

# Health and Adult Social Care Policy and Accountability Committee Agenda

Tuesday 8 July 2025 at 7.00 pm

Ground Floor - Clockwork Building, 45 Beavor Lane, London W6 9AR -  
Clockworks Building

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## MEMBERSHIP

Administration	Opposition
Councillor Natalia Perez (Chair) Councillor Genevieve Nwaogbe Councillor Lydia Paynter Councillor Ann Rosenberg	Councillor Jose Afonso
Co-optees	
Victoria Brignell, Action On Disability Lucia Boddington Jim Grealy, H&F Save Our NHS	

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Members of the public are welcome to attend but spaces are limited, please email [Liam.Oliff@lbhf.gov.uk](mailto:Liam.Oliff@lbhf.gov.uk) if you plan to attend. The building has disabled access.

Date Issued: 30 June 2025

# Health and Adult Social Care Policy and Accountability Committee

## Agenda

*If you would like to ask a question about any of the items on the agenda, please email [Liam.Oliff@lbhf.gov.uk](mailto:Liam.Oliff@lbhf.gov.uk) by 12pm, 7 July 2025*

<u>Item</u>	<u>Pages</u>
<b>1. APPOINTMENT OF CO-OPTED MEMBERS</b> The Committee is asked to appoint Victoria Brignell, Lucia Boddington and Jim Grealy as non-voting co-opted members for the 2025/26 Municipal Year	
<b>2. APOLOGIES FOR ABSENCE</b>	
<b>3. DECLARATIONS OF INTEREST</b> <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>4. MINUTES OF THE PREVIOUS MEETING</b> To approve the minutes of the previous meeting as an accurate record and to note any outstanding actions.	4 - 9
<b>5. ADULT SOCIAL CARE UPDATE</b> To provide an update in relation to Adult Social Care transformation programme.	10 - 18

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|-----------|--|---------|
| <b>6.</b> | <b>ADULT SOCIAL CARE CO-PRODUCTION</b>   | 19 - 24 |
|           | To provide an overview of co-production work in Adult Social Care.   |         |
| <b>7.</b> | <b>HAMMERSMITH AND FULHAM FOOD PLAN</b>  | 25 - 82 |
|           | This item presents the Hammersmith and Fulham Food Plan for 2025-2030.   |         |
| <b>8.</b> | <b>DATES OF FUTURE MEETINGS</b>  |         |
|           | To note the following dates of future meetings:  |         |
|           | <ul style="list-style-type: none"><li>• 17 November 2025</li><li>• 27 January 2026</li><li>• 22 April 2026</li></ul> |         |

# Agenda Item 4

London Borough of Hammersmith & Fulham



## Health and Adult Social Care Policy and Accountability Committee Minutes

Monday 28 April 2025

### **PRESENT**

**Committee members:** Councillors Natalia Perez (Chair), Genevieve Nwaogbe, Lydia Paynter and Amanda Lloyd-Harris

**Co-opted members:** Victoria Brignell (Action On Disability), Lucia Boddington and Jim Greal (H&F Save Our NHS)

### **Other Councillors**

Councillor Alex Sanderson (Deputy Leader, covering the role of Cabinet Member for Adult Social Care and Health)

### **Officers**

Jacqui McShannon (Executive Director – People)

Katherine Wilmette (Director of Adult Social Care)

Dr Nicola Lang (Director of Public Health)

Sarah Bright (Director, Commissioning Transformation and Health Partnerships)

Peter Haylock (Operational Director of Education and SEND)

David Abbott (Head of Governance)

### **Guests**

Caroline Farrar (Managing Director of Hammersmith and Fulham Place Partnership)

Merril Hammer (HAFSON)

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

Apologies for absence were received from Councillor Ann Rosenberg and Katharine Willmette.

Victoria Brignell (Action on Disability) joined the meeting remotely.

The Chair welcomed Councillor Lydia Paynter to the Committee.

### **2. DECLARATIONS OF INTEREST**

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Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

There were no declarations of interest.

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

Jim Grealy noted the discussion of hospital discharge backlogs under Item 4 in the minutes and suggested the Committee invited a representative from the acute Trusts to talk through the impact of the delays on health outcomes. Caroline Farrar (Managing Director of Hammersmith and Fulham Place Partnership) noted there had recently been significant improvement in the hospital discharge rate and felt it wasn't the highest priority issue at this time. Councillor Alex Sanderson (Deputy Leader, covering the role of Cabinet Member for Adult Social Care and Health) suggested a written update on the topic be produced for Health & Wellbeing Board, as the most appropriate forum in the first instance. Members agreed the suggestion.

**ACTION: Written update on hospital discharges to go to Health & Wellbeing Board and be circulated to PAC members**

The minutes of the meeting held on 29 January 2025 were agreed as an accurate record.

### **4. PREPARATION FOR ADULTHOOD IN HAMMERSMITH & FULHAM**

Peter Haylock (Operational Director of Education and SEND) presented the item which provided a summary of the progress made across Children's Services and Adult Social Care in supporting children and young people as they reach adulthood.

Councillor Amanda Lloyd-Harris welcomed the report and said it was a good template for future reports. She felt hearing from people in their own words gave a better understanding of the issues. She then asked if the committee would receive updates on the remainder of Monique's journey. Peter Haylock said he could provide updates to members.

**ACTION: Peter Haylock**

Lucia Boddington asked for more information on the transitions team including the size of the team, the work they did and how they support the Education Health and Care Plan (EHCP) team. Peter Haylock said there were 12-13 people in the team and their central task was to take referrals and work with the young person to develop a transition plan and social care plan. They did not input into the EHCP process which was focused on education. Transitions took place for the upper end of cohort, those aged around 22-23 years old.

Jacqui McShannon (Executive Director – People) added that the Council was investing in transitions to avoid the 'cliff edge' where children's services ended and handed over to adult social care. The team started planning ahead for adulthood from as young as 14 years old, though more commonly at 16

years old. They worked with the young person and their family to understand their needs so the right support could be commissioned in advance.

Lucia Boddington asked how cases were allocated, noting that there were many young people with EHCPs but only 38 supported in transitions. Peter Haylock clarified that while there were around 1800 young people with EHCPs in total, many of them were years away from transition. The team was still relatively new, launching in 2023, and had looked first at the cohort that was nearing transition. Some young people did not need transition support if they were going on to higher education for example. Jacqui McShannon noted that eligibility for adult social care was also a factor.

Jim Grealy thanked officers for the report. He said the work in the report was very positive and seemed to have genuine co-design and co-production. He asked if equalities data was available on the young people transitioning, for example their socio-economic background and ethnicity. He also asked what work the team were doing with disabled communities and if co-production was a continuing process. Peter Haylock said there was a thorough data set covering all EHCPs and co-production was an ongoing process. Jacqui McShannon added that Parentsactive were instrumental in driving the case for the new transitions team. Officers met regularly with Parentsactive as part of a dynamic co-production process. Sarah Bright (Director, Commissioning Transformation and Health Partnerships) said officers were taking the same approach in Adult Social Care – looking at provision for young adults at an earlier stage to understand the gaps and what could be done differently.

Jim Grealy noted there must be huge need and asked if finances were a constraint. Peter Haylock said the key issue for the team was working with the right people at the right time.

Victoria Brignell asked about the co-production methods used and how the Council saw it developing in future. Peter Haylock said they held focus groups with young people and families. The team worked with schools and colleges to develop vocational profiles. They had also run a pilot with care experienced young people. He said it was an evolving process, but the key was the young people themselves, and their feedback shaped what the team did.

Victoria Brignell asked if the team recorded feedback from people about how they found the co-production process. Peter Haylock said they did not require it, but they would try to in future.

**ACTION: Peter Haylock**

The Chair asked how often the priority workstreams (Workforce, Pathways, and Provision) were reviewed. Peter Haylock said they were reviewed annually but it was a new team with new processes, and they were still learning. He felt there were a lot of opportunities still to explore including engaging with local businesses and getting more out of social value contracts.

Lucia Boddington asked how parents could contact the Council about being supported through the transition process. Peter Haylock said the initial referral would come through the annual review process from an EHCP coordinator.

The Chair asked what systems were in place to support young people that left the borough and if there was any coordination between different local authorities. Peter Haylock said it was a challenge, but the EHCP moved with them so support would be provided by their new home borough. He noted this was different for Virtual School children who would remain supported by H&F even if they moved.

Councillor Alex Sanderson said transitions was an area of focus and the Council was working hard to provide holistic transition support for those young people who needed it. She also highlighted that the Council had recently been recognised for the 'Best Local Offer' award by the National Association of Family Information Services (NAFIS) which acknowledged the strength of the Council's co-production work with families in developing and promoting its online resources about services and support for children and young people with Special Educational Needs and Disabilities.

