

Cabinet Agenda

Monday 8 December 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 item 5 which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

Deputations

Members of the public may submit a request for a deputation to the Cabinet on reports on this agenda using the Council's Deputation Request Form. Completed forms must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. Forms must be sent to david.abbott@lbhf.gov.uk by Wednesday 3 December 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 12 December 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

8 December 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 - 8
4.	REVENUE BUDGET REVIEW 2025/26 - MONTH 6 (SEPTEMBER 2025)	9 - 28
5.	CAPITAL PROGRAMME MONITOR AND BUDGET VARIATIONS 2025/26 (SECOND QUARTER)	29 - 42
6.	TREASURY MANAGEMENT STRATEGY: MID-YEAR REVIEW 2025/26	43 - 50
7.	KEY DECISIONS LIST (TO NOTE)	51 - 99

London Borough of Hammersmith & Fulham

Cabinet

Minutes



Monday 10 November 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 Andrew Jones, Cabinet Member for The Economy

Councillor Bora Kwon, Cabinet Member for Adult Social Care and Health

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 Rebecca Harvey.

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 13 October 2025 were agreed as an accurate record.

4. PROCUREMENT STRATEGY FOR HOUSING REPAIRS 2027

Councillor Frances Umeh (Cabinet Member for Housing and Homelessness) introduced the report that sought approval for the Council to procure Borough-wide responsive repairs contracts for the Housing service. She said the decision was a significant step on the long-term improvement journey and would mean an enhanced service for all residents.

Councillor Adronie Alford raised concerns about potential over-reliance on a small number of contractors. Grant Deg (Director of Legal Services) said he would discuss this issue with Councillor Alford after the meeting.

RESOLVED

1. Cabinet noted 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. Cabinet approved 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. Cabinet approved 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.

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. EXTENSION AND VARIATION OF THE REPAIRS AND MAINTENANCE SOUTH AREA CONTRACT

Councillor Frances Umeh (Cabinet Member for Housing and Homelessness) introduced the report that sought approval to extend and vary the Repairs and Maintenance South Area Contract for two years to ensure continuity of service.

RESOLVED

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.

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. UPDATE ON HOUSING COMPANY

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report that provided an update on the process of establishing a wholly-owned Housing Company. He highlighted the Company's ambition to refurbish a number of void council-owned blocks and explore the potential to acquire additional homes. Three disused blocks had been identified and, upon completion, these blocks would deliver the first seven new homes. Indicative modelling suggested the Company could be capable of delivering up to 30 homes in its first year.

Councillor Stephen Cowan (Leader of the Council) said it was one on many measures the Council was taking to tackle the housing crisis. He noted that the Council was building more new homes than other local authorities and bringing old buildings back into use to provide good quality homes for residents.

RESOLVED

That Cabinet:

1. Agreed 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. Approved the decision to establish and incorporate a wholly-owned Housing Company.
3. Noted 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. Noted the strategic direction of the Company's Draft Business Plan (as summarised in exempt Appendix Two) that its Board will consider once operational.
5. Approved 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. Delegated 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. Delegated 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. Delegated 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. Noted that Officers will provide regular progress updates and briefings to Cabinet and Cabinet Members, including an annual update report to Cabinet.

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.

8. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)

Exempt Elements were not discussed.

Meeting started: 7.00 pm
Meeting ended: 7.13 pm

Chair

Report to: Cabinet

Date: 08/12/2025

Subject: Revenue Budget Review 2025/26 - Month 6 (September 2025)

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

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

SUMMARY

The Council's Corporate Plan for 2023-26 sets out the Council's strategy for delivering on the ambitions and vision to transform its services and spend and invest money to help protect high quality essential services for its residents.

By being Ruthlessly Financially Efficient, the council will focus on its priorities to:

- Protect essential services
- Reform how the council works and
- Invest in the future

This report presents the financial performance review at Month 6 (September 2025), following the previous update provided at Month 2 (May 2025). The outcomes of this review continue to reflect the challenging macro-economic conditions and are based on a pragmatic assessment of the Council's financial performance. The estimated financial position incorporates known and emerging budget pressures and potential risks.

Overall, there is a net forecast overall General Fund (GF) overspend of £2.160m (or 1% of the Council's net budget) **after** mitigations and prior year Collection Fund income. Mitigations and action plans which could reduce this forecast further are set out with each Department commentaries and work is ongoing to deliver these.

The budget for 2025/26 included £12.3m of investment to meet demographic/legislative pressures further funding for inflationary pay/price changes. As with many local authorities in the country, Hammersmith and Fulham continues to experience pressures across adult social care, temporary accommodation, and children's services. A combination of increasing complexity and acuity of need for those in care, an ageing population, lack of supply of suitable accommodation and the impact of high interest rates and above target inflation continue to place pressure on the council's finances. The Council continues to retain a good level of balances/reserves to ensure future financial resilience.

A balanced HRA Budget was set for 2025/26 (without the use of balances). The service continues to resolve prior year service issues, and a prudent approach has been adopted in the forecasts for 2025/26. An in-year pressure of £2.122m is forecast (mainly the residual backlog of disrepair claims/works and decanting costs whilst repairs are completed). A number of mitigations are being implemented to manage this projected pressure, and additional details are set out in paragraphs 24 to 26 and Appendix 2.

RECOMMENDATIONS

1. To note the General Fund financial forecast variance at Month 6 (Table 1 and Appendix 1).
2. To note progress on delivering the 2025/26 agreed budget savings (Appendix 3)
3. To note the HRA forecast (paragraph section 24 to 26 and Appendix 2)
4. To note and approve the budget movements (Appendix 4).

Wards Affected: All

H&F values	Summary of how this report aligns to the H&F Priorities
Being ruthlessly financially efficient	We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business, and every penny counts.
Creating a compassionate council	As the Council's resources have been reduced, we have protected the services on which the most vulnerable residents rely. This budget continues all our previous policies to support residents and proposes new spending on care packages for disabled children and additional resources to help residents through the cost-of-living crisis.
Building shared prosperity	A considerable proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents. In addition, there will be increased investment in the Industrial Strategy Delivery and the development and promotion of the STEAM sector strategy.
Doing things with residents, not to them	The use of co-production across the Council is embedded and all service matters are developed with the engagement of residents. The Council is continuing the REAP (Resident Experience and Access Programme) Programme to improve residents' access to the services.
Taking pride in H&F	The budget includes significant investment in public realm services especially waste collection, street cleaning and open/park spaces. Our new waste contract includes provisions to tackle fly-tipping and collection of food waste.
Rising to the challenge of the climate and ecological emergency	The Council has established a Climate Change Team, and the team has developed

	a Climate and Ecology Strategy (and is making a significant contribution to the international and national policy debates). It is also securing grants from national programmes to help with improvements of the thermal efficiency of Council properties and homes).
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Financial Impact

All the issues set out in this report are of a financial nature.

Verified by James Newman, Assistant Director of Finance 31st October 2025

Legal Implications

The Council has a statutory duty under s151 of the Local Government Act 1972 to arrange for the proper administration of its financial affairs as well as a common law fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

There are no other legal implications for this report.

Deg Grant, Director Legal Services/Monitoring Officer, November 2025

Background Papers Used in Preparing This Report

None.

REVENUE SUMMARY

1. A summary position of the 2025/26 GF financial position is shown in **Table 1 and 2**, with a breakdown by individual variance in **Appendix 1**.

Table 1 – Month 6 (Sept 2025): General Fund forecast (underspends in brackets)

Directorate	Budget	Forecast Outturn Variance
	£m	£m
People	146.892	9.242
Place	37.582	4.294
Housing Solutions	16.889	3.051
Finance and Corporate Services	12.224	(0.227)
Total Directorates:	213.587	16.360
Centrally Managed Budgets	29.945	(3.500)
Total General Fund Services:	243.532	12.860
Service Mitigations		(4.700)
Collection Fund Prior Year Income		(6.000)
Overall General Fund position (surplus)/deficit		2.160
Unfunded DSG Deficit		4.900

Table 2 – Month 6 (Sept 2025): General Fund Forecast (by expenditure type)

Directorate	Budget	Forecast Outturn Variance
	£m	£m
Employees	157,238	0.804
Non-employees	415,345	27,840
Income	(358,994)	(12,283)
Total General Fund Services	213,589	16.360

2. Further management actions are required to deliver a significant downward movement in directorate overspend positions by the end of the financial year. **Potential service mitigations of £4.7m** have been identified at this stage and set out within the directorate sections below.

