the Council will only pay for what it orders.</p>
<p>3. Baseline Data – The Council has insufficiently comprehensive and accurate baseline data against which potential suppliers can develop their proposals.</p>	<p>The volume of different types of repairs has been carefully analysed to build a financial model of the proposed commercial model for the contract, to provide an accurate picture of demand for different types of work, including disrepair and complex repairs.</p>
<p>4. Cost Increases – Material and labour costs have increased significantly over the last 18 months.</p>	<p>The Council will configure its procurement to ensure that a wide range of contracting methods are in place to tackle cost pressures. These include (but are not limited to):</p> <ol style="list-style-type: none"> 1. Economies of scale 2. Pragmatism with indexation

Risk	Proposed Mitigation
	3. Avoidance of over-specification/wastage; and 4. The offer of security of business to support supply chain cost development.
5. Risk Adversity within the Market Driving up Prices Offered During the Procurement Process – Suppliers are costing risk to account for volatile price changes, liability risk and the need to ensure contract profitability.	New pricing model will allow potential suppliers to price more accurately, promoting the ethos of sustainable procurement rather than pricing to win.
6. TUPE and Labour Implications Stemming from a Potential Change in Supplier.	The Council will ensure that it engages the right teams within the Council to ensure that they are sighted and proactive in relation to effectively managing the TUPE process.

Contract Duration Considerations

38. The contracts will run for a minimum of 3 years, with the option for 2 further extensions of 2 years and 1 year, subject to good performance, in essence a maximum 6-year contract.
39. This provides attractive packages to the market whilst allowing the Council to benefit from long term social value initiatives from good performing suppliers.

Timetable

40. An estimated timetable of the competition process through to contract commencing, has been included below.

Action	Date
1. Key Decision Entry (Strategy)	Thu, 1 May 2025
2. Contracts Assurance Board (Strategy) and Strategic Leadership Team (SLT)	Wed, 18 Jun 2025
3. Cabinet Member Briefing	Tue, 12 Aug 2025
4. Cabinet Sign-Off (Strategy)	Tue, 11 Nov 2025
5. Tender Notice Published (Go-Live)	Mon, 12 Jan 2026
6. Closing Date for Clarifications	12:00 noon on Fri, 17 Apr 2026

Action	Date
7. Closing Date for Procurement Responses	12:00 noon on Fri, 1 May 2026
8. Evaluation of Procurement Responses	Mon, 1 Jun 2026
9. Moderation of Procurement Responses	Tue, 30 Jun 2026
10. Award Recommendation Report	Wed, 14 Oct 2026
11. Cabinet Member (Award)	Tue, 20 Oct 2026
12. Contracts Assurance Board (Award)	Wed, 21 Oct 2026
13. Key Decision Entry (Award)	Wed, 21 Oct 2026
14. Assessment Summaries	Tue, 17 Nov 2026
15. Contract Award Notice Published	Wed, 9 Dec 2026
16. Standstill Period Ends	Fri, 18 Dec 2026
17. Contract Engrossment	Mon, 28 Dec 2026
18. Contract Detail Notice Published	Mon, 4 Jan 2027
19. Contract Mobilisation and Implementation	Mon, 4 Jan 2027
20. Contract Commencement Date	Mon, 2 Aug 2027

Selection and Award Criteria

41. An evaluation panel will be identified to assess quality and price. The Strategic Project Board for the Procurement will set out the exact evaluation criteria, but it will be broadly based on the following.
42. **Quality** – Will be assessed against responses to several method statements, that will also cover social value requirements. The following evaluation criteria will be used

Criteria	Weighting	
Quality (50%)	Quality	Social Value
	40%	10%
Price (50%)	50%	
Total (100%)	100%	

43. **Price** – The potential supplier with the lowest overall compliant Commercial (Price) Offer will be awarded the full Commercial (Price) Score (50%). All other procurement responses will be scored in accordance with the following calculation:

$$= \left(\frac{\text{Lowest Submitted Commercial (Price) Offer}}{\text{Potential Supplier's Submitted Commercial (Price) Offer}} \right) \times \text{Commercial (Price) Envelope Weighting}$$

44. Potential suppliers will be required to confirm that they have fully understood the NHF measurement rules as part of the procurement process.
45. Each potential supplier's overall combined score for price and quality will be used to identify the preferred supplier, who provided the Most Advantageous Tender (MAT), that being those with the highest overall score(s), being recommended for a contract award.
46. No supplier can be awarded more than one contract, to ensure that the Council has maximum capacity and service continuity within its repairs service.

Contract Management

47. The standard of workmanship and service will be monitored and measured by the Housing Repairs Team. The service will be allocating a quantity surveyor to ensure contractual obligations are met and payments are made in line with those obligations to protect the Council financially.
- Repairs** – An order will be raised based on the resident calling or inspection by a Council officer. Housing Repairs will call a sample (expected to be 10%) of residents once the order has been completed, to ensure satisfaction, and where issues are identified, no payments will be certified until they are resolved.
 - Voids** – All works will be jointly inspected before, during, and on completion of works. Suppliers will be required to provide all relevant documentation and warranties prior to any payments being made for the works.
 - Planned Works** – Scopes of works will be agreed prior to project plans being prepared by the supplier and consulted with residents. Once plans have been agreed, weekly joint inspection visits will be undertaken between the suppliers and Council officers and handed over on completion, prior to payment being made.
 - Disrepair** – Scopes of works will be agreed between legal parties and scheduled. Joint inspections, updates and handovers will be undertaken within the strict protocols for disrepair work.
48. There will be monthly performance meetings in which KPIs will be reviewed. KPIs may include, but not be limited to:
- Emergency attendance within 2 hours
 - Completion of orders to meet the priority codes
 - Resident satisfaction
 - 20% of all day-to-day works will be audited. If snagging is required, the supplier has 3 working days to resolve and evidence

- e. Void turnaround times
 - f. Planned preventative maintenance programmes completed on time; and
 - g. Scaffolding struck within set notice periods.
49. The Council will include set criteria to calculate deductions based on poor performance and these will be included along with the specific deductions set out below:
- a. £50 for each missed appointment paid out to a resident
 - b. Any legal and compensation costs paid by the Council if a disrepair order is not completed within the designated timescale, where this is the fault of the supplier
 - c. Rental loss where a void is not completed on time including the council tax costs; and
 - d. £30 for every failed post-inspection to cover Council costs.
50. Where KPI's are not being met, improvement plans will be required from the supplier and weekly updates provided. Should performance not improve, works will be withdrawn and placed with a back-up contractor and all costs associated with this transfer of work will be the liability of the underperforming supplier.
51. Social Value will be monitored in conjunction with the Social Value Portal (SVP) by the Housing Repairs team and reported on at agreed intervals.

Equality and Inclusion Implications

52. Two key equality and inclusion issues have been identified. Firstly, language barriers may pose significant challenges in the effective delivery of repairs work, potentially impacting communication and service quality for residents with limited English proficiency. The *Supporting Our Residents* project within Housing records residents' spoken languages in the NEC system, enabling multilingual services via surveys, chatbots, and webchats. Translation services, multilingual staff, and AI tools also support communication.
53. Secondly, there is a concern regarding whether the resident representatives involved in the Housing Representatives Forum (HRF) and the Fire, Building Safety and Repairs Working Group (FRAG) adequately reflect the diversity of the wider community, particularly in relation to protected characteristics. The HRF and FRAG include members across a range of protected characteristics, including age (30–80), disability, marital status, race, religion/belief, marriage and civil partnership, pregnancy and maternity groups, and sex (male and female). No members are currently identifying as non-binary or transgender.
54. Full details are provided in the EQIA in Appendix 2.

Verified by Strategic Lead for EDI, Yvonne Okiyo, 2 May 2025.

Risk Management Implications

55. There is an operational risk that the complexity of the programme will impede delivery.
56. It is recommended that the programme is set up with a robust governance structure with clear communications and reporting, defined change controls, agreed escalation routes, and a maintained Risks, Assumptions, Issues, and Dependencies (RAID) log.
57. There is an operational risk and resulting people risk that the service provided may deteriorate during the lifetime of the engagement.
58. This risk must be reduced. It is recommended that prior to any renewal that a formal review is conducted against both KPIs and on site to determine the delivery of a quality service.

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

Climate and Ecological Emergency Implications

59. The Council specifications will include for climate change reductions by addressing:
 - a. Contractors to provide carbon reduction plans for their companies and supply chains linked to KPI's and annual reviews to measure progress.
 - b. Material selection will be reviewed and include waste reduction, recycling, low energy and water resource saving components that collective will have an overall impact of reducing carbon and natural resources.
 - c. Accreditations as part of compliance checks and ongoing monitoring throughout the life of the contract.
 - d. Sharing good practice between larger and SME companies.
 - e. Auditing and measuring progress.
 - f. Renewable technologies will be included within the contracts where appropriate.
 - g. Contractors will be required to have an electric/ hybrid fleet within 12 months of the start of the contract.

Jim Cunningham, Strategic Lead for Net Zero Housing, 9th May 2025

Local Economy and Social Value Implications

60. In line with the Council's Added Value Policy and Sourcing Strategy, this procurement will dedicate 10% of the quality envelope weighting to Added Value.
61. 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.

62. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments.
63. 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 (Stronger, Safer, Kinder H&F, and Responding to the Climate Emergency), as outlined in this report.
64. 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), 6th May 2025

Information Management Implications

65. Successful suppliers will require access to the Council's Housing NEC system for processing orders, variations and payments. All works will be issued via the NEC system for transparency and auditability. Dedicated work programmes will be set up on the Housing NEC system and linked to the agreed budgets for each contract. Council officers in the repairs team will provide training to the successful suppliers for the Housing NEC system. Information data sharing between the successful suppliers and the Council will be via the supplier's portals.
66. Suppliers will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training. The service will need to complete a Data Privacy Impact Assessment.
67. The contract documents will need to include the Council's data protection and processing schedule. This is compliant with the UK Data Protection law.
68. The Council's approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use the Council's contract templates.

Implications verified by Cinar Altun, Strategy Lead – Digital Services – 18 June 2025

Consultation

69. The repairs service has continued to engage with residents concerning not only the performance of individual suppliers, but also the residents' journey and experience of the service. In January 2025 the Customer Journey map was presented to the Fire, Building Safety, and Repairs Working Group (FRAG).

Following minor revision, it was approved and will continue to form the cornerstone of continuous improvement for the repairs service.

70. A Stage 1 S20 Consultation with Leaseholders concerning this Procurement Strategy will start in October 2025, concluding in mid-November 2025. Another consultation will take place towards the end of 2026, once the preferred supplier has been identified. The results of the consultation will be included in the award report for the contracts included in this strategy. Residents will be consulted through FRAG, the Housing Representatives Forum and TRAs.

LIST OF APPENDICES

Exempt Appendix 1 – Budget and Financial Plan

Appendix 2 – Equalities Impact Assessment (EIA)

Equalities Impact Assessment (EIA)

Protected Characteristic	Details
Age	Council tenants in Hammersmith and Fulham are older than the average population. Data suggests that 28% of Council tenants are aged 65 years and over, compared to approximately 10% of the overall population in the borough being seniors aged 65 and over.
Care leavers	No impacts have been identified that are associated with these protected characteristics.
Disability	<p>Council tenants in Hammersmith and Fulham are more likely to have a disability than the average population. Approximately 32% of Council tenants have a disability, compared to 12.5% of the general population in the borough, however, 50% of residents identify as having a disability or health problem.</p> <p>Older tenants and individuals with disabilities are at a higher risk of adverse outcomes when their homes require repairs. These risks are exacerbated if repairs are not addressed promptly and effectively. The proposals outlined in this procurement strategy have the potential to enhance outcomes for this group by improving the performance of the repair's contracts.</p> <p>The Repairs Client Team and Customer Services Centre have established protocols to prioritise work for vulnerable tenants, including older and disabled individuals. They coordinate with contractors to mitigate risks. Additionally, the KPIs for the service aim to improve contractor responsiveness to communications from the Customer Services Centre, ensuring that vulnerability protocols are followed.</p>
Gender reassignment	No impacts have been identified that are associated with these protected characteristics.
Marriage and Civil Partnership	No impacts have been identified that are associated with these protected characteristics.
Pregnancy and Maternity	Pregnant tenants and tenants with young children face higher risks of negative outcomes when their homes require repairs. If these repairs are not addressed promptly and effectively, the risks increase. The proposals in this procurement strategy aim to enhance outcomes for this group by improving the performance of the Repairs contracts.