## **RESOLVED**

1. That the Health and Adult Social Care Policy and Accountability Committee noted the report.

## **5. HAMMERSMITH & FULHAM HEALTH AND CARE PARTNERSHIP PRIORITIES AND GOVERNANCE 2025-26**

Caroline Farrar (Managing Director of Hammersmith and Fulham Place Partnership) presented the item which covered the Hammersmith & Fulham Health and Care Partnership's overarching plan, priorities and governance for 2025-26.

Councillor Amanda Lloyd-Harris raised the issue of the highlighted areas of deprivation being concentrated in the north of the borough, despite significant pockets of deprivation in Fulham. Caroline Farrar agreed there were pockets across the borough but said this was just a high-level summary. Councillor Lloyd-Harris asked if some of the areas in the south could be included for a more balanced picture. Caroline Farrar said in future presentations they could include a more detailed breakdown across the borough. Dr Nicola Lang said there was detailed data underpinning this work and suggested sharing the most recent Joint Strategic Needs Assessment (JSNA) which contained this information.

**ACTION: Dr Nicola Lang**

Jim Grealy echoed the need for more detailed data. He then asked how the themes and work streams were chosen for each of the Integrated Neighbourhood Teams (INTs). He also asked how the Primary Care Networks (PCNs) mapped on to the Integrated Neighbourhood Teams. He also raised concerns about top-down service provision and a lack of co-production.

Caroline Farrar said the intention behind the themes was to develop work in one local area then spread that approach to all areas over time. In terms of the Integrated Neighbourhood Teams and Primary Care Networks, she said the networks were broadly happy with the way they were mapped to geographical areas. She said it was important that they could work with a population and end users were only concerned with their local area they identify with. She added that it was still early days regarding co-production within the Partnership, but progress was being made.

Merril Hammer (HAFSON) said she was concerned about the issue of co-production of health services and asked when engagement with local residents would take place. The Committee suggested an item on Integrated Care Board (ICB) co-production and what it looked like in practice for a future meeting.

**ACTION: ICB**

Caroline Farrar said the Health and Care Partnership was broader than just the NHS and all partners had to be aligned which would take some time. Members asked about the makeup of the Partnership and Caroline Farrar said she could circulate a full list of members through the clerk after the meeting.

**ACTION: Caroline Farrar**

Councillor Alex Sanderson noted the Council's record on co-production and offered to demonstrate best practice and facilitate in this area to help move this work forward. Councillor Lloyd-Harris endorsed that suggestion. Caroline Farrar said she would take this forward with the partnership.

**ACTION: Caroline Farrar**

Sarah Bright (Director, Commissioning Transformation and Health Partnerships) noted that there was a lot of good co-production work happening within the organisations that made up the Partnership, and the point being made was how to make the entire system work more effectively together, given the fragmentation. She said the partners had to build trust and work together openly and transparently to then work together collectively to engage with communities and improve services for residents.

Jim Grealy encouraged them to look at the approach taken by the Council's Disabled People's Strategy and Older People's Commission which had led to better services with a real sense of community ownership.

The Chair thanked members, officers, and partners for their contributions.

## **RESOLVED**

1. The Health and Adult Social Care Policy and Accountability Committee noted the update.



## 6. **DATES OF FUTURE MEETINGS**

The following dates of future meetings were noted:

- 24 June 2025 (following the meeting this was moved to 8 July 2025)
- 17 November 2025
- 27 January 2026
- 22 April 2026

Meeting started: 7.04 pm

Meeting ended: 8.12 pm

Chair .....

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# Agenda Item 5

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Health and Adult Social Care Policy and Accountability Committee

**Date:** July 2025

**Subject:** Adult Social Care Update

**Report author:** Katharine Willmette, Director of Adult Social Care  
Sarah Bright, Director of Commissioning, Transformation and Partnerships  
Joe Gunning, Head of Programmes

**Responsible Director:** Jacqui McShannon, Executive Director, People's Services

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### SUMMARY

This report and presentation (appendix 1) provide an update in relation to Adult Social Care transformation programme.

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### RECOMMENDATIONS

1. The Health and Adult Social Care Policy and Accountability Committee notes the contents of this report.
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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&F Values
Building shared prosperity	Ensuring a person-centred approach that delivers the right level of support to meet presenting needs.
Creating a compassionate and inclusive council	Listening and responding to feedback from professionals, residents and wider partners regarding what is working well, and areas for development.
Doing things with local residents, not to them	Contributions from key stakeholders including residents, community and third sector, and health in the co-design of services.
Being ruthlessly financially efficient	Delivery of a lean, person centred, and outcomes focused Adult Social Care offer.

Taking pride in H&F	Provision of high-quality services for residents that enables them to live in a place they call home and in the communities they know.
Rising to the challenge of the climate and ecological emergency	There are no anticipated climate and ecological implications as a result of the publication of these documents.

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## Background Papers Used in Preparing This Report

None

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## CONTEXT

1. In May 2024, Children's Services, Adult Social Care and Public Health were brought together through the creation of the People's Directorate.
2. During this time, we have undertaken a professional assessment of the service, alongside a CQC Assessment and extensive engagement and listening with key partners and stakeholders across health, the voluntary and community sector, providers and residents.
3. The assessments and engagement recognise Adult Social Care requires improvement.
4. The presentation provides a summary of the priorities from the engagement and assessments and the transformation roadmap.

## APPENDICES

Appendix 1 – Adult Social Care Update

# Adult Social Care Update

Health and Adult Social Policy and Accountability Committee  
July 2025

- In May 2024, Children's Services, Adult Social Care and Public Health were brought together through the creation of the People's Directorate.
- During this time, we have undertaken a professional assessment of the service, alongside a CQC Assessment and extensive engagement and listening with key partners and stakeholders across health, the voluntary and community sector, providers and residents.
- The assessments and engagement recognises Adult Social Care requires improvement.

Some of the priorities from the engagement and assessments include:

Strategic commissioning to ensure the right provision at the right time

Coproduction which reflects a wide range of stakeholders and results in delivery

High quality data, performance and intelligence insights

Stronger outcomes for residents which promote their strengths and independence

Robust partnership working with health and the community and third sector to improve pathways

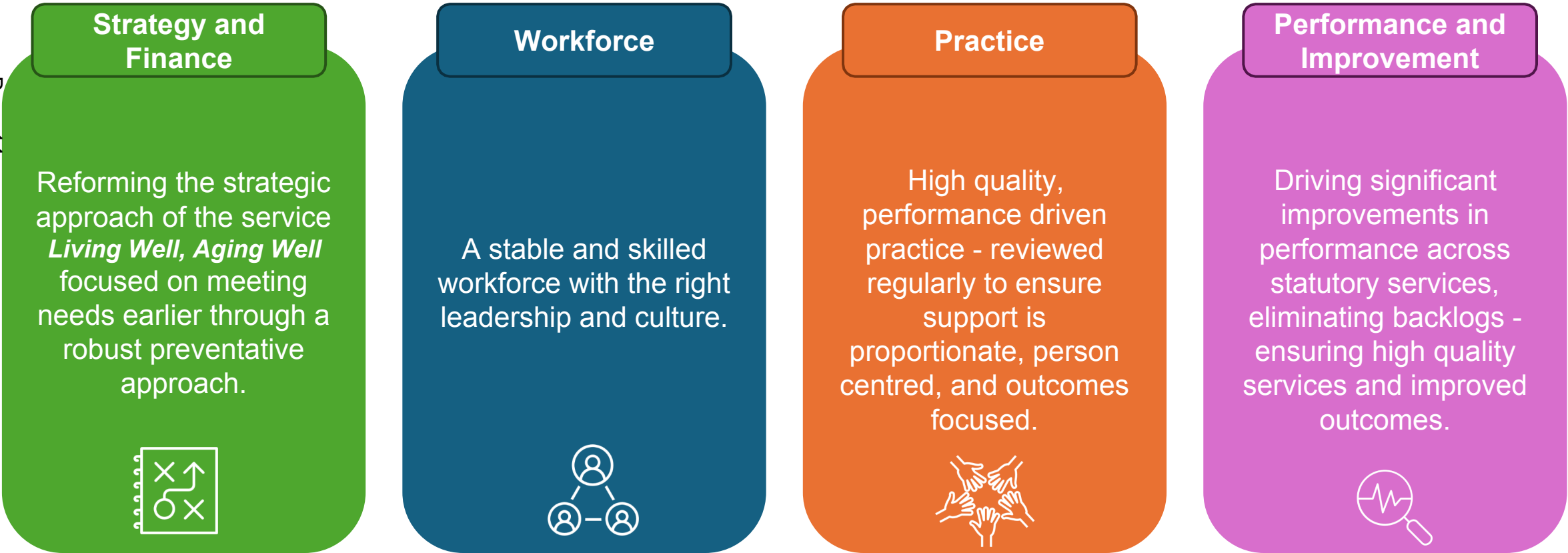
Timely access to services which are clear and easy to navigate

# Delivering improved outcomes for our residents

A fundamentally different approach to how we deliver Adult Social Care services is required which improves outcomes for residents and supports them to live well and age well in their communities.

