

Cabinet Agenda

Monday 9 March 2026 at 7.00 pm

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

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MEMBERSHIP

Administration

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

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

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

Access to information notice

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

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

Deputations

Members of the public may submit a request for a deputation to the Cabinet on reports on this agenda using the Council's Deputation Request Form. Completed forms must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. Forms must be sent to governance@lbhf.gov.uk by Wednesday, 4 March.

Call-in

A draft decision list regarding items on this agenda will be published the day after the meeting. Decision reports may be called in to the relevant Policy and Accountability Committee. The deadline for receipt of call-in requests from councillors is Friday, 13 March at 3.00pm. If no valid call-in requests are received by the deadline, a confirmed decision list will be published and the decisions can be implemented.

Cabinet agenda

9 March 2026

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3. MINUTES OF THE PREVIOUS MEETING	5 - 14
4. H&F AFFORDABLE WORKSPACE STRATEGY 2026-2031	15 - 68
5. H&F ENHANCED BIODIVERSITY DUTY 2026	69 - 113
6. PROCUREMENT STRATEGY FOR COMMUNITY REABLEMENT AND HOMECARE	114 - 145

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

7. **KEY DECISIONS LIST (TO NOTE)**

146 - 197

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

Proposed resolution

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

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 9 February 2026

PRESENT

Executive Members

Councillor Stephen Cowan, Leader of the Council

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

Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm

Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology

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

Councillor Andrew Jones, Cabinet Member for The Economy

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

Councillor Zarar Qayyum, Cabinet Member for Enterprise and Skills

Councillor Rowan Ree, Cabinet Member for Finance and Reform

Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Other Councillors

Councillor Jose Afonso

Councillor Adronie Alford

Officers

Sharon Lea, Chief Executive

Grant Deg, Director of Legal Services

David Abbott, Head of Governance

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATION OF INTERESTS

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 19 January 2026 were agreed as an accurate record.

4. REVENUE BUDGET AND COUNCIL TAX LEVELS 2026/27

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report that set out the Council's Revenue Budget for 2026/27 and provided an update on the Council's Medium Term Financial Strategy including the impact of the Local Government Finance Settlement and the adequacy of the balances and reserves to ensure that the Council can maintain long term sustainability and maintain the strong financial governance of its resources.

Councillor Ree said the budget provided financial resilience and funded the services residents rely on, including services that were unique to Hammersmith and Fulham, such as universal free breakfasts to our primary schools (later taken up by national Government), the local Law Enforcement Team, and free home care. He noted that the budget also funded the borough's expanded Council Tax support scheme, including the newly added 25% cut for military veterans.

Councillor Jose Afonso (Leader of the Opposition) noted the impact of the Fair Funding Review 2.0 and Business Rates Reset from April 2026 which meant lower funding levels from central Government and asked what the Government's problem was with Hammersmith and Fulham and its residents. The Leader said the Council had one of the best Council Tax cutting records in the Country and, unlike some neighbouring boroughs, did so while increasing services for residents rather than reducing them. He said the borough had only ever received praise from the current Government, particularly in reference to free primary school breakfasts (which had been adopted as national policy) and free home care.

Councillor Afonso noted that the report showed the budget gap in the worst case scenario was £70m and asked how much of that gap was covered by transformation programmes. The Leader said the Administration had saved over £156m from the Council's budget since getting elected in 2014, a record amount in the borough in real terms. He said the transformation programmes would move at that pace and the figure quoted was not an unusual budget gap, with similar numbers in previous years. He said the Council was continually moving efficiency programmes forward.

Councillor Ree discussed the Council's transformation programmes, designed to drive spending reductions over the medium-term and make the Council more efficient. The programmes focussed on staffing, maximising income generation, making the most of the Council's property portfolio, and taking advantage of the latest technological developments and the data the council holds. He noted that a number of initiatives had already had an impact and highlighted the Fraud, Recovery and Error Detection (FRED) programme which used data and AI and had saved over £1m a year.

The report and recommendations were unanimously agreed.

RESOLVED

That Cabinet considered the report, and made the following recommendations to Full Council for approval, for the reasons set out in this report and appendices:

1. To note the three-year settlement numbers for the General Fund, covering 2026/27, 2027/28, and 2028/29
2. To approve a balanced budget for 2026/27 as set out in the report, including the underlying principles and assumptions.
3. To increase the Hammersmith & Fulham element of Council Tax by 2.99% as modelled by the Government in its spending power calculations for local government.
4. To apply the Adult Social Care precept levy of 2% as modelled by the Government in its spending power calculations for local government.
5. To approve fees and charges, as set out in Appendix E, including freezing charges in adult social care and children's services.
6. To approve the Medium-Term Financial Strategy and to note the impact of funding reform from 2026/27 onwards, and budget projections to 2029/30 made by the Executive Director of Finance and Corporate Services in consultation with the Strategic Leadership Team. (Appendix B).
7. To note the statement of the Executive Director of Finance and Corporate Services, under Section 25 of the Local Government Act 2003, regarding the adequacy of reserves and robustness of estimates.
8. To approve the reserves strategy and forecast as set out in Appendix G.
9. To require all Directors to report on their projected financial position compared to their revenue estimates in accordance with the Corporate Revenue Monitoring Report timetable.
10. To authorise Directors to implement their service spending plans for 2026/27 in accordance with the recommendations within this report, the council's Standing Orders, Financial Regulations, relevant Schemes of Delegation and undertake any further consultation required regarding the Equalities Impact Assessment.
11. Set the council's element of Council Tax for 2026/27 for each category of dwelling, as outlined in the table below and in full in Appendix A and calculated in accordance with Sections 31A to 49B of the Localism Act 2011.

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
H&F (£)	672.67	784.78	896.89	1,009.00	1,233.22	1,457.44	1,681.67	2018.00

12. To note, based on the Mayor of London's draft consolidated budget, the element of Council Tax to be charged by the Greater London Authority in accordance

with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings as shown in the table below.

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
b) GLA (£)	340.34	397.06	453.79	510.51	623.96	737.40	850.85	1,021.02

13. That the overall Council Tax to be set at £1,519.51 per Band D property as follows:

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
a) H&F (£)	672.67	784.78	896.89	1009.00	1,233.22	1,457.44	1,681.67	2018.00
b) GLA (£)	340.34	397.06	453.79	510.51	623.96	737.40	850.85	1,021.02
c) Total (£)	1,013.01	1,181.84	1,350.68	1,519.51	1,857.18	2,194.84	2,532.52	3,039.02

14. To authorise the Executive Director of Finance and Corporate Services to collect and recover National Non-Domestic Rate and Council Tax in accordance with the Local Government Finance Act 1988 (as amended), the Local Government Finance Act 1992 and the Council's Scheme of Delegation.
15. To note the Council's estimated position on the Collection Fund (as set out in paragraph 60).
16. To note the performance on the management of arrears across the Council on all debts due (as set out from paragraph 71).

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

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

5. FOUR YEAR CAPITAL PROGRAMME 2026-30 AND CAPITAL STRATEGY 2026/27

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report that presented the Council's Capital Strategy 2026/27 and four-year Capital

Programme for the financial years 2026/27 to 2029/30. He noted that the Council was investing over £450m in building a better borough including improving housing stock, upgrading schools, place shaping, investing in parks, regenerating high streets, and improving the CCTV network.

Councillor Jose Afonso asked when the Civic Campus was due to open. The Leader said there would be a phased opening, starting in February and completing in the summer. He explained that, despite a delay due to an accident involving a subcontractor, the Civic Campus scheme was significantly lower cost than the scheme the Administration inherited. He added that the Civic Campus scheme was designed to rejuvenate the central belt of the borough with an arthouse cinema, public sky park, affordable work space for local start-up entrepreneurs, restaurants, cafes, shops and other public facilities, and over 200 new homes for local people of which 52% were genuinely affordable.

Councillor Afonso noted the ‘third, third, third’ deal (a proposal to cover the cost of the bridge where a third would be paid by the Council, a third by Transport for London, and a third by the Department for Transport) was not mentioned in the papers. The Leader said the deal was between the Mayor of London and the Government at the time. The Council never accepted it. The Leader recounted the history of the discovery of the bridge’s structural failures and it’s closure due to the risk of catastrophic collapse. He urged members to engage with the detail and support the Council in finding a practical solution.

The report and recommendations were unanimously agreed.

RESOLVED

1. To approve the four-year General Fund Capital Programme budget of £135.5m for the period 2026/27-2029/30 detailed in Appendix 1.
2. To approve rolling programmes included within this four-year Strategy. These are perennial capital investments required across the Borough to keep items of public infrastructure in good working condition.

Programme	4-Year Budget £m
Corporate Planned Maintenance	12.4
Footways and Carriageways	7.5
Column Replacement	1.4
Total	21.3

3. To delegate approval of the detailed programmes for use of the rolling programmes, in recommendation 2, to the relevant SLT Director in consultation with the Executive Director, Finance and Corporate Services and the relevant Lead Cabinet Member.
4. To approve the four-year Housing (HRA) Capital Programme of £318.8m for the period 2026/27-2029/30 as set out in Appendix 1.

5. To approve the Capital Strategy 2026/27, as set out in the report.
6. To approve the annual Minimum Revenue Provision policy statement for 2026/27.

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

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

6. THE HOUSING REVENUE ACCOUNT (HRA) BUDGET (2026/27), RENTS & SERVICE CHARGES (2026/27) & HRA 10 YEAR BUSINESS PLAN (2026/27 - 2035/36)

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report that set out the Housing Revenue Account (HRA) budget proposals for the financial year 2026/27 including changes to rent levels and other charges as well as an updated HRA 10-year Business Plan. Councillor Ree paid tribute to Councillor Frances Umeh (Cabinet Member for Housing and Homelessness) for her help delivering another balanced HRA budget. He noted that a few years ago the Council eliminated the structural deficit in the Account and was now adding to its reserves, while securing some of lowest rents in London and improving the housing stock.

Councillor Adronie Alford asked for more detail on the efficiencies mentioned in the report. Councillor Ree said efficiencies would come from capitalising costs, the new housing company, and staff reorganisation.

Councillor Alford welcomed the additions to reserves, but asked how the Council was achieving it. Councillor Ree said they had built in additions to balances in the budget, through the 10 year rents plan and operational efficiencies.

The Leader thanked Richard Shwe, Councillor Frances Umeh, and Councillor Rowan Ree for their work on the HRA budget.

The report and recommendations were unanimously agreed.

RESOLVED

That Cabinet agreed:

1. To approve the Housing Revenue Account 2026/27 budget for council homes as set out in Table 1.
2. To approve the HRA 10-year Business Plan for Council Homes (2026/27 – 2035/36) as set out in paragraphs 3 - 4 of this report and Appendices 1 - 5.