Protected Characteristic	Details
	<p>However, repair works can negatively impact pregnant tenants and young families, whether they are directly affected or as neighbours. The Repairs contracts include requirements for resident liaison and tenant experience, which will continue to be closely monitored. Key performance indicators related to resident satisfaction and complaints handling are particularly relevant in this context.</p>
Race	<p>Social housing tenants in Hammersmith & Fulham are generally more ethnically diverse compared to the broader borough population. This strategy aims to enhance outcomes for this group by improving the repairs service.</p> <p>Language barriers can create challenges during repair works. The <i>Supporting Our Residents</i> project identifies the languages spoken by residents and records them in NEC. This allows services—such as surveys, chatbots, and webchats—to be delivered in residents’ native languages. The council also uses translation services, multilingual staff, and AI tools to support communication. The Repairs contracts include requirements for resident liaison and tenant experience, which will continue to be closely monitored. Key performance indicators related to resident satisfaction and complaints handling are particularly important in this context.</p>
Religion and Belief	<p>No impacts have been identified that are associated with these protected characteristics.</p>
Sex	<p>No impacts have been identified that are associated with these protected characteristics.</p>
Sexual orientation	<p>No impacts have been identified that are associated with these protected characteristics.</p>

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/11/2025

Subject: Extension and Variation of the Repairs and Maintenance South Area Contract

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

Report author: Gavin Duncumb, Senior Commercial and Contracts Manager – Economy Repairs

Responsible Director: Sukvinder Kalsi, Executive Director Finance and Commercial

SUMMARY

This report seeks approval to extend and vary the Repairs and Maintenance South Area Contract (the “Contract”) with the Incumbent Supplier, identified in appendix 1 for two years (until 2027) for the provision of reactive repairs and void works within housing properties owned by London Borough of Hammersmith and Fulham Council (the “Council”). The value of the extension is identified in appendix 1. In addition, this report seeks approval to vary the current contract approval for the value identified in appendix 1 to allow for the cost of this extension as well as match the projected spend to 31st July 2025.

The current Contract is for a total period of seven-year and commenced on Saturday 1 August 2020, this term includes two-year extension option after year 5.

The Council is currently seeking approval for its long-term procurement strategy for its successor contract for which the new contract start date is estimated to commence in August 2027, and this extension and variation will ensure arrangements continue in place to deliver repair and voids works.

RECOMMENDATIONS

1. To note that Appendix 1 and Appendix 2 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the extension of the Contract for two years from Friday, 1 August 2025 until Friday, 30 July 2027 to provide suitable qualified, skilled labour, and materials necessary in providing responsive repairs, voids works and planned component replacements within Housing owned properties located in the London Borough of Hammersmith and Fulham (LBHF).

3. To note that the existing Contract allows for this extension provision.
4. To approve a variation to the Contract Value in Appendix 1.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The supplier is committed to social value outcomes such as local employment; community engagement and local supply chain spend which will stimulate the local economy and build shared prosperity for the local community.
Creating a compassionate council	Maintenance, voids and component replacements ensure that our social housing properties provide great homes for our residents.
Doing things with local residents, not to them	The Contract requires high standards of communication with residents in its duration.
Being ruthlessly financially efficient	The Contract is demand led, and the Council has made great improvements within its Repair Service. Void refurbishment works also allow the Council to re-let its properties to reduce the impact of homelessness. Insert here other items.
Taking pride in H&F	The Council is committed to a continuous effort to provide tenants with homes that are safe and well managed.
Rising to the challenge of the climate and ecological emergency	The existing specification and void lettable standard will be compliant with the latest Building Regulations. Component replacements, such as windows, roofs and flooring will include for upgrading insulation to improve thermal efficiency. Electric vehicle transport for Mears is moving towards hybrid and full electric fleet.

Financial Impact

This report seeks approval to extend the contract with the Incumbent Supplier for the provision of reactive repairs and void works for two years from August 2025 to end of July 2027.

The cost of the two-year extension and variation is included in appendix 1, a proportion of which is for additional works in the event that other contracted suppliers providing similar work lack capacity to deliver fully. This provision, if utilised, will be funded from other supplier underspends against approved capital and revenue budgets managed by the Repairs division.

Based on surveys carried out by and the professional opinion of the Repairs service, an estimated 39% of responsive works and 92% of void works will be capitalisable.

An estimate of the revenue spend for the two-year extension and variation is included in appendix 1 against the annual budget, which is sufficient to fund the expected revenue costs.

In February 2025, Cabinet approved a capital budget for spend on void works and responsive capital works across financial years 2025/26 to 2027/28, which is sufficient to cover the estimated capital component of the cost of works in this report.

The estimated capitalisation ratio will be dependent on the actual nature of the works, therefore there is a risk that a higher proportion of costs than expected will fall to revenue. Finance officers will work closely with the service to ensure that the volume of works are carefully managed within the approved budget envelopes.

Further details which complement this financial impact are included in appendix 1.

Mark Collins, Principal Accountant (HRA Revenue) and Anjeli Chadha, Principal Accountant – Housing Capital, 4th July 2025 and Danny Rochford, Head of Finance (Housing), 7th July 2025

Verified by: Andre Mark, Head of Finance (Strategic Planning and Investment), 20th August 2025

Legal Implications

The Council has a statutory duty to keep its tenanted housing stock in repair under the Landlord and Tenant Act 1985.

The Contract with the Incumbent Supplier is a public works contract under the Public Contracts Regulations 2015 and therefore any extension needs to fall within one of the cases set out in regulation 72. (Since the contract was entered into before the Procurement Act 2023 came into force, the 2015 regulations apply).

The extension of the contract falls within regulations 72(1)(a) which allows for modifications where “the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses”. The extension was provided for in the original contract and is therefore compliant with the regulations.

Under the Council’s Contract Standing Orders (CSOs), an extension can be approved where the award of Contract decision referred to provision for a Contract

extension and the Contract terms made explicit provision for an extension. This is the position here, so the proposed extension complies with the CSOs.

This is a key decision under the Council's constitution and needs to be included in the key decision list on the Council's website.

John Sharland, Special Projects Lawyer, 24th June 2025

Verified by Glen Egan, Assistant Director of Legal Services, 4th August 2025

Procurement Comments

The contract has the option to extend built into the original agreement, and any modification must be in line with the requirements of Regulation 72 (Modification of Contracts During their Term) of the Public Contracts Regulations 2015 and the Council's CSOs.

All associated details and documents must be attached to the contract on the capitalEsourcing eProcurement portal, and all applicable legal notices must be published within their legislated deadlines.

Chris Everett, Category Lead – Procurement and Commercial, 7th August 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. The Council's Repairs Service has 2 large dedicated general repairs contracts and its own Direct Labour Organisation (DLO) that deal with maintenance and void works for our social housing properties.
2. The Contract with the Incumbent Supplier serves Lot 3 south of the borough and was initially procured in 2019 to 2020. The Contract commenced on Saturday 1 August 2020 for an initial period of five years with the option to extend for a further two years.
3. The estimated initial contract value is included in Appendix 1. This Contract was mobilised during the Coronavirus (COVID-19) pandemic lockdown and there has been a significant increase in cost across the construction sector. In addition, the war in Ukraine and United Kingdom's exit from the European Union have also impacted materials and supply chain costs.
4. The Incumbent Supplier has also acted as a backup contractor in Lot 1 and 2 (north and middle of the borough) which were mutually terminated early.

Reasons for Decision

5. The Council, as a landlord, has an obligation to comply with its obligations under the Landlord and Tenant Act 1985.
6. The initial term of this Contract will expire on Thursday 31 of July 2025. The Contract allows for a two-year extension. The Incumbent Supplier has delivered a good level of service to date for the Council and has provided support whilst the Council re-procured its repair and void contracts that serve Lot 1 and 2 (north and middle of the borough). On this basis, this report seeks approval to extend and vary the contract by 24 months to Friday, 30 July 2027 which will maintain the services and works for Lot 3 south of the borough.

Contract Specifications Summary

7. The Contract delivers the following workstreams;
 - a. Out of hours service;
 - b. Responsive day to day repairs;
 - c. Planned repairs;
 - d. Communal repairs;
 - e. Void works; and
 - f. Kitchen and bathroom replacements.
8. The Contract price model includes the following;
 - a. Site preliminaries and overheads;
 - b. Percentage on cost for central office overheads;
 - c. Price Per Property (PPP) – Covering internal day to day repairs. This is a set price that is paid 1/12th.
 - d. Price Per Void (PPV) – A set price for void refurbishment up to a financial limit. Works specified in excess of this financial limit are then recovered by Schedule of Rate (SOR).
 - e. SORs for all other works using the M3 Housing Ltd.'s (M3NHF) Schedule of Rates version 7.
9. The Contract does have Consumer Price Index that is applied annually which also recovers an annual review which is due each July.

Proposals and Analysis of Options

10. **Option 1: Allow the Contract to lapse without extending it – Not recommended**

This is not a viable option as the Council requires a supplier to deliver on our landlord obligations. Such inaction could potentially have adverse consequences by increasing the risk of legal disrepair and resulting in financial and reputational damage to the Council. As a consequence in line with Point 6 above the service seeks approval to extend the existing contract until 30 July 2027.

11. **Option 2: Re-procure for a long-term supplier via a competitive procurement process, at the initial Contract end date – Not recommended**
This option is not recommended as there is insufficient time to undertake a full procurement exercise as a competitive procurement exercise could take over eighteen months to complete. Consequently, there is not enough time for demobilisation/mobilisation which will negatively impact quality provision and would leave the Council without a permanent supplier to maintain repairs and voids in the south of the borough.
12. **Option 3: Extend the existing Contract for the remaining two years allowed under the Contract extension provision – Recommended**
This is the recommended option to ensure continuity and high standards in service provision to residents, compliance with health and safety obligations and value for money. This option would allow sufficient time for the Repairs Service to deliver its re-procurement plan.
13. Details of the Incumbent Supplier's performance against contractual Key Performance Indicators (KPIs) is included at Appendix 2.

Equality Implications

14. It is not anticipated that the approval of these proposals, as set out in the recommendations, will have a direct negative impact on any protected groups under the Equality Act 2010.
15. The existing Contract includes robust Equality, Diversity, and Inclusion (EDI) clauses that require the supplier to comply with all relevant equalities legislation and to promote inclusive practices in service delivery and employment.
16. The Council has due regard to its Public Sector Equality Duty (PSED) under Section 149 of the Equality Act 2010 and will continue to monitor the supplier's compliance with these obligations throughout the extension period.

Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 23rd June 2025

Risk Management Implications

17. There is an organisational risk that delivery is incomplete or of a low quality due to the requirement to complete the work at speed. This risk must be accepted. It is advised however that prior to signoff and final payments that the delivery is reviewed to determine if it meets contractual obligations.
18. There is a reputational risk that residents are unhappy at treatment, disruption or that the quality of work is poor. It is recommended that engagement with residents is managed by the Incumbent Supplier throughout each engagement with no less than weekly updates on progress.

19. It is noted that the Incumbent Supplier have not yet met the agreed KPIs but are working towards this. Nevertheless, the KPIs must continue to be tracked, and a date set by which they must be met. Failure to do so should result in a re-evaluation of the engagement.

Jules Binney, Risk and Assurance Manager, 23rd June 2025

Climate and Ecological Emergency Implications

20. This extension and variation will assist the Council to improve its current thermal efficiency of its social housing properties when these receive extensive repairs or are part of a voids work programme, in line with the Retrofit Strategy's focus on embedding Retrofit works in general maintenance subject to funding being available.
21. The Incumbent Supplier has a net zero target A Net Zero Carbon Strategy and Science Based Transition Plan to be net zero by 2030 within the Incumbent Supplier's organisation. Its commercial fleet is midway transitioning to electrical vehicles across the country and will be complete by 2030.
22. The Incumbent Supplier is also a leading member of the National Home Decarbonisation Group that is actively working towards delivering sustainable energy efficient homes and are PAS accredited for retrofit.
23. the Incumbent Supplier has achieved 97.33% diverting waste from landfill and have had zero pollution incidents or environmental legislation breaches.

Meghan Kingsley-Walsh, Heat Decarbonisation Lead, 27th June 2025

People Based Considerations

24. There are no people-based considerations for this report. Current staff employed on the Contract will continue to deliver the works and services.

Local Economy and Social Value Implications

25. The original procurement exercise factored in social value within the evaluation weighting.
26. This report indicates that the supplier is committed to social value outcomes such as local employment, community engagement, and local supply chain spend which will stimulate the local economy and build shared prosperity for the local community.
27. Social value will also be applicable to the contract extension and variation, with targets proportionate to the duration of the extension and variation.
28. In line with the agreed corporate procurement approach, it is recommended that any commitments around Social Value are uploaded and monitored via Social Value Portal.