General Fund

People Directorate (Adult Social Care, Children's and Education and Public Health)

3. The main variances for the People Directorate are summarised in the below table (and detailed in Appendix 1):

Service Area	Forecast Variance £000	Commentary
Children & Young Peoples Placements and Client Related	1,704	Additional high needs support packages (secure welfare, independent fostering agency) there has been a reduction in budgeted health service contributions due to changes in eligibility criteria, and cost pressures for LAC Travel Care and Support.
Disabled Children's Short Breaks & Support	425	Sustained pressure on short breaks and other client support costs.
Special Educational Needs Travel Care and Support	140	Specialist and out of borough home to school transport costs for Special Educational Needs
Other Children's and Education Net Variances	(224)	Other offsetting underspends – Contract underspends and net staffing costs
Residential and Nursing Placements	511	Additional cost pressures for placements (£1.248m) offset by additional resident contributions (£0.737m) y assessed charges.
Supported Living and Extra Care	4,043	Additional demand on Learning Disabilities Services (£1.983m for 12 placements) Mental Health Services - (£1.198m for 5 new supported living placements). Physical Support Services (£0.958m with 9 new residents supported). Off set by (£0.096m) underspends mainly within supported people services
Home Care	899	Additional demand/cost pressures on Home Care of £0.899m (24 new residents)
Direct Payments	1,321	£0.844m in Physical Support services and £0.477m in Learning Disabilities relates to overall increase of 28 new residents
Other Care Services and Commissioning	423	£0.272m relates to the NRS liquidation additional costs for new contracts and legal costs.
Total	9,242	

4. Expenditure on placements for Adults, Looked After Children and care experienced young people is expected to be mitigated and reduce in quarter 1 in line with the MTFS strategy and strong social work practice and oversight.
5. Placements remain volatile with potential for significant expenditure to meet increasing complexity of needs or demand led statutory placements in the new financial year.
6. The Department will also continue to face legislative/demand/cost pressures from service providers across all service areas including placements, hospital discharges, travel support, transition services, delivery of prior year savings and operational buildings

Dedicated Schools Grant

7. Dedicated Schools Grant (DSG) is paid in support of local authority schools' and is the main source of income for the schools' budget. It is split between central expenditure and the individual schools' budget (ISB) in conjunction with the local schools' forum.
8. Funding for the High Needs Block (HNB) continues to be under pressure with the latest forecast by the end of the financial year of a deficit of £4.9m. The overall cumulative deficit is forecast to increase to £7.6m by year end (of which £2.6m is accounted for in our existing reserves, and should the remaining £4.9m continue, this will be a further commitment against those reserves or general balances).
10. The adverse forecast is after the following mitigations from other funding sources in 2025/26:
- £1.2m transfer from the schools block to High Needs Block - agreed contribution from mainstream school budgets of 1%
 - £0.3m budgeted contribution from Central Services Schools Block
 - Nil contribution from High Needs Safety Valve (was £0.9m in 24/25)
 - Nil local authority contribution budgeted in 2025/26 (was £1.4m in 24/25, £1m from general fund reserves and £0.4m investment from other council resources)

Table 3 - High Needs Block (HNB) Deficit

	CRM 6 £000's
High Needs Block DSG deficit brought forward from prior years	2,663
In Year High Needs Block forecasted surplus/deficit	4,941
2024-25 High Needs Block Safety Valve funding (To be confirmed)	0
Contributions from High Needs Block Reserve	0
Forecast High Needs deficit after Safety Valve funding	7,604

11. This service will also continue to face risks on SEND transport, transitional services and other general tuition/therapy services.

Place Directorate

12. The main variances for the Place Directorate are summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Public Realm (Waste Collection, Street Cleaning)	740	Contractual inflation indexation pressures
Public Realm – Waste Disposal	540	Recycling rates continue to increase with the introduction of wheeled bins (pressure due to a time lag in behavioural change)
Public Realm – Garden Waste Saving	376	Lower expected income from the new garden waste collection services (fewer than 1,000 households subscribing)

Public Realm – Grounds Maintenance	(500)	Maximise capitalisation of Highways related works spend
Parking	2,317	Lower income projected (estimated 4%)
Planning and Property Management – Property Transformation	700	Delayed corporate accommodation savings
Planning and Property Management – Reactive repairs and maintenance	400	Historic pressure on reactive repairs and maintenance budget.
Other smaller variances	(279)	
Sub-Total	4,294	

13. There are several potential risks including waste collection and street cleansing vehicle hire costs, additional maintenance of Hammersmith Bridge, potential non-delivery of savings targets and reductions in external funding of Highways and Transport projects. Mitigations will continue to be developed and implemented.

Finance and Corporate Services

14. The main variances for Finance and Corporate Services are summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Residents Services	378	Delay in the delivery of prior year staffing savings (this was necessary to support the Benefit Service and REAP Programme)
Managed Services	207	Delay in the delivery of savings from the Finance and HR systems service contract with Hampshire County Council
Democratic Services, Coroners and Mortuaries	(259)	Additional income on registrars fees and charges plus lower spend on staffing
Other areas	(553)	Lower staffing and operational expenditure
Total	(227)	

Housing Solutions

15. The main variances for Housing Solutions summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Bed and Breakfast	3,785	Additional demand for temporary accommodation (with greater placements in bed and breakfast)
Private Sector Leasing	(252)	Reduction in landlords providing leased accommodation
Other Variances	(482)	Additional government grants (£0.4m) and fixed penalty charge notices as part of enforcement of Private Housing Standards

Total	3,051	
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16. Potential mitigations include a review of all households in B&B to establish duty and reduce demand to contain costs. A number of cost containment measures include temporary accommodation voids management plan, more efficient procurement and management of (nightly paid) Temporary Accommodation and improved systems and data processes.

Centrally Managed Budgets

Service Area	Forecast Variance £000	Commentary
Cost of Borrowing (Net)	(5,000)	Forecast lower than budgeted interest payments on external borrowing due, as current strategy seeks to maximise discount available to the HRA for PWLB borrowing.
Other Corporate and Democratic Core Services	1,458	Forecast budget pressure from increased cost of insurance claims based on current run rate, budget pressures on external audit fees due to rate increases and pension cost pressures.
Total	(3,542)	

17. There continue to be risks that will need to be monitored especially interest on cash balances as wider economic stability is threatened by emerging developments across the Middle East and the Ukraine/Russia war.
18. A potential mitigation is the income yielded from the council's cash balances position, however this remains to be subject to a degree of volatility dependent on changes in the economic climate (Gilt and interest rates), plus the Council's cash flow position. This is monitored closely alongside the capital forecast and will be updated as appropriate.
19. A further mitigation is the release of corporately held contingencies. The current balance of uncommitted contingency is £7.5m and is not included in the current forecast. This will be held as appropriate contingent on management actions to mitigate existing service pressures and any emerging pressures that may arise.

Collection Fund

20. Council Tax and National Non-Domestic Rates (NNDR) income, alongside grant funding, are the main sources of the council's overall funding. Income collected from Council tax is shared with the GLA and the council is forecast to retain 67% of this income with the GLA retaining remaining share. For NNDR, this is shared between the council, the GLA and Central Government. The council is forecast to retain 30% of this income (GLA retained 33% and central government retain 37%).
21. Retained income from Council Tax and NNDR together are budgeted to represent nearly 60% of the council's net budget requirement 25/26 (£129.7m) and is held within a ring-fenced account known as the Collection Fund. The overall collection fund surplus/deficit in-year is affected by the number of variables such as movements in the gross taxbase (e.g., the number of properties in the borough and for business rates the impact on business rates appeals), offsetting deductions to

bills (e.g. single person discount and Council Tax support council tax and mandatory charitable relief full business rates) and the collection rate.

22. Any forecast surplus or deficit on the Collection Fund will not impact the council's budget until the following financial year due to accounting regulations. An estimate of the surplus or deficit on the collection fund is made annually in January and factored into the budget setting estimates the subsequent financial year. Should the outturn position be an improvement on the estimated position, then this is factored into the in-year position for the following year.
23. At month 4, the forecast collection fund surplus from prior years is £6m, considering mitigations for the cost of levies and discretionary reliefs. This has been included in the overall forecast.

Housing Revenue Account (HRA)

24. A balanced budget was set for the HRA for 2025/26 (and without the use of reserves). The strategic operating environment of the Housing Revenue Account continues to be challenging (as is the General Fund) with continuing legislative/demographic pressures and high interest rates.
25. The overall assessment of the current forecasts is summarised in Table 4 below.

Table 4: Housing Revenue Account Forecast Outturn

Service Area	Month 6 Variance £000	Departmental Division
Staff Capitalisation	1,730	Lower than expected capitalisation of staffing costs
Repairs and Voids	412	Additional spend to continue our work on damp/mould repairs and day to day repairs
Disrepairs Claims	1,321	Additional expenditure to resolve historic claims
Housing Management	361	Additional spend of staff and operational costs to ensure strong resident engagement
Decants	839	Additional expenditure to support the completion of major repairs to properties
Depreciation	(1,472)	Impact of lower valuation of stock
Interest Payable (Net)	(820)	Net lower expenditure (borrowing levels and interest rates)
Other Variances	(249)	

Total Variance	2,122	
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26. Several mitigations have been developed, including the use of unallocated contingencies, spending controls and capital programme management. As such, it is forecast that the HRA will be balanced at the end of the year.

Table 5: Housing Revenue Account (General Reserve)

	£000's
Balance as of 31 March 2025	(5,852)
Pressures Reported at Month 6	2,122
Mitigations (as outlined above)	(2,122)
Balance as of 31st March 2026	(5,852)

EQUALITIES IMPLICATIONS

27. As required by Section 149 of the Equality Act 2010, the Council has considered its obligations regarding the Public Sector Equality Duty and it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Act, from the adjustments to the budgets required because of this report.
28. If any such adjustments might lead to a service change and/or changes in staffing structures that could have a negative impact on groups with protected characteristics, then a full Equality Impact Assessment will need to be carried out.