3. To approve a rent increase of 4.8% from 6 April 2026 (in line with September 2025 CPI+1%), which equates to an average weekly increase for tenants of £6.69 in 2026/27.
4. To approve an increase to shared ownership rents of 4.8% from 1 April 2026 (in line with September 2025 CPI+1%).
5. To approve changes to tenant service charges to reflect the costs of providing communal services from 6 April 2026, which equate to an average weekly increase for tenants of £1.52 in 2026/27.
6. To approve a reduction to charges for heating and hot water to reflect the costs of provision of the district heating service from April 2026, which equate to an average weekly reduction for tenants and leaseholders on the scheme of £0.29 (communal heating), £1.27 (tenants' personal heating) and £2.08 (leaseholders' personal heating) in 2026/27.
7. To approve an increase to the management fee for temporary on licence properties of 3.8% (in line with September 2025 CPI) from 6 April 2026.
8. To approve an increase to the rent and service charges for hostels of 4.8% from 6 April 2026 (in line with September 2025 CPI+1%).
9. To increase garage charges for council tenants, resident leaseholders, and for other customers from 6 April 2026 by 3.8% (in line with September 2025 CPI).
10. To note that any change to parking charges on housing estates were considered separately with the Council's parking plans at Cabinet in January 2026.
11. To increase car space rental charges for all customers by 3.8% from April 2026 (in line with September 2025 CPI).
12. To approve an increase in the Leasehold After Sale – Home Buy fees by 3.8% from April 2026 from £237 to £246 (in line with September 2025 CPI).
13. To approve an increase in the Leasehold Property Alterations fees by 3.8% from April 2026.

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

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

7. SCHOOL AND EARLY YEARS BUDGET (DEDICATED SCHOOLS GRANT) 2026/27

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report which sought approval of the final proposed 2026/27 Dedicated Schools Grant

budgets for the Schools Block, Central Services Schools Block, and Early Years Block and Maintained Nursery Supplement funding.

The report and recommendations were unanimously agreed.

RESOLVED

1. Schools Block Dedicated Schools Grant Budget 2026/27 Financial Year:
 - a. To approve the Local Authority formula for allocating resources to Hammersmith & Fulham schools for 2026/27 as set out in Appendix 1, the Authority Proforma Tool (APT) for setting school budgets.
 - b. To approve the National Funding Formula (NFF) transitional funding formula factor rates (as set out in Appendix 1) as the basis for calculating the 2026/27 schools funding formula, together with a minus 0.5% per pupil Minimum Funding Guarantee (MFG) protection for individual schools versus 2025/26 levels with respect to pupil led funding.
 - c. To approve the transfer of £1.262m being 1.0% of the total schools' block allocation from the schools' block to the high needs block in the 2026/27 financial year. This is to support high needs education expenditure for special educational needs in Hammersmith and Fulham and follows Minister of State approval received on 9th January 2026.
 - d. To approve de-delegation budgets of £0.564m for maintained mainstream schools only as confirmed by Schools Forum on 20 January 2026.
 - e. To approve the education functions budgets of £0.285m for maintained mainstream schools only, as confirmed by Schools Forum on 20 January 2026.
2. Central Services Schools Block Budget 2026/27.
 - a. To approve the proposed budget allocation for Central Services Schools Block DSG totalling £1.758m.
3. Early Years Block Budget 2026/27
 - a. To approve the proposed budget allocation for Early Years Block Dedicated Schools Grant of £24.854m based on the provisional funding allocation December 2025.
 - b. To approve the allocation of Maintained Nursery School Supplementary Funding of £0.991m based on the provisional funding allocation December 2025.

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

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

8. TREASURY MANAGEMENT STRATEGY STATEMENT 2026/27

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the report that set out the Council's proposed Treasury Management Strategy Statement and Annual Investment Strategy for 2026/27. The report demonstrated compliance with the Local Government Act 2003, and other regulations and statutory guidance for ensuring that the Council's borrowing and investment plans were prudent, affordable and sustainable, and complied with statutory requirements.

The report and recommendations were unanimously agreed.

RESOLVED

It is recommended that:

1. Approval is given to the future borrowing and investment strategies as outlined in this report.
2. The Executive Director of Finance and Corporate Services, in consultation with the Cabinet Member for Finance and Reform, be delegated authority to manage the Council's cash flow, borrowing and investments in 2026/27 in line with this report.
3. In relation to the Council's overall borrowing for the financial year, to approve the Prudential Indicators as set out in this report and the revised Annual Investment Strategy set out in Appendix E.

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

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

9. ARTICLE 4 DIRECTION - SMALL HOUSES IN MULTIPLE OCCUPATION

Councillor Andrew Jones (Cabinet Member for the Economy) introduced the report which sought approval to prepare an Article 4 Direction for small Houses in Multiple Occupation (HMOs). This included the commissioning of consultants to produce a robust evidence base that supports the making of the Article 4 Direction and the geographic area to which the Direction will apply.

Councillor Jones explained that the policy responded to concerns from residents and tenants' associations about HMOs. Requiring planning permission for smaller HMOs would ensure minimum standards were met in regard to home and room sizes, parking and cycle storage facilities, and waste collection.

Councillor Adronie Alford said she supported the principle, but raised concerns about the policy having unintended consequences and asked what size properties the policy would apply to. Councillor Jones said small HMOs were defined as properties housing between three and six unrelated people who shared amenities. He added that the policy would not prevent smaller HMOs from being created, but would enforce standards. The Leader asked officers to arrange a briefing on the issue for Councillor Alford.

ACTION: Bram Kainth

Councillor Wesley Harcourt noted this issue had been raised by residents and the Council was responding. He said there was a need for family accommodation in the borough and it was right to look at the appropriateness of small HMOs.

Councillor Frances Umeh added that the Council had a private sector rented team and she ensured members that the Housing department would work closely with the Planning team to ensure the Council was aligned on this issue.

The report and recommendations were unanimously agreed.

RESOLVED

1. That Cabinet approve the making of an Article 4 Direction to remove permitted development rights for the change of use of a property from a Class C3 (residential) use to a Class C4 HMO.
2. That Cabinet approve the commissioning of a robust evidence study, estimated at £50,000, to support the making of the Article 4 Direction, including its geographic extent.
3. That Cabinet delegate authority to the Chief Planning Officer, in consultation with the Cabinet Member for Economy, to make a 'non immediate' Article 4 Direction.
4. To note that Cabinet approval will be required to confirm the Direction in 12 months' time following the statutory period of publication and consultation.

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

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

10. KEY DECISIONS LIST (TO NOTE)

The Key Decision List was noted.

Meeting started: 7.00 pm
Meeting ended: 7.42 pm

Chair

Report to:	Cabinet
Date:	09/03/2025
Subject:	Hammersmith & Fulham (H&F) Affordable Workspace Strategy: 2026-2031
Report of:	Cllr Zarar Qayyum, Cabinet Member for Enterprise & Skills
Report author:	James Collister, Strategic Lead – Sectors & Clusters
Responsible Director:	Bram Kainth, Executive Director of Place
Key Decision:	Yes

SUMMARY

This report seeks Cabinet approval for H&F's Affordable Workspace Strategy: 2026-2031, a priority project within the Upstream London delivery programme. The Strategy exemplifies entrepreneurial municipal government by moving beyond traditional planning policy to actively curate an affordable workspace ecosystem through exploring the full range of levers available to the Council. This approach proposes facilitating, implementing and brokering delivery through four priority interventions, deploying £8.2 million of Section 106 funding ringfenced specifically for affordable workspace in the borough.

This proactive approach serves STEM³-related sectors and demonstrates the Council's role as an exemplar of entrepreneurial municipal government - a key element of the triple helix model at the heart of Upstream London. By ensuring innovative businesses can access suitable, affordable space to start and scale, the Strategy directly supports H&F's vision to become a global hub for STEM³ innovation. Cabinet is asked to approve the Strategy as a strategic framework while noting that any future funding allocations to specific activities will be subject to future reports as required by the Council's usual governance processes.

RECOMMENDATIONS

That Cabinet:

1. **Approve** the adoption of H&F's Affordable Workspace Strategy, 2026-2031, as set out in Appendix 1.
2. **Note** that the indicative budget allocations set out in the Strategy are subject to change depending on delivery opportunities and more detailed work on the interventions.

3. **Note** that any spending decisions will be the subject of future reports as required by the Council's usual governance processes.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The Strategy directly supports inclusive economic growth by addressing market failures that prevent early-stage entrepreneurs from accessing affordable workspace. As one of the priority projects in the Upstream London delivery programme, it prioritises STEM ³ related sectors that drive innovation and create high-quality employment opportunities for residents. By focusing on micro and small businesses (95 per cent of local enterprises), the Strategy takes an inclusive approach to economic development that ensures benefits are widely shared across the community.
Creating a compassionate and inclusive council	The Strategy ensures pathways for residents to start businesses and access employment in growth sectors. By prioritising support for early-stage entrepreneurs and small businesses, including those from underrepresented groups, the Strategy reduces barriers to economic participation. The proposed affordable workspace ecosystem will provide facilities across four priority locations, ensuring opportunities are distributed throughout the borough.
Doing things with local residents, not to them	The Strategy has been developed through engagement with workspace operators and the business community to understand real market challenges and co-design solutions. An Affordable Workspace Forum will continue this collaborative approach throughout delivery, ensuring the programme remains responsive to evolving needs.
Being ruthlessly financially efficient	The Strategy leverages ringfenced Section 106 funding specifically for affordable workspace to address market failures. It prioritises facilitating third-party delivery over direct Council provision where appropriate, maximising impact per pound spent. The Facilitator role (priority role) focuses on enabling others to deliver workspace through grants and partnerships, providing the highest leverage of Council investment. All major spending decisions will be the subject of future reports as required by the Council's governance processes, ensuring robust scrutiny of value for money. The Strategy also establishes mechanisms to prioritise securing financial contributions from developers where on-site affordable workspace proves undeliverable, protecting and potentially expanding the available investment pot.
Taking pride in H&F	The Strategy positions H&F as an exemplar of entrepreneurial municipal government - a key component

	<p>of the triple helix model in Upstream London - going beyond planning policy to actively curate an affordable workspace ecosystem. This comprehensive approach plans to make the borough one of the most attractive place in London for STEM³-related start-ups, strengthening H&F's reputation as a hub of innovation and enterprise. By addressing workspace affordability proactively, the Council demonstrates its commitment to nurturing the diverse business ecosystem that underpins the borough's economic success and vibrancy.</p>
<p>Rising to the challenge of the climate and ecological emergency</p>	<p>The green economy is a priority sector for affordable workspace provision, providing facilities for enterprises developing climate solutions. The Strategy prioritises repurposing vacant buildings over new construction through the Retrofit Fund and Public Asset Development interventions, significantly reducing embodied carbon compared to new development. The focus on local businesses and clusters supports the 15-minute city concept by providing employment opportunities close to where people live, reducing commuting distances and associated emissions. Converting vacant buildings into productive uses improves building efficiency and reduces carbon emissions whilst achieving economic growth.</p>

Financial Impact

The Strategy proposes deploying approximately £8.2 million of Section 106 funding which has been secured specifically for affordable workspace provision across the borough. This funding cannot be allocated to other purposes under the terms of the Section 106 agreements.