29. It is recommended that the commissioner works closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the Council can enforce its right to remedies if social value commitments are not delivered.

Harry Buck, Social Value Officer (Procurement), 23rd June 2025

ICT Implications

30. This existing Contract has a full IT interface with the Council's Housing NEC Management Software system. All orders, variations, inspections and payments are processed via Housing Management software system. PPP, preliminaries and overheads are paid via the Management Software system on a 1/12th basis. The service will need to ensure there is a complete Data Privacy Impact Assessment in place for this.
31. This two-year Contract extension and variation with the Incumbent Supplier provides business continuity, however the size of the Contract and complexity indicate a need for early planning in preparation for procurement after the end of this Contract extension. Digital services and the business development team should be engaged with respect to future procurement plans to ensure there is sufficient time to review digital impacts of any move away from the current supplier.
32. The Contract contains a Data Protection policy and the Incumbent Supplier have confirmed that its staff have received Data Protection training. Any new contract should ensure these are up to date.
33. The Council's approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our Council contract templates.

Cinar Altun, Strategy Lead – Digital Services, 19th June 2025

LIST OF APPENDICES

Exempt Appendix 1 – Extension Award Details

Exempt Appendix 2 – Overview of Current Contract Performance

Report to: Cabinet

Date: 10/11/2025

Subject: Update on Housing Company

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

Report author: Labab Lubab, Head of Partnerships, Investment and Assurance

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

SUMMARY

This report updates Cabinet on the process of establishing a wholly-owned Housing Company (the Company) following its in principle approval of the Outline Business Case (OBC) in November 2024.

Following the in-principle approval, officers have developed a Business Plan (the financial implications of which are summarised in exempt appendix 2) and taken necessary external professional, legal and financial advice on the basis of the functions that the Company plans to fulfil. This report summarises the Business Plan and sets out a series of recommendations which, if approved, will enable the Company to become operational and deliver against its objectives.

In short, the Business Plan sets out the Company's ambition to refurbish a number of void council-owned blocks and explore the potential to acquire additional homes using the Company. Three disused blocks have been identified as the most appropriate pilot schemes. Upon completion, these blocks would deliver the first 7 new homes for the Company. Indicative modelling suggests that the Company may be capable of delivering up to 30 homes in its first year.

This report contains a number of recommendations. It asks Cabinet to approve the decision to establish the Company and to note the Business Plan that the Company's Board will consider and develop. It then asks Cabinet to approve the provision of a loan facility (details of which are included at exempt Appendix Two) in order to finance the first year of the Company's operations. There are a series of recommendations which request that authority be delegated to the Cabinet Member for Finance and Reform and/or Executive Directors to implement further functions to this end.

RECOMMENDATIONS

That Cabinet:

1. Agree that Appendices Two and Three, 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. Approve the decision to establish and incorporate a wholly-owned Housing Company
3. Note the existing delegations (approved within the Cabinet Report at Appendix One) that permit the Executive Director of Finance and Corporate Services in consultation with the Cabinet Member for Finance and Reform and the Director of Legal Services to carry out the necessary functions to implement Recommendation 2.
4. Note the strategic direction of the Company's Draft Business Plan (as summarised in exempt Appendix Two) that its Board will consider once operational.
5. Approve the provision of a loan facility, up to the amount specified in exempt Appendix Two, to the Company for its use as working capital in order to finance its operations and to refurbish three void properties and other investment opportunities that may arise.
6. Delegate authority to the Cabinet Member for Finance and Reform, in consultation with the Executive Director of Finance and Corporate Services and the Director of Legal Services, to agree the final terms of and to implement the loan facility.
7. Delegate authority to the Cabinet Member for Finance and Reform, in consultation with the Executive Director of Finance and Corporate Services and the Director of Legal Services, to authorise the transfer of underutilised assets to the Company.
8. Delegate authority to the Executive Director of Finance and Corporate Services and the Executive Director of Place to, acting on behalf of the council, negotiate, agree and enter into Service Level Agreements with the Company on behalf of services within their remit(s) to support the operations of the Company.
9. Note that Officers will provide regular progress updates and briefings to Cabinet and Cabinet Members, including an annual update report to Cabinet.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The council's business plan reflects the administration's manifesto commitment to establish a council-owned Housing Company to diversify affordable housing

	options across the borough. The provision of additional affordable housing is important to fostering inclusive economic growth.
Doing things with local residents, not to them	Where the Company undertakes refurbishment and capital works schemes it will seek to adopt the council's best practice around resident engagement.
Being ruthlessly financially efficient	The outline business case for the Company and the Business Plan are predicated on the assumption that this approach will be able to yield significant financial savings across the HRA and the General Fund.
Taking pride in H&F	Ensuring that the council makes best use of its stock by bringing complex void properties back into use is important to improving the local environment and the national housing crisis.
Rising to the challenge of the climate and ecological emergency	The Company, as a wholly owned subsidiary of the council, will recognise the actions required by the H&F 2030 Climate and Ecological Emergency Strategy and seek to deliver against this plan.

Financial Impact

Financial analysis and commentary can be found in Exempt Appendix 2 under 'Financial Implications

James Newman - Assistant Director for Finance (Deputy s151) - 23 September 2025

Legal Implications

The Council has taken specialist legal advice from Trowers & Hamblins on all aspects of establishing and operating a housing company. This advice is contained in exempt Appendix Three. It includes the legal powers relating to the establishment of a company, its financing and governance, the roles and responsibilities of its directors as well as the relationship between the Council and the company including its scrutiny.

As well as considering this advice, Cabinet must be satisfied that the proposed business plan is robust and realistic, taking account of potential market fluctuations so that the risks to the Council of establishing and financing a housing company are balanced by the likely economic benefits that will arise from establishing the company.

If a housing company is incorporated by the Council, legal advice to the company will continue to be provided by Trowers & Hamblins, with the Director of Legal Services continuing to advise members and Council officers.

Background Papers Used in Preparing This Report

Creating a Housing Company – Report to Cabinet in November 2024: [Cabinet Report - Creating Housing Company Final 22.10.2024.pdf](#)

DETAILED ANALYSIS

Summary of Outline Business Case approved in November 2024

1. In November 2024, Cabinet approved the in-principle decision to create a Housing Company. A summary of the approved recommendations within that report is provided below:
 - In-principle, approval of the decision to create the Company
 - Delegation of authority provided to the Executive Director of Corporate Services (in consultation with the relevant Cabinet Member and the Director of Legal Services) to execute all functions necessary to establish the Company, to appoint external consultants to provide professional advice, and to appoint directors
 - Note that Cabinet would be subsequently asked to consider the Company's Business Plan
2. The report set out the strategic rationale for the establishment of a Housing Company and, in light of the council's strategic objectives and housing challenges, identified three functions that the Company could fulfil in response:
 - Function One: Property acquisitions
 - Function Two: Bring complex council-owned voids back into use
 - Function Three: Address the increased demand for temporary Accommodation
3. The OBC contains a detailed description of each function and the benefits envisaged. The outline business case assessed the proposal through the Treasury's Five Case model which determined that there is:
 - Strong strategic alignment between the council's corporate objectives and the establishment of a wholly owned Housing Company.
 - Economic benefits such as revenue generation, increased affordable housing supply, and long-term asset retention.
 - An appropriate strategy in place to deal with commercial risks and ensure Business Plan deliverability.

- A range of options to finance the Company and that mechanisms are in place to model investments to protect the long-term financial sustainability of the Company, as well as the council's financial interests.
 - Appropriate staff and monitoring mechanisms to, with the correct legal advice, develop effective governance mechanisms for the Company.
4. Although the decision was taken in November 2024 to approve the OBC and to delegate authority for the incorporation of the Company, officers have chosen to not implement that authority until the Business Plan has been developed. A detailed Business Plan allows the council to better understand the financial, legal, and governance implications of the proposals.
 5. In the meantime, however, officers have taken professional advice on the legal, technical, and governance aspects of the business planning process and the incorporation of the Company so that it can be quickly operationalised upon approval of the recommendations within this report.

Legal advice and governance proposals

6. The legal implications on the powers that the council possesses to establish the Company and to carry out the proposed functions are described in detail within the relevant section of this report.
7. It is proposed that the Company appoints a board of at least three directors. It is recommended that the Directors be council officers of at least Assistant Director seniority. Board Directors will be required to respond to a person specification that encompasses the key skills required to meet the needs of the Company. It is envisaged that Directors will bring skills relating to one or more of the following disciplines: finance, property and housing management and operations, business management.
8. It is standard practice across the sector to have a board of between three to five directors. Given the scale and scope of this Business Plan, it is proposed that the company appoint a board of at least three directors. Moreover, the council as sole shareholder may deem it appropriate and beneficial to appoint a non-executive director or independent chair with other relevant business skills within the sector.
9. In any event, it is deemed that senior officer board representation spanning finance, housing management and operations, and housing delivery will provide the board with sufficient skillsets and expertise to exercise its duties on the basis of the current proposed Business Plan.
10. Company Directors will receive training upon appointment and are aware of the risk of conflicts of interest that exist in regard to the role of Director and the role of decision-maker within the council as regards, for example, lending and borrowing and transfers of property. Appropriate governance mechanisms will be in place to ensure clear demarcations of responsibility and to mitigate against potential conflicts of interest as described above.

11. In order to implement the Business Plan, it is recommended that the Company has a lean staffing structure, consisting of an (initially) part-time Finance resource and Managing Director with some further project resource. Staffing resource, whether that be full-time or part-time, will be governed by service level agreements between the council and the Company, or interim support where preferable.
12. Under the proposals, the service level agreements would cover functions such as housing management, maintenance and other finance functions such as rent collection for homes held within the Company. The agreements would also cover the resource required for the delivery of schemes and activity within the Company. The council's legal advisors have drafted these agreements which will be subject to approval by relevant Executive Directors.
13. The nature of the service level agreements means that no staff will be subject to TUPE arrangements and that no staff will be directly employed by the Company. This arrangement means that the substantive roles of those engaged by the Company under service legal agreements will not change, but that staff will act on behalf of the Company for a certain proportion of their contracted time under the terms of the service level agreement.
14. In order that the Company can operate dynamically Directors will have a range of powers, including the authority to approve expenditure within the loan facility up to a defined amount. It is important to note however that as sole shareholder the council and its Cabinet are ultimately responsible for establishing the strategic direction of the Company and issuing direction to the Directors. This oversight will be facilitated through both formalised updates to Cabinet and more regular commercial meetings that monitor the performance of the Company at a strategic level.
15. The Business Plan and the external legal advice, appended at exempt appendices Three and Four respectively, describe the indicative roles and responsibilities that would be expected to be undertaken by officers, board directors, and the shareholder representatives respectively.

Summary of Company Business Plan

Structure and assumptions

16. This section of the paper serves to summarise the contents of the Business Plan and the overarching rationale and assumptions on which it is founded.
17. Cabinet should note that the third workstream outlined in the OBC (PSL temporary accommodation transfer) is not, owing to its complexity and resource intensity, included within the current Business Plan and will be considered separately following the conclusion of additional due diligence.
18. In view of the council's financial constraints, the Business Plan has been modelled in such a way that it provides the organisation with the opportunity to deliver a small number of pilot schemes in years one and two to prove concept with the ability to scale-up with more significant investment should the council deem this beneficial.

19. The financial assumptions that underpin the Business Plan have been subject to rigorous review and scrutiny from external advisors and the council's finance department. This review has ensured that the assumptions are in line with other developing organisations across London and have been benchmarked particularly against other wholly-owned Housing Companies.
20. For consistency across the organisation, the assumptions and financial hurdles also closely reflect those that are applied within the council's own direct delivery and housing supply programmes.
21. The Business Plan describes the purpose of the company and its strategic vision within its present operating context. It also sets out the anticipated activities of the company within its first year and the associated financial implications. Appended to the Business Plan are additional documents such as the draft service legal agreements, exit strategy, risk register and articles of association.
22. Encompassed within the Business Plan is a requirement for the Company to establish and adopt a robust exit strategy. At present, it is not proposed that the Company would employ staff directly so it would be possible to terminate or adjust service level agreements according to operational requirements. In terms of the Company's asset portfolio, the exit strategy will concentrate on the disposal of assets back to the council directly or to third parties so that the council can realise its equity.
23. Risk mitigation plans are also in place for the Company. As set out in the Business Plan, the Company aims to deliver a range of affordable housing options but retains the flexibility, as may be required, to charge market rents in order to generate additional income to support its operations.