From the extensive engagement and assessments, the following priority workstreams have been agreed.

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# Living Well, Ageing Well in H&F

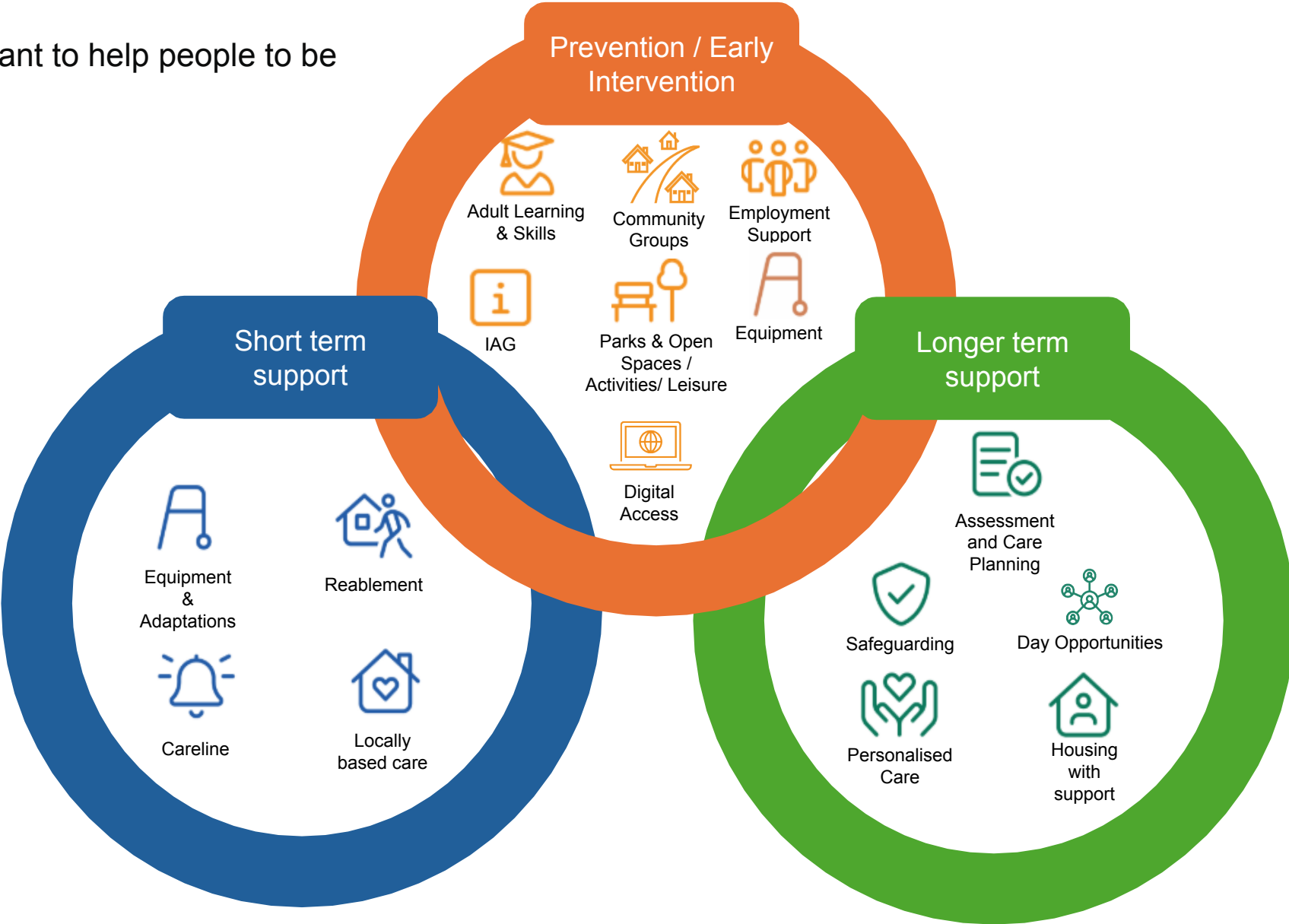
*Whole system partnership approach to supporting our residents*

Our strategic approach sets out how we want to help people to be independent and in control of their life.

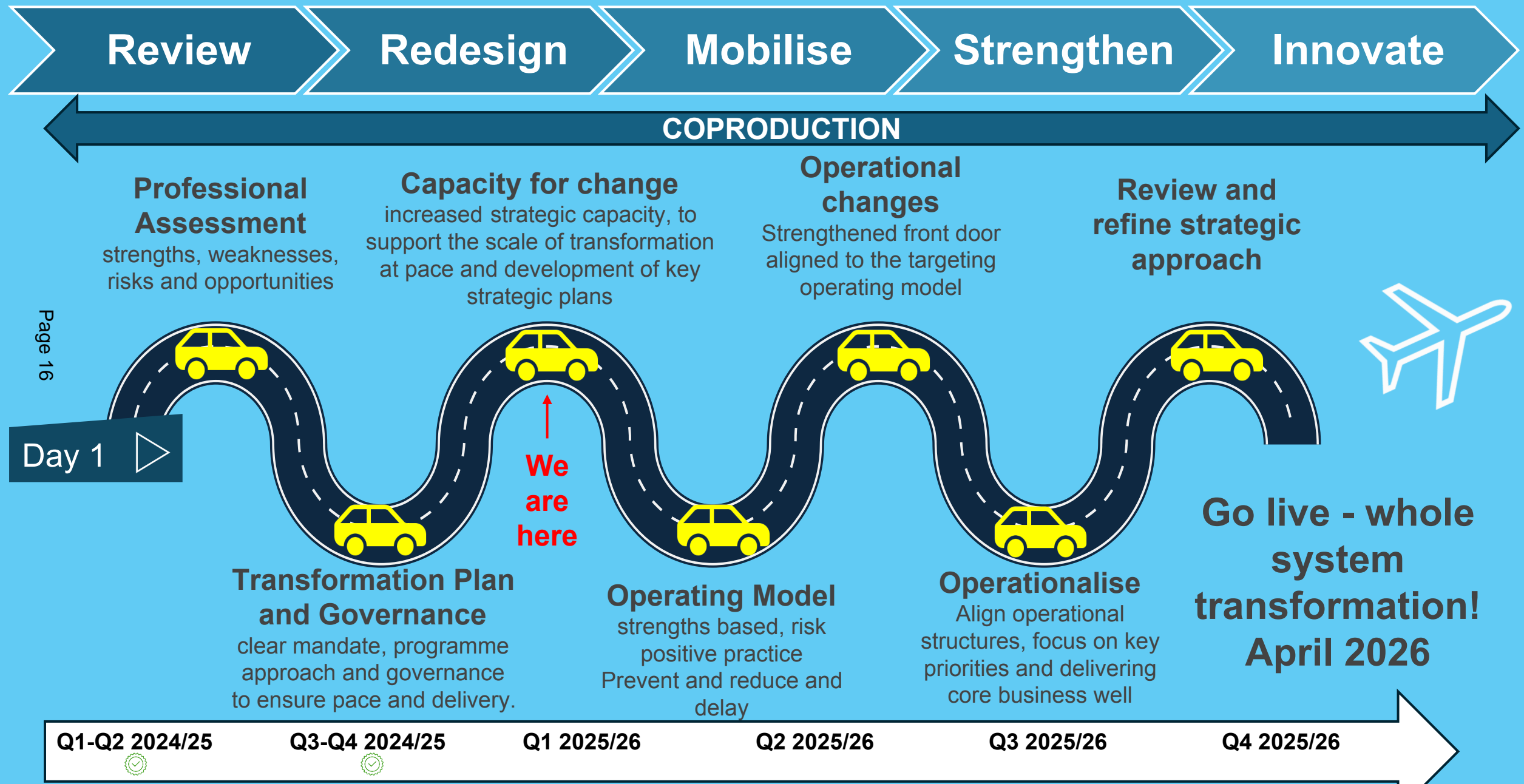
We want people to:

- Maintain and develop their role and participation as citizens
- Maximise their full potential
- Focus on helping people to do things for themselves, with the support of their own networks and community.
- Prevent and reduce the need for care and support.
- Make health and social care more personalised, so that more people can live life their way.