The initial indicative budget allocation across the four interventions is:

- **Retrofit Fund:** approximately £2 million for an initial pilot phase to test market demand, refine delivery processes, and establish proof of concept. Following evaluation of the pilot's outcomes and learnings, a second phase could be developed.
- **Regeneration Scheme Integration:** allocation to be determined based on identified opportunities and feasibility assessments
- **Public Asset Development:** allocation to be determined following completion of feasibility studies identifying suitable sites and development models
- **Business Development:** delivered through existing officer capacity within the Economic Development team

These allocations are indicative only and subject to change based on delivery opportunities, detailed feasibility studies and value for money assessments. Any future funding allocations to specific activities outlined in the Strategy will be the subject of future reports as required by the Council's usual governance process.

The Strategy will be delivered primarily through existing officer capacity within the Economic Development team, supplemented by cross-team support from Regeneration, Planning Policy, Development Management and Property services. Technical expertise will be commissioned where required for specific projects with costs met from the overall programme budget. Any proposals requiring additional resources will be subject to approval processes through the appropriate governance arrangements.

Where obligations secured through Section 106 agreements for onsite provision of affordable workspace prove unviable or undeliverable, officers will seek commuted sums to add to the overall investment pot, potentially increasing the funding available beyond £8.2 million over the Strategy period.

The £8.2m referenced is confirmed, receipted, and has been specifically secured for affordable workspace provision via S106 agreement, with no timing restrictions and no prior commitments. This provides flexibility for strategic deployment across the strategy period.

The Strategy establishes a governance framework to ensure robust financial management, with the Affordable Workspace Steering Group (a sub-group of the Officer-level Upstream London Delivery Board) providing regular oversight of spend against budget, monitoring delivery progress, and escalating any financial risks or issues to senior leadership.

Will Stevens, Finance manager Place, 13/1/26

Kellie Gooch, Head of Finance (Place), 20 January 2026
Verified by James Newman, Director of Finance (Deputy S.151 Officer), 23 January 2026

Legal Implications

The Council's Local Plan adopted in 2018 and the London Plan 2021 (which sets the spatial development strategy for London and forms part of the Council's Development Plan) include policies which promote the provision of affordable workspace at rents lower than the market rate. The Council adopted an Affordable Workspace Supplementary Planning Document on 5th October 2022. This sets out the Council's approach to securing affordable workspace in the Borough as part of the planning process, by way of a planning agreement pursuant to section 106 of the Town and Country Planning Act 1990. The obligations secured from developers include the provision of onsite facilities and financial contributions. The financial contributions secured towards the provision of affordable workspace must be used for that purpose and no other.

The Affordable Workspace Strategy includes other avenues, in addition to the planning process, to ensure affordable workspace is available for its residents. The Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited pursuant to Section 1 of the Localism Act 2011.

The Affordable Workspace Strategy is a Key Decision as it would apply to the whole borough. It will need to be included in the Key Decision List and published a month before the decision is taken.

The Council has sufficient powers to approve the Affordable Workspace Strategy.

Mrinalini Rajaratnam Head of Law for Place – 16 January 2026

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. Since the Council's Industrial Strategy was launched in 2017, more than £6bn in growth investment has been secured by businesses in key growth sectors, and over 17,000 jobs have been created, providing a wide range of opportunities for residents. This success has helped drive the borough's economy to contribute £13.7bn annually in Gross Value Added through 12,000 businesses employing 145,000 people. Critically, micro and small enterprises account for more than 95 per cent of all businesses in the borough, forming the foundation of this economic resilience and diversity.
2. However, over the past decade a range of factors including inflation, regulatory changes, tax rises and changing market conditions have made it increasingly

challenging for early-stage businesses to establish and grow in the borough. Market research has identified a clear market failure: whilst over 18.5 per cent of general office space is vacant (over 2.2 million square feet), only approximately 3.5% per cent of small-format space suitable for start-ups is available (Costar, 2025). The market is not providing sufficient diversity or affordability, with co-working spaces dominating and few laboratories, creative studios or maker spaces available.

3. Without intervention, rising costs and limited workspace diversity risk pricing out early-stage entrepreneurs and small businesses that form the backbone of the local economy. This threatens the borough's economic diversity, resilience and ability to deliver on its Upstream London vision of making H&F a global hub for STEM³ innovation.
4. The Council's Local Plan seeks affordable space suitable for small and medium enterprises in large new business developments. While the expectation is for this to be delivered within the new development, where exceptional circumstances are demonstrated, a commuted payment can be negotiated. Currently, the Council has approximately £8.2 million of Section 106 funding secured specifically for offsite affordable workspace provision. This Strategy - provided in full at Appendix One and summarised below - sets out a framework for deploying this funding strategically, discharging the planning obligation and effectively to address market failures and support the Council's inclusive economic growth objectives.

The case for a proactive approach

5. The Council's approach to affordable workspace to date has been primarily through planning policy, securing on-site provision or financial contributions in-lieu through Section 106 agreements. Whilst this remains important, planning policy alone has limitations: it is reactive (depending on development coming forward) and provides limited control over location, typology or long-term viability of workspace.
6. The Strategy exemplifies entrepreneurial municipal government by building on our planning policy approach to proactively deploy the full range of levers available to the Council. This includes direct investment through grants and/or loans, development of Council-owned assets, integration into regeneration schemes, and actively brokering relationships between landlords and operators.
7. This approach aligns with the principles of entrepreneurial municipal government set out in Upstream London, positioning the Council as a leader in curating the conditions for economic success. It recognises that addressing market failure requires coordinated action across multiple Council functions, from Economic Development to Property Services to Regeneration.

Vision & Objectives

8. The Strategy's vision statement is: *“Over the next five years, we will curate a diverse Affordable Workspace ecosystem that makes Hammersmith & Fulham*

one of the most attractive and accessible places in London for small STEM³-related businesses. This thriving network will strengthen existing clusters, fuel economic growth and open up new opportunities for local residents to start businesses and access high-quality jobs.”

9. Five strategic objectives support this vision and between 2026-2031:
 - **Increase workspace provision** – Add 15 new affordable workspace facilities
 - **Diversify the offer** - Deliver 3 new flexible laboratories; 6 innovation/accelerator spaces; and 6 creative studios/maker spaces
 - **Convert vacant assets** - Repurpose 10 vacant commercial spaces into affordable workspace
 - **Boost startups rates** - Support 400 new business start-ups, including 50 started by local residents
 - **Retain existing businesses** - Prevent net loss of small businesses

Priority sectors, typologies and locations

10. In line with the Council’s Upstream London vision, the Strategy proposes prioritising STEM³-related sectors undertaking advanced health, science, digital, technology, professional, financial, green, media and creative activities among others.
11. The proposed priority workspace typologies that meet the needs of these sectors include flexible laboratories; incubator spaces; accelerator spaces; advanced maker spaces; and creative studios.
12. Four priority locations are proposed based on existing sectoral clusters, public transport connectivity and alignment with regeneration priorities:
 - **Shepherd’s Bush & White City** - Health, science, technology, digital and green activities, Creative and cultural activities.
 - **Hammersmith Centre** - professional services, finance, creative industries
 - **East Acton & Old Oak** - health, science, creative industries
 - **Olympia & Earls Court** - professional services, finance, creative industries, clean technology

Council’s Roles and Interventions

13. The Strategy proposes a strategic framework, with the Council adopting three complementary roles - **Facilitator** (priority role), **Implementor** and **Broker** - delivered through four priority interventions designed to curate a diverse Affordable Workspace ecosystem.
14. Any future funding allocations to specific activities outlined in the Strategy will be the subject of future reports as required by the Council’s usual governance processes.

Intervention 1: Retrofit Fund (Facilitator role)

15. It is proposed that the Council establish a Retrofit Fund providing capital funding to support workspace operators to convert vacant or underused buildings into affordable workspace. The fund could support acquisition, fit-out, development or extension costs for projects that meet the Strategy's priorities and affordability criteria.
16. An indicative allocation of approximately £2 million is proposed for an initial pilot phase to test market demand, refine delivery processes, and establish proof of concept. Following evaluation of the pilot's outcomes and learnings, a second phase could be pursued.
17. Funding criteria would prioritise projects in priority locations serving priority sectors, with strong affordability commitments, financially viable business models and experienced operators. Projects would be expected to demonstrate community benefit, alignment with Council priorities and value for money.
18. Officers will design the application process, conduct due diligence on applicants, negotiate grant agreements with robust clawback provisions, and monitor delivery to ensure obligations are met. The fund is expected to leverage additional private and institutional investment, maximising the total amount of affordable workspace created from the Council's investment.

Intervention 2: Regeneration Scheme Integration (Implementor role)

19. It is proposed that the Council proactively integrate affordable workspace into regeneration schemes that it is delivering or facilitating in the borough. This ensures affordable workspace is designed into major placemaking and regeneration activities from the outset. Each opportunity will be subject to detailed feasibility assessment, market testing and value for money analysis.
20. The timing, scale and nature of these interventions will depend on the development pipeline and will vary across the Strategy period. For this reason, no specific budget allocation is proposed at this stage.

Intervention 3: Public Asset Development (Implementor role)

21. It is proposed that the Council should undertake a systematic review of public assets to identify opportunities for repurposing into affordable workspace, including on a temporary or meanwhile basis while determining long-term asset use, maximising asset utilisation to support the Council's economic growth objectives. This could include vacant or underused buildings, sites with development potential and buildings where partial change of use could create workspace.
22. A sifting process would assess opportunities based on location alignment with priority areas, physical suitability for conversion, planning feasibility, market demand and financial viability. Priority assets would be taken forward for detailed feasibility studies, exploring commercially viable options such as leasing, co-investing or direct Council operation where appropriate.

23. The scale of investment required will depend on the specific assets identified and the delivery model chosen. As with regeneration schemes, no specific budget allocation is proposed at this stage.

Intervention 4: Business Development (Broker role)

24. It is proposed that the Council establish an Affordable Workspace Forum comprising workspace operators, occupiers and key partners. The forum would support delivery of the Affordable Workspace Strategy by fostering insight-sharing, collaboration and collective learning across the borough. Meeting quarterly, it would provide a structured platform to shape ongoing implementation and identify emerging needs, challenges and opportunities.
25. The Economic Development team would provide business development support, connecting landlords with operators, signposting tenants to business support services and facilitating partnerships. This brokerage function builds on the Council's existing relationships with the business community and leverages officer expertise to unlock opportunities that might not otherwise come forward.
26. This work could be delivered through existing officer capacity and requires no additional budget allocation, making it a cost-effective way to amplify the impact of the Strategy's other interventions.

Governance and Delivery

27. The Strategy proposes a governance framework grounded in the entrepreneurial municipal government approach set out in Upstream London, emphasising partnership, innovation and evidence-led decision-making.
28. It is proposed that an officer-level Affordable Workspace Steering Group be established as a sub-group of the existing Upstream London Delivery Board. This group would be responsible for implementation planning, monitoring delivery and troubleshooting challenges.
29. This group would comprise officers from Economic Development (lead), Regeneration, Planning Policy, Development Management, Property Services, Climate and Finance. It would meet monthly or bi-monthly to coordinate implementation and report quarterly to the Upstream London Delivery Board on progress, performance against key indicators, risks and issues.
30. It is proposed that the programme should be delivered through existing Economic Development team capacity supplemented by cross-team support. As one of the priority projects within the Upstream London delivery plan, the Strategy will benefit from regular oversight and strategic direction through these established governance structures.
31. The establishment of an Affordable Workspace Forum is proposed to engage workspace operators, occupiers, and relevant partners. This forum could help ensure delivery remains responsive to market needs, benefits from sector

expertise and maintains strong relationships with the workspace operator community.