Outputs and activity

24. The Company plans to operate across refurbishment schemes and acquisitions in its first year. An indicative schedule of year one schemes is, subject to viability and market conditions, outlined below.
25. As the Company is not a Registered Provider of Social Housing, it will neither operate social rent homes nor grant secure tenancies. Decisions in regard to the tenure of housing let by the Company will be at the discretion of its board, but in order to respond to the objectives of its shareholder it will seek, subject to ongoing viability, to deliver intermediate housing for groups such as key workers.
26. The Housing Company may utilise newly refurbished and acquired properties to support the shareholder's needs. For example, this could include alleviating temporary accommodation pressures, which offers dual benefits: (1) rents set at Local Housing Allowance levels help sustain the company's business plan viability, and (2) it may deliver revenue savings for the shareholder in other areas. Decisions on such matters will be made by the Board of Directors at appropriate junctures.
27. The outputs of the first year of operation within the Business Plan, and the associated proposed staffing structure to deliver them, are proposed as pilot schemes in order to prove concept and deliver some early schemes. Subject to

successful implementation, Cabinet may choose in future years to scale the operations of the Company.

28. The finance comments Exempt Appendix Two describe the costs associated with the refurbishment of the three identified void blocks and the indicative costs associated with a potential acquisition programme.
29. The on-cost assumptions that sit within the financial modelling described in the finance appendix are based on an outline staffing structure that consists of – through the implementation of service level agreements – a part-time managing director, finance director, and delivery lead.

Reasons for Decision

30. This decision is required as Cabinet is the appropriate decision-maker to approve both the establishment of a wholly-owned subsidiary and the necessary budget requirement for the provision of a loan facility.

Equality Implications

31. There are no direct equality implications arising from the decisions sought in this report in relation to the establishment of the housing company. The decisions do not disproportionately affect protected characteristic groups.
32. Where the company may in future decide to adopt a business case and plan for the proposed function(s), these decisions will be informed by Equality Impact Assessments which will take into account the most recent and available data in terms of both the proposals and the borough demography

Risk Management Implications

33. The OBC, approved by Cabinet in November 2024, highlighted a number of key risks associated with the incorporation and operation of a wholly owned Housing Company, including the requirement for Directors to receive appropriate and robust training on their duties and responsibilities.
34. This report recommends that Cabinet approve a capital budget to, through General Fund on-lending, finance the first year of the Company's operations in line with the Business Plan. In approving the capital budget, Cabinet is also asked to note the Business Plan that will be subject to Board approval once the Company is incorporated.
35. The Business Plan outlines a number of the key risks associated with the establishment of the Company and outlines how the Company will treat the risks associated with its own operations.
36. In terms of risks presented to the council as funder and shareholder, a short summary is provided below.

Risk description	Mitigation
Legal risk – The council is not legally permitted to act in accordance with the recommendations in this report.	Reduce risk: External specialist legal advice has been sought (advice note included at exempt Appendix Four). This legal advice confirms that the council possesses the relevant powers needed to fulfil its functions as funder and shareholder.
Financial risk – The council, in funding the company, is failing to make a sound investment that protects its financial interests and meets its investment hurdles.	Reduce risk: The outputs of the business plan have been subject to robust financial modelling to ensure that the proposed schemes and investments meet the council's financial hurdles. Robust governance procedures are in place for the Company so that Board Directors appropriately monitor and drawdown funding.
Legal/Financial risk – The council does not have correct expertise in navigating complex tax implications both to the company and the impact on the personal taxation status of the directors.	Reduce risk / transfer risk: The administration, management and taxable status of the company should be advised by external accountants and solicitors. However, it is noted that the actual responsibilities remain with the directors and it is beholden on them to determine impact to their own taxable status.
People risk – The legal status of all LBH&F staff requested to complete duties for the company and the impact on their personal status is complex.	Reduce risk: The legal, working and financial impact for all those LBH&F staff required to complete any duties for the company must be enshrined in contracts. It is vital that any staff working for the company have the work planned in advance and the impact on deliverables for LBH&F is taken into account. Any LBH&F should not be identified as 'moonlighting'. The impact upon their own personal taxation status should also be determined in advance.
Operational risk – The council has concerns regarding the ongoing performance of the Company and continued financing of its operations.	Reduce risk: Cabinet and Cabinet Members will receive regular updates from the Company Directors. The council, as sole shareholder, retains the ability to cease the Company's operations and the Company will possess an exit strategy to this end.

Reputational risk – Resident and local press perspective may view the establishment of a limited company as an attempt by the council to escape from local authority assurance and oversight and to the possible commercialisation of services and administration.	Reduce risk: Regular company reports including balance sheets, performance, deliverables, contracts as well as commentary must be made accessible to residents.
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Jules Binney, Risk and Assurance Manager, 27th August 2025

Climate and Ecological Emergency Implications

37. Similarly to the implications outlined in the OBC, there are no direct climate and ecological emergency implications arising from the approval of the recommendations within this report.
38. The Company's Business Plan sets out that it recognises the council's Climate and Ecological Emergency strategy and that accordingly Directors will, in approving investment decisions, require that the energy efficiency and other sustainability credentials of schemes have been maximised within what is permitted by the viability of individual investment proposals. The Business Plan and the Company's operations will have regard to the council's adopted Retrofit Strategy, which sets out a fabric-first approach focused around cost-effective interventions.
39. The Company, in reporting back to Cabinet on an annual basis, will provide an update in respect of how it is embedding its sustainability objectives through its activities.

Meghan Kingsley-Walsh, Heat Decarbonisation Lead, 27/08/2025

Personnel

40. As highlighted elsewhere in this report, the Company will not employ staff directly. Rather, functions will be carried out through service level agreements with relevant council departments.

LIST OF APPENDICES

Appendix 1 – November 2024 Cabinet Report – Housing Company OBC
Exempt Appendix 2 – Exempt Finance Implications
Exempt Appendix 3 – External legal advice from Trowers and Hamlins

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 04 November 2024

Subject: Creating a Housing Company

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

Report author: Labab Lubab – Head of Partnerships, Investment and Assurance

Responsible Director: Sukvinder Kalsi – Executive Director of Finance and Corporate Services

SUMMARY

The challenges facing councils across the country in providing an adequate supply of affordable housing are well-documented. Equally well-recognised are the pressures that currently confront councils in respect of unprecedented demand for temporary accommodation (TA) and the difficulties of providing sufficient TA within broader local government financial constraints.

This report seeks cabinet approval to establish wholly owned council housing company that will aim to provide a wider choice of housing options for people in the borough. Through a diversified property portfolio, the council will seek to broaden the housing options available for people underserved by the current housing provision in the marketplace.

The objectives the company delivers will range from enhancing the provision of temporary housing for homeless households to increasing the provision of intermediate rent and low-cost homeownership housing for key workers. The company will also be structured to enable provision of market rent homes to help raise the housing standards in the private rented sector.

The report establishes the strategic and operational context underpinning the proposal and describes the multiple benefits that the council could expect to realise through the creation of a housing company.

The paper also sets out – using the Treasury’s five case model – the outline business case that serves to justify the proposals to Cabinet and requests approval of a series of recommendations that will both authorise the creation of the housing company and delegate authority to individual Cabinet Members to take operational decisions on the ongoing functions of the company.

This report is not seeking – at this stage - to commit any council resources to the company other than those limited to its incorporation and the establishment of its board and governance mechanism.

Following detailed feasibility studies, future decisions will be required to enable the company to undertake a range of real estate related activities such as acquisitions, lettings, developments, investment and other related trading activities. These future decisions will also consider any funding source and arrangements required to enable the company to undertake each activity.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve in principle the establishment of a wholly owned housing company limited by shares.
2. Delegate to the Executive Director for Finance and Corporate Services in consultation with the Cabinet Member for Finance and Reform and the Director of Legal Services:
 - a. to incorporate the company, establish its article of association and such other documents that are necessary to enable the establishment of the company, its board and governance structure.
 - b. to take any necessary steps including procuring and appointing any consultants or suppliers to support the governance of the company, and support feasibility studies on any trading activity that company may undertake subject to future decisions
 - c. Appointment of company directors.
3. Note that the company business case/s prior to incorporation of the company will be brought back to Cabinet for approval

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The report proposes the establishment of a council-owned housing company that will enable the council to be more flexible in offering a broad range of affordable housing products to meet the varied needs of residents and to promote inclusive economic growth.
Creating a compassionate and inclusive council	The proposal is focused on improving the supply of affordable housing across the borough to provide access to safe and affordable homes for some of the borough's most vulnerable residents. It also focuses on the generation of significant savings in

	temporary accommodation expenditure which safeguards council finances and the protection of a range of council services aimed at supporting the borough's at risk residents.
Doing things with local residents, not to them	As part of the council's co-produced corporate plan, the organisation has committed to exploring the feasibility of establishing a wholly owned housing company. The council will carry out further co-production as the proposal develops to ensure that the purpose of the company reflects the priorities and needs of residents.
Being ruthlessly financially efficient	The proposal offers the council opportunities to make significant savings on current TA costs, which are described within this report.
Taking pride in H&F	Alleviating general fund temporary accommodation cost pressures will serve to safeguard a range of services aimed at keeping the borough safe, clean and prosperous. The proposal will also provide a route for the council to bring long-term complex void properties back into use, contributing to better placemaking across the borough's neighbourhoods.
Rising to the challenge of the climate and ecological emergency	The council is committed to improving the environmental performance of properties that it may either acquire or bring back into use in line with the council's commitment to addressing the climate and ecological emergency.

Financial Impact

This report proposes the establishing of a wholly owned housing company to progress three pre-determined and separate functions, as outlined in paragraph 10, namely:

1. Pursue property acquisitions on the open market properties and intermediate homes to increase provision of affordable homes
2. Bring complex and expensive HRA voids back into use
3. Address the increased demand for Temporary Accommodation

Function 1 would be a primarily revenue driven activity, with the other 2 functions requiring capital funding for the acquisition of properties, which the company would borrow from the General Fund.

As is made clear in the report, the progressing of each strand will only be taken forward once a clear business case (based on the Treasury's five business case model as referred to above) has been established for each line, with this report asking that Cabinet delegate the ability to progress any or all of the aforementioned strands to officers, on completion of a satisfactory discreet business case.

Acknowledging failures of subsidiaries within the sector, there is considerable detail required to build a satisfactory business case within this context, that takes into account the appropriate management of associated risks. In addition to the company's own viability, it is imperative that the General Fund is kept whole, in terms of any financing it provides and minimal exposure to potential company deficits.

The ability to operate a successful subsidiary will be reliant on assembling the appropriate mix of skills and expertise across a number of different facets, including private sector accounting and tax knowledge (which will also form part of the business case). Officers will also need to ensure the company's activities are compliant with the UK's Subsidy Control regulations (State Aid as was).

Prepared by James Newman, AD Finance, 30 September 2024

Verified by officer name, role title, date verified (send to Sukvinder Kalsi, Andre Mark, or James Newman for verification)

Legal Implications

The Council has the power to set up a company to carry out the functions referred to in this report. If it undertakes activities for a commercial purpose then, under s4(2) of the Localism Act 2011, it must do so through a company. The types of company which can be used for this purpose are set out in s4 of the Localism Act and include a company limited by shares under the Companies Act 2006.

In this context a commercial purpose includes the company generating a profit on its activities and paying dividends or surpluses to the Council's general fund.

This report sets out an outline business case. A detailed business case will be required in relation to each of the proposed strands of activity the company is proposing to undertake. This is essential to ensure that the company is subject to effective management and governance and meets all legal and regulatory requirements relating to companies.

Any directors appointed will need to have training on the requirements for company directors. The company will need to have clear practices in relation to conflicts of interest including guidance for directors.

Under the Local Government and Housing Act 1989 the housing revenue account is required to be "ring-fenced" i.e. expenditure in relation to the housing stock within the account must be accounted for within the HRA. The way in which the proposal to grant leases of HRA voids with a view to recouping the costs of these through rental income will need to ensure that these requirements are observed.