RISK MANAGEMENT IMPLICATIONS

29. The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.
30. The report recognises the significant external pressures which have borne down on the Council's costs during 2025/26, including persistently high levels of inflation and increasing interest rates. Detailed risks are set out for departments in the appendices, and include areas where overspends are being caused by increased demand for services (particularly social care), a number of factors adversely affecting forecast parking income, and the prospect that there will be further demand going forward in key services (including temporary accommodation), all of which will increase pressure on budgets. It is recognised that unallocated contingency has been held and will be applied to reduce the potential overspend for the year, however, this is a short-term and one-off mitigation only. Directorates and the central Finance team will need to ensure further measures are identified to mitigate the forecast overspend position, to continue to closely monitor expenditure so it remains within budget and that planned savings are delivered in full or implement alternative mitigating actions to address forecast overspends or savings targets which cannot be delivered.
31. The report also recognises the significant pressures facing the HRA, so while the structural budget deficit on the HRA has been eliminated and a balanced HRA Budget was set for 2025/26 (without the use of balances), a small in year deficit is being

forecast, with mitigations identified to maintain the same balance at year end. Officers must ensure that costs and income are closely monitored and controlled and that corrective actions to protect and maintain the financial stability of the HRA are agreed and embedded.

Implications completed by: Moira Mackie, *Head of Internal Audit*, 30 October 2025

Appendices:

Appendix 1 - General Fund Revenue Monitoring by Variance

Appendix 2 - HRA Revenue Monitoring by Variance

Appendix 3 - Savings Delivery Tracker

Appendix 4 – Virement Requests

APPENDIX 1 – GENERAL FUND AND HRA MONITORING BY VARIANCE AS AT MONTH 6

Service Area	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Variance to Month 2
	£000	£000	£000	£000
Children's and Education Services				
Strategic Commissioning and Transformation	2,234	658	(11)	9
Children Looked After & Care Leavers Placements including Client Related Non-Placement & Care Management	19,768	11,391	2,126	1,171
Other Statutory Social Work CYPS	2,918	1,763	(105)	(508)
Early Intervention Services CYPS	11,998	5,545	(456)	(415)
Other Children and Young Peoples Services	1,220	483	(41)	(171)
Other Children's & Education Services Budgets	2,983	1,691	(27)	(77)
Special Educational Needs and Disability (SEND)	8,036	23,230	504	554
Other Statutory Education Services	458	1,745	(115)	(22)
Schools and Early Years Funding	15	45,975	10	(20)
Travel Care and Support	7,695	2,674	160	19
Sub-Total	57,325	95,155	2,045	540
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	11,094	0	0	0
Total - Children Services	68,419	95,155	2,045	540

Adult Social Care and Public Health				
Residential and Nursing Placements	21,376	11,513	511	525
Supported Living and Extra Care	13,754	8,365	4,043	738
Home Care	21,389	8,482	899	(739)
Direct Payments	10,468	6,880	1,321	(505)
Other Care Services and Commissioning	4,021	1,813	423	122
Public Health	68	394	0	0
Sub-Total - Social Care and Public Health	71,076	37,447	7,197	141
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	7,397		0	0
Total - Social Care and Public Health	78,473	37,447	7,197	141
Sub Total People	146,892	132,602	9,243	681
Sub Total Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	18,491	0	0	0
Total People	165,383	132,602	9,242	681

Service Area	Total Net Budget	Actual Month 6	Total Forecast Variance Month 6	Variance to Month 2
PLACE	£000	£000	£000	£000
Climate Change and Transport	1,545	2,347	(74)	(74)
Economic Development and Regeneration	372	3,580	131	(73)
Parking	(40,774)	(14,869)	2,317	(630)
Planning and Property Management	9,281	3,387	791	(112)
Public Realm	42,902	14,908	1,138	(916)
Other Place Budgets	(32)	182	(7)	(7)
Sub-Total	13,294	9,535	4,296	(1,645)
Support Services (Corporate overheads, capital financing and other technical adjustments)	24,289	9	(0)	(0)
Total	37,583	9,544	4,296	(1,646)

Service Area	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Movement from Prior Period (M2)
HOUSING SOLUTIONS - Variance by Service Area	£000	£000	£000	£000
Temporary Accommodation	11,570	8,082	3,133	664
Homelessness Prevention and Assessment	1,182	2,107	0	0
Supported Housing	1,420	978	0	0
Housing Standards	577	(2,018)	(81)	(81)
Refugee Support	0	576	0	0
Other GF Housing Budgets	268	317	(1)	(1)
Sub-Total	15,017	10,042	3,051	582
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	1,871	0	0	0
Total	16,888	10,042	3,051	582

Service Area	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Movement from Prior Period (M2)
FINANCE AND CORPORATE SERVICES - Variance by Service Area	£000	£000	£000	£000
Finance	4,042	2,495	109	(25)
Managed Services	2,154	1,623	207	74
Audit, Fraud, Risk and Insurance	1,188	383	(36)	(16)
Assurance, Programmes and Analytics	1,784	1,377	(148)	151
Third Sector Investment Fund	2,714	2,040	(255)	(2)
Corporate Procurement	736	429	(36)	(34)
Commercial Advertising	(2,600)	(2,069)	(98)	(65)
Digital Services	13,987	9,755	(410)	(393)
Legal Services	116	35	161	7
Residents Services	6,766	5,032	378	(80)
People & Talent	2,777	1,397	0	0
Communications and Communities	935	715	90	(77)
Democratic Services, Coroners & Mortuaries	2,961	1,479	(259)	(36)
Members Support	378	204	2	2
Other Finance and Corporate Budgets	851	574	68	104
Sub-Total	38,789	25,469	(227)	(390)
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	(26,565)	0	0	0
Total	12,224	25,469	(227)	(390)

APPENDIX 2 – HOUSING REVENUE ACCOUNT (HRA) MONITORING BY VARIANCE AS AT MONTH 6

HRA Variance by Division				
Category	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Movement from Prior Period (M2)
	£000	£000	£000	£000
Rental income	(85,190)	(41,203)	(250)	(163)
Service Charge income	(19,055)	(5,196)	(0)	13
Other Income	(4,096)	(2,491)	(111)	(117)
Void Rent Loss	1,600	700	(129)	(141)
Staff Capitalisation	(11,981)	(2,941)	1,730	1,244
Repairs and Voids	34,849	27,949	412	906
Disrepairs	645	1,170	1,321	0
Housing Management	15,734	7,711	361	(329)
Decants	200	755	839	0
Estate Services	15,801	8,242	258	185
Depreciation	16,534	0	(1,472)	0
Interest Payable (Net)	20,647	0	(820)	(512)
Other Costs (Contingency, Finance)	7,491	1,844	(30)	(25)
Corporate Services	6,823	0	13	13
Sub-Total	0	(3,460)	2,122	1,074
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	0	3,078	0	0
Total	0	(382)	2,122	1,074

APPENDIX 3 – MTFs SAVINGS MONITOR – UPDATE AT MONTH 6 (September 2025)

Dept	Service	Summary	Savings Target (£000's)	Savings Forecast (£000's)	Variance (£000's)	Risk to Delivery (RAG rating)
People	Independent living, Quality, Performance and Safeguarding	Review care costs with NHS (CHC) as people with very high needs are discharged from hospital.	(100)	(100)	-	
People	Independent living, Quality, Performance and Safeguarding	Focus on prevention to further promote independent living including promotion of services and support provided in the local area by the voluntary and community sector.	(300)	(300)	-	
People	Independent living, Quality, Performance and Safeguarding	Further increased take-up of Direct Payments to improve choice and control for residents.	(200)	(200)	-	
People	Commissioning	In line with our choice and control principles, increasingly residents are choosing to order online or make other independent meals arrangements. This change in resident activity enables the delivery of this saving	(50)	(50)	-	
People	Care Leavers Placements	Cost avoidance through working with our block SIL provider to develop our in-borough provision to meet the needs of young people	(217)	(167)	50	
People	Care Leavers Placements	Improved support following the opening of new site to enable young people in out of borough placements to move into in-borough placements	(310)	(293)	17	
People	Staffing / Fostering Shared Service	Benefits of collaborative working and practices	(116)	(116)	-	
People	Travel Care and Support	Contract retender savings and further independent travel training	(200)	(200)	-	
People	Preventing Family Breakdown	Preventative programme, supporting families to stay together and preventing family breakdown by providing short breaks to young people at risk of coming in to care to enable de-escalation and stabilisation mitigating higher costs.	(310)	(116)	194	
People	Total		(1,803)	(1,542)	261	