Monitoring, evaluation, accountability and learning

32. A Monitoring, Evaluation, Accountability and Learning (MEAL) framework has been developed, proposing key performance indicators, data collection methods, reporting frequencies and learning mechanisms. This framework ensures the Strategy delivers measurable outcomes and provides a basis for continuous improvement.
33. Key performance indicators include: number and type of affordable workspace facilities created; square meterage of workspace delivered; number of businesses supported; number of residents supported into employment; investment leveraged; workspace occupancy rates; and business survival rates.
34. The Strategy would be subject to a formal review annually to assess progress, evaluate impact and refine interventions based on lessons learned. Ongoing reporting will be provided to the Upstream London Delivery Board.

Staged decision-making and financial governance

35. This Cabinet decision would approve the Strategy as a strategic framework document setting the vision, objectives and approach for coordinating Council resources to curate a diverse affordable workspace ecosystem. It does not commit the Council to specific expenditure on individual projects beyond the establishment of the governance framework and initial development work.
36. Individual spending decisions would be taken through appropriate governance processes. Any major individual financial commitment would be the subject of future reports, with full financial implications, risk assessment and value for money analysis, in accordance with the Council's usual governance arrangements.
37. The indicative budget allocations in the Strategy provide planning assumptions only and are subject to change based on delivery opportunities, detailed feasibility work and value for money assessments. This flexibility ensures the Council can respond to emerging opportunities and adjust its approach based on delivery experience and market conditions.

Alternative Interventions & Contingency

38. The Strategy provides contingency and flexibility through a pipeline of alternative interventions that could be pursued if additional funding becomes available through planning contributions, external grants or co-investment, or if initial interventions underperform.
39. The Council's Affordable Workspace Supplementary Planning Document (SPD) (2022) states that payments in lieu of on-site provision of affordable workspace are permitted only in "exceptional circumstances" at the Council's discretion.

The Strategy proposes expanding this approach by establishing additional operability criteria based on consultation with affordable workspace operators. Officers will consider off-site contributions where on-site provision cannot support a commercially sustainable facility, where a proposal fails to meet operability criteria relating to size, fit-out standards, location, rental levels and unit configuration.

40. Where proposals fail to meet these operability criteria, officers will seek off-site contributions calculated using the established Payment in Lieu methodology set out in the Affordable Workspace SPD. This evidence-based approach will strengthen the Council's negotiating position with developers while ensuring that planning obligations deliver genuinely usable affordable workspace, either on-site or through financial contributions. The Strategy also commits to pursuing complementary funding streams (e.g. from central government and the Greater London Authority) to supplement Section 106 resources and scale delivery beyond the current £8.2 million ringfenced allocation.

Reasons for Decision

41. The Council faces a clear market failure in affordable workspace provision that threatens the borough's economic diversity, resilience and inclusive growth objectives. Without intervention, rising costs and limited workspace diversity could price out early-stage entrepreneurs and small businesses that form 95% of the local business base.
42. The Council has approximately £8.2 million of Section 106 funding ringfenced specifically for affordable workspace provision. This Strategy provides a framework for deploying this funding strategically and effectively to address market failures and support the Council's Upstream London vision.
43. The Strategy positions the Council as an exemplar of entrepreneurial municipal government, moving beyond traditional planning policy to actively deploy the full range of levers available - from direct investment to asset development to brokering partnerships. This comprehensive, coordinated approach to curating an affordable workspace ecosystem supports the borough's reputation as a place where start-ups and innovation thrive, while ensuring the Council maximises the impact of available resources.
44. The Strategy aligns with and directly supports delivery of Upstream London. As one of the priority projects in the Upstream London delivery programme, the Affordable Workspace Strategy addresses a key barrier (workspace availability and affordability) to achieving the vision of making the borough a global hub of STEM³ innovation.
45. The staged decision-making approach balances strategic ambition with financial prudence. By approving the strategic framework and noting that individual spending decisions will be the subject of future reports as required by the Council's usual governance processes, Members maintain democratic oversight of this significant investment whilst enabling officers to progress initial delivery activities and detailed feasibility work for subsequent interventions.

Supporting documentation

46. The Strategy is supported by a Delivery Manual and Affordable Workspace Design Guide
47. The Delivery Manual sets out an action plan for implementation, translating the Strategy's four interventions into detailed delivery activities, timelines, responsibilities and governance arrangements. It provides officers with a clear operational framework for progressing the Strategy following Cabinet approval.
48. The Affordable Workspace Design Guide provides best practice guidance for delivering high-quality affordable workspace in the borough. The Design Guide serves two key purposes: first, to inform developers with affordable workspace planning obligations of the Council's expectations for design quality and operational standards; and second, to guide how any interventions undertaken through the Strategy are delivered, ensuring consistency and quality across Council-supported workspace provision. The Design Guide is positioned as guidance rather than policy, providing a flexible framework that can adapt to different contexts and opportunities while maintaining core principles around accessibility, sustainability, and user experience.

Equality Implications

49. There are neutral to positive equality implications for groups with protected characteristics, under the Equality Act 2010, in the Affordable Workspace Strategy. An Equality Impact Assessment (EIA) has been completed – see Appendix Two - and will be kept under review during the implementation of this vision.
50. The Equality Impact Assessment highlights strong benefits for young entrepreneurs and early career professionals; for disabled people, through ensuring that all new or grant funded workspaces meet or exceed accessibility standards; and for people from underrepresented racial and ethnic backgrounds, supported through encouraging targeted outreach and operator led initiatives that help remove barriers to business startup. The Strategy also aims for positive impacts for women, particularly those underrepresented in STEM³ sectors, by encouraging operators to deliver tailored programmes that help women establish and grow their businesses.

Yvonne Okiyo, Strategic Lead for EDI, 12th January 2026

Risk Management Implications

51. There are no significant risks that impede delivery of this strategy. However it is recommended that adherence to the approach, management and delivery of the strategy is monitored for compliancy and to ensure improvements. It is advised that an assurance review is conducted to evaluate the application of the strategy.

Jules Binney, Risk and Assurance Manager, 12th January 2026

Climate and Ecological Emergency Implications

52. The Strategy has positive implications for addressing the climate and ecological emergency through multiple pathways. These align with the Council's commitment to achieving net zero carbon emissions and supporting the green economy.
53. The Retrofit Fund and Public Asset Development interventions prioritise bringing vacant buildings back into use rather than new construction, significantly reducing embodied carbon compared to new development. Converting existing buildings avoids the substantial carbon emissions associated with demolition and new build, whilst improving building efficiency through modern retrofit standards.
54. Green economy businesses are identified as a priority sector, providing workspace for enterprises developing climate solutions including renewable energy, sustainable transport, circular economy and environmental technology businesses. By supporting these businesses to establish and grow in the borough, the Strategy contributes to wider climate goals beyond the direct carbon impact of workspace facilities.
55. The Strategy's focus on local businesses and clusters also supports the 15-minute city concept by providing employment opportunities close to where people live, reducing commuting distances and associated emissions.
56. Converting vacant buildings into productive use improves building efficiency and reduces carbon emissions whilst achieving economic growth. Furthermore, Grant funding criteria will include environmental performance requirements, ensuring Council investment supports high environmental standards.
57. Continuous engagement with the Climate team will be maintained through their membership of the Affordable Workspace Steering Group. Strategic interventions, including the Retrofit Fund, provide opportunities for collaborative planning and delivery with the Climate team, ensuring environmental considerations are integrated throughout all project phases.

Verified by: *Charlotte Slaven, Head of Climate Strategy and Engagement, 8th January 2026.*

Procurement implications

58. If the Affordable Workspace Strategy is approved to proceed, any associated procurement activity will require associated procurement strategies to be agreed. The procuring officer must work with the Procurement and Commercial team to ensure any procurement activities are undertaken compliantly and in accordance with the relevant legislation and the Council's own Contract Standing Orders (CSOs).

Chris Everett, Category Lead – Procurement and Commercial, 7th January 2026

Property

59. The Council has a number of affordable workplaces within its portfolio which are in high demand, this Strategy shall proactively build on these successes to further increase provision within the borough.
60. Within the Council's standing property portfolio there are a number of vacant or underused assets potentially suitable for upgrade / conversion into affordable workspace. This will drive better value from existing property assets for the benefit of the borough's communities. These vacant / underused assets are varied in nature which will, as a consequence, deliver a diverse range of space.
61. The Council has already undertaken a preliminary review of portfolio assets for repurposing into affordable workspace, this process shall continue as the strategy matures.

Ian Church, Assistant Director – Corporate Property and H&S, 7th January 2026

Section 106

62. The Council has secured S106 financial contributions in lieu of the onsite provision of affordable workspace. Such funding is secured for the delivery of affordable workspace off-site within the borough. This Strategy seeks to discharge the Council's obligation within these S106 Agreements by providing the delivery mechanisms through which the Council will make provision for new affordable workspace.
63. As stated elsewhere in the report, the balance of in lieu contributions currently held is c.£8.2 million, primarily secured from the redevelopment of Olympia. This funding has already been allocated towards implementation of the Affordable Workspace Strategy. This funding will need to be managed by Economic Development, who will be responsible for seeking the appropriate approvals for use of the funding, and monitoring of the spend as well as key deliverables.

Matthew Paterson, Assistant Director of Spatial Planning, 15th January 2026

ICT

64. The Affordable Workspace Strategy: 2026-2031 is a priority project within the Upstream London delivery programme. At this stage the extent to which IT will play a role supporting the delivery of the interventions described in the strategy is not known. Therefore it is important Digital Service (DS) is consulted when any form of IT is employed, and where necessary, service requests will need to be raised to ensure that IT requirements are met, and that all necessary safeguards, permissions, and budgets are in place for the features that are accessible as a result of this contract variation.
65. The service should engage with DS prior to enabling any generative AI functionality, to ensure compliance with corporate AI strategy, governance,

security, and privacy requirements. The AI Governance Framework form must be completed for any enhancements to existing solutions, as well as all new projects and contracts deploying AI capabilities. If colleagues are unsure as to whether a new function falls within the AI framework, they should discuss it with DS.

66. The Data Privacy Impact Assessment (DPIA) should be kept up to date to ensure that all potential data protection risks are properly assessed with mitigating actions agreed and implemented.
67. H&Fs approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our H&F contract templates.