John Sharland, Assistant Director of Legal Services 23/9/2024

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

BACKGROUND AND CONTEXT

1. The council's Corporate Plan 2023-26 reinforces the importance of housing as a key corporate priority to address the borough's shortage of affordable homes. This plan makes a new commitment to *"Explore the feasibility of creating a council-owned housing company to support an increase in affordable homes for residents who do not qualify for social housing and cannot afford the open market."*
2. In addition, the current Housing Strategy (2021-2026) recommends that new housing provision should diversify means to meet housing need without additional burden on the council's General Fund (GF) and Housing Revenue Account (HRA).
3. The housing shortage continues to be acute within the borough. The council's housing waiting list is circa 3,000 residents and the organisation is subject to the same pressures as other London boroughs in regard to TA budget pressures; boroughs are collectively forecast to exceed homelessness budgets by £250m in the 2024-25 financial year.
4. In addition, more there are more than 6,000 applicant households who live and/or work in the borough registered on the council's Home Buy database. These households are actively seeking access to intermediate affordable housing properties through schemes such as Intermediate Rent, London Living Rent, Shared Ownership and Council Shared Equity (formerly Discount Market Sale).
5. This report proposes to establish a wholly owned housing company limited by shares to help the council in achieving some of its key housing objectives. It describes a range of potential functions that the company could exercise in order to respond to these pressures.
6. If approved, the company will seek to carry out a wide range of functions, each of which will be appraised in their own right and operate according to a detailed business plan. The report sets out these functions and then – using the Treasury's five case model – details an Outline Business Case for the establishment of the company.
7. Cabinet should note at this stage, however, that the recommendations focus on the establishment of the company rather than the individual functions that the company may exercise. These functions will be subject to further appraisal, evaluation, and governance prior to implementation.

PURPOSE OF HOUSING COMPANY

8. The housing company will not only aim to reduce the immediate housing pressures facing the council, but also the shortage of affordable housing options available to people who do not qualify for social housing and are unable to access safe and secure housing on the open market.

9. To achieve this, the council's intention is that the housing company will have a broad remit so that it can respond dynamically to evolving business needs. Detailed business plans for individual company functions will govern the objectives, outputs, and exit strategy for the company.
10. Generally, the principal functions of the housing company are expected to be:
 - **Function One:** Property acquisitions
 - **Function Two:** Bring complex HRA void properties back into use
 - **Function Three:** Address the increased demand for temporary accommodation
11. The next section of the report will describe the benefits associated with executing each of these three functions through a housing company, as well as other advantages that the creation of a housing company offers to the council.

Function One: Property acquisitions

12. 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 HRA by securing sale receipts to help service debt. The company could also purchase S106 affordable homes from developers.
13. 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.
14. 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 HRA void properties back into use

15. 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.
16. 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.
17. 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.

18. 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 which will contribute to cost savings on temporary accommodation budgets.

Function Three: Address the increased demand for temporary accommodation

19. The parlous state of the economy has led to a significant increase in homelessness across London, and the country as a whole. Local authorities have a duty to house those who present as homeless and this has created a surge in demand for TA.
20. The cost of provision of TA for homeless households continues to rise as rent and demand increase. To discharge this duty, the council leases properties from private landlords at high rates which exacerbates pressure on existing homelessness budgets.
21. 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 those seeking TA from the council.
22. 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.
23. 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.

OTHER ADVANTAGES OF CREATING A HOUSING COMPANY

Revenue generation and long-term financial sustainability

24. The council can generate revenue that would otherwise not be available under traditional social housing models. For example, by acquiring and managing properties through the housing company, the council will have the flexibility to charge a range of rent levels. From social rent up to market rents.
25. The rents that the housing company collects from both market-rate lets and affordable housing tenants provides a sustainable revenue stream. Any profits generated by the housing company can be reinvested into the council's budgets, which can help reduce reliance on grants or direct funding from central government. Over time, this income can be used to service debt, support other council services and fund new housing developments.

Access to more flexible finance options

26. The housing company will enable the council to access funding through more flexible financial mechanisms than those available through traditional HRA borrowing. There are several options for funding the Company, and each scheme business plan will provide an optimum recommendation.
27. The council has primarily borrowed funding to date via the Public Works Loan Board and it is likely this will be the route for funding the Housing Company. However, there are other potential options such as using investment by pension funds, or bank finance, and leaseback schemes from other institutional lenders with pension liabilities who require guaranteed long-term returns.

Faster decision making and development

28. Subject to council approval, the housing company will be equipped to operate with a commercial mindset, allowing for quicker decision-making and implementation, which can accelerate the pace of housing delivery and income generation.

Greater control over tenancy management

29. The council can ensure the housing company provides exemplar tenant management and services that align with its values and objectives, ensuring better tenant support and property maintenance.

Improved housing standards

30. As the council will oversee the housing company's operation, it can ensure that high standards of quality and sustainability are met in its housing provision. This can lead to general improvement in the private rented sector in the borough. While also positively impacting design, energy efficiency, refurbishment and development standards.

Job creation and economic benefits

31. The operations of the housing company can stimulate the local economy by creating jobs, apprenticeships, and benefit local supply chains.

ESTABLISHING THE HOUSING COMPANY

Company structure

32. Solicitors from Trowers & Hamlin are commissioned to advise on company structure using their experience of advising numerous local authorities, on the establishment of wholly owned housing companies.
33. Their advice is to set up a company limited by shares (CLS), which has been adopted by the majority of local authority housing companies. The council would be the sole shareholder in the Company. Should the Housing Company generate a surplus, it can be repatriated to the Council by a dividend payment.

34. This proposed structure provides tax advantages. For example, the council as the sole shareholder would be able to claim group relief for stamp duty land tax (SDLT), if property is transferred from the council to the Company.
35. The CLS structure in terms of control, financial and tax planning, provides considerable flexibility through the creation of different classes of share and the ability to apply varieties of loan capital.

Articles of Association

36. The articles of Association are the documents that define the purpose of the council's housing company and state the regulations that will govern it.
37. The articles will:
 - Provide the council with control, delegated to the Shareholder Representative [to be appointed by the Council].
 - Provide the broad scope to enable the housing company to address key challenges, and also allow flexibility to respond dynamically to changing needs.
 - Provide the framework for the council's appointment and removal of directors and definition of directors' powers.
38. The company's articles of association can only be changed by the council, and the council will also approve the company's business plans, and any amendments to them.

OUTLINE BUSINESS CASE

39. Having considered the broad range of benefits that the council expects to arise from the establishment of a housing company, this report now summarises the Outline Business Case (OBC) for the development of the housing company. It follows the structure of the Treasury's Five Case Model for good business case development.
40. The OBC supports early-stage decision making using the best available present information and provides a structure for the ongoing development of the business case for each function of the housing company.
41. The model is structured into five separate cases as follows:
 - **The Strategic Case:** This case provides the strategic rationale for the establishment of the housing company and demonstrates how the proposal supports the implementation of the council's corporate plan.
 - **The Economic Case:** This case outlines the economic and social benefits of the development of the housing company.

- **The Commercial Case:** This case addresses the fundamental considerations and feasibility of any procurement and commercial implications arising from the proposal.
- **The Financial Case:** This case discusses the ongoing financial implications of the proposal and assesses its affordability to the organisation.
- **The Management Case:** This case sets out the practicalities of the proposal from a governance perspective, describing the roles and management structure required to deliver the benefits outlined and the feasibility of implementation.

The Strategic Case

Identifying the Need

42. Like many councils across the country, this council is managing growing housing demand, homelessness, and a shortage of affordable homes. In addition, the high land values and property prices, coupled with a booming rental market made home ownership and private renting unaffordable for many households. Meanwhile, the council's ability to increase the overall provision of affordable housing has been constrained by limited funding and restrictions on borrowing against housing revenue accounts.
43. Establishing a council wholly owned housing company presents an opportunity for the council to address housing need. The housing company will enable the council to acquire, manage or even build housing, and generate enhanced revenue streams. This is an essential response to the need for increased housing supply, particularly in this borough where market conditions and affordability pressures are most acute.

Alignment with National and Local Policy

44. The creation of the housing company also aligns with national policy objectives. The National Planning Policy Framework (NPPF) encourages local authorities to significantly boost housing supply, particularly affordable housing, and meet the needs of different groups in the community. Moreover, there is increased expectation that local authorities take a leading role in the provision of new housing.
45. At the local level, many councils have already established housing companies to support their housing supply ambitions, and meaningfully contribute to the achievement of local housing strategy objectives.

The Economic Case

Agility and Flexibility

46. There are several options available to the council to address housing needs. These include continuing with current housing delivery models, reliance on

section 106 provision in private developments, increasing direct council housebuilding activity, and/or establishing a housing company.

47. Focusing on the housing company, this option offers several economic advantages. For example, the housing company offers commercial agility, allowing the council to respond quickly to market conditions and leverage opportunities for acquisition and development. The council will retain control over housing assets, ensuring that homes remain within the council ownership and affordable in the long term.
48. Moreover, the housing company structure enables access to different funding streams, including commercial borrowing. The council has primarily borrowed funding to date via the Public Works Loan Board and it is likely this will be the route for funding the Housing Company as well.
49. However, there are other potential options such as using investment by pension funds, or bank finance. These freedoms can give the council greater financial flexibility and capacity to invest in housing.

Benefits and Value for Money

50. The economic case for the housing company is underpinned by the potential to deliver significant benefits to the community and local authority. These include:
 - **Revenue generation:** the higher rental income from homes managed by the housing company can provide a sustainable revenue stream for the council, helping to offset budget pressure.
 - **Increased affordable housing supply:** the housing company can deliver new homes quickly and efficiently.
 - **Long-term asset retention:** The housing company allows the council to retain ownership of housing stock, which can appreciate in value over time, providing further financial benefits.

The Commercial Case

Deliverability and Market Conditions

51. The commercial case focuses on how the housing company will be delivered and whether it is commercially viable. The housing market in the borough is a determining factor in the success of the housing company. In areas where there is high demand for housing, particularly affordable housing, the commercial case for setting up the company is stronger.
52. As regards delivery, the housing company will operate as a wholly council-owned entity. This approach gives the council greater control over housing provision and management operations.

Risk Management

53. Setting up a housing company involves several commercial risks, including market fluctuations, and increase in costs. However, implementation of a robust

risk management strategy, including clear and realistic exit strategies is essential and will be developed as part of the business case for each of the functions to be undertaken by the company.

54. Each function's business case will also include a clear commercial strategy, including detailed market analysis and financial projections. This is essential for its long-term viability.
55. Moreover, the housing company will have clear governance structures and reporting lines to the council to monitor performance and address issues as they arise.

The Financial Case

Funding and Financing

56. The financial case assesses how the housing company will be funded and whether it is financially sustainable. Creating and establishing a housing company requires very little upfront investment.
57. Where investment is needed, each proposed function will be supported with a detailed business case setting out the level of investment, viability and exit strategy as outlined in the commercial case.
58. The council can finance the investment through a range of mechanisms, including prudential borrowing, loans from PWLB, and investment from council reserves, if applicable.
59. Revenue generation from rents will be the crucial element of the company's financial model. The housing company has the flexibility to set rents at levels that are both affordable for tenants and commercially viable for the business.
60. The balance between affordable and market-rate housing would need to be carefully managed to ensure that the company remains financially sustainable while delivering on its social objectives.

Financial Sustainability

61. For the housing company to succeed, it must generate a surplus after covering operating costs, loan repayments, and maintenance of the housing stock.
62. The Financial modelling should consider different market scenarios, including variations in rent levels, and borrowing costs. Sensitivity analysis will be undertaken to identify the conditions under which the company might face financial difficulties and plan the risk mitigation accordingly.

The Management Case

Governance and Delivery

63. Effective governance is critical to the success of the housing company. The company will have a clear governance structure, with a board consisting of officer representatives from the council. The board will be responsible for setting the company's strategic direction, overseeing operations, and ensuring that the company meets its objectives.
64. Three directors will be appointed by the council as shareholder, with company secretary duties to be commissioned to an agency that has provided these services to other council-owned companies.
65. Establishing strong project management protocols and processes is also essential for delivering housing projects on time and within budget. This would involve setting clear timelines, defining roles and responsibilities, and implementing robust performance management systems to monitor progress.

Monitoring and Evaluation

66. Once the housing company is operational, a framework for ongoing monitoring and evaluation will be implemented. This would involve regular financial reporting, performance monitoring against key metrics (e.g., the number of homes delivered, rent collection rates), and stakeholder engagement to ensure that the company is meeting the needs of the community.
67. Scrutiny of the company's activities will be undertaken on a monthly basis by Commercial Board with regular reporting to SLT Assurance. The company will provide reports with commentary, on a quarterly basis, with an annual update and progress report to Cabinet.
68. The relationship between the council and housing company will be governed by the Company's Articles of Association, setting out in broad terms its objectives and activities, and the matters reserved to the shareholder and those delegated to the company via a shareholder/governance agreement.