Dept	Service	Summary	Savings Target (£000's)	Savings Forecast (£000's)	Variance (£000's)	Risk to Delivery (RAG rating)
Place	Council Property Development	Homebuy matching and marketing service	(75)	(75)	-	
Place	Development Management	Review discretionary Planning charges	(175)	(175)	-	
Place	Street Environment Services	Waste disposal - targeted shift from general waste tonnages to recycling	(300)	(300)	-	
Place	Street Environment Services	Introduce time banded commercial waste collections	(50)	(50)	-	
Place	Various	Review fees and charges	(500)	(500)	-	
Place	Highways	Update street lighting asset inventory	(150)	(150)	-	
Place	Highways	Additional income from highways assets	(200)	(200)	-	
Place	Highways	Enforcement of Advertising board licences (on pavements)	(50)	(50)	-	
Place	Leisure	Additional sports bookings income from enhanced facilities	(100)	(100)	-	
Place	Leisure	Review sports bookings discounts	(50)	(50)	-	
Place	Libraries	Review Home Library Service	(64)	-	64	
Place	Libraries	Café franchise in libraries	(20)	-	20	
Place	Community Safety	Enhanced specialist enforcement of environmental street scene crime	(150)	(150)	-	
Place	Community Safety	Additional external income for CCTV	(30)	(30)	-	
Place	Total		(2,064)	(1,830)	234	
FCS	Digital	Reduction in mobile phone contract costs	(80)	(80)	-	
FCS	Registrars	Review of fees and charges	(100)	(100)	-	
FCS	Resident Services	Local Support Payments - bringing the service in-house and reducing administration costs.	(150)	(150)	-	
FCS	Community Engagement	Removal of 2 out of 3 vacant posts	(80)	(80)	-	
FCS	ALL	An organisational review of the senior chief officer structures of the Council	(750)	(250)	500	
FCS	Procurement and Commercial	An increase in digital advertising rental income based on inflation included in Two Towers contract.	(100)	(100)	-	
FCS	Total		(1,260)	(760)	500	
Grand Total			(5,127)	(4,132)	995	

APPENDIX 4 – Virements AT MONTH 6 (September 2025)

	Opening Budget (£m)	In-year growth (£m)	Redirected resources across departments (£m)	Other Movements and Technical Adjustments (£m)	Budget as at Month 6 (£m)
Place	35.99	-	1.84	(0.25)	37.58
People	143.51	0.90	2.50	-	146.91
Finance and Corporate	10.54	-	1.69	-	12.23
Housing Solutions	16.56	-	0.12	0.20	16.88
Central Items	36.94	(0.90)	(5.44)	(0.65)	29.95
Corporate Budget	(243.54)	-	-	(0.10)	(243.54)
Total	0	0	0	0	0

Explanations of budget virements to date:

In Year Growth

- £0.900m CHS Prevention Grant (Central Items to People)

Redirected Resources Across Departments

- £2.100m Employers NI Contribution Funding (Central Items to all other services)
- £0.688m Land Charges (Central Items to Place)
- £3.558m Pay award funding 3.2% (Central Items to all other services)
- £0.158m Grounds maintenance contract inflation (Central items to Place)

Other Movements and Technical Adjustments

- £0.250m Corporate Redesign savings delivery (Place to Central Items)
- £0.066m Drawdown from Homelessness Prevention earmarked reserve to fund private rented sector cost avoidance payments to prevent rough sleepers from homelessness (Corporate Budget to Housing Solutions)

Report to: Cabinet

Date: 08/12/2025

Subject: Capital Programme Monitor and Budget Variations 2025/26 (Second Quarter)

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

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

SUMMARY

The Council's Corporate Plan for 2023-26 sets out the Council's strategy for delivering on the ambitions and vision to transform its services and spend and invest money to help protect high quality essential services for its residents.

A key value is Building Shared Prosperity, and the Council's overall financial strategy includes significant capital investment in the infrastructure of the Borough and this in turn supports the delivery of the Council's key priorities and strategies. These are:

- build a better future for children and young people
- foster inclusive, sustainable economic growth for everyone
- build more affordable, accessible, safe and sustainable housing
- deliver high quality housing services
- Ensuring our borough is a safer, stronger, kinder borough to live in, work and visit through expansion of our CCTV infrastructure to prevent and deter crime.

All capital programmes are complex and involve considerable local community engagement, procurement, and planning considerations. The 2025/26 capital programme is forecast to spend £270.8m as at quarter two. Some major areas of spend major areas of spend with the 2025/26 budget is:

- £59.7m completing Housing and Regeneration Projects
- £38.5m on refurbishing the Hammersmith Town Hall;
- £13.4m on Fire Safety programmes
- £12.2m on Planned Maintenance schemes;
- £10.2m on bringing void housing units back into service.
- £8.9m on the Acquisition of Affordable Housing units;

Work is also continuing to complete the Civic Campus development that will re-open the iconic town hall to the public, which will rejuvenate and regenerate an important part of the Borough, providing a vibrant entertainment, arts, business, education, and social destination featuring world-class architecture.

The details of the forecast capital programme for the financial year 2025/26 (including the financing of the programme for the year) and the future years are set out in the report.

RECOMMENDATIONS

1. To note the overall forecast of £270.9m for 2025/26 capital expenditure which is a net decrease of 9.8m in comparison to the revised budget of £280.731m at Q1 2025/26.
2. To approve a total additional investment of £34.5m (of which £33m is s106 funded) across the revised four year programme, including new additional borrowing, the details of this investment are set out in Appendix 1
3. To approve the updated four-year capital programme for 2025-2029 of £714.325m, as detailed in the report. This is a net increase of £34.5m in comparison to the forecast four-year programme as at Q1 2025/26 (£679.9m).

Wards Affected: All

The capital programme contains schemes and projects which are directly linked to the Council's priorities.

Our Values	Summary of how this report aligns to the H&F Values
Being ruthlessly financially efficient	<p>All capital investment decisions are required to be underpinned by a robust business case that sets out the full costs, funding and risks and any expected financial return alongside the broader outcomes including economic and social benefits.</p> <p>This report provides detailed analysis of the Council's capital programme financial position and highlights potential risks and their impact on the Council's resources.</p>
Building shared prosperity	<p>We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business, and every penny counts. The council will continue to invest in our ambitious housing development programme and work through the planning system to enable 3,000 new energy-efficient 50% genuinely affordable homes to be built.</p>
Creating a compassionate council	<p>As the council's resources have been reduced, we have protected the services on which the most vulnerable residents rely.</p>
Doing things with local residents, not to them	<p>A significant proportion of services are delivered in partnership with local and national companies, and this will continue to promote all</p>

	business sectors to the benefit of residents. The proposals will implement the Disabled People's Housing Strategy, working in co-production with disabled residents.
Taking pride in H&F	The strategy proposals include significant investment in public realm services, to maintain world-class parks, open spaces, and cemeteries, making sure that parks are a safe space for residents. The proposals also are continuing to invest in CCTV so that residents feel secure in their homes and on the streets.
Rising to the challenge of the climate and ecological emergency	The council has approved a Climate and Ecology Strategy and action plan to deliver its target of net zero greenhouse gas emissions in the borough by 2030. It has been shaped by the work of the resident-led Climate and Ecological Emergency Commission, who worked closely with the Council's Climate Unit and was devised by ten cross-departmental officer working groups.

Financial Impact

This report and its contents are wholly of a financial nature.

Any approved additions to the capital programme which are funded from borrowing will be an increase the council's Capital Financing Requirement (CFR) and will need to be considered alongside the council's revenue budget and its medium term financial strategy to ensure its financial sustainability.

James Newman, AD Finance, 31 October 2025

Legal Implications

There are no direct legal implications in relation to this report. Legal advice will be sought for each Procurement within the programme which will comply with the Council's Contract Standing Orders and Financial Regulations. Additional legal advice is provided whenever necessary on individual projects and procurements to minimise ongoing risk to the Council.

Glen Egan, Assistant Director of Legal Services 1 November 2025

Background Papers Used in Preparing This Report

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report:

- Capital Programme 2025-29 (published February 2025) [Four Year Capital Programme.pdf \(lbhf.gov.uk\)](#)

CAPITAL PROGRAMME 2025/26 – Q1 OVERVIEW

1. The updated Quarter 2 2025/26 capital programme for 2025/26 is summarised in Table 1.

Table 1 – Departmental Summary 2025/26

Department	2025/26 Approved Budget (Full Council) £m	Q1 2025/26 £m	Q2 Actuals £m	Forecast £m	Variance (Revised Budget vs Forecast) £m	Requested Additions £m	Requested Slippages/A ccelerations £m
<i>General Fund</i>							
Finance and Corporate	1.662	2.168	0	2.168	0	0	0
Housing	0	1.995	0.586	1.995	0	0	(1)
People	8.099	5.604	1.313	5.604	0	0	0
Place	67.985	109.547	27.093	113.502	3.955	37.577	0
Sub-Total (General Fund)	77.746	119.314	28.992	123.269	3.955	37.577	(1)
<i>Housing Revenue Account (HRA)</i>							
Housing	70.159	86.307	13.882	75.568	(10.739)	0.539	1.0
Place	65.683	75.110	41.324	72.062	(3.048)	2.055	(1.701)
Sub-Total (HRA)	135.842	161.417	55.207	147.630	(13.787)	2.594	(1.701)
Total	213.588	280.731	84.199	270.898	(9.832)	40.171	(1.701)

KEY VARIANCES

2. The programme forecast for the year has reduced by £9.8m to £270.9m in comparison to the revised budget at Quarter 1 2025/26. Within the variance are requested additions to capital programme expenditure, the impact of which across the four year programme is set out in Appendix 1 of this report.
3. Within the variance includes slippages/acceleration of budget between financial years to match forecast timing of project delivery to expected expenditure, with no change to the overall budget envelope.
4. Details of the variances by project are set out in Appendix 2. A high level analysis of those variances is set out below by department:

Department	Variance Analysis
Finance and Corporate	
Housing (GF)	
People	
Place (GF)	
Playgrounds Project	Additional budget for upgrades and improvements to Borough wide playgrounds facilities.
Highways Improvements	Additional Transport and Highways works funded predominantly from S106
CCTV	Further additions for Borough wide CCTV projects
Waste Collection Vehicles	Purchase of waste collection vehicles to facilitate continued service provision.
HRA	Additions for Fire Safety work and adaptations

FOUR YEAR CAPITAL PROGRAMME SUMMARY

5. A summary of the four-year capital programme as at Q2 2025/26 and how it proposed to be funded is set out in tables 2-4 below.