Umit Jani, Strategic Relationship Manager (People), 12th January 2026

Consultation

68. The Strategy has been developed through consultation and engagement with external stakeholders over a seven-month period from April to November 2025.
69. Consultation activities included: four workshops attended by 32 workspace operators and businesses, exploring needs, barriers and opportunities; several one-to-one discussions with individual operators to understand specific business models and challenges; presentations to and discussion with the Enterprise Board (comprising business leaders from across the borough); engagement with the Business Network (comprising of local business stakeholders and professionals) on priorities and approach; and discussions with neighbouring boroughs and the Greater London Authority on alignment with wider strategies and learning from best practice.
70. Key themes from consultation included: strong demand for affordable workspace, particularly flexible laboratories and studios; importance of operator viability and long-term sustainability, not just initial capital support; need for diversity of workspace types to serve different business stages and sectors; and support for proactive Council role in facilitating workspace provision.
71. Complementing extensive research and evidence-based analysis, this consultation has directly informed the Strategy's priorities: the focus on laboratories and studios reflecting operator and business feedback; the emphasis on operator viability in grant criteria responds to concerns about sustainability; and the diversity of interventions and typologies addresses requests for a varied ecosystem rather than single-solution approach.

LIST OF APPENDICES

Appendix One – H&F Affordable Workspace Strategy: 2026-2031

Appendix Two – Equalities Impact Assessment

Hammersmith & Fulham

Affordable Workspace Strategy 2026 - 2031

Foreword

Our borough boasts an innovative, productive and high-profile economy with strengths in health, science, digital, technology, professional, green, creative and cultural sectors among others.

We are committed to nurturing this valuable ecosystem and turbocharging its growth as articulated in our *Upstream London (2024)* strategy, as well as its predecessor - the *Hammersmith & Fulham Industrial Strategy (2017)*.

These documents highlight our commitment to STEM³-led economic growth that benefits all our residents and the prosperity of West London more widely¹.

As part of these ambitions, we recognise that our future economic success relies as much on early-stage entrepreneurs and small businesses as it does on high-profile multinationals.

Such businesses do, however, face challenges to starting up and scaling locally. This often includes struggling to find the right type of commercial space at the right price point.

This is why we have developed this *Affordable Workspace Strategy (2026-2031)* - to help deliver commercial floorspace that meets the needs of these vital groups.

We already have some great Affordable Workspaces in our borough, from Scale Space in White City through to Create Space London in Hammersmith, and we want to see more.

Through this strategy we set out a clear and actionable plan which uses all the levers and assets we have at our disposal to achieve this.

This involves more than just planning policy – we will be bold, innovative and ambitious in our approach to delivery.

This work will help us to foster inclusive economic growth, while also supporting wider ambitions around innovation and productivity.

We invite you to read this document with interest.

If you have any queries, or would like to get involved in our programme, please do not hesitate to get in touch. We are very open to working with partners and will be happy to broker relationships between the right parties.

Our contact details are provided at the back of this report.

With best wishes,

Cllr XXXXX

¹ STEM³ refers to science, technology, engineering, medicine, maths and media industries

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01.

Introduction

Introduction

We, the London Borough of Hammersmith & Fulham (LBHF), have published *Upstream London* (2024) - our borough's economic strategy. This builds on our previous *Hammersmith & Fulham Industrial Strategy* (2017).

Upstream London (2024) captures our vision to “transform the borough into a global beacon of innovation and growth” by supporting STEM³-related businesses undertaking health, science, digital, technology, professional, green, media and creative activities among others².

The document is structured around three pillars, ‘Partnership’, ‘Place’, and ‘Pathways’, as the diagram below illustrates.

Central to our ‘Place’ pillar is ensuring that we provide the right types of commercial space in the right locations across our borough.

This is not just about securing more commercial space. It is also about improving the accessibility of space to businesses of different sizes.

This is because we recognise that for a number of reasons small businesses often struggle to access conventional commercial space, but are lean and agile enough to drive the innovation and

breakthroughs *Upstream London* is looking to secure.

These businesses also tend to deliver more local economic benefits than larger established businesses as they are often founded by and employ local residents and use local suppliers.

Working with our partners, we have therefore developed this *Affordable Workspace Strategy* (2026-2031) which sets out our five year plan to deliver specific types of commercial space (or ‘workspace’) that meets the needs of small businesses.

It focuses on reducing their premises-related barriers to entering and then scaling up within the market. Ultimately it should support businesses to start and grow, as well as produce future occupiers to take on ‘conventional’ commercial space provided by the market.

This *Affordable Workspace Strategy* is not, however, our first foray into the topic. We were one of the first boroughs to introduce a policy in our *Local Plan* (2018) to secure Affordable Workspace as part of major commercial and mixed-use schemes.

We also published a first-of-its-kind *Affordable Workspace Supplementary Planning Document* (2022)

LBHF Upstream London Pillars (2024)



² STEM³ refers to science, technology, engineering, medicine, maths and media industries

(SPD) which explains the *Local Plan* (2018) policy in more detail.

We are currently in the process of writing a new *Local Plan* which will update and supersede these documents. This is planned for adoption by the end of 2027 and includes a review of the *Affordable Workspace SPD*.

While our approach has helped us to secure some important on-site and off-site Affordable Workspace contributions to date, we do, however, recognise the limitations of a 'policy-first' approach. For example:

- It can take a long time for schemes to come forward through the planning system.
- Delivery is intrinsically linked to fluctuations within the real estate market.
- Some applicants use the planning system to increase values rather than deliver schemes. This means some commitments never come forward.
- Delivery tends to be concentrated in places where commercial development is being delivered meaning some areas miss out.
- It can sometimes be challenging to operationalise new Affordable Workspace if contributions are not provided to the right specification, size or price point.
- This *Affordable Workspace Strategy* therefore seeks to go further than policy alone and sets

out a range of different levers that we will use to secure appropriate Affordable Workspace.

This document starts by setting out why we are focusing on Affordable Workspace and how we define it (Chapter 2).

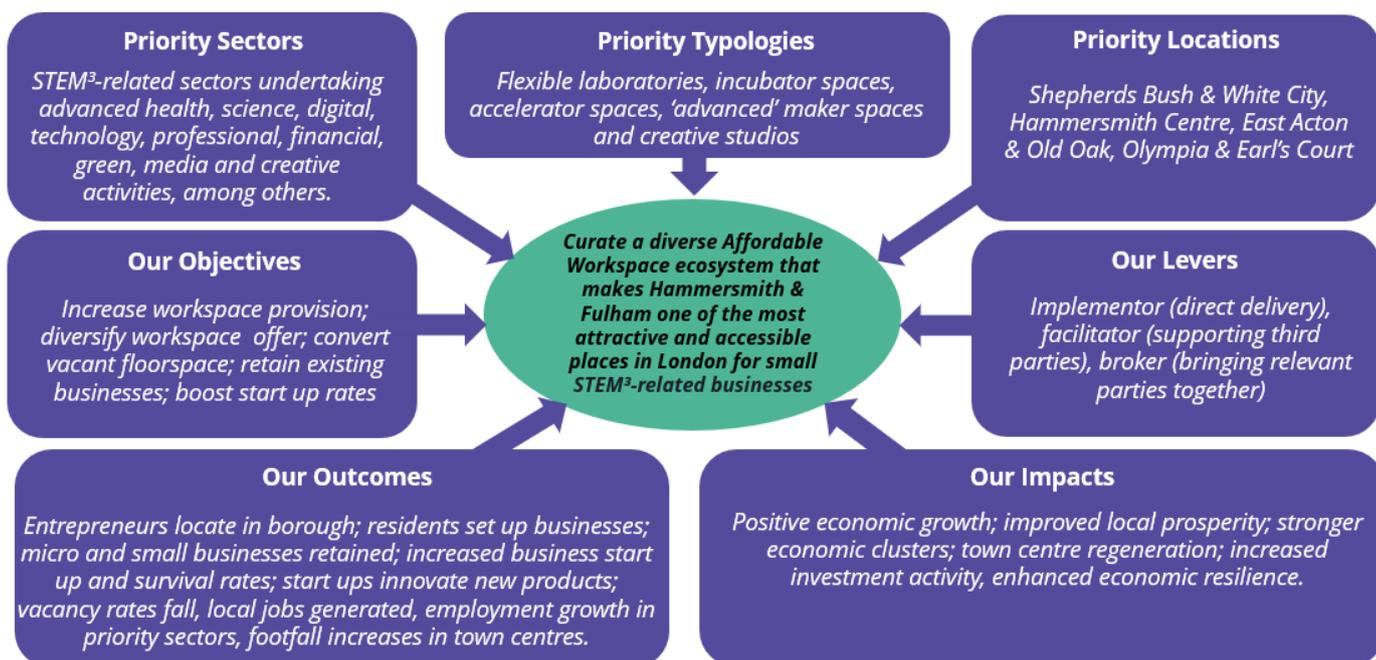
We then set out our ambitions (Chapter 3). This includes our vision statement, as well as an overview of the outputs and outcomes we are looking to achieve. This is followed by an overview of our priorities in relation to sectors, typologies, locations and operating models.

We then outline the levers we will use to achieve our ambitions (Chapter 4). We outline the role we will play and the actions we will pursue over the short-to-medium term. It also considers how we will govern, monitor and evaluate our progress over time.

A summary of *Strategy's* key points is provided below. This represents our 'strategy at a glance'.

This *Affordable Workspace Strategy* is accompanied by a *Delivery Manual*, which provides more detail on how we will bring forward the actions identified in this document. A *Design Guide* has also been prepared which provides design advice to officers and developers bringing forward Affordable Workspace in the borough.

Affordable Workspace Strategy Summary Diagram



02.

Our Context

Why are we focusing on
Affordable Workspace?

Our Context

Why are we focusing on Affordable Workspace?

This *Affordable Workspace Strategy* represents the end of an intense period of research undertaken with partners.

It has not been developed in isolation and has been informed by detailed quantitative and qualitative research - including extensive consultation with officers, operators, developers, businesses and other local stakeholders.

Engagements undertaken include:

- Workshop discussion with **c20** businesses focusing on their premises-related challenges.
- Roundtable discussion with **c10** operators focused on their interest in the borough and the challenges they face.
- Interactive discussion with **c10** businesses and Affordable Workspace operators to discuss the content of the Affordable Workspace Strategy.
- 1:1 discussions with **c10** stakeholders (including businesses, developers and local anchor organisations) to discuss premises-related challenges and opportunities.
- Specific engagements with creative and cultural organisations that are part of the Hammersmith & Fulham **Creative Enterprise Zone (CEZ)**.
- Roundtable discussion with the **Hammersmith & Fulham Enterprise Board** to discuss the focus of the Affordable Workspace Strategy.
- Several workshops with officers to discuss the local context and opportunities for intervention (**c20** attendees).

The results of this exercise, alongside detailed economic, commercial and demographic research, are set out in an accompanying *Evidence Base* which underpins this document.

The most important messages from this work are summarised below. These represent the rationale for intervening.

Hammersmith & Fulham has experienced significant increases in commercial rents over the last decade. To illustrate - average office rents have increased by **+69%** and average industrial rents have increased by **+128%** since 2015.

Small businesses report that these rises, alongside other premises-related challenges (e.g. equipment costs, business rates, utility costs etc), pose challenges to starting and scaling in the borough.

This is backed up by research, which shows that there is limited low-cost small format commercial stock available in the borough. Vacancy rates for smaller office and industrial units are generally below **5%**³ across the borough.