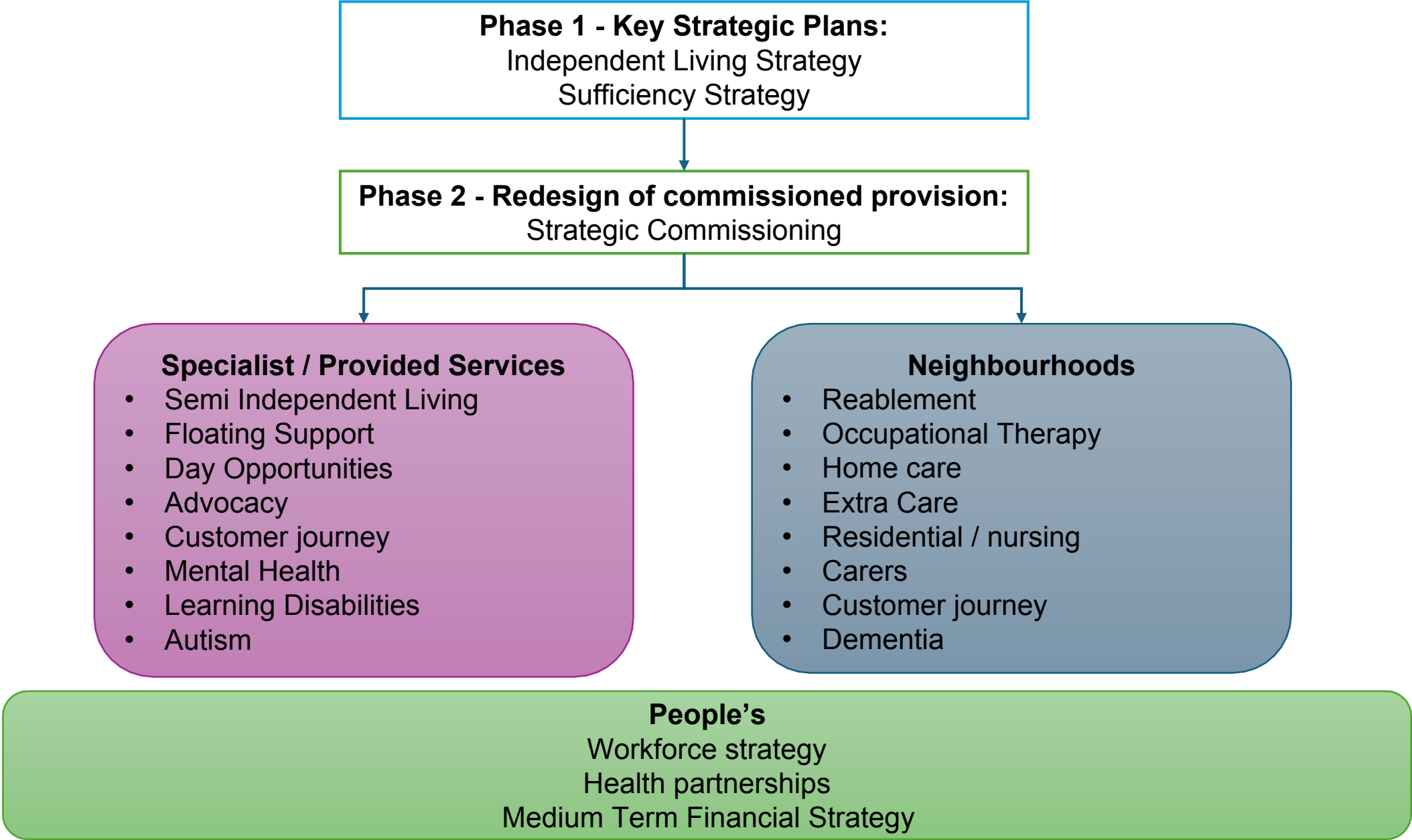
• Page 15



# Roadmap to transforming our service







- Building capacity for change with the right skills in the right places
- Increased focus on quality assurance processes and performance
- Policy and procedure changes to align to new strategic whole system approach
- Further communication / workshops to drive forward the programme at pace – development of tools and resources

**Report to:** Health and Social Care Policy and Accountability Committee

**Date:** 8<sup>th</sup> July 2025

**Subject:** Coproduction in Adult Social Care

**Report author:** Charlotte Smith, Commissioning and Contracts Officer Grad

**Responsible Director:** Katharine Willmette, Director Adult Social Care

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## Summary

This report provides an overview of co-production work in Adult Social Care and sets out our new approach, which aims to build on previous engagement activity whilst bringing together a wider forum of stakeholders to ensure sufficient scope of influence in line with delivering our transformation agenda at the scale and pace required. Feedback from coproduction groups, internal stakeholders, the recent CQC assessment and a professional assessment of ASC services have informed this new direction.

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## Recommendations

1. To note the ongoing coproduction activity across Adult Social Care.
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**Wards Affected:** All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Coproduction ensures we design and deliver on services that grant equity of opportunity and access to those using them. Incorporating lived experience into tangible action means residents can receive the right support at the right time.
Creating a compassionate council	Residents who use ASC services have the best understanding of their experience, what works and what could be improved. Therefore, co-production enables us to ensure residents needs and wants to inform our service design.
Doing things with local residents, not to them	Coproduction is a process, not a tick-box exercise. Including residents at various levels of decision making means they are active participants, who's views can be appropriately incorporated.

Being ruthlessly financially efficient	Coproduction enables specific service delivery that can appropriately meet the needs of residents using it. Accordingly, the process can achieve value for money by identifying potential service inefficiencies.
Rising to the challenge of the climate and ecological emergency	Incorporating diverse experiences of residents also highlights how some are more vulnerable to climate change and insecurities. Coproduction will help identify specific vulnerabilities faced by residents in line with our whole system approach to partnership working.

## WHAT IS CO-PRODUCTION?

1. In 2017 the Council set out its commitment of doing things with residents not to them, through establishing dynamic and innovative ways of working with residents, the community sector, and providers, to design and deliver our services. Coproduction recognises the valuable and diverse range of perspectives of people with lived experience and the importance of their involvement in decision making over the choices that affect their lives.
2. The merging of Adult Social Care, Children Services and Public Health into one single directorate has provided an opportunity to reassess our partnership arrangements and governance to ensure that residents and stakeholders are seen, heard and can influence change.
3. During this time, the Council has undertaken a professional assessment of the service, alongside a CQC Assessment and extensive engagement and listening with key partners and stakeholders across health, the voluntary and community sector, providers and residents. Feedback has indicated the strengths of Adult Social Care in listening and engaging with residents, however, also recognises that implementation has been slow, and the priority is now to ensure that coproduction becomes an active process that delivers tangible outcomes.
4. Whilst coproduction is a central aspect of all ASC work; it may look different relative to the circumstances. The range of perspectives of our residents can make incorporating all resident's needs and desires a difficult balancing act as their individual priorities may not always align. In ASC, we must also ensure that we meet our statutory obligations, which can sometimes limit the extent of coproduction.

## **WHAT HAVE WE DONE?**

5. Coproduction has been active in Adult Social Care for some time. Some examples of positive work across the department include:

### **Transitions**

6. We recognised locally from feedback from children, young people and their families that we needed to develop our transitions model and offer. This was subsequently reflected as a key priority within our Local Area Special Education Needs and Disabilities (SEND) Strategy. As a result, a new transitions team was established, to support young people and their families as they reach adulthood. The service launched in 2023 and is now fully recruited to, and parents and carers have been part of the interview panel for new staff. Improvement has also been made to ensure the pathways and protocols are clear and accessible so young people and their families know what to expect at each age and stage.

### **Direct Payments Steering Group**

7. Direct Payments enable residents to have choice and control over the services they receive. The Direct Payments Steering Group ensures that people have access to information about direct payments and are appropriately supported to access it through events and training. The group, co-chaired by residents with lived experience, employs a data-driven approach to monitoring and has successfully increased direct payment usage, with a particular focus on engaging hard-to-reach communities.

### **Mental Health Supported Housing Club**

8. The mental health supported housing club ensures residents and staff across our mental health supported housing pathway engage in their care and reflect on the services they receive. The club runs podcasts, meetings, field trips and collaborates with other internal stakeholders to examine approaches to mental health, what works and what could be improved. The hub is an excellent example of fostering collaboration and participation amongst residents, providing a space to discuss, build independence, and influence those decisions that affect their lives.