Table 2 – Capital Programme Summary 2025/26 – 2028/29 movement from previous period

Capital Programme	2025/26	2026/27	2027/28	2028/29	TOTAL
	£m	£m	£m	£m	£m
Revised Programme Budget at Q2					
General Fund	123.269	64.668	42.862	13.206	244.004
HRA	147.630	116.424	100.082	106.186	470.322
Total	270.898	181.092	142.944	119.392	714.326
Revised Programme Budget at Q1					
General Fund	119.314	54.666	23.964	9.659	207.603
HRA	161.417	121.884	98.964	89.970	472.235
Total	280.731	176.550	122.928	99.629	679.838
Requested movements due to slippage and/or in year additions					
General Fund	3.955	10.002	18.898	3.547	36.401
HRA	(13.787)	(5.460)	1.118	16.216	(1.913)
Total	(9.832)	4.542	20.016	19.763	34.488

Table 3 – Capital Programme Summary 2025/26 – 2028/29 by Department

Department	2025/26	2026/27	2027/28	2028/29	TOTAL
	£m	£m	£m	£m	£m
General Fund					
Finance and Corporate	2.168	-	-	-	2.168
Housing	1.995	-	-	-	1.995
People	5.604	8.832	4.607	4.883	23.926
Place	113.502	55.836	38.255	8.323	215.916
Sub-Total (General Fund)	123.269	64.668	42.862	13.206	244.004
Housing Revenue Account (HRA)					
Housing	75.568	79.957	72.028	94.916	322.470
Place	72.062	36.467	28.054	11.269	147.852
Sub-Total (HRA)	147.630	116.424	100.082	106.186	470.322
Total Expenditure	270.898	181.092	142.944	119.392	714.326

Table 4 – Capital Programme Financing Summary 2025/26 – 2028/29 by Department

Funding Source	2025/26	2026/27	2027/28	2028/29	Total
	£000	£000	£000	£000	£000
Grants	30.087	21.275	10.407	6.671	68.440
Section 106 / Community Infrastructure Levy (CIL)	15.224	32.568	8.950	6.000	62.742
Capital Receipts	13.836	23.067	15.995	6.041	58.939
Major Repairs Reserve	15.061	17.128	17.929	18.777	68.896
Revenue Contributions and Other Reserves	5.642	5.195	3.676	4.750	19.263
Borrowing	191.048	81.863	85.982	77.153	436.046
Total	270.899	181.096	142.939	119.391	714.326

The detail of the requested movements from Q1 to Q2 are set out in Appendix 1.

General Fund CFR and MRP

- The General Fund (GF) mainstream programme cuts across the departments and contains wide variety of projects and programmes. The General Fund capital programme includes schemes that are funded from all sources including borrowing. Any borrowing incurred for the purposes of capital expenditure increases the Council's Capital Financing Requirement (CFR). The CFR represents all outstanding debt for borrowing used to fund capital programmes.
- Local Authorities are required to make a Minimum Revenue Provision (MRP) each year, from revenue resources, to make payments towards outstanding debts.

8. Table 5 below details the medium term forecast for CFR and MRP. The detailed plans and strategy for managing the Council's CFR is discussed in the Treasury Management Strategy and the Medium Term Financial Strategy.

Table 5 – CFR & MRP Forecast

	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m
Budgeted MRP (Full Council)	2.620	5.230	5.240	5.240
Forecast MRP (as at Q2 2025/26)	2.963	4.572	4.871	6.644

	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m
Forecast closing GF CFR (Full Council)	301.350	300.55	299.390	298.22
Forecast closing GF CFR (as at Q2 2025/26)	402.138	422.898	431.795	433.622
Forecast closing HRA CFR (Full Council)	555.400	593.39	649.160	703.230
Forecast closing HRA CFR (as at Q2 2025/26)	559.272	581.346	623.002	693.819
Total CFR (Full Council)	856.750	893.940	948.550	1,001.450
Total CFR (as at Q2 2025/26)	961.410	1,004.244	1,054.797	1,127.441
CFR Movement (change in need to borrow)	104.660	110.304	106.247	125.991

9. The Council's underlying need to borrow (Capital Financing Requirement - CFR) to support the capital programme, across General Fund and HRA, is forecast to increase from £961m at the end of 2025/26 to £1.27bn at 2028/29.

CAPITAL PROGRAMME RISKS

10. **Housing Development Sales:** Over the next few years, several housing development programmes are scheduled to complete. These schemes include housing units that are marked for discount and open market sales. The business case including the financial viability supporting the approval of these schemes

and the wider capital programme anticipates capital receipts from the sales of these units. These schemes were approved in an economic climate where strong and increasing demand in the housing market and relatively easier access to mortgage finance was available for buyers, in comparison to the present economic climate. Although Hammersmith and Fulham remains a desirable location for many home seekers there is a risk that the frequency of sales will be much slower than initial forecast when each housing development scheme was approved. There is also a risk that the total capital receipts will fall short of what was initially forecast.

11. **Right to Buy funding:** The changes to the level of discounts for Right to Buy purchases is anticipated to have caused an increase in Right to Buy sales in the short term as the deadline approached but lead to a marked decrease in sales in the preceding years as the level of discount is reduced. Capital receipts obtained from Right to Buy sales forms an important source of funding for the Council's housing capital programme.
12. **The Civic Campus:** Following successful negotiations with the principal contractor, works continue at pace to complete the remainder of the Civic Campus Regeneration Project. Works are being closely monitored by the Client Management Team (CMT) which has been expanded to bring in further specialist technical and legal advisers. The Health & Safety Executive (HSE) report on the site incident is still awaited, and the Council is making representations to the HSE regarding this continued delay and its impact on the conclusion of the outstanding insurance claim.
13. **Cost Inflation:** The trend of inflation over the medium term has been persistent and increasing, if even at a slow pace. Each capital programme consists of elements of labour, material and fuel (electricity and vehicle fuel) which are all sensitive to cost inflation in the wider economy. There is a risk that continues to increase the overall cost capital programmes, many of which might be unavoidable or uncancellable.
14. **Interest Rates:** Interest rates continue to remain at levels that are relatively higher in comparison to previous medium term forecasts. As borrowing represents a significant part of the financing of the capital programme, continued increases in interest rates poses a risk to the Council in terms of current outstanding and future forecast debt.

EQUALITY IMPLICATIONS

15. There are no direct equalities implications in relation to this report. This paper is concerned entirely with financial management issues and, as such, the recommendations relating to an increase in capital allocations, will not impact directly on any group with protected characteristics, under the terms of the Equality Act 2010.

RISK MANAGEMENT

16. In the initial stages of any development, major capital projects will have significant uncertainties. For example, these may relate to the planning process, the views and interest of residents and stakeholders who must be consulted, ground

conditions, or the costs of rectifying or demolishing existing buildings (e.g. the cost of asbestos removal). Construction companies and developers contracting with the Council which experience financial instability, particularly with ongoing global geo-political events, economic uncertainty and the impact of the cost of inflation. They may not be able to raise sufficient finance to cash flow operations, any potential insolvency process could lead to a costly process of changing suppliers without any guarantee of remaining within overall budget, the Council could suffer direct financial loss and any defects or other issues may not be resolvable as anticipated. To mitigate the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible.

17. Large scale capital projects can operate in environments which are complex, turbulent, and continually evolving. Effective risk identification and control within such a dynamic environment is more than just populating a project risk register or appointing a project risk officer. Amplifying the known risks so that they are not hidden or ignored, demystifying the complex risks into their more manageable sum of parts, and anticipating the slow emerging risks which can escalate rapidly are all necessary components of good capital programme risk management.
18. The impact to councils of the Grenfell Tower fire is ongoing. Councils continue to undertake property reviews to determine the levels of improvements required to ensure fire safety arrangements within their buildings meet both the expectations of the residents and that they comply with building regulations and other statutory duties. In addition to establishing the Building Safety Regulator, the government is also in the process of implementing further actions in response the Grenfell Inquiry Phase 2 report published in September 2024.
19. The Fire Safety Act 2021 (the Act) commenced on 16 May 2022 and amended the Regulatory Reform (Fire Safety) Order 2005 (the Fire Safety Order). The Act confirms that responsible persons (RPs) for multi-occupied residential buildings must assess, manage, and put in place measures to reduce the risk of fire for the structure and external walls of the building, including cladding, balconies and windows, and entrance doors to individual flats that open into common parts.
20. The Dame Judith Hackitt independent review of fire safety, following the Grenfell tragedy, recognised that High Rise Residential Buildings (10 storeys and above) are a special risk where layers of fire protection must be put in place to reduce the risk to as low as reasonably possible, however reducing the risk for all residential accommodation is fundamental. This process is on-going and must be continually reviewed at least annually. The Building Safety Act 2022 has placed additional requirements on existing building owners and on those who are constructing new buildings. Oversight is provided by the Building Safety Regulator.
21. All works must comply with the Construction (Design and Management) Regulations. The Council must appoint a Principal Designer and Principal Contractor with the necessary and demonstrable expertise and competence.
22. Proposals set out in this report seek to comply with the Council's legal duties.