There is also a limited 'specialised' workspace offer. While there are over **30** co-working spaces, there are few flexible laboratory, incubator, accelerator, maker and creative workspace options.

The market is not providing these 'specialised' workspaces as developers focus on more profitable 'conventional' stock aimed at larger and more established occupiers.

This large-format space however, is in less demand than ever before. Vacancy rates for larger-format office space now sit at **18.5%** which represents a doubling between 2015 and 2025⁴.



³ CoStar (2025)

⁴ ibid



Despite this imbalance between supply and demand, the market is unlikely to make the necessary adjustments alone as 'specialised' workspace delivers marginal financial returns.



Supporting 'specialised' workspaces and early-stage enterprises can, however, support economic growth as such businesses are often agile and innovative.

It is for these reasons that we are intervening to accelerate the supply of Affordable Workspace.

We define Affordable Workspace as **workspace that meets the needs of small businesses by making a specific effort to make it easier for them to start and scale up.**

'Specific effort' can include the provision of one of the following affordability factors:

- Granting rent free periods.
- Ensuring flexible lease terms.
- Introducing 'all inclusive' rents (inc business rates, service charges, utilities, waste etc).
- Supplying already fitted out space.
- Linking rental payments to turnover or profit.
- Providing expensive shared equipment.
- Ensuring units are appropriately sized to mitigate high rents or business rates.
- Leasing space at a discount to the prevailing market rent.
- Offering relevant business services.

We have adopted this definition because small businesses face a range of different barriers to starting up and scaling up. These vary on a sector-by-sector and business-by-business basis.

Some barriers are non-physical (e.g. lack of knowledge and/or access to finance), but they can also relate to premises. In relation to the latter:

- Life science start-ups often require access to specialist facilities and services that can be too expensive to organise themselves (e.g. cryogenic

freezers, clinical waste removal, sequencing services etc).

- Advanced technology businesses sometimes require equipment to test, trial and prototype new ideas, but this can be too expensive to purchase particularly during experimental phases (e.g. 3D printers, CNC machines, laser cutters etc)⁵.
- Professional service businesses can struggle to pay for the business rates, service charges and utility costs that are often required on top of rents within 'conventional' commercial space.
- Retail starts up often cannot afford fit-out costs for premises particularly alongside the costs of inventory and equipment.
- Artists tend to operate at very low profit margins so are typically unable to afford all the costs associated with 'conventional' commercial space.

For us, Affordable Workspace is therefore not just 'cheaper' or 'smaller' 'conventional' commercial space. Such spaces are actively managed facilities that create a supportive ecosystem of likeminded start-ups. Common characteristics include:

- They are typically traditional commercial spaces sub-divided and let to multiple tenants.
- They are generally targeted at small businesses including entrepreneurs.
- They tend to be operated by multi-skilled workspace providers often at slim margins.
- They can be operated in a light touch way or intensively like a members' club.
- They offer flexible terms to tenants and look to reduce 'barriers' to those starting up.
- They promote networking and collaboration between different occupiers.

Unlike 'conventional' commercial space, there are a broad range of Affordable Workspace types that are tailored to the specific and diverse needs of businesses in different sectors.

Examples include flexible laboratories, incubators, accelerators, co-working spaces, 'standard' maker spaces, 'advanced' maker spaces, 'messy' creative studios, 'clean' creative studios, flexible kitchens, micro retail units and workshops among others.

⁵ CNC Machines (Computer Numerical Control) are automated computer-controlled tools.

Such spaces are managed by a range of different specialist operator types spanning community, public sector, educational, social enterprise and private sector organisations.

Most Affordable Workspaces are run by non-commercial entities with a focus on delivering economic and/or social outcomes, but there are some private entities that deliver and operate spaces that reduce barriers for small business start-ups.

We welcome a range of operators in our borough but will actively support and encourage those that provide the most extensive benefits to small businesses.

03.

Our Ambitions

What do we want to
achieve in relation to
Affordable Workspace?

Our Ambitions

What do we want to achieve in relation to Affordable Workspace?

Our Vision

We want this *Affordable Workspace Strategy* to help us achieve the aspirations captured in *Upstream London*.

This means we will use Affordable Workspace to help us *“transform the borough into a global beacon of innovation and growth”* and support it to *“be a place where innovation upstream of current thinking becomes a reality”*.

We also want this *Affordable Workspace Strategy* to make it much easier for high potential small businesses to start up and prosper in our borough. It should seek to address the market failures previously set out and provide a broad spectrum of workspaces that meet the needs of innovative businesses and sectors.

This is captured in our Affordable Workspace vision statement:

Over the next five years, we will curate a diverse Affordable Workspace ecosystem that makes Hammersmith & Fulham one of the most attractive and accessible places in London for small STEM³-related businesses.

This thriving network will strengthen existing clusters, fuel economic growth and open up new opportunities for local residents to start businesses and access high-quality jobs.

We will use all the levers we have at our disposal to achieve this vision from planning policy through to supporting specialist Affordable Workspace operators to set up within the borough.

This will require us to be more actively involved than ever before. We will be bold, innovative and ambitious in delivery.

Our vision is not, however, to increase the total amount of commercial floorspace in the borough – it is about improving accessibility, enhancing diversity and reducing barriers for small businesses to thrive.

While we will deliver some brand ‘new’ workspace, we will put as much effort into re-purposing and repositioning some of our ‘conventional’ commercial floorspace, given that vacancy rates are rising for our ‘traditional’ large format commercial space.

Our Priority Sectors

To support this vision, we will focus on providing Affordable Workspace for STEM³-related sectors undertaking advanced health, science, digital, technology, professional, financial, green, media and creative activities among others.

This aligns with ambitions set out in *Upstream London (2024)* and our *Where Culture Connects: Cultural Strategy (2023)* which looks to ensure that *“local creativity supports innovation and drives investment, jobs and prosperity”*. It also aligns with the focus and intentions of our Creative Enterprise Zone (CEZ).

These sectors are being prioritised as they are *“likely to drive a cycle of innovation that will endure and generate economic growth for decades to come”* as stated in *Upstream London*.

We will therefore prioritise Affordable Workspace typologies that meet the specific needs of these sectors. These include:

- **Flexible Laboratories:**
 - Serving health, science and technology activities.
- **Incubator spaces:**
 - Serving health, science, digital, technology, professional, finance and green activities.
- **Accelerator spaces:**
 - Serving health, science, digital, technology, professional, finance and green activities.
- **‘Advanced’ maker spaces.**
 - Serving digital, technology and engineering activities.
- **‘Clean’ creative studios.**
 - Serving digital, technology and creative activities.
- **‘Messy’ creative studios.**

- Serving creative activities.

Our Priority Locations

To ensure delivery is strategic, and aligns with economic, commercial and demographic demand signals, we have developed Affordable Workspace propositions for different parts of the borough.

These identify specific Affordable Workspace ambitions for each location alongside typologies that will be sought.

These have been developed based on extensive quantitative research, as well as conversations with officers, operators, businesses and developers.

Propositions have been developed for all sub-areas in LBHF as there is a chance that Affordable Workspace proposals could be received anywhere in the borough through planning applications.

That said, where delivery is being directly led by us we will focus on places where investment will achieve the strongest economic outcomes. This will be where delivery supports the development of clusters and ecosystems where businesses work together to drive economic growth.

The following areas will therefore be prioritised:

- Shepherd's Bush & White City:
 - Sector focus: Health, science, technology, digital and green activities, Creative and cultural activities.
 - Rationale: World renowned innovation district with clear economic strengths driven by presence of Imperial College. Well-known creative neighbourhood recognised for its famous market and wider leisure offer. It is also part of the borough's Creative Enterprise Zone (CEZ).
- Hammersmith Centre:
 - Sector focus: Professional, finance and creative activities.
 - Rationale: Large well-connected town centre that is home to many established professional businesses.
- East Acton & Old Oak:
 - Sector focus: Health, science and creative activities.
 - Rationale: Important employment cluster anchored by Hammersmith Hospital,

Imperial College and a range of industrial units.

- Olympia & Earl's Court:
 - Sector focus: Professional, finance, creative and clean technology.
 - Rationale: Major regeneration areas that have the potential to build new clusters of economic activity.

Our area-based propositions are set out overleaf.

Our Priority Formats

Across the borough we will provide both 'meanwhile' and 'permanent' Affordable Workspace to support early-stage businesses.

'Meanwhile' space refers to temporary Affordable Workspace that is provided in buildings and on sites that are expected to be re-developed or re-purposed in the future.

'Permanent' space refers to long-term Affordable Workspace that is provided in new or re-purposed buildings for an extended period.

We will prioritise 'permanent' space due to the larger-scale and longer-term economic benefits it can bring, while also supporting 'meanwhile' space which can deliver specific outcomes – namely:

- Demonstrating the market opportunity for workspace in a particular location.
- Curating a pipeline of businesses for forthcoming workspace and commercial space in an area.
- Driving footfall and vibrancy to town or neighbourhood centres.

A key focus of our support for meanwhile space will therefore be areas where we want to see future permanent space come forward over time.

We know that this will require us to find buildings or sites in attractive locations where fit out or build costs will be relatively low. Opportunities may need investment from us to help get them off the ground

Affordable Workspace Propositions

East Acton & Old Oak

Capitalise on existing industrial and creative strengths across the area while also supporting the progressive evolution of the Old Oak economy toward Life Science, Digital and Green Tech.

'Clean' Creative Studios, Messy Creative Studios, Maker Spaces, Flexible Kitchens, Workshops, Laboratory Spaces.

Shepherd's Bush & White City

Continue to build on the area's emerging science, health and technology identity while also seeking to revitalise and re-establish its creative and cultural legacy.

'Clean' Creative Studios, Messy Creative Studios, Advanced Maker Spaces, Laboratory Spaces, Incubator/Accelerator Spaces.

Ravenscourt Park

Explore opportunities to introduce workspace concepts that specifically target and focus on the local resident population.

'Neighbourhood/Community' Workspace, 'Clean' Creative Studios, Messy Creative Studios.

Hammersmith Centre

Continue to promote the clustering of professional service activity but foster economic diversification by supporting the sub-area's creative and foundational economies.

Incubator/Accelerator Spaces, Co-working/Service Office, 'Clean Creative Studios, Messy Creative Studios, Micro Retail



Olympia & Earl's Court

Support the growth of existing sectors while also providing space that aligns with ambitions to create a Climate Teach Innovation District at Earl's Court.

Incubator/Accelerator Spaces, Co-working/Service Office, Advanced Maker Space, 'Clean Creative Studios, 'Messy' Creative Studios.

Fulham Centre

Support the revitalisation of the area's economy through a focus on creative, cultural and foundational activity.

'Clean' Creative Studios, Messy Creative Studios, Recording Studios, Micro Retail, Neighbourhood/Community Workspace.

Parsons' Green & Putney Bridge

Focus on targeting and supporting the local resident population, as well as the local professional sector.

Co-working/Service Neighbourhood / Community Office, Workspace, 'Clean' Creative Studios, Messy Creative Studios.

Imperial Wharf/Riverside

Recognise the area's industrial heritage and support the evolution of creative activity related to interior design and fashion.