OPTIONS ANALYSIS

69. The main options available to Cabinet are outlined below.

Option A: Do nothing (not recommended)

70. This option constitutes a decision to reject the recommendations within the report and proceed with current operational arrangements in regard to TA management, void management, and the council's broader investment strategy.
71. Option A is not recommended on the basis that it fails to yield the benefits outlined in this report. It should be noted that there is a substantial expected overspend on TA this financial year. A failure to put in place alternative strategies for TA expenditure reduction is not viable in view of the council's current financial constraints.

Option B: Explore different company structure options (not recommended)

72. This option constitutes a decision to reject the recommendations within this report and to instruct officers to further explore different options and proposals in regard to the structure of the company.
73. Option B is not recommended owing to the fact that officers have already carried out substantial due diligence in regard to the most appropriate company structure and taken specialist legal advice on this matter. Other options, including a Limited Liability Partnership (LLP) and a Community Benefit Society (CBS) have been examined though have been deemed inappropriate owing to the fact that they do not provide the council with the same flexibility as a Company Limited by Shares (CLS).

Option C: Establish a Company Limited by Shares (recommended)

74. This option constitutes a decision to approve the recommendations within this report and to authorise the establishment of a housing company to operate within the strategic framework set out within this paper.
75. Option C is the recommended option owing to the fact that it will enable the council to take a flexible, dynamic approach to exploring further the company functions outlined within this report and to work towards a reduction in TA demand and expenditure, providing a framework to deliver a broader and greater range of affordable housing options for residents.

Reasons for Decision

76. This decision is required in order to establish the strategic framework for an operational housing company that can, through the various functions outlined within the report, yield significant reductions in TA demand and expenditure and help to address the borough's affordable housing shortage.
77. Cabinet is the appropriate decision maker in view of the fact that the decision seeks to establish a new policy framework for the delivery of certain housing services.

Equality Implications

There are no direct equality implications arising from this decision, as it seeks only to request authorisation to establish the housing company. This decision does not disproportionately affect protected characteristic groups.

Where the company may in future decide to adopt a business case and plan for the proposed function(s), these decisions will be informed by Equality Impact Assessments which will take into account the most recent and available data in terms of both the proposals and the borough demography.

Risk Management Implications

The report recommends the establishment of a wholly owned housing company with a view to providing appropriate flexibility to manage a number of key risks

faced by the council in respect of rising demand and cost of temporary accommodation, lack of supply of affordable rental accommodation in the borough and the investment required complex void properties in the HRA.

The housing company will only undertake any of the potential functions identified in this report once a detailed business case has been developed and agreed, in line with the Treasury Five Case model, taking account of the costs, benefits and risks associated with the proposed function.

In appointing directors to the housing company, officers will have due consideration for ensuring that the directors receive appropriate training and guidance on their responsibilities as company directors and that in making the appointments there are no conflicts of interests with the officers' substantive roles.

The report also sets out the oversight arrangements for discharging the Council's shareholder responsibilities, to ensure the housing company delivers on the objectives and requirements set out by the Council.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 21 September 2024

Climate and Ecological Emergency Implications

There are no direct climate and ecological emergency implications arising from the report. It should be noted, however, that the council is proposing to explore opportunities to invest in the acquisition and refurbishment of properties through the housing company. The council is committed – through its climate and ecological emergency strategy – to the ambition of achieving net-zero by 2030.

The council will accordingly seek to prioritise investment that ensures homes will be compatible with a net zero goal, through the most appropriate combination of embodied carbon reduction, energy efficiency, and low carbon heating. Moreover, and more broadly, as the company is a subsidiary of the council, its future business plan will reflect the council's own commitments to net-zero and will shape the ongoing approach to investment and governance.

Verified by Jim Cunningham, Strategic Lead for Net Zero Housing, 26 September 2024

LIST OF APPENDICES

None

Agenda Item 7

KEY DECISIONS LIST 153 – NOVEMBER 2025

Notice of consideration of Key Decisions

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Authority gives notice of Key Decisions which the Cabinet, Cabinet Members or Chief Officers intend to consider. The list may change from the date of publication as further items may be entered.

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

A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decision and Officer Decision reports will be published at the start of the 3-day call-in.

Notice of the intention to conduct business in private

The Authority gives notice in accordance with paragraph 5 of Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that it may meet in private to consider Key Decisions going to a Cabinet meeting which may contain confidential or exempt information.

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet Key Decisions below, with the reasons for the decision being made in private.

Any person is able to make representations to the Cabinet if they believe the Cabinet decision should be made in public at the Cabinet meeting. If you want to make such representations, please e-mail: governance@lbhf.gov.uk. Both your representations and the response will be published on the Council's website at least 5 working days before the Cabinet meeting.

Information about Key Decisions

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

- Any expenditure or savings greater than £300,000.
- Anything affecting communities living or working in an area comprising two or more wards in the borough.
- Anything affecting the budget and policy framework set by the Council.

Making your views heard

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

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

KEY DECISIONS LIST

Cabinet

Decision maker(s): Cabinet

Earliest date the decision will be made: 10 Nov 2025

Proposed Key Decision: Housing Company Update

This report provides an update to Cabinet on the incorporation of a Housing Company, following its previous decision to approve an Outline Business Case for its establishment.

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: Joe Coyne, Labab Lubab, joe.coyne@lbhf.gov.uk,
Labab.Lubab@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 10 Nov 2025

Proposed Key Decision: Housing Repairs Procurement Strategy

The objectives of this procurement are to continue the recovery of the repairs service for day-to-day repairs, void works, emergencies and communal areas. It will also include the procurement of specialist contractors for damp and mould, and the general maintenance of windows, drainage, doors and roofs. This will continue to improve our residents' customer journey. The Strategy will also offer long term stability to our repairs supply chain over several years.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Sukvinder Kalsi, Sukvinder.Kalsi@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 10 Nov 2025

Proposed Key Decision: Repairs and Maintenance South Area Contract (Mears Ltd)

To extend the Repairs and Maintenance Contract with Mears Ltd for 2 years.

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: Sukvinder Kalsi, Sukvinder.Kalsi@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 8 Dec 2025

Proposed Key Decision: Article 4 Direction - Commercial to residential

Cabinet approval is required to implement a non immediate Article 4 Direction which will remove the permitted development rights for commercial premises to change to residential without planning permission. A 12 month regulatory period ends on 5th December allowing the council to implement the direction subject to Secretary of State intervention and Cabinet approval.

Lead Member(s): Cabinet Member for the Economy

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 8 Dec 2025

Proposed Key Decision: Future Resident Facing Energy proposals

This report asks Cabinet to agree proposals including setting up and promoting a new clean energy and housing retrofit support service for residents in the borough, and two place based decarbonisation schemes, one based around social housing and one around private housing.

Lead Member(s): Cabinet Member for Climate Change and Ecology

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Hinesh Mehta, Hinesh.Mehta@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 8 Dec 2025

Proposed Key Decision: Procurement Strategy for Edward Woods towers external facade 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

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Building affordable homes - Approval of procurement strategy for the Four Sites

This report requests Cabinet approval of a range of recommendations to enable the progression of four council-led development schemes in the borough: Pearscroft Road, The Grange, Becklow Gardens and Barclay Close (known as the Four Sites).

The report specifically requests approval of the procurement strategy and capital budget to enable the procurement of a main construction contractor.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Coningham; Sands End; Walham Green

Contact officer: Matthew Rumble, matt.rumble@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 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

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Council Tax Base and Collection Rate 2026/27 and Delegation of the Business Rate Estimate

This report is a statutory requirement that sets the Council Tax base for the purposes of the 2025/26 revenue budget.

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Council Tax Support Scheme 25/26

Since 2013, local authorities have been responsible for designing their own Council Tax Support Schemes. H&F has consistently chosen to protect residents by maintaining a scheme that ensures no one is worse off than they would have been under the previous national system. In fact, the Council has gone further—investing £9.0m in 2024/25 to support the borough's lowest-income households.

This investment reflects the administration's commitment to fairness and social justice. At a time when the cost-of-living crisis continues to place immense pressure on families, H&F is determined to shield residents from hardship. The scheme for 25/26 is designed to continue to provide financial relief but also to challenge the regressive nature of Council Tax by offering greater support to those who need it most

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: Kirsty Brooksmith, Kirsty.Brooksmith@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Independent Living - Supporting people in the home

Procurement strategy for supporting people in the home.

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

Contact officer: Johan van Wijgerden, Johan.vanwijgerden@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Secondary Power in communal areas (Firefighting Lifts)

Due to changes in fire safety guidance and a commitment to enhance fire safety, the Lift service team have undertaken a review of Lift infrastructure and potential safety performance in the event of a fire. This review has determined that within high rise buildings and sheltered schemes improvements are required to ensure that lift operability is maintained in the event of a fire.

To convert our current lift stock into 'firefighting lifts' the Lift service team seek to undertake a phased programme for a contractor to install secondary power units within communal areas to 68 high risk profile buildings (see the detailed analysis for further information). These secondary power units will allow Lift provision to the fire service in the event of a fire.

We seek approval to procure this programme and award a contract to a winning bidder. We also seek to award a 'reserve contract' to the second-place bidder.

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

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

Wards affected: All Wards

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Feb 2026

Proposed Key Decision: Capital Programme 2026-2030

This report sets out the Council's 4 year capital programme and requests approval for setting the budget and any variations to the capital programme.

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

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

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Feb 2026

Proposed Key Decision: Revenue Budget and Council Tax Levels 2026/27

To approve the Revenue Budget and Council Tax levels for 2026/27.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Andre Mark, andre.mark@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 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

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Mar 2026

Proposed Key Decision: Capital Programme Monitor & Budget Variations, 2025/26 (Third 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

Deputy Leader (responsible for Children and Education)

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

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

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,

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

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

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

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

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

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

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

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

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

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

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

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

Earliest date the decision will be made: Between 31 Jul 2025 and 10 Aug 2025

Proposed Key Decision: Awards for Minor Adaptations and Assistive Technology

The paper seeks approval to enter new contractual arrangements for the provision of this service.

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

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,

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

Earliest date the decision will be made: 4 Aug 2025

Proposed Key Decision: Approve licence for the use of the Dalling Rd site by Hammersmith and Fulham Foodbank

The report seeks approval for a licence for the use of the Dalling Rd site by Hammersmith and Fulham Foodbank

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: Avonmore

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

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

Earliest date the decision will be made: Before 15 Aug 2025

Proposed Key Decision: Approve bid to the Carbon Offset Fund for Projects in Schools

The report seeks approval to bid for £1,500,000 from the Carbon Offset Fund to Progress low carbon projects including solar, air-sourced heat pumps and additional insulation at four schools, Brackenbury, Kenmont, Melcombe and Miles Coverdale Primary Schools.

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

Reason: Affects 2 or more wards

Wards affected: College Park and Old Oak; Fulham Reach; Grove; Shepherds Bush Green

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

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

Earliest date the decision will be made: September 2025

Proposed Key Decision: Lease of The Courtyard to United Learning Trust

To approve the lease of The Courtyard building to United Learning Trust for use by Langford Primary.

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

Reason: Budg/pol framework

Wards affected: Sands End

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

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

Earliest date the decision will be made: 13 Oct 2025

Proposed Key Decision: Onward SALT Contribution ICB, 2025-2030

This paper seeks approval for the Local Authority's continued financial contribution to the long-standing Speech and Language Therapy (SALT) contract held by the North West London Integrated Care Board (NW ICB), delivered by Central London Community Healthcare NHS Trust (CLCH). It includes funding for statutory SALT services for children and young people with Education, Health and Care Plans (EHCPs), as well as an additional

contribution to support an integrated Speech Therapist post within the Council's Joint Communication Team. The paper outlines the strategic importance of this provision in meeting statutory duties, promoting early intervention, and improving access to services, particularly for children who may not meet EHCP thresholds.

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: Joel Thompson, Joel.Thompson@lbhf.gov.uk

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

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

Earliest date the decision will be made: 15 Dec 2025

Proposed Key Decision: Coordination of the Holiday Activity and Food Programme Award

Award decision for the tender for the Coordination of the Holiday Activity and Food Programme from 2026

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

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

Earliest date the decision will be made: Before 31 Jan 2026

Proposed Key Decision: Procurement Strategy and Contract Award for Public Health GP Services

This report seeks to get agreement to proceed with awarding the following services via the Provider Selection Regime (PSR) to GPs located in the Borough:

- NHS Health Checks programme (NHS HC)
- Long-acting reversible contraceptive service (LARC)
- Opioid Drug Dependence General Practice Shared Care Service

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: James Mason, Rebecca Richardson, james.mason@lbhf.gov.uk, rebecca.richardson@lbhf.gov.uk

Cabinet Member for Adult Social Care and Health

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: May 2025

Proposed Key Decision: H&F Healthwatch Extension

This report requests an extension to the incumbent Healthwatch while re-procurement takes place.