23. The report sets out the ongoing economic uncertainty, including the impact of high interest rates and changes in the domestic property market, and identifies actions which will, in part, mitigate this risk.

Implications verified by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 4 September 2025

VAT IMPLICATIONS

24. The Council needs to carefully consider its VAT partial exemption calculation and the risk of breaching the partial exemption threshold. Capital projects represent the bulk of this risk. A breach would likely cost the Council over £3m per year whilst in breach. Finance officers are working closely with departments to ensure that partial exemption risks are considered as part of significant capital projects.

Implications verified by: Joanna Monaghan, Principal Accountant (Taxation), Corporate Finance, 5th September 2025

LIST OF APPENDICES

Appendix 1 – Summary of requested additions to Capital Programme by funding source

Appendix 2 – Departmental expenditure forecast and variance analysis

Summary of requested additions to Capital Programme by funding source

Appendix 1

	Grant	Capital Receipts	S106/CIL	Major Repairs Reserve (HRA)	Revenue/Reserve Contributions	Borrowing	Total
	£m	£m	£m	£m	£m	£m	£m
General Fund							
SALIX Match Funding			2.981				2.981
S278 Temp Highway Works	1.823						1.823
New Transport S106 Schemes			15.369				15.369
Parking Schemes						2.200	2.200
Other Highways S106 Schemes			3.339				3.339
Parks Improvement Schemes			8.312				8.312
Public CCTV			3.203				3.203
Other GF Movement					0.253		0.253
General Fund Total	1.823	-	33.204	-	0.253	2.200	37.480
HRA							
Capitalised Interest Reduction (Development)						(0.566)	(0.566)
Capitalised Interest Reduction (Regeneration)						(1.703)	(1.703)
Release of JV Partnership Loan (no additional drawdown required)						(1.078)	(1.078)
Edward Woods Fire Safety						1.858	1.858
High Risk Fire Doors Slipped to 29/30						(1.701)	(1.701)
Other HRA Movements						0.197	0.197
HRA Total	-	-	-	-	-	(2.993)	(2.993)
Grand Total	1.823	-	33.204	-	0.253	(0.793)	34.488

*Budget for Avonmore Redevelopment was approved at Full Council in May 2025 after outturn was completed therefore is being added to the Q1 Capital Programme

APPENDIX 2 - CAPITAL PROGRAMME 2025/26 – DEPARTMENTAL SPEND FORECAST AND VARIANCE ANALYSIS (QUARTER 2)

Programme	2025-26 Approved Budget	Q1 Revised Budget	Q2 Forecast	Q1 Actuals	Variance (Revised Budget vs Forecast)
<i>General Fund</i>	£000	£000	£000	£000	£000
Finance and Corporate Services					
Investment in Digital Infrastructure	133	133	133	-	-
Tech-Tonic 2 Device Refresh	1,767	1,767	1,767	-	-
Business Intelligence Infrastructure	61	268	268	-	-
Finance and Corporate Total	1,961	2,168	2,168	-	-
Housing					
Homelessness and Rough Sleeping	174	174	174	152	-
Aids and Adaptations (Housing)	-	1,821	1,821	434	-
Housing Total	174	1,995	1,995	586	-
People					
Children's Services					
SEN Sufficiency	3,097	1,500	1,500	-	-
Carer Housing Adaptations	141	63	63	-	-
Basic Need Placement Sufficiency	70	-	-	-	-
Windows and Decarbonisation	2,906	1,365	1,365	15	-
Family Hubs	25	88	88	13	-
School Maintenance Programme	2,599	1,600	1,600	894	-
Adult Social Care					
Aids and Adaptations	476	-	-	-	-
Social Care Capital Projects	382	988	988	-	-
People Total	9,696	5,604	5,604	1,308	-
Place					
Hammersmith Town Hall Refurbishment	38,857	38,857	38,482	10,917	(375)
Acquisition of commercial units	18,054	18,054	17,557	1,366	(497)
Civic Campus Commercial Units Works	2,659	2,659	2,659	64	-
Commercial Units- Cinema Fit Out	2,250	2,250	1,500	-	(750)
Partnership Loan (Civic Campus)	1,078	1,078	-	-	(1,078)
West Kensington & Gibbs Green Public Realm	1,461	1,461	961	32	(500)
Watermeadow Court	1,857	1,857	-	-	(1,857)
Development Programme (GF)					
Mund Street	820	1,120	1,115	861	(5)
Avonmore School Redevelopment	49	2,957	384	123	(2,573)
Planned Maintenance Programme	5,870	9,896	12,174	2,110	2,278

Place (Cont'd)					
Divestment in local supported housing	-	-	-	-	-
Carnwath Road	1,870	-	-	-	-
North End Road - Good Growth Fund	448	448	448	7	-
Footways and Carriageways – Climate Change & Transport	194	194	194	1	-
Transport For London Schemes – Climate Change & Transport	500	7,603	7,506	2,543	(97)
Other Highways Capital Schemes – Climate Change & Transport	5,878	4,536	5,947	1,278	1,410
Green Investment Projects	2,385	2,385	2,748	158	363
Parking Reserve Funded Schemes	-	-	2,200	1,009	2,200
Hammersmith Bridge Stabilisation Works	5,145	3,211	3,211	2,536	-
Hammersmith Bridge Pre Restoration Works	1,472	206	206	(219)	-
Footways and Carriageways – Public Realm	2,257	2,248	2,289	1,576	41
Column Replacement	250	250	250	100	-
Transport For London Schemes – Public Realm	-	170	210	(0)	40
Other Highways Capital Schemes – Public Realm	100	60	1,918	221	1,858
Waste Collection and Disposal Projects	3,060	3,060	4,510	1,612	1,450
Kings Coronation Youth Fund	533	666	666	218	-
Parks Projects	611	1,471	2,065	149	594
Leisure Centre Capital Investment	150	150	150	(70)	-
Public CCTV	659	2,659	4,112	501	1,453
Place Total	98,468	109,547	113,502	27,093	3,955
General Fund Total	110,299	119,314	123,269	28,992	3,955

Appendix 2

Programme	2025-26 Approved Budget	Q1 Revised Budget	Q2 Forecast	Q2 Actuals	Variance (Revised Budget vs Forecast)
HRA	£000	£000	£000	£000	£000
Place					
White City Estate Regeneration	286	286	286	134	-
Becklow Gardens	702	502	400	217	(102)
Barclay Close	460	460	350	143	(110)
Jepson House	755	655	450	264	(205)
The Grange	695	495	350	165	(145)
Hartopp & Lannoy	24,096	23,896	20,935	13,918	(2,961)
Farm Lane	9,798	9,598	9,645	3,319	47
Avonmore Redevelopment	-	1,569	204	-	(1,365)
Lillie Road	8,540	8,540	10,288	3,666	1,748
Stanhope Joint Venture – Edith Summerskill	1,277	1,277	1,277	185	-
Old Laundry Yard	309	5	50	15	45
Education City	18,814	18,814	18,814	19,238	-
Property Acquisition for Affordable Housing	8,953	8,953	8,953	54	-
New Homes for Refugees	60	60	60	6	-
Nourish Project (Good Growth Fund)	-	-	-	-	-
Housing					
Major Refurbishment Works	6,205	17,122	8,682	2,073	(8,440)
Fire Safety Compliance Programme	3,148	5,634	4,534	875	(1,100)
Fire Safety Complex Schemes	24,676	10,016	13,362	3,710	3,346
Lift Schemes	1,404	5,082	292	235	(4,790)
Heating Schemes	7,000	6,567	4,567	85	(2,000)
Safety Works - Electrical	5,100	4,933	5,083	1,069	149
Safety Works	5,669	6,061	5,912	525	(150)
Void Works	4,700	6,582	10,199	3,005	3,617
Other Capital Improvements	3,767	6,668	5,296	412	(1,372)
Capitalised salaries	10,822	10,802	10,802	-	-
Capitalised repairs	4,140	6,840	6,840	1,894	-
HRA Total	151,376	161,417	147,630	55,207	(13,787)

Report to: Cabinet

Date: 08/12/2025

Subject: Treasury Management Strategy: Mid-Year Review 2025/26

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

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

SUMMARY

This report provides an update on the implementation (six months to 30 September 2025) of the 2025/26 Treasury Management Strategy, approved by Full Council on 26 February 2025, and presents the Treasury Management Strategy 2025/26 mid-year review.

Treasury management comprises the management of the Council's cash balances, ensuring that funding for the Council's capital programme follows its borrowing strategy and that surplus cash balances arising from the day-to-day financial operations of the Council are invested appropriately to obtain an optimal return, while ensuring security of capital and liquidity.

This report complies with CIPFA's Code of Practice on Treasury Management, and covers the following:

- a review of the Council's investment portfolio for 2025/26 to include the treasury position as at 30 September 2025;
- a review of the Council's borrowing strategy for 2025/26;
- a review of compliance with Treasury and Prudential Limits for the first six months of 2025/26;
- an economic update for the first part of the 2025/26 financial year.

The Council's Treasury responsibilities are well managed and some of the key highlights so far in 2025/26 are set out below.