Clean Creative Studios, Messy Creative Studios, Maker Neighbourhood / Community Spaces, Workspace.

Note: This Affordable Workspace Strategy covers areas that come under the planning remit of the Old Oak & Park Royal Development Corporation (OPDC). While these areas are subject to the OPDC's own Affordable Workspace policy and planning obligations, they have been included as they are still part of the borough. LBHF will not have control over planning proposals in these areas, but will not exclude them from direct action should good opportunities arise to deliver Affordable Workspace as part of the interventions set out later in this document.

When small businesses outgrow Affordable Workspaces we expect them to graduate into premises within our 'conventional' commercial property market. There is extensive vacant space at present and growing businesses should be supported to access this.

We are therefore not advocating for specific 'grow on' space given the characteristics of our market. We will, however, look to ensure that new Affordable Workspace is delivered flexibly and enables businesses to grow in situ before they are ready to access 'conventional' commercial space.

Our Operational Preferences

For both 'meanwhile' and 'permanent' space our preferred operating model will be to work with specialised Affordable Workspace operators via traditional leases or management agreements.

We recognise that these organisations are highly experienced and have the expertise required to deliver positive economic outcomes in a financially sustainable way.

Public sector organisations and developers are less well-placed to balance impact with careful financial management.

We will mainly work with not-for-profit entities with a focus on delivering positive economic outcomes but will work with private organisations that operate spaces that reduce barriers for small businesses.

We welcome a range of operators in our borough but will actively support and encourage those that provide the most extensive benefits to our business community.

We will update our Approved Providers List line in line with this. It will capture operators working across the full breadth of sectors and typologies we are looking to support across the borough.

We have already built relationships with new operators as part of the development of this strategy.

Our Objectives

Our vision and priorities are expressed through a set of objectives that guide our approach to delivery.

These objectives are broad, strategic goals that set the direction for our work and what we want to achieve. Across all of these we are working towards a five year timeframe (2026 – 2031).

They are as follows:

- **Increase** the amount of Affordable Workspace in the borough.
 - Rationale: Limited current provision.
 - Measured via: Number.
 - Aspirational five-year target: +15 workspaces.
- **Diversify** the Affordable Workspace offer.
 - Rationale: Lack of diversity in current offer.
 - Measured via: Number of flexible laboratories; innovation & accelerator spaces; creative studios & maker hubs.
 - Aspirational five-year target: +3 flexible laboratories; +6 innovation/accelerator spaces; + 6 creative studies/maker spaces.
- **Convert** existing vacant commercial space into productive Affordable Workspace uses.
 - Rationale: Significant vacancy challenges in 'conventional' commercial market.
 - Measured via: Number of vacant floorspace units converted.
 - Aspirational five-year target: 10 conversions.
- **Boost** start up rates and support local people to set up new businesses.
 - Rationale: Should drive inclusive economic growth in line with *Upstream* ambitions.
 - Measured via: Businesses started in new workspaces.
 - Aspirational five-year target: +400 new businesses, including +50 started by local residents.
- **Retain** existing small businesses in target sectors.
 - Rationale: Micro and small business report that they are facing more pressures than ever before.
 - Measured via: Total business count.

- Aspirational five year target: No net loss of small businesses.

Our Outcomes

Through the delivery of our vision and objectives we should achieve a series of outputs, outcomes and impacts:

- Outputs are the direct products or services delivered by a programme.
- Outcomes are the changes or benefits that result from those outputs.
- Impacts are longer-term, broader effects achieved when multiple outcomes accumulate.

The main outputs will, of course, be the delivery of 'new' Affordable Workspace and any associated business support and networking programmes. These are considered in more detail in the next chapter.

The outcomes will, however, vary depending on the types and mix of facilities that come forward. While we have clear aspirational targets a lot can change over five years and it is not certain what will or will not be delivered.

Due to this we have identified a set of 'general' outcomes we are hoping to achieve to shape and influence our approach. These respond directly to our objectives.

They have been, and will continue to be, used as a filter when determining which Affordable Workspace investments should be made.

They are as follows:

- Entrepreneurs locate in the borough to set up innovative enterprises.
- Local residents set up new businesses within target sectors.
- Existing small businesses retained in the local area.
- Existing start-up businesses supported to survive, grow and scale.
- Local people access jobs within small businesses.
- Increased survival rates of start-up businesses locally.
- Small businesses deliver new innovations and products.

- Employment increases within borough's priority sectors.
- Vacancy rates within 'conventional' commercial property market fall.
- Footfall increases in town centre locations.

Achieving these outcomes should ultimately help to unlock a broad range of impacts that align with *Upstream London* and our *Where Culture Connects: Cultural Strategy*, in addition to achieving the objectives of the *CEZ*. When delivered alongside other economic development initiatives being brought forward by LBHF, potential impacts are likely to include the following, among others:

- Economic growth.
 - Measured via: Employment count, business count, GVA.
- Improved prosperity.
 - Measured via: Household incomes, deprivation, qualification levels.
- Stronger economic clusters.
 - Measured via: Business count and employment count for priority sectors in priority clusters.
- Enhanced economic resilience.
 - Measured via: Economic complexity measures.
- Town centre regeneration.
 - Measured via: Footfall/retail vacancy.

This is all captured in our Theory of Change as set out in Appendix 1.

04.

Our Role

How will we secure our
Affordable Workspace
ambitions?

Our Role

How will we secure our Affordable Workspace ambitions?

Our current approach to Affordable Workspace involves securing on-site and off-site commitments from developers as part of major commercial and mixed-use schemes using our *Local Plan* and *Affordable Workspace SPD* as a basis.

To date, we have negotiated **14** on-site commitments with a combined floorspace of **14,836** sqm. Most of these are office proposals alongside a small number focused on the creative industries.

We have also secured off-site payments to support Affordable Workspace delivery elsewhere in the borough.

This approach does, however, have limitations.

As outlined earlier in this document, we have found that:

- Schemes can take a long time to come forward through the planning system.
- Several schemes have stalled or have been abandoned due to fluctuations in the real estate market.
- Some applicants are using the planning system to enhance land values and do not necessarily plan to build out consents.
- On-site commitments are concentrated where commercial and mixed-use development is coming forward (i.e. White City and Hammersmith Centre) meaning some areas are missing out.
- A number of on-site commitments provide very small spaces that might be challenging to make financially viable.

Due to this, we need to use a broader range of levers to deliver a more rapid and meaningful increase in Affordable Workspace provision across our borough.

Drawing on an extensive review of best practice across London, we have identified three roles that we can play to better deliver our ambitions. These involve acting as:

- **An Implementor:** Directly delivering workspace ourselves. This is the most resource intensive approach.
- **A Facilitator:** Actively supporting third parties to bring forward workspace. This has moderate resourcing requirements.
- **A Broker:** Bringing relevant parties together to deliver workspace. This is the least resource intensive option.

There are a wide range of actions that we *could* bring forward under each of these levers as identified through our research.

While we would ideally deliver all of these, we have limited resources in terms of both time and money.

Our Economic Development team has a relatively small number of officers and to date we have secured **£8m**, through off-site payments, to fund Affordable Workspace initiatives.

We therefore need to be strategic in our approach in order to maximise our economic impact while minimising the amount of time and money spent.

In response to this, we have undertaken a sifting process to identify which actions we will bring forward using our existing resources.

This process has involved scoring a longlist of potential actions against a mix of delivery and impact criteria as set out below:

- **Impact:** What scale of economic impact could be achieved (High; Medium; Low)?
- **Longevity:** How long could positive impacts be sustained (Long term; Medium term; Short term)?
- **Capital:** How much capital finance is needed to introduce the intervention (High; Medium; Low)?
- **Resource:** How much time is needed from officers to bring the intervention forward (High; Medium; Low)?
- **Alignment:** How well could the intervention align with the ambitions of *Upstream* (High

potential alignment; Medium potential alignment; Low potential alignment)?

- **Objectives:** Could the intervention be delivered in a way to deliver our strategy's objectives (High potential; medium potential; low potential)?
- **Need:** Does our research suggest such an intervention is needed (High need; medium need; low need)?

Through this process, which is set out in more detail in the accompanying *Delivery Manual*, we have identified the actions we will pursue over the next five years.

These are summarised below with more information on the 'Who?', 'What?', 'Where?', 'When?' and 'How?' provided in the *Delivery Manual*.

These actions will act as our Affordable Workspace 'pilot' initiatives and will allow us to explore which actions can be most impactful for our borough.

They represent our first steps towards delivering Affordable Workspace outside of the planning system. We will therefore take an adaptive approach grounded in learning and reflection. This means our approach may change over time and our priorities may shift.

Action 1: Retrofit Fund (Facilitator)

Given the complexity and level of resource required to directly deliver Affordable Workspace, we will prioritise playing a facilitative role as this can bring forward more Affordable Workspace at a faster rate compared to acting as an implementor.

There are a wide range of ways we could do this including providing grants, loans or funding application support to third parties interested in bringing workspace forward locally.

Our preferred approach, however, is to set up a by-application Affordable Workspace Retrofit Fund to support Affordable Workspace operators to open new facilities in vacant and/or underutilised buildings across the borough.

This would achieve twin objectives of delivering Affordable Workspace while also addressing vacancy challenges within our 'conventional' commercial market.

Such funding could be used for capital expenditure on building works including for conversions, refurbishments and/or extensions. These costs are often a major blocker to bringing forward new affordable spaces.

Funding would be ringfenced for proposals that support our priority sectors and typologies.

The application process that we use will need to be rigorous to ensure that funding is only provided for proposals that are well thought through, deliverable and align with our objectives. We will ask for detailed business models and operational plans to inform our decision making, and will set out stringent funding criteria.

We will also ask applicants to be clear about what mechanisms they will use to reduce barriers for small businesses. These will be captured in legally binding grant agreements.

We see this as an early priority action to pursue. We expect to launch it in a phased way to ensure a managed roll out of funds. This will also allow us to learn and adjust before committing to a larger allocation.

This action reflects an approach used by the London Borough Lambeth (LBLE) as part of their Future Workspace Fund as set out in Appendix 2 (Case Study 1).

Why have we chosen this action?

- Our research shows that there is a lack of depth and breadth in our existing workspace offer. Grants can be used tactically to deliver more workspace and address typological gaps in the offer.
- Providing funding should help deliver more workspace more rapidly than direct delivery as it allows third parties to bring forward schemes rather than relying on limited officer resource.
- Our research illustrates that there is excess commercial supply for established occupiers but constrained supply for newly established businesses. Focusing on retrofit rather than new build should help to address the imbalance between supply and demand.
- Consultations with operators indicate that they find it challenging to access finance to fit out buildings, including those secured through the planning system. Grant funding can help

overcome this and allow operators to bring space forward.

- This intervention has the potential to contribute to all of our Affordable Workspace objectives.

Action 2: Regeneration Scheme Integration (Implementor)

While we will prioritise facilitation, we will also integrate Affordable Workspace into some of the regeneration schemes we are delivering or facilitating in our borough.

We consider this to be a 'win-win' as it will help us achieve our Affordable Workspace objectives, while also activating and enhancing the vitality of regeneration schemes.