### **Rethink**

9. Rethink's coproduction project was commissioned by Hammersmith & Fulham HCP in June 2023 to facilitate the development of a sustainable coproduction framework within the mental health system in the borough. This framework will build the capacity of people who are close to people in the community, to engage in an ongoing conversation and feed what matters to people into shared considerations and decision making about service development and improvement. Also, build capacity so they can share information about what is changing for the better, what options are available to people, and how people can be involved in different ways. As part of the project 7 Experts By Experience have been recruited to engage in listening activities with residents with co-occurring mental about who is helpful, why and where they are. This is building rich qualitative and quantitative data regarding resident's experiences.

### **Independent Living Delivery Group**

10. The Independent Living Delivery Group (ILDG) was established in 2023, to support promoting the rights, inclusion, and equality of Disabled people. The ILDG includes Disabled residents, an elected council member, senior H&F officers, representatives from Action on Disability - a Disabled people's organisation (DPO) and Parentsactive, a local community organisation. The considerable experience of this group has focused on capturing resident experiences in relation to assessments and support plans. The focus of this group will be considered in the context of our new partnership governance approach to ensure the lived experience is effectively targeted to the new transformation agenda and subsequent delivery.

11. To note, this is not an exhaustive list of all coproduction work that has taken place.

### **WHAT ARE WE DOING NOW?**

12. We recognise that our coproduction activity could be strengthened by ensuring a greater range of stakeholders are engaged who have sufficient scope of influence. Engagement with stakeholders has recognised the Council's commitment to coproduction but also highlighted the need to rapidly implement and report on the feedback from it. In the context of our whole system transformation programme, we subsequently recognise the need to build, adapt and reformulate how we coproduce in Adult Social Care. Re-establishing our approach to coproduction will ensure that we reach a wider scope of people, and that coproduction has meaningful outcomes.
13. Officers are progressing the establishment of a new Partnership Board, which is being developed in collaboration with community and statutory stakeholders. The

board will take a whole system approach, from prevention to longer term support, supporting enabling our residents to live and age well in the borough.

14. Adult Social Care is one segment in a wider system of co-production and to build a system of accountability and delivery, whole partnership collaboration is essential to set the direction of travel, statutory limitations and expectations.
15. The board will act as a central tenet to ensure delivery and accountability, driving real action and system change to the way in which we approach coproduction. Crucially, the board will collectively set the purpose and the limits of coproduction in recognition of the potential statutory, financial, and deliverable constraints, therefore, ensuring that all expectations align.
16. Membership of the board will reflect our whole system partnership and will include representatives from resident groups, health care partners, the community sector and departments across the Council. The board will set workstreams to cover core delivery areas by bringing together stakeholders, who will drive forward programmes of work and ensure that set deliverables are met. The outputs from these groups will shape service improvement whilst ensuring appropriate representation to shape responsive services, which align with our strategic ambitions.
17. The Board will establish key priorities in ASC, which will focus on strategic commissioning, data driven approaches, resident outcomes, timely access to services and robust partnership working to ensure residents receive the right support and are meaningfully engaged in the process. These priorities will be developed through the workstreams and feed into the wider transformation programme in Adult Social Care.
18. The new approach will establish four central tenets of partnership working: collaboration, partnership, involvement and implementation. This focus reflects our commitment to recognise that co-production is a journey and process that may require refinement and improvement. Resident voices will be engaged at every level, from the Board, to the workstreams delivered to ensure continuous collaboration and that work streams are seen through.
19. As part of our new co-production journey, this direction has been initially discussed with several third sector community providers, who welcomed the approach. This proposal will be co-designed with other system partners including, third sector partners, community organisations and internal partners and go through several iterations, refinement and governance before its implementation.

20. It is important that coproduction is used in an active and flexible way to codesign where appropriate, whilst creating the forum for open and honest conversations about resources, and strategic priorities in the context of delivering our statutory duties.



**Report to:** Health and Adult Social Care Policy and Accountability Committee

**Date:** 8th July 2025

**Subject:** Hammersmith and Fulham Food Plan 2025-2030

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

**Report author:** Susan Hughes, Programme Lead, Public Health

**Responsible Director:** Dr Nicola Lang, Director of Public Health

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### SUMMARY

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

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

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

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### RECOMMENDATIONS

1. For the Health and Adult Social Care Policy and Accountability Committee to note and comment on the report.

#### **Cabinet recommendations approved on 16 June 2025:**

1. That Cabinet agree to adopt the H&F Food Plan 2025 – 2030 principles and framework for delivery, attached at appendix one.

2. That Cabinet support the development of a detailed local action plan which will enable the H&F Food for All Partnership to drive forward key initiatives based on our sphere of influence and the resources available to us.

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**Wards Affected:** All

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

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

## Financial Impact

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

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

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

*Cheryl Anglin-Thompson, Principal Accountant ASC Commissioning & PH, 5<sup>th</sup> March 2025*

*Prakash Daryanani, Head of Finance, 5<sup>th</sup> March 2025*

## **Legal Implications**

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

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

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

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

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

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

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

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

Oral Health Needs Assessment 2024

[Sustain London report](#)

[National Food Strategy](#)

[London Food Strategy](#)

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## **DETAILED ANALYSIS**

### **Background**

1. Our food system in London is complex and creates various societal and policy challenges. Communities face issues that impact physical, social and emotional health such as obesity, food poverty, and food insecurity. Food production also contributes to high greenhouse gas emissions, affecting air quality and climate change in London.
2. This proposed H&F Food Plan recognises the essential role of food in daily life, from nutrition to cultural importance, and how it connects communities and supports local economies. Access to healthy, affordable food is vital for survival and wellbeing of residents, preventing issues like poorer educational outcomes and mental health. A strong food economy is also key to a food-secure community.
3. The situation for food aid providers in Hammersmith and Fulham (H&F) is becoming increasingly challenging as the demand for meals outpaces the supply of surplus food donations and/or capacity. In 2023/24, 25,711 individuals in H&F relied on emergency food bank support, an increase of

103% compared to 2022. At the time of developing the new plan; in 2024/25, monthly food bank usage was averaging 2,518 individuals. Notably, families with children and the elderly represent significant portions of those in need.

4. Employed residents are increasingly seeking food aid due to cost of living. Food bank usage is not evenly distributed across H&F, with wards such as White City showing higher percentages of individuals who were previously considered food secure.
5. Issues with poor diet can start early in life. Breastfeeding makes children less likely to be obese and overweight later in life, however only one-third of babies are exclusively breastfed by 6-8 weeks.
6. Childhood is an important period for developing eating habits, attitudes and routines and may limit their willingness to try new things in the future. Poor diet in childhood can also lead to early onset of chronic conditions such as type 2 diabetes, poor psychological and emotional health, tooth decay and broader negative health outcomes.
7. The need to build resilience into our local food systems to ensure better access to food has never been greater and it is these issues which the H&F Food plan aims to address.
8. The H&F Food Plan 2025-30 represents a significant evolution in the borough's approach to food security and sustainability. It builds on the H&F Food Matters: Action Plan 2019-2024 and expands on the initiatives in the previous delivery plan to include the wider food system in H&F as well as issues around sustainability and climate. The plan to enhance household food security and establish a fairer food system is a commendable initiative that builds upon previous collaborative efforts. The H&F Food Partnership's dedication over the last two years has set a precedent for us as a Borough and has culminated in the development of multiple complementary services, addressing various aspects of food accessibility, nutrition, education, isolation and sustainable practices.
9. The local Voluntary and Community Sector (VCS) continues to deliver programmes that are essential to achieving a food secure borough. Their response to the COVID-19 pandemic provided an excellent example of what can be achieved when we share knowledge, work together with local communities and join-up our resources.
10. This Food Plan has been developed in line with guidance from the National Food Strategy and London Food Strategy which recommends that local authorities should put in place a food strategy in partnership with the communities they serve. It incorporates input from residents with firsthand experience and is co-created with the Food for All Partnership which includes Council representatives from Childrens, Climate, Adult Social Care and Environment. The plan aligns with the Council's goal to collaborate with third sector organisations to meet shared priorities and strengthen partnerships. We will work with communities and local groups to create a delivery plan that respects the borough's diversity and promotes independence and resilience.

11. The Food Plan has been developed through a collaborative effort led by Public Health and the Food for All Partnership. This process involved:
  - A comprehensive review of the previous Food Plan
  - Coproduction efforts with the Food for All Partnership in designing the new plan.
  - Engagement with residents, especially priority groups and those with lived experience of food poverty.
  - Formal research conducted by the Hammersmith & Fulham Foodbank and the Nourish Hub.

### **Key Achievements and Initiatives**

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

other caterers 34 local restaurants, cafes and sandwich bars have been awarded Healthier Catering Commitment.

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

## **Analysis of Options**

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

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

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

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

commitments could pose both a reputational risk and questions around the Council's commitment to taking action.