During the first six months of 2025/26, cash balances were £44.2m at 31 March 2025 and £44.8m at 30 September 2025. These funds were invested in Money Market Funds (MMF) with an average yield of 4.09%. The average rate fell from 4.75% at 31 March 2025 following a 0.50% decrease in the Bank Rate.

The Council made principal repayments on its existing debt (£3.2m in total) and took out a further £85.0m of borrowing from the PWLB. Therefore, debt has increased from £288.3m to £370.1m, with the weighted average interest rate also increasing from 3.75% to 3.86%.

The Council approved the Green Investment Fund of up to £5m at the end of 2023/24 and to date £3.3m (or 95%) has been raised in 4 separate tranche issues including

2 in 2025/26. A total of 1,854 individuals have invested in this 5-year bond and the resources will be spent on local green themed projects. A further £1.7m is expected to be raised in the next 12 months.

The Council has operated within the Treasury Limits and Prudential Indicators.

RECOMMENDATIONS

1. That Cabinet notes:

- the Treasury Management Strategy 2025/26 mid-year review;
- the forecast capital financing requirement (CFR) for the General Fund and the Housing Revenue Account (HRA);
- the current split between external and internal borrowing.

Wards Affected: None

Our Priorities	Summary of how this report aligns to the H&F Priorities
Building shared prosperity	Achieve best value for money in investment and borrowing decisions.
Being ruthlessly financially efficient	Effective management of the Council's cash flow resources.

Financial Impact

This report is wholly of a financial nature.

Implications by: Phil Triggs, Director of Treasury and Pensions

Verified by: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

Legal Implications

There are no legal implications in respect of this report.

Implications by Jade Monroe, Chief Solicitor Social Care

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

Background and Treasury Position

1. Treasury management in this context is defined as:

“The management of the Council’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2. This treasury monitoring report covers:

- the treasury position at 30 September 2025;
- the borrowing strategy for 2025/26;
- the borrowing position at 30 September 2025;
- compliance with treasury limits and prudential indicators;
- the investment strategy for 2025/26; and
- the investment position at 30 September 2025.

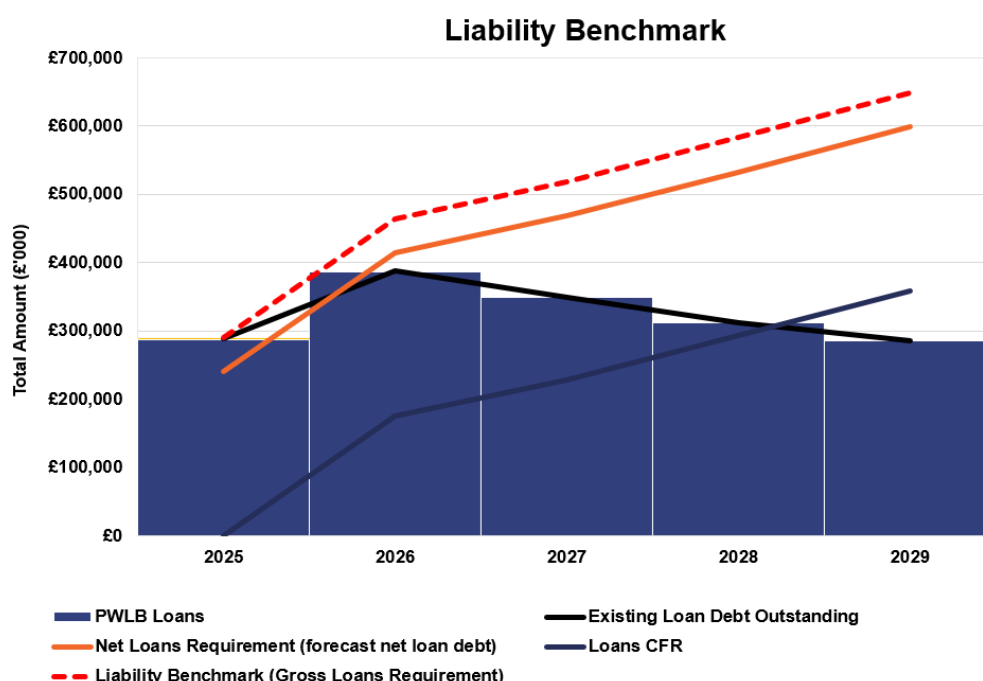
3. The Council’s debt is predominately held with the Public Works Loan Board (PWLb), with the exception of a £1.5m Community Municipal Investment. Investment and debt positions at the beginning of 2025/26 and at the six-month point were as follows:

	31 March 2025 (£m)	Rate (%)	30 September 2025 (£m)	Rate (%)
General Fund (GF)	50.9	3.63	50.7	3.63
Housing Revenue Account (HRA)	237.4	3.78	319.4	3.89
Total Borrowing	288.3	3.75	370.1	3.86
Total Cash Invested	44.2	4.75	44.8	4.09
Net (Borrowing)	(244.1)		(325.3)	

4. The Housing Revenue Account (HRA) is responsible for servicing 86.3% of the Council’s external debt and the General Fund is responsible for the remaining 13.7%.
5. All investments at 30 September 2025, £44.8m, were kept liquid in Money Market Funds.
6. The Treasury Management Strategy Statement (TMSS) for 2025/26 was approved by Full Council on 26 February 2025. The TMSS has kept investments short-term and invested with highly rated or UK Government backed institutions, resulting in low returns compared with borrowing rates.

Treasury Borrowing

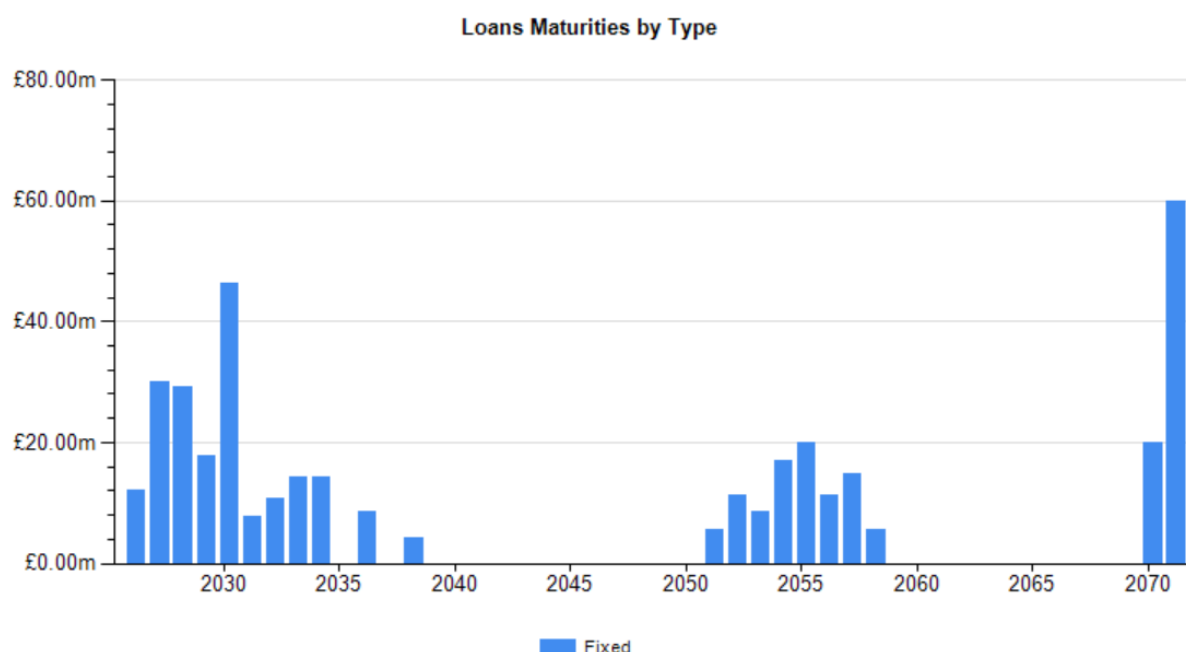
7. The Prudential Code requires the Council to produce a liability benchmark. The Council is required to estimate and measure the liability benchmark for the forthcoming financial year and the following two financial years, as a minimum.
8. There are four components to the Liability Benchmark:
 - Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years;
 - Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned minimum revenue provision (MRP);
 - Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast;
 - Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.
9. The liability benchmark uses the above information to plan the future borrowing requirements of the Council.



10. The Authority's liability benchmark shows that its actual external borrowing remains below the benchmark over the medium term, indicating an under-borrowed position.
11. This reflects its continued use of internal borrowing to finance the capital programme, which avoids the cost of holding surplus cash and reduces interest payable in the short term.
12. However, as reserves and balances have been exhausted through internal borrowing over the life of the capital programme, the liability benchmark projects

a gradual increase in the need for external borrowing to maintain liquidity and ensure the authority remains aligned with its long-term financing needs.