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Careline Alarm Receiving Centre Platform

The IT platform that Careline staff are using to receive and respond to alarms.

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

Contact officer: Johan van Wijgerden, Johan.vanwijgerden@lbhf.gov.uk

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: 27 Oct 2025

Proposed Key Decision: Procurement Strategy- Carers Hub Contract

Procurement Strategy recommendation for recommission of contract that provides services to unpaid carers

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: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: 27 Oct 2025

Proposed Key Decision: Procurement Strategy- Direct Payment Support Service

Recommission of Direct Payment Support Service

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: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Carers Hub - Award

Award of the Carers Hub contract following tender and evaluation.

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: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Cabinet Member for Adult Social Care and Health

Earliest date the decision will be made: 19 Jan 2026

Proposed Key Decision: Direct Payment Support Service - Award

Award of the Direct Payments Support Service contract following tender and evaluation.

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: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Cabinet Member for Climate Change and Ecology

Cabinet Member for the Economy

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Avonmore Primary School - Appointment of Main Contractor

This decision requests approval from the Cabinet Member for the Economy to award a contract for the construction of a new primary school and 91 new homes on the site of Avonmore primary school.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Avonmore

Contact officer: Matthew Rumble, matt.rumble@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic Campus Cinema Decision

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic Campus leases

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant a lease on civic campus Affordable Start-up Unit 1

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant a lease on civic campus Affordable Start-up Unit 2

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant a lease on civic campus Block B 7th floor office

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant a lease on civic campus Block B Restaurant

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B ground floor office / reception

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement and award of consultancy contract

Procurement and award of a contract under a call-off procedure from “Yorkshire Purchasing Organisation 001141 Managing Consultancy and Professional Services Framework” to Reed Specialist Recruitment trading as Consultancy+ for the provision of professional consultancy services in relation to leisure and recreational infrastructure.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: All Wards

Contact officer: Mo Goudah, Matthew Rumble, mo.goudah@lbhf.gov.uk, matt.rumble@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement and Installation of Audio Visual Equipment, Desk Booking and Smart Technology within the refurbished Town Hall

The Council is seeking to tender for works to procure and install the following:

- Audio Visual equipment
- Desk Booking technology
- Smart technology

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: 10 Aug 2025

Proposed Key Decision: Procurement Strategy for Property and FM to Procure an Electrical Maintenance Contract for its Corporate Estate

To remain ruthlessly financially efficient and to obtain best value out of its supply chain, Property and Facilities Management (FM) need to re-procure the electrical maintenance contract required to maintain the corporate's estate electrical assets and meet its statutory obligations. Property and FM are looking to procure a new 5 (3+2) year contract with a specialist supplier to maintain all corporate's electrical assets covering Fixed Wire testing; Portable Appliance Testing; Lightning Protection; Emergency Lighting; Electric Vehicle (EV) Charge Points; Solar; and Backup Generators.

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: Sebastian Mazurczak, Sebastian.Mazurczak@lbhf.gov.uk

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: Before 31 Oct 2025

Proposed Key Decision: Contract Award for Civic Campus Furniture, Fixtures and Equipment for Ground Floor to Floor 5

Contract awards for the provision of furniture 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: Daniel Murray, daniel.murray@lbhf.gov.uk

Cabinet Member for Finance and Reform

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Smart Building and Environmental Technologies 2023

The council has ambitions to invest in technology to support climate and environmental targets within offices. Facilities are needed to monitor and manage energy and power usage and operate technically efficient buildings whilst providing powerful utilization data.

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: 17 Oct 2025

Proposed Key Decision: Procurement Strategy Report for the provision of Councils contact centre applications

The council's current contract for the provision of the contact centre applications is due to expire on 1st March 2026. To ensure continuity of telephony support services, a procurement exercise must be undertaken to appoint a supplier for the services currently provided under the existing contract.

Lead Member(s): Councillor Rowan Ree

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

Wards affected: All Wards

Contact officer: Hina Jethwa, hina.jethwa@lbhf.gov.uk

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

Cabinet Member for Housing and Homelessness

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

Earliest date the decision will be made: May 2025

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

We seek approval to extend our existing contract with our roofing subcontractor. This contract currently supports our DLO by carrying out roofing repairs and maintenance works, on behalf of H&F Maintenance, our Direct Labour Organisation ('the DLO'). The DLO has responsibility for carrying out repairs to communal areas for most of our council housing stock. Due to the specialist nature of roofing works the DLO requires a subcontractor to carry out roofing repairs and maintenance works on its behalf.

We initially procured this provider under a JCT measured term contract from the 16th of May 2022 until the 15th of May 2024. The original contract award allowed for a 12 month extension of the contract until the 15th of May 2025.

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Award of contract for White City major refurbishment Phase 1 incorporating works to Batman Close, Davis House, Evans House, Mackay House, White City estate W12

This report seeks approval to award a contract for the major refurbishment of eleven blocks forming part of the White City estate W12.

The scheme was included in the Procurement Strategy approved by December 22 Cabinet, which identified sites for investment during the period 2023-2025.

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

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

Wards affected: White City

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Charecroft estate major refurbishment

Award of works contract for the to the major refurbishment of the Charecroft estate W12

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

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

Wards affected: Addison

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Council housing policy updates

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

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

Reason: Budg/pol framework

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award via the Southeast Consortium Framework for a Windows installation/replacement contractor

We are seeking approval to compliantly direct award a 3 year, £3,000,000 windows installation and replacement contract via the Southeast Consortium Framework.

This contract will provide the council with the additional capacity required to support our increasing work order demand within the repairs service.

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

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

Wards affected: All Wards

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

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

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 Social Inclusion and Community Safety, Cabinet Member for Housing and Homelessness

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Housing First and Street Outreach Services

A contract extension for Housing First and Street Outreach Services. This service provides the first response to rough sleeping in the borough through their outreach support, and intensive support to residents in their own home with a history of rough sleeping through the Housing First initiative.

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Housing Lift Modernisation of Barton and Jepson House

To maintain the lift service, it has been recommended that works to modernise the lift should be carried out. This will both improve the reliability of the lifts and reduce future running costs.

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

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

Wards affected: All Wards

Contact officer: Akeem Durojaye, akeem.durojaye@lbhf.gov.uk

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

Earliest date the decision will be made: May 2025

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

We are looking for both procurement strategy and contract award approval to direct award a 3 year contract to Cablesheer. The contract will instruct work orders to Cablesheer to support our term-service patch contractors with housing voids and repairs.

This direct award will be through a compliant Construction Framework (The national framework partnership). The contract value will be for a maximum value of £4,500,000 over a 36 month duration. The contract will apportion the spend equally at £1,500,000 per annum.

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Rough sleeping assessment hub

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Short-Term Contract Variation to Council Repairs Contract (LOT 3)

This report is seeking approval to temporarily vary the Mears Central Repairs contract. This variation will involve allowing for additional temporary supervisory and administrative support as well as an enhancement on the current contract rates.

The variation will involve cost changes totalling up to £680,000. This will be a temporary variation for a 17-week period.

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: June 2025

Proposed Key Decision: Extension of Pinnacle Caretaking Contract

Extension for the Pinnacle Caretaking contract on Housing estates for a 2 year period.

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

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

Wards affected: All Wards

Contact officer: Patrick Mcnamara, patrick.mcnamara@lbhf.gov.uk

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

Earliest date the decision will be made: 24 Jun 2025

Proposed Key Decision: Rough Sleeping Assessment Hub

Procurement strategy for a rough sleeping assessment hub which will provide short term accommodation for people experiencing rough sleeping or at risk of rough sleeping

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: October 2025

Proposed Key Decision: Procurement Strategy for Leaks from Above

Dedicated contract for dealing with leaks in the Council's social housing homes. Specialist detection and remedial works to prevent damage to assets

Lead Member(s): Councillor Frances Umeh

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

Wards affected: All Wards

Contact officer: Gavin Duncumb, Gavin.duncumb@lbhf.gov.uk

Cabinet Member for Public Realm

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: Shepherds Bush Green

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Cashless Parking Solution Procurement

Carry out a procurement exercise for the councils Pay & Display mobile operator.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract Award of the On Street Residential Chargepoint Scheme (ORCS 4) Grant

Award of a contract to deliver 23 on-street fast electric vehicle charging points.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

Contact officer: Masum Choudhury, Masum.Choudhury@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Grounds Maintenance Contract Variation

Contract variation to incentivise Idverde to improve performance

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Highway Asset Management Strategy

Highway Asset Management Strategy outlines how the highway will be managed in the future.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Ian Hawthorn, ian.hawthorn@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Leisure Contract Variation

Leisure Contract Variation

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Linford Christie Stadium Athletics Track Refurbishment

Refurbishment of athletics track and installation of new LED floodlights.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: College Park and Old Oak

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Pan London Contract on the Future of Micro-mobility

Authority to negotiate terms, agree charges and enter into contracts related to e-bike hire and e-scooter hire contracts .

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

Contact officer: Masum Choudhury, Masum.Choudhury@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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: Bram Kainth, Gary Hannaway, bram.kainth@lbhf.gov.uk, gary.hannaway@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Smart Transport - Traffic Data Procurement

To procure Smart Transport to handle the Parking departments on-street data collection needs.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Strategy and call off Ealing Framework to use Matrix SCM Limited for Neighbourhood Improvements and Place Shaping Projects

Professional services for civil and traffic engineering design, project management and community engagement

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

Contact officer: Russell Trewartha, Russell.Trewartha@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Suspensions Fees & Charges Uplift

Uplift of Suspensions Fees & Charges to reflect current requirements.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Traffic Orders Fees & Charges Uplift

Uplift of Traffic Orders Fees & Charges to reflect current requirements.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: June 2025

Proposed Key Decision: Procurement Strategy for Fuel Cards

Procurement of a provider to provide petrol and EV charging forecourt cards for council fleet

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

Contact officer: Pat Cosgrave, Pat.Cosgrave@lbhf.gov.uk

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

Reason:

Wards affected: Fulham Reach

Contact officer: Russell Trewartha, Russell.Trewartha@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 4 Aug 2025

Proposed Key Decision: Procurement Strategy and Award of Contract for Statutory Printing Services

Decision report seeking approval for LB Hammersmith & Fulham, to procure and award a contract for the provision of Statutory Documentation Printing Services.

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: Mark Fanneran, mark.fanneran@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 13 Aug 2025

Proposed Key Decision: Fulham Football club funding for Stevenage Park

Fulham Football club has offered to fund improvements to Stevenage Park, adjacent to Craven Cottage Stadium. This report assesses the current issues at the site and the proposals to address these, and recommends acceptance of funding.

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: Fulham Reach

Contact officer: Heather Marsh, HEATHER.MARSH@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 20 Aug 2025

Proposed Key Decision: Farmers Market Tender

There were previously established weekly farmer's markets in Ravenscourt Park and Bishops Park up until 2019. We are looking to re-establish these and add a new market to Shepherds Bush Green. There will be an additional opportunity for adhoc markets under the

Hammersmith flyover to compliment the existing events programme.

Hammersmith and Fulham Council are inviting market companies to provide high quality weekly farmers markets in Bishops Park, Ravenscourt Park and Shepherds Bush Green (with the potential for additional parks).

The markets should be high quality with locally sourced suppliers and produce.

The markets should be inclusive and attract as wide a section of the borough's residents as possible.

- For each of the 3 sites there will be 1 farmer's market –operating up to 50 weeks a year per site

- Bishops Park Sunday

- Ravenscourt Saturday

- Shepherds Bush Green Sunday

This will be a concession contract. The contract period will be for a three-year term and will be income based with no council expenditure.

In addition, the contract will invite bidders to express an interest for the opportunity to tender for under the Hammersmith Flyover to deliver a minimum of 6 various markets a year.

Each bidder can submit an expression of interest for individual sites or can apply for all locations.