### **Reasons for Decision**

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

### **Focus Areas and Objectives**

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

### **Proposed plan/model**

23. The refreshed Food Plan aims to:
  - Evolve the food response with a greater focus on sustainability and prevention.
  - Encourage bottom-up community food resilience.
  - Transition from emergency support to more sustainable solutions



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

## **Implementation and Coordination**

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

Start vouchers; boosting people's incomes through schemes such as council tax reduction; and using planning decisions to prevent 'food deserts' and promote low-cost healthy food outlets, for example.

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

## **Measuring impact**

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

## **Equality Implications**

34. The H&F Equality Impact Analysis (EIA) has been completed for this strategy and is attached as Appendix 2. It has concluded no direct negative implications for groups who share protected characteristics as listed under the 2010 Equality Act and would have positive consequences.
35. This Food Plan aligns with the National and London Food Strategy, advising local authorities to collaborate with their communities on food strategies. It incorporates insights from residents with direct experiences of food poverty and is created with the Food for All Partnership. The plan promotes healthier lifestyles and improves access to nutritious food for the community and emphasises the importance of food in daily life, from nutrition to community-building.
36. Third sector partners worked with residents to ensure the Food Plan meets the diverse needs of various communities and priority groups. Research conducted by Hammersmith & Fulham Foodbank and the Nourish Hub included interviews and informal engagement, guiding the plan's recommendations.
37. UK Harvest's assessment showed that the Nourish Hub significantly benefitted residents and volunteers, especially during the cost-of-living crisis. It fostered community connections and provided access to affordable, nutritious food.
38. The Action Plan will encourage resident participation and aims to engage underrepresented communities, particularly Black, Asian, and Multiethnic groups. The plan focuses on addressing health inequalities with targeted outreach in deprived areas, especially for vulnerable populations like children, food bank users, asylum seekers, and disabled individuals.

*Verified by Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion, 5<sup>th</sup> March 2025*

### **Risk Management Implications**

39. There is an organisational risk that the complexity of the management organisation will impede delivery or allow it to fail altogether. This presents an ensuing people risk to resident's dependent upon the service. It is strongly recommended that the organisation is clearly defined and that a programme delivery plan is defined, agreed and implemented. This must include a service delivery framework, organisational responsibilities definition, management governance structure including roles and responsibilities (with supporting RACI), communications plan with reporting structure and timelines, assurance plan and assessment schedule, problem escalation definition, benefits definition and tracking, with supporting processes.
40. There is a governance risk that regulations covering the delivery and management of food partnerships (including food hygiene regulation) changes presenting a threat to the ongoing delivery. It is recommended that this organisation remains aware of all regulatory changes and always ensures compliance.

41. There is a reputational risk that any divergence from a complete delivery both in terms of quality but also care will be met with significant negative publicity in the press. It is recommended that the above-mentioned communications plan contains steps designed to offset any negative reports should there be a divergence from complete delivery. Updates on the quality or delivery problems should be communicated on LBH&F websites in advance of any negative publicity.

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

## **Climate and Ecological Emergency Implications**

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

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

## **Consultation**

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

## **LIST OF APPENDICES**

Appendix 1 – H&F Food Plan 2025-30

Appendix 2 – Equality Impact Analysis

Appendix 3 – Climate Implications Toolkit

# H&F Food Plan - 2025 to 2030

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## Foreword

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

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

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

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

### Introducing the Hammersmith and Fulham Food for All Partnership

The Food for All Partnership in H&F is an independent collective of charities and community partners including the Foodbank and Nourish Hub, H&F Council, residents, businesses, and public sector representatives, coming together to deliver a joined-up holistic food systems approach that increases food security and reduces food inequalities in our Borough. The partnership was formed in 2021 as a direct response to an increase in demand for services tackling food insecurity, a need for a strategic approach and oversight, and an understanding that improved food security is linked to building more resilient communities with improved health outcomes. The partnership became official members of the Sustainable Food Places network in 2024.<sup>1</sup>



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<sup>1</sup> [Home | Sustainable Food Places](#)

## How this plan has been developed

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

This helped us to:

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

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

## Voluntary sector research and findings

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

### Case Study 1: Impact Assessment by the Nourish Hub

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

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

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

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

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

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

### **Links to local and national strategies and joint assessments**

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

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

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

## Our Vision

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

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

# What we want to achieve

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



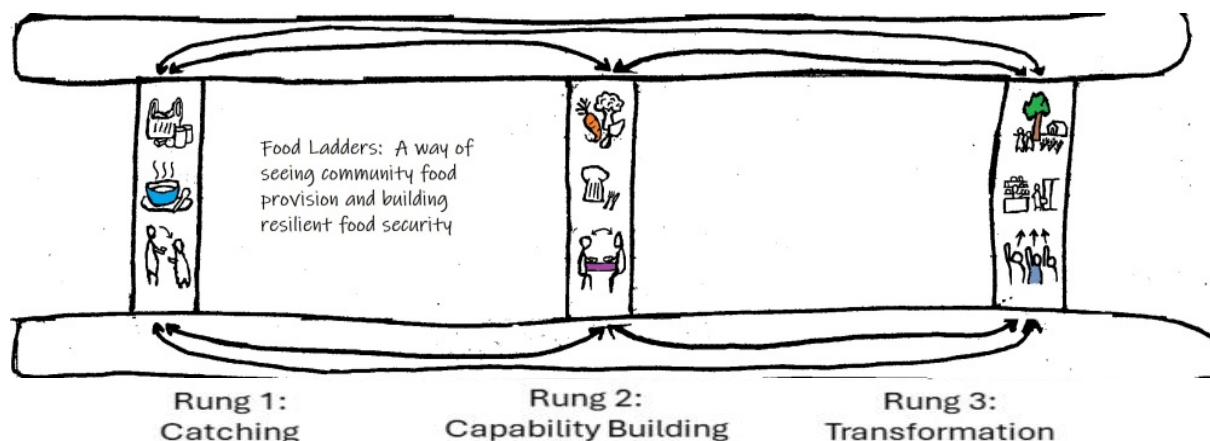
## Key Principles

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

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

## Our approach: taking a preventative approach to tackle food poverty

This plan follows the 'Food Ladders' approach, developed by Dr Megan Blake at the University of Sheffield<sup>2</sup>. This is an evidenced-based approach for framing food-based interventions and tool for community-based development that focuses on reducing vulnerability to food insecurity.



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

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

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

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

<sup>2</sup> [Food Ladders | Linktree](#)



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

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

## Supporting priority groups

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

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

## Building on the 2021 – 2024 Food Plan

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

## Addressing food insecurity

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



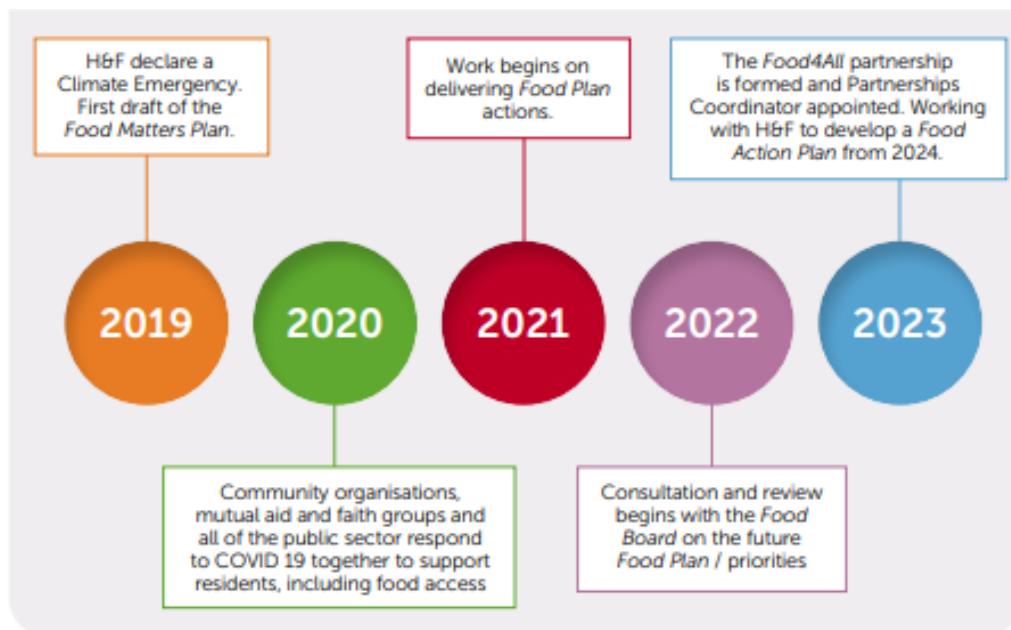
<sup>3</sup> [Who is experiencing food insecurity in the UK? \(parliament.uk\)](https://www.parliament.uk/research-summaries/2020/11/who-is-experiencing-food-insecurity-in-the-uk/)