13. It is therefore likely that any future borrowing requirement in the capital programme will have to be funded through external borrowing which exposes the council to interest rate risk, and increased interest payable charges in the capital programme.
14. £3.2m of borrowing has been repaid in the first half of 2025/26. Total borrowing therefore increased from £288.3m to £370.1m and the average interest rate increased from 3.75% to 3.86%. All the Council's loans are at a fixed rate of interest. The table below shows the debt profile as at 30 September 2025:



15. In the first six months of 2025/26, the HRA PWLB debt of £319.4m remained below the HRA Capital Financing Requirement (CFR) of £566.5m, which generates internal borrowing of £247.1m. A charge for this is made based on the opportunity cost to the General Fund of providing this financing. HRA reserves and working capital, represent cash balances, on which interest is allocated from the general fund.
16. As at 30 September 2025, the Council had an under-borrowed position. This means that the capital borrowing requirement was not fully funded by the existing external loan debt and the balance is funded by cash reserves (known as internal borrowing).
17. The Council has borrowed £85m for the HRA so far this financial year. Cash is now needed to manage daily liquidity: therefore, there is no further opportunity for internal borrowing to fund the capital programme. All future capital spend will be funded through external borrowing. Cash balances and interest rates are constantly being monitored to determine the optimal time to borrow.
18. Future External Borrowing: It is anticipated that any future external borrowing is more likely to be undertaken within the HRA at this stage. This reflects the

additional discount available on HRA rates compared with General Fund borrowing. The current distribution between General Fund and HRA borrowing reflects underlying interest rate considerations, rather than any imbalance or “unfair” allocation of borrowing activity.

Closing Capital Financing Requirement analysed between General Fund and Housing Revenue Account

	31 March 2025 CFR £m	31 March 2025 External Debt £m	30 Sep 2025 CFR £m	30 Sep 2025 External Debt £m
Total GF Headline CFR	291.0	0.0	382.1	0.0
Finance leases/PFI	16.8	0.0	20.0	0.0
Total Closing GF CFR	307.8	50.9	402.1	50.7
HRA	458.9	0.0	559.3	0.0
HRA CFR Total	458.9	237.4	55.93	319.4
Total CFR/External Debt	766.7	288.3	961.4	370.1

19. Within the Prudential Indicators, the approved limit for the aggregate 2025/26 Capital Financing Requirement (which formed part of February’s budget report) was £856m, and the forecast CFR at the mid-year point of this report is £961m. The increase in CFR estimate between these points is explained primarily by a combination of budget reprofiling from the prior year (£38m), capital receipt income being reprofiled into 2026/27 (£19m), the inclusion of IFRS16 (technical adjustment for lease accounting - £15m), and additional financing through borrowing at 2024/25 year end (£17m).

Treasury Investments

20. At 30 September 2025, none of the Council’s treasury investment portfolio was held in fixed term deposits with local authorities and banks.
21. The TMSS allows investment in the following areas:
- an unlimited investment limit with the UK Government (DMO) deposits, UK gilts, repos and treasury bills;
 - up to a maximum of £50m per counterparty in supra-national banks, European agencies and covered bonds debt on a buy to hold basis with maturity dates of up to five years, and the Greater London Authority (GLA) bonds for up to three years;
 - a limit of £30m to be invested with any UK Local Authority (subject to internal counterparty approval by the Director of Treasury and Pensions, his direct reports, or the Director of Finance);
 - no more than £45m to be invested with any individual MMF;
 - any financial instrument held with a UK bank limited to £70m depending on the credit rating and Government ownership above 25% (limit of £50m);
 - any financial instrument held with a non-UK bank limited to £50m.

22. The table below provides an analysis of the cash deposits, together with comparisons from financial year-end:

	31 March 2025 £m	30 September 2025 £m
Money Market Funds	44.2	44.8
Total	44.2	44.8

23. During the first six months of 2025/26, cash balances varied between £72.4m and £39.5m, reflecting the timing of the Council's income (council tax, national non-domestic rates, government grants and capital receipts, etc) and expenditure (precept payments, payroll costs, supplier payments and payments re capital projects).
24. The average return achieved on investments managed internally for the first six months was 4.34% compared with the average six-month SONIA rate of 4.48%. Interest rates remained low throughout the period with the Council following a low-risk strategy keeping funds liquid in Money Market Funds.

Prudential Indicators

25. During the year the Council did not operate within all the Treasury Limits and Prudential Indicators set out in the TMSS, with the Capital Financing Requirement breaching the limit. See paragraph 19 for further explanation.
26. The table below provides a breakdown of the indicators and actual position for the six-month period ending 30 September 2025:

Indicator	2025/26 Approved Limit	2025/26 Actual at 30 September 2025	Indicator Met
Authorised Limit for external debt ¹	£920m	£370m	Yes
Operational Debt Boundary ²	£875m		Yes
Capital Financing Requirement ³	£856m	£961m	No
Capital Expenditure	£214m	£84m	Yes
Working capital balance	£0m	£0m	Yes
Limit on surplus funds invested for more than 364 days	£120m	£0m	Yes

¹ The Authorised Limit is the maximum requirement for borrowing taking into account maturing debt, capital programme financing requirements and the ability to borrow in advance of need for up to two years ahead.

² The Operational Boundary is the expected normal upper requirement for borrowing in the year.

³ The limit for the Capital Financing Requirement is a guide not a hard limit, and actuals in excess are not a breach.

Maturity Structure of Borrowing	Minimum	Maximum	Actual	Indicator Met
Under 12 months	0%	15%	5%	Yes
12 > months < 24	0%	15%	5%	Yes
24 > months < 5 years	0%	60%	4%	Yes
5 > months < 10 years	0%	75%	5%	Yes
Over 10 years	0%	100%	81%	Yes

Reasons for Decision

27. The Council's treasury management activity is underpinned by the CIPFA Code of Practice on Treasury Management, which recommends that members are informed of treasury management activities at least twice a year.

Equality Implications

28. There are no direct negative implications for protected groups, under the Equality Act 2010, arising from the information presented in this report.

Risk Management Implications

29. The purpose of this report is to present the Council's mid-year Treasury Management Report for 2024/25 in accordance with the Council's treasury management practices. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities is measured.
30. Risk levels were set in accordance with the approved TMSS. The Council continues to recognise that effective treasury management provides support towards the achievement of its business and service objectives, specifically, being ruthlessly financially efficient.
31. The identification, monitoring and control of risks are central to the achievement of the treasury objectives. Potential risks are identified, mitigated and monitored in accordance with treasury practice.
32. Implications verified by: David Hughes, Director of Audit, Fraud, Risk and Insurance, tel. 07817 507 695

LIST OF APPENDICES

None.

KEY DECISIONS LIST 154 – DECEMBER 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: 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: 8 Dec 2025

Proposed Key Decision: Capital Programme Monitor and 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: James Newman, james.newman@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 19 Jan 2026

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: 19 Jan 2026

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: 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: 9 Feb 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: 9 Feb 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: 9 Feb 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: 9 Feb 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 Feb 2026

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: 9 Feb 2026

Proposed Key Decision: Continuing support through the Cost of Living

The report sets out how the Council's Cost of Living (COL) Programme is continuing to support residents struggling with the rise in essential living costs. The report also looks back at the help provided in 2024/25 and the difference this made.

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, matthew.sales@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: 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 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: 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: 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: 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: December 2025

Proposed Key Decision: Procurement Strategy and Award for Children Looked After CAMHS 26/27

The procurement strategy and contract award for the Preferred Supplier for Children Looked After Child and Adolescent Mental Health Services (CLA CAMHS) aligned to Regulation 7 and Schedule 2 of the Health Care Services (Provider Selection Regime) Regulations 2023

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: Hannah parrott,

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: Rebecca Richardson, James Mason, rebecca.richardson@lbhf.gov.uk, james.mason@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 Ladv, Ramanand.Ladv@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 Housing and Homelessness, Cabinet Member for Social Inclusion and Community Safety

Earliest date the decision will be made: May 2025

Proposed Key Decision: Domestic Abuse Housing Services Policy

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: 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: Gary Hannaway, Bram Kainth, gary.hannaway@lbhf.gov.uk, bram.kainth@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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: December 2025

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

To award a contract to a suitably qualified and experienced supplier for the implementation of the Alternative Ecological Mitigation (AEM) Masterplan capital works and 10 Year Management and Maintenance Plan (MMP) for Wormwood Scrubs.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: College Park and Old Oak

Contact officer: Vicki Abel, Victoria.Abel@lbhf.gov.uk

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: January 2026

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

Decision whether to proceed with timed commercial waste collections on Uxbridge Rd and King St following consultation

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

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

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

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: Procurement Strategy for Violence Against Women and Girls (VAWG) Services

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 procurement 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: Chris Nolan, Sebastian Mazurczak, Chris.Nolan@lbhf.gov.uk, Sebastian.Mazurczak@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 Ladv, Ramanand.Ladv@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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: December 2025

Proposed Key Decision: Direct award for additional CCTV assets

Purchase of cameras with speakers and lights, deployable cameras, additional CCTV storage for footage and additional cameras for King Street and Thames Path.

Lead Member(s): Councillor Rebecca Harvey

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

Wards affected: All Wards

Contact officer: Neil Thurlow, Neil.Thurlow@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: Before 30 Jan 2026

Proposed Key Decision: Acquisition of a family-sized home using affordable housing subsidy

This decision requests approval, in line with the council's adopted family housing strategy, to use the council's retained affordable housing subsidy to purchase a family-sized home that will serve to address demand for homes of this nature across the borough.

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: Fulham Reach

Contact officer: Joe Coyne, joe.coyne@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: Ashley Bryant, Darren Persaud, ashley.bryant@lbhf.gov.uk,
Darren.Persaud@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: 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: 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: 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