Wards Affected: Ravenscourt, Shepherds Bush Green, Hammersmith, Palace and Hurlingham

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: Palace & Hurlingham

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

Decision maker(s): Cabinet Member for Public Realm

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

Proposed Key Decision: Variation of the RBKC Framework to finalise Council wide public realm procurement

A variation is required of the RBKC framework to finalise the Council wide Public Realm works and Professional Service Contract. This will extend the framework by a maximum of 6 months to allow the procurement to be completed and an effective mobilisation period established.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

Contact officer: Ian Hawthorn, ian.hawthorn@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 12 Nov 2025

Proposed Key Decision: Procurement Strategy and Contract Award for Hammersmith Grove – Sustainable Drainage Systems and Public Realm Improvements Works

The Hammersmith Grove Sustainable Drainage Systems (SuDS) and Public Realm Improvements scheme sets out a phased delivery approach to enhance flood resilience, accessibility, and placemaking along a key corridor in Hammersmith. Developed in collaboration with local residents and aligned with the Council's Climate and Ecological Strategy, the scheme will commence with gateway improvements and mobilisation of works funded through Tranche 4 of the Green Investment Fund. Approval is sought to award the works contract to the Preferred Supplier and initiate Phase 1. Further funding will be pursued to enable full delivery of Phases 2 and 3, which aim to deliver long-term environmental, social, and economic benefits for the local community.

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: Grove

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: November 2025

Proposed Key Decision: Play Maintenance and Inspections Contract

5-year contract for a supplier to inspect and undertake maintenance on play equipment within Parks and Open Spaces.

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: Hugo Ross-Tatam, Hugo.ross-tatam@lbhf.gov.uk

Cabinet Member for Social Inclusion and Community Safety

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Cost of Living Funding Strategy

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for 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

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

Earliest date the decision will be made: October 2025

Proposed Key Decision: Violence against Women and Girls (VAWG) procurement strategy

Procurement strategy for the re-commissioning of H&F's VAWG services. This is a service that operates over H&F and the Bi-Borough and H&F will be leading on the procurement this time around.

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

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

Wards affected: All Wards

Contact officer: Claire Horn, Claire.Horn@lbhf.gov.uk

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

Earliest date the decision will be made: December 2025

Proposed Key Decision: Decision on the introduction of a public space protection order to tackle anti-social behaviour

The public space protection order would restrict the following -

- *Professional beggars, and aggressive and/or persistent begging
- *Congregating or gathering in groups (of two or more) engaged in anti-social behaviour
- *Wearing a face covering in an attempt to conceal their identity and cause harassment, alarm or distress

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Laura Seamons, Neil Thurlow, laura.seamons@lbhf.gov.uk, Neil.Thurlow@lbhf.gov.uk

Cabinet Member for Enterprise and Skills

Decision maker(s): Cabinet Member for Enterprise and Skills

Earliest date the decision will be made: Before 6 Aug 2025

Proposed Key Decision: Hammersmith and Fulham Adult learning & Skills (HFALS) subcontracting Procurement Strategy 2025.

The scope of the project is to subcontract learners in the Adult Skills Fund (ASF) funding stream in the areas of English, Maths, Business, Employability, Green Skills, Science Technology Engineering, Medicine, Digital and Creative Media (STEM3) and Health and Wellbeing. L1/L2/ L3 and L4 qualifications linked to employability.

Lead Member(s): Cabinet Member for Enterprise and Skills

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

Wards affected: All Wards

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

Executive Director of People

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Carers Services to Carers Network

2 year direct award

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

Contact officer: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Spot Contract to Living With Equal Opportunities

This is a decision to directly award a 2-year spot contract worth £340 000 to Living With Equal Opportunities (LWEO) in order to regularise existing arrangements starting 1st October 2024 to 30th September 2026

The reason for this decision is to ensure that residents have access to a responsive and good quality service in an area with insufficient local provision and to allow time for commissioners to coproduce a new model for day opportunities to be tendered for in 2025/6.

A timeline and plan is in place the co-production and governance around a new service model to take place by the end of this contract extension.

2 years also provides enough time to monitor the contract and terminate it if it is found to be underperforming

A waiver will go to Contract Assurance Board.

A strategy paper for a reprocurement will be presented in 2025.

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

Contact officer: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Statutory Advocacy Services to Libra Partnership

Direct award of contract for two years

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

Contact officer: Lydia Sabatini, Lydia.Sabatini@lbhf.gov.uk

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award to Jontek for the Careline Alarm Receiving Centre Platform

Hammersmith & Fulham (H&F) Careline is a critical emergency alarm receiving service, safeguarding approximately 3,000 residents, primarily comprising elderly and vulnerable individuals within the borough. Jontek's platform, Answerlink, is the current provider of the Careline Alarm Receiving Centre Platform (ARC) used by H&F Careline to manage and respond to calls and emergency alerts from residents, including telecare.

The decision is to direct award to Jontek to provide Answerlink.

Lead Member(s): Cabinet Member for Adult Social Care and Health

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: 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

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

Executive Director of Place

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

Appointment of Employer's Agent for existing construction contract

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approval to award contract for 6th Floor Terrace Landscaping Works (Civic Campus)

The refurbishment of the Civic Campus building is currently underway. A contract is required to procure for the work on the roof garden, which will be on the 6th floor terrace.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of 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: Sebastian Mazurczak, Chris Nolan,
Sebastian.Mazurczak@lbhf.gov.uk, Chris.Nolan@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant a lease on civic campus Block C cafe

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant cinema lease to successful operator

The Council's nominee company, H&F Housing Developments Ltd, acts upon the instruction of the council in matters relating to commercial leases at the Civic Campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B 2nd floor office

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B 3rd floor office

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B 4th floor office

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B 5th floor office

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block B 6th floor office

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Instruction to H&F Developments Ltd to grant lease on civic campus Block C retail unit

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procure joinery works in relation to large Furniture and Fixtures at the refurbished Town Hall

The Council is seeking to tender a joinery package for the provision of two large reception desks and a bar counter at the refurbished Town Hall

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement of a Marquee for the refurbished Hammersmith Town Hall

The Council is seeking to procure a marquee for the outdoor area of the rooftop bar and restaurant on Level 06 of the refurbished Town Hall

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement of a works contract for Commercial office block lobby fit-out (Civic Campus)

The existing build contract is for shell and core only. Work is required to fit-out the lobby area.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy and Contract Award - H&F Adult Learning & Skills Service (HFALS) Management Information Services (MIS) Contract

This report seeks approval for expenditure related to the provision of specialist Management Information Service (MIS) for the council's adult learning service HFALS. The Tribal system (EBS4) is included on the "G Cloud 14 Framework Agreement, Lot 2 Crown Commercial Services". The original price quoted by Tribal for an updated MIS system in 2024 was £370,545 which equates to £123,515 per year over a three-year period.

The Head of HFALS has negotiated a reduced contract price for a period of 3 years at a price of £103,757 per year for a total cost of £311,271 over 3 years. This is a reduction of £59,274 from the original quoted price. Included in the negotiations was the cost for some additional modules and implementation days to allow for some future proofing. This resulted in an additional cost avoidance of £43,480 if these modules and implementation days were added separately. Therefore, the total negotiated value is £102,754.

Digital Services have covered the historic costs for the contract over the last 5 years at £75K per year. Digital Services will continue to pay that same amount £75k per year from March 2025 to Feb 2028 DS = £225k in total (given the inflationary awards to DS). Our Adult

Learning Service can then pay the difference of £29k per year X 3 = approx. £87k from our annual GLA Grant Adult Skills Budget (ASB).

The Tribal system (EBS4) is included on the “G Cloud 14 Lot 2 Crown Commercial Services”. There are other providers listed on this framework but none of these can provide the service HFALS requires. This being the case, the Corporate Procurement team have advised that HFALS can make a direct award for a new contract with Tribal Group PLC.

Lead Member(s): Cabinet Member for Enterprise and Skills

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

Wards affected: All Wards

Contact officer: Eamon Scanlon, Eamon.Scanlon@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

The Council is seeking to tender for works to fit-out the new bar and restaurant area on Level 06 of the refurbished Town Hall. Works are likely to include, floor and wall finishes, lighting, kitchen and bar counter.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: 20 Aug 2025

Proposed Key Decision: Procuring a delivery partner to support the end-to-end retrofit journey

This service will provide the support and guidance to the “able to pay” residents through installing retrofit measures will increase uptake of domestic energy efficiency and clean energy retrofit technologies. The service is aimed at the 'able-to-pay' market— owner-occupiers who have the financial means to fund and implement retrofit measures independently without needing to make significant lifestyle changes. They are unaware of the opportunities or are hesitant to start without support from a reputable provider.

Lead Member(s): Cabinet Member for Climate Change and Ecology

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Christine Chung, christine.chung@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: Before 31 Aug 2025

Proposed Key Decision: Civic Campus CCTV

A project to deliver site-wide CCTV at Civic Campus

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

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: Before 30 Nov 2025

Proposed Key Decision: Bagley's Lane depot: Workshop roof replacement

Urgent replacement of the workshop roof due to end-of-life condition, persistent leaks and safety concerns

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: Sands End

Contact officer: Nick Totton, Nick.Totton@lbhf.gov.uk

Executive Director of Finance and Corporate Services

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Seven Week Extension of Pinnacle Caretaking Contract

Extension of the existing Pinnacle Caretaking Contract until the end of June.

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

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

Wards affected: All Wards

Contact officer: Richard Shwe, Richard.Shwe@lbhf.gov.uk

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract award for provision of disrepair and void works

Contract award for the provision of disrepair works

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract Award Report – Consultancy Services Framework Engineering Surveys

Direct Award to Ingleton Wood LLP using Hammersmith and Fulham Consultancy Framework Lot 5

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Gavin Duncumb, Gavin.duncumb@lbhf.gov.uk

Decision maker(s): 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: Darren Persaud, Ashley Bryant, Darren.Persaud@lbhf.gov.uk, ashley.bryant@lbhf.gov.uk

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Land and Property Based IT CMS

Award to Idox Software limited of 24 months contract under the Crown Commercial Service Vertical Application Solutions (CCS VAS) call off framework for the provision of Land and property case management system

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

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

Wards affected: All Wards

Contact officer: Graham Pottle, graham.pottle@lbhf.gov.uk

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Land and Property Based IT CMS - Data Migration

To procure specialist support for data migration

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Graham Pottle, graham.pottle@lbhf.gov.uk

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Lift Modernisation Upgrades at Barton and Jepson House

We seek approval to undertake a procurement for the Lift modernisation works required at Barton and Jepson House. Across these two properties, we have four lifts that require necessary upgrades to ensure compliance with regulations in relation to Lift Safety and Performance.

We are recommending an open tender. We anticipate the cost of these works costing £1,400,000. We anticipate these Lift upgrades taking up to 63 weeks to complete.

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

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

Wards affected: Sands End

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Major Refurbishment of Derwent Court W6

Award of contract to carry out major refurbishment works to 1-10 Derwent Court W6. Works include new roof covering, new windows and doors, and general fabric repairs and redecoration.

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

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

Wards affected: Ravenscourt

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Garage Refurbishment

Approval for the strategy to procure a contractor to deliver the Phase 3 programme of refurbishment works to garages on housing land.

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Wood Lane estate improvements

Approval to incur expenditure under existing Term Contracts for environmental improvement works to Wood Lane estate W12

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

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

Wards affected: College Park and Old Oak

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

Decision maker(s): 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

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

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

Earliest date the decision will be made: 20 Aug 2025

Proposed Key Decision: Planned Void Works Contract Award

Planned voids for the Council's Housing Repair service. Providing void refurbishments to ensure properties are ready for re-let.

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: Gavin Duncumb, Gavin.duncumb@lbhf.gov.uk

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

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

Proposed Key Decision: Procurement of Geographical Information System (GIS)

Procurement of new long term sovereign LBHF-only Geographical Information System

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Roland de la Mothe, Roland.delaMothe@lbhf.gov.uk

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

Earliest date the decision will be made: October 2025

Proposed Key Decision: Major refurbishment of various void and occupied street properties (Package 5)

Award of contract for major refurbishment of various void and occupied street properties

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; Munster; Palace & Hurlingham; Wormholt

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

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

Earliest date the decision will be made: Before 27 Oct 2025

Proposed Key Decision: Fire Risk Assessments

Contract to provide fire risk assessments to LBHF properties.

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: Mara Akrivlelli, Mara.Akrivlelli@lbhf.gov.uk

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

Earliest date the decision will be made: November 2025

Proposed Key Decision: Cost of Living - Combined Pensioner and Disabled E-Voucher Support Scheme

To provide eligible pensioners and Disabled residents with a one off e-gift voucher of £200, to be administered jointly by the council and selected provider, utilising Household Support Fund 7 (April - March 2025/26).

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Bathsheba Mall, Bathsheba.Mall@lbhf.gov.uk