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

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

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



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

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

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| <ul style="list-style-type: none"> <li>• H&amp;F have supported a number of community organisations (Age UK, Dancewest, H&amp;F Libraries, TREM Place of Sanctuary, Rivercourt Methodist Church and many others) to host free <b>Warm Welcomes</b> spaces throughout H&amp;F for residents to enjoy refreshments or a nutritious meal, chat with neighbours and to try out a range of activities.</li> <li>• H&amp;F, in partnership with H&amp;F Giving, launched the <b>Winter Support Fund 2024/25</b>, awarding grants to community organisations helping those in need. The fund assisted many households facing financial hardship, including older residents, by providing food, fuel, and essential living costs.</li> <li>• H&amp;F supports <b>West London Welcome</b> who provide a safe social space. Their community centre is run for and with refugees, migrants and people seeking asylum. Classes, activities, advice, advocacy, food and friendship</li> <li>• <b>UK Harvest</b> conducted ‘Our Hub Your Voice,’ a comprehensive assessment of the social impact experienced by residents and volunteers who engage with Nourish Hub and its services.</li> <li>• <b>Barons Court Project</b> is a day centre in Hammersmith and Fulham who support people that are on low income, homeless and/or vulnerable to mental health issues. They provide a space where people's basic needs can be met. It's a place where you can take a shower, do your laundry, and have something to eat.</li> <li>• <b>The Upper Room</b> provides a warm and welcoming environment from which they serve hot, freshly made meals every weekday afternoon. Anyone can access this service with all year round. We typically see between 60 and 100 people each session, who can either sit inside or take their food away. They also supply toiletries, clothing and bedding, and assist those in crisis to find immediate solutions. Case workers from Glass Door (housing advice) and Citizens Advice H&amp;F (Welfare Benefits, employment and debt advice are also on site.</li> </ul> | <ul style="list-style-type: none"> <li>• H&amp;F holds a gold award of <b>accreditation with UNICEF UK</b> Baby Friendly Initiative. One in only four London Boroughs.</li> <li>• H&amp;F is one of the London local authorities, taking part in the <b>Healthier Catering Commitment (HCC) scheme</b>. The voluntary scheme is run by London Boroughs, with support from the Mayor of London, the London Food Board and ALEHM. So far 34 Restaurants, takeaways, sandwich bars and other caterers 34 local restaurants, cafes and sandwich bars have been awarded Healthier Catering Commitment.</li> <li>• H&amp;F's plastic free policy seeks to eliminate non-essential single-use plastics from the Council's operations. The policy defines 'non-essential single-use plastics' as those included in the Government's single-use plastic bans and restrictions, and where applicable, packaging in the scope of the UK plastic packaging tax. The policy also seeks to achieve a reduction in single-use plastic consumption and increase in recycling across the borough.</li> </ul> |
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Connecting Communities – ensuring no-one in the Borough has to eat alone	Sustainable food systems – people can eat without damaging the environment
<ul style="list-style-type: none"> <li>Supported the <b>development of new community food initiatives</b> and enterprises through identifying gaps, consulting communities, and providing access to tools, resources, training and advice. The Council, external grant funders and the Food Partnership Coordinator have supported several local projects and through the <b>H&amp;F Hive</b> – Spacehive community crowding funding platform including community led projects from community kitchens to community gardening and food growing spaces.</li> <li>Hammersmith &amp; Fulham Council continues to work with local volunteers to support refugees and those seeking asylum including Ukrainian refugees. <b>The Quaker Meeting House</b> in Hammersmith hosts monthly informative meet ups for those who have fled Ukraine. Gatherings continue to provide a sense of community and offer practical advice and support to help with the transition to living in the UK.</li> <li>Facilitating <b>food growing projects</b> in community spaces and building partnerships to embed sustainability. The Climate &amp; Ecology team have supported several community groups <b>microgrants</b> to deliver projects and initiatives that support food growing across the borough.</li> <li>Hammersmith &amp; Fulham provide a range of activities for older isolated residents including <b>silver socials</b> and the <b>Christmas Day Lunch</b>.</li> <li>There are several food charities, including Nourish Hub and <b>Food Cycle</b> that provide opportunities for local people to come together to cook, eat and learn about how to eat more healthily.</li> <li>The <b>Sharing Table</b> was developed and is a collection of much-loved recipes and family favourites that has been compiled from a range of local Hammersmith &amp; Fulham residents and supported by <b>H&amp;F Giving</b>. The recipes are simple to make and don't ask for any specialist ingredients. It</li> </ul>	<ul style="list-style-type: none"> <li>H&amp;F is further funding phase 3 of the '<b>Eat Like a Londoner</b>' campaign which provides information to residents including areas like easy low-cost healthy recipes and shopping on a budget.</li> <li><b>The H&amp;F Climate Alliance</b> is the council's business network formed to engage with businesses as well as charities, schools and community groups on climate and ecology topics - including food waste reduction and sustainable food - to support local action across the borough.</li> <li>Fees for <b>new market traders</b> on North End Road Market are reduced for up to 18 months, with free parking support. Branded market gazebos, tables, and chairs are available for loan to cut trading costs. Departments are planning ways to help traders recycle food waste before March 2025. Traders are required to reduce single-use plastics, and reusable branded bags were provided to them.</li> <li><b>Nourish Hub</b> has been commissioned by numerous Council events to provide nutritious, climate-friendly catering. <b>Room hire</b> and <b>Catering packages</b> include vegetarian and vegan food made with surplus food to reduce food waste. Revenue generated through these commissioned offers are put back into Nourish Hub to provide low-cost meals for the community and offer education sessions for disadvantaged children and adults.</li> <li>H&amp;F introduced new <b>Food Waste Bins</b> to thousands of homes enabling more residents to recycle food scraps and unwanted leftovers.</li> <li><b>Food Cycle</b> aims to tackle both food poverty and loneliness by providing meals and fostering community interaction. They repurpose surplus food that would otherwise be wasted, ensuring that it's used to nourish those in need. Food Cycle current serves free, nutritious meals at <b>Family Hub Tudor Rose</b> in Fulham and <b>Our Lady of Fatima Parish Centre</b> in White City.</li> </ul>

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

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

## Key challenges, outcome and priorities

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

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

#### What we know in H&F

- Food support providers are well placed to establish supportive relationships with priority groups and connect them to a wider range of support, advice and guidance.
- There continues to be a low take up of Healthy Start Vouchers in H&F and only 56% of eligible families accessed this scheme in 2023, leaving vouchers worth over £150,000 unclaimed.<sup>5</sup>
- H&F is ranked 112th out of 317 most deprived local authority in England (1 being most deprived and 317 being the least deprived). In terms of income deprivation H&F is ranked 88<sup>th</sup>.<sup>6</sup>
- The rise in food and fuel prices, the highest since 1977, has further strained low-income households, making access to nutritious food more challenging.
- 43,320 residents are income deprived (in the 20% most deprived in England) while 18,200 of the working-age adults are employment deprived (in the 20% most deprived).<sup>7</sup>
- Clem Attlee estate is ranked in the 10% most deprived areas in the UK and lacks local food aid provision.<sup>8</sup>
- While compared to the London average the borough overall has a lower proportion of children living in absolute low-income families at 10.4% (2,902) certain wards like Wormholt and White City, College Park and Old Oak, and others have a higher-than-average proportion.<sup>9</sup>
- 25.6% of those aged 60+ are experiencing income deprivation, particularly in the northern parts of H&F.<sup>10</sup>
- Disabled residents or those with long-term health conditions face a higher likelihood of food insecurity, with 18% of such families affected, more than double the rate of families without disabled members<sup>11</sup>.

<sup>4</sup> [The Broken Plate 2023 | Food Foundation](#)

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

<sup>6</sup> [Deprivation in Hammersmith and Fulham](#)

<sup>7</sup> [Deprivation in Hammersmith and Fulham](#)

<sup>8</sup> [Deprivation in Hammersmith and Fulham](#)

<sup>9</sup> [Child poverty factsheet 2023](#)

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

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



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

### Key Outcomes

- Residents can access affordable nutritious food.

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

### Areas of focus

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

<sup>12</sup> H&F Foodbank data

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

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

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

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

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<sup>14</sup> [Dignity Toolkit — Alliance for Dignified Food Support](#)



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

### What do we know in H&F

- Low socio-economic status (in terms of education level, work status and income) is the single most consistent risk factor for an unhealthy diet. A healthy diet costs the poorest people 72% of their disposable income, compared to 11% for the wealthiest.<sup>15</sup>
- A good diet is crucial from the prenatal stage and throughout early childhood. It sets the foundation for healthy growth and development. Breastfeeding offers numerous health benefits for both infants and mothers. Early years are also key for establishing positive eating habits and attitudes towards food, which can influence a child's openness to trying new foods later. A poor diet during this critical time can increase the risk of developing chronic conditions like type 2 diabetes, impact mental and emotional well-being, lead to dental issues, and have other long-term negative health effects<sup>16</sup>
- The consumption of ultra-processed foods (UPFs), which are often high in salt, fat, and sugar, has been linked to an increase in chronic diseases. These foods tend to be affordable to most but be less filling, leading to overeating. UPF examples include fizzy drinks, shop-bought biscuits and cakes, ready sliced bread, ready

meals, reconstituted meat products, breakfast cereals, baby foods, and sweetened yoghurts.<sup>17</sup>

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

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

<sup>16</sup> [The Broken Plate 2023 | Food Foundation](#)

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

<sup>18</sup> [The Rise of Online Food Ordering | FoodStorm](#)

<sup>19</sup> [H&F diabetes factsheet](#)

<sup>20</sup> [H&F cardiovascular disease factsheet](#)

<sup>21</sup> [Fingertips | Department of Health and Social Care](#)

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

### Key outcomes

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

### Areas of focus

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

<sup>22</sup> [H&F childhood obesity factsheet](#)

<sup>23</sup> [PowerPoint Presentation](#)

<sup>24</sup> [H&F Oral Health Factsheet 2024](#)

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

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

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

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

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

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

### What do we know in H&F

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

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

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

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

### Key outcomes

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

### Areas of focus

- Explore opportunities to develop and test community approaches to sustainable food, particularly intergenerational approaches that reach across communities and to those at higher risk of isolation, in particular engaging with and providing opportunities for older people<sup>30</sup>
- Through our work, celebrate the diverse cultures in our community through food, whilst also promoting 'a culture of healthy eating.'
- Explore pilot projects which offer a diverse group of asylum seekers a chance to come together, identify a dish that is meaningful to them to cook and eat together.
- Scale up community-led food initiatives by developing/sharing best practice. Identify successful models that can be replicated in other communities.
- Existing activities tackling social isolation are encouraged to embed cooking and shared meals as part of their neighbourhood offer.
- Ensure that residents know where to access a shared meal and cooking classes in their locality.
- Explore pilot projects such as 'Meal Makers' by the 'Food Train'. Meal Makers connects people who enjoy cooking ('Cook') with a neighbour aged 55 or over ('Diners'), who lives in their local community and would really appreciate a home cooked meal.

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

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

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

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

### What we know in H&F

- H&F supports a shift towards a sustainable food system which addresses the climate emergency, declining biodiversity and the impacts of food and packaging waste. With our commitment to become a net zero borough we need to reduce waste and increasingly move to more sustainable diets.<sup>31</sup>
- Londoners consume an estimated 4,794,000 tonnes of food each year, either through food service (665,000 tonnes) or through consumption at home (4,129,000 tonnes). Most of the food consumed in London is eaten at home (86%), which is equal to about 460 kg per person per year. Food eaten out in places like cafés and restaurants makes up the remaining amount (14%).<sup>32</sup>
- A third of the average person's carbon emissions come from the things we buy and use, including food. The largest source of carbon emissions within the things we use; is from food<sup>33</sup> In H&F, food generated 0.91 tCO<sub>2</sub>e per capita.
- Around a third of all the waste in H&F residents' general waste is food waste. A lack of public understanding of food labelling and how to prevent food waste when preparing meals results in significant amounts of usable food being wasted.
- Approximately 122,000 tonnes of London's food loss and waste are sent to landfill (representing 8% of the total waste generated in London). This is the least desirable option in the waste

hierarchy. Sending waste to landfill not only eliminates the potential capture of value from these resources but also generates a significant quantity of greenhouse gas emissions through decomposition. This is responsible for 65% (256 kt CO<sub>2</sub>eq) of the emissions of London's food waste management, with an emission intensity of 2.11 kt CO<sub>2</sub>eq per tonne of waste.<sup>34</sup>

- Addressing the climate emergency will require us to make changes to the way food is produced, our dietary choices and the ways we manage food waste.<sup>35</sup>
- Sustainable diets have low environmental impacts and contribute to healthy lives for present and future generations. A diet following 5 or more of the 9 Public Health England (PHE) Eatwell Guide recommendations were associated with 1.6kg less CO<sub>2</sub> emissions per day<sup>36</sup>, in particular through eating more foods that lower a residents diet's carbon footprint.
- There is too much waste in the food system, whether it is surplus food or unnecessary packaging. With our commitment to become a net zero borough we need to continue to reduce waste and increasingly move to more sustainable diets.<sup>37</sup>

### Key outcomes

- Better food use and less food waste.

<sup>31</sup> [H&F Climate and Ecology Strategy](#)

<sup>32</sup> [ReLondon\\_Londons\\_food\\_footprint\\_online.pdf \(exactdn.com\)](#)

<sup>33</sup> [H&F Climate and Ecology Strategy](#)

<sup>34</sup> [ReLondon\\_Londons\\_food\\_footprint\\_online.pdf](#)

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

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

<sup>37</sup> [H&F Climate and Ecology Strategy](#)

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

#### Areas of focus

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

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

## Implementing the plan and monitoring our progress

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

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

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

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

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

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

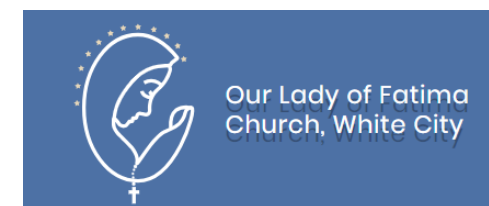
The Food for All Partnership membership of Sustainable Food Places and Feeding Britain will ensure that we are up to date with national progress on similar actions and identify new initiatives/resources and new ways of working together. We will also monitor the regular press releases and updates on work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

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



## Acknowledgments

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





# How can everyone get involved - key messages for stakeholders

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

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

### Public Sector and Health professionals

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

### Third sector, community organisations and Faith Groups

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

### Buisnesses and food retailers

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

End of document

## H&F Equality Impact Analysis Tool

### Conducting an Equality Impact Analysis

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

Page 68 The tool is informed by the [public sector equality duty](#) which came into force in April 2011. The duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

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

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

## General points

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

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

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

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

## H&amp;F Equality Impact Analysis Tool

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

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

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



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

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

#### Human Rights or Children's Rights

	<p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? No</p>
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<b>Section 03</b>	<b>Analysis of relevant data</b> Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
<b>Documents and data reviewed</b>	
<b>New research</b>	Further research will be required during the development of specific actions identified in the Food Delivery Plan.

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

	<p>This Food Plan has been developed in line with guidance from the National and London Food Strategy which recommends that local authorities should put in place a food strategy in partnership with the communities they serve. It incorporates input from residents with lived experience and is co-created with the Food for All partnership. The plan aligns with the Council's goal to collaborate with third sector organisations to meet shared priorities and strengthen partnerships. We will work with communities and local groups to create a delivery plan that respects the borough's diversity and promotes independence and resilience.</p>
<b>Analysis of consultation outcomes</b>	<p>Public health have undertaken significant consultation with key stakeholders, in the established multi-agency Food for all Partnership. This has involved consulting with all partnership members to coproduce a 5-year borough wide approach to achieving the following:</p> <ul style="list-style-type: none"> <li>• Food Security: Ensuring no one goes hungry or is malnourished</li> <li>• Healthy Eating: Enabling everyone to eat healthily</li> <li>• Connecting Communities: Preventing social isolation around food</li> <li>• Sustainable Food Systems: Enabling environmentally conscious eating</li> </ul> <p>Through this process the partnership has consulted residents with lived experience. These ambitions are considered to encompass most of the important issues for food in H&amp;F and much work has been done to look at other food plans and strategies Nationally. We have also utilised feedback gathered from the development of other Council Strategies, the Tier Two Wight Management service and the Oral Health Promotion plan for example.</p>

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

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	No adverse impacts are anticipated.

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

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

## Climate implications toolkit

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



### How to use the tool

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



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

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

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

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

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

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

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

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#### Guidance for use

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

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

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

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

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

#### Ways to align with net zero:

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

Travel		
Question	Impact	Reasons / possible mitigations

#### Ways to align with net zero:

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

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

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

#### Ways to align with net zero:

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



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

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

#### Ways to align with net zero:

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

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

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

**Ways to align with net zero:**

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

**Ways to align with net zero:**

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