This will be most appropriate in commercial locations, but we could also consider neighbourhood and community-oriented options in residential areas.

Our plan is to identify a 'pilot' regeneration scheme as a first step. This will allow us to test the concept and explore ways of working. This will be informed by a detailed feasibility study that considers operational models, design approaches and delivery structures.

Our plan is to use our learning from delivering this 'pilot' space to consider where similar facilities could be delivered in future as part of other regeneration schemes.

We see this as something we will pursue throughout the strategy period as and when regeneration opportunities emerge.

This type of approach was used by the London Borough of Haringey to deliver new workspace as part of the re-development of Hornsey Town Hall as set out in Appendix 2 (Case Study 2).

Why have we chosen this action?

- Providing workspace as part of regeneration schemes can help reduce costs as efficiencies can be secured through economies of scale. Existing project management resource can also be used to deliver workspace elements of schemes.
- Mixed-used regeneration schemes can incorporate commercial uses that can cross-

subsidise Affordable Workspace which tends to be marginal from a financial perspective.

- This action has the potential to contribute to all of our Affordable Workspace objectives.

Action 3: Public Asset Development (Implementor)

Our next priority will be to explore how we can use our extensive public estate to provide new Affordable Workspace across the borough.

While many of our assets perform an essential operational function, others are (a) surplus to requirements, (b) could be consolidated into other sites, or (c) are commercial in nature.

This intervention will involve us reviewing our portfolio to determine whether any buildings could be re-purposed to provide Affordable Workspace and/or other uses that support our economic development ambitions.

This will, of course, need to be set against the other priorities and objectives we corporately hold for our asset base.

We have already undertaken an initial sifting exercise which has identified a number of assets for consideration.

Our next step will be to undertake feasibility studies to explore the potential for each of these buildings to be converted to Affordable Workspaces. We will cover design, operational and business planning considerations among others.

This type of intervention is common for local authorities as the example of Bloqs in the London Borough of Enfield illustrates (see Appendix 2 – Case Study 3).

Why have we chosen this action?

- Our research illustrates that we have an extensive range of public assets. A sifting exercise focused on factors such as size, location and occupation demonstrates that several could be suitable for Affordable Workspaces.
- The best practice case studies we have reviewed highlight that using public assets for Affordable Workspace is more straightforward and less costly when compared to using

privately owned assets which tend to have significant acquisition costs.

- The borough's property portfolio is currently under review making this a timely opportunity to consider potential alternative uses.
- This action has the potential to contribute to all of our Affordable Workspace objectives.

Action 4: Business Development (Broker)

Beyond facilitation and direct delivery, we will start to broker relationships between parties to help bring forward or support Affordable Workspace schemes.

Parties include landlords and operators, but also departments within our own organisation and other public bodies that are less involved in Affordable Workspace delivery on a day-to-day basis.

This role is important because businesses and operators have told us that:

1. They do not have a good understanding of the support available to them.
2. They do not have visibility of available assets or forthcoming opportunities.
3. They do not hold good relationships with landlords and developers that might consider meanwhile or permanent workspace proposals.
4. It can be challenging to navigate and communicate with different departments within our organisation - including planning, licensing, business rates and economic development.

We will therefore start to:

- Create better connections with operators and update our Approved Providers list. This will include engagement with the GLA's Accredited Provider Programme.
- Build connections between operators and local landlords.
- Refer appropriate operators to developers as new proposals triggering Affordable Workspace requirements come forward.
- Provide an up-to-date picture of existing and forthcoming opportunities for Affordable Workspace operators.
- Signpost operators and businesses to the different types of support available. This could

include any Affordable Workspace funds we set up, as well as other business support programmes being run by us and our partners.

- Link businesses and operators with the right people within our organisation to answer their queries.

We see this action as an immediate priority and will commence with it as soon as the strategy is published.

To support this work, we will set up an Affordable Workspace Operators Forum that allows our operators to come together to share knowledge about potential opportunities.

It can also be a place to discuss other important topics such as business rates, raising finance and service charges among others. This should help to build resilience within the sector.

The London Borough of Lewisham has recently started to play a stronger business development role as the case study in Appendix 2 (Case Study 4) illustrates.

Why have we chosen this action?

- Our best practice review illustrates that new workspace can be catalysed where local authorities link up asset owners with specialist workspace operators.
- Operators report that they are interested in locating in the borough but require more intelligence about forthcoming opportunities and where relationships could be forged.
- Operators already located in the borough note that it is becoming more challenging to remain open and that a more proactive and supportive approach from the local authority would be welcomed.
- This action has the potential to contribute to Affordable Workspace objectives related to increasing the amount and diversity of workspace in the borough.

Investment Criteria

Across all of these actions, we will need to make decisions about which proposals to support.

We will, of course, develop specific criteria for each broad initiative, but have developed a series of 'investment criteria' below to guide this.

Drawing on our objectives, outputs and outcomes, these criteria reflect the types of proposals we are looking to back:

- Those targeted at small businesses.
- Those that provide space for one or more of our target sectors.
- Those that support one or more of our preferred workspace typologies.
- Those that re-activate vacant or underutilised assets.
- Those that have a clear link to supporting residents to set up businesses and/or access employment.
- Those that help build our clusters of specialist economic activity.
- Those that support innovation and entrepreneurialism.
- Those that enhance the attractiveness of areas for STEM³-related businesses.

Given our challenging resource position, there will be other proposals that we will not be able to support. These are those that are less aligned with *Upstream London* which ultimately guides what we do in relation to economic development. Examples might include:

- Those that support sectors that do not represent priorities.
- Those focused on community or third sector organisations rather than businesses.
- Those supporting larger and more established businesses.
- Those that cannot demonstrate a clear approach to reducing barriers for small businesses.
- Those that do not align with the economic characteristics of their area.

We will also look to ensure that any schemes we support are backed by strong business plans. These will need to demonstrate clear cashflows capturing expected costs and incomes over an extended period.

We will draw on expert support from third party operators to check and challenge these business plans to ensure they are deliverable and achievable. We recognise that we have an important responsibility to ensure public money is used wisely.

Longer Term Opportunities

The actions set out in this chapter focus on the short-to-medium term which we define as the next five years or so.

We are, however, highly ambitious and want our Affordable Workspace Programme to extend beyond the resources we currently hold.

To support this, we will re-consider our approach to securing off-site Affordable Workspace contributions through the planning system.

The *Affordable Workspace SPD* currently allows off-site contributions in “*exceptional circumstances*”, but we will consider putting this option forward where an operational Affordable Workspace cannot be secured on site. This will be the case where a proposal:

- Is under 7,000 sq ft or 650 sqm.
- Cannot be fitted out to Cat A+ or Cat B standard.
- Sits outside an attractive employment / mixed-use area.
- Has a combined rent and service charge in excess of £15 psf.
- Cannot be easily split up into small units to mitigate business rate liabilities.

These are criteria that most Affordable Workspace Operators consulted require as a minimum to set up a commercially sustainable facility.

Where a proposal is unlikely to meet these criteria we will consider seeking an off-site contribution using our existing Payment in Lieu calculator as a basis. Such an approach should help us to secure additional financing to support our Affordable Workspace ambitions.

Beyond this, we will also look to secure other public sector economic development and/or regeneration funding to support our ambitions. This includes from Central Government (i.e. MHCLG) and Local Government (i.e. GLA).

Longer Term Actions

If we are able to secure further funding, we will firstly consider whether we can increase investment into the priority actions already referenced.

As explained in the *Delivery Manual* we will adopt an approach to ‘continuous learning’ through evaluation. Actions that prove effective and deliver value for money will be supported through additional investment.

We will also consider other potential actions that also scored well through our sifting process. These include:

- Facilitator: Providing support to operators to access other public sector funding pots (such as the GLA’s Good Growth Fund).
- Facilitator: Working with landlords to activate underutilised spaces for productive and Affordable Workspaces (such as upper floors, storage areas, back offices, arches etc).
- Facilitator: Providing subsidy to small businesses to access conventional market space.

Perhaps the most promising opportunity could involve setting up a revenue fund to directly help small businesses within target sectors to access ‘conventional’ market space.

This could involve providing subsidies on a time limited basis to a select number of businesses that fit strict eligibility criteria. These could relate to the age of the business, the activity being undertaken and the robustness of their business plan.

The focus would need to be on supporting high potential enterprises that have a clear pathway to expansion and growth. The business plan would need to illustrate confidence that businesses will be able to pay a full market rent over time.

If we pursue this option, we would need to work with landlords to identify appropriate ‘conventional’ commercial market space where subsidies could be used. We should expect landlords to contribute to this subsidy to ensure a ‘win win’ for both the public and private sectors.

A small number of facilities could be selected from the market, including market rent co-working and laboratory spaces, where there are challenges with vacancy. We could prioritise those in target locations and where occupation could unlock other economic outcomes (e.g. increased town centre footfall).

This is not something that other local authorities have trialled to date, but it is not dissimilar to the provision of business loans, grants or support which is a well-trodden path for public sector organisations such as ours.

This is demonstrated by the Productive Valley Fund which was delivered by the London Boroughs of Enfield, Haringey and Waltham Forest (see Appendix 2 – Case Study 5).

Delivery Approaches

This *Affordable Workspace Strategy* marks a step change for our borough, and its delivery will require us to work closely with our partners to secure tangible change.

It provides a clear vision and roadmap that we can get behind and progress at pace, and offers a holistic response to the challenges faced by small businesses.

We have written an accompanying *Delivery Manual* to set out in detail how we will achieve our vision and objectives.

It covers the ‘Who?’, ‘What?’, ‘Where?’, ‘When?’ and ‘How?’ for the *Strategy*, including more detail on the actions we will take.

At a high level, it firstly emphasises that we will need to be innovative in delivery given this work comes at a time where the public sector has fewer resources than ever before.

This notion is captured in a set of ‘delivery principles’. These underline that we will be:

- **Flexible:** We recognise that delivery is challenging for both operators and developers, and we will therefore work as flexibly as possible to secure solutions that work for different parties.
- **Creative:** We will be creative in identifying potential solutions to challenges. This includes considering a broad range of different delivery models.
- **Collaborative:** We will work as collaboratively as possible with operators, developers and occupiers to bring forward solutions that are mutually beneficial for different parties.
- **Responsive:** We will track progress and liaise with stakeholders regularly to understand how

delivery is progressing. We will adapt our strategy and approach where it is clear that different approaches are required.

- **Thorough:** We will act diligently to ensure that we secure the best possible outcomes for small businesses.

The *Delivery Manual* secondly sets out the actions that we will pursue. It uses the sifting process previously referenced to set out more detail on the actions we will deliver over the next five years using our existing resources.

It also considers actions that will be delivered when further resources become available.

The document then explains our approach to management – noting that we will use existing officer resource but will need new robust governance structures to support and steer delivery.

In terms of governance, the *Delivery Manual* sets out that Affordable Workspace will be integrated into wider *Upstream* governance structures.

To support this *Strategy*, we will set up a specific officer-level sub-group called the *Affordable Workspace Steering Group*.

This will consist of officers across Economic Development (including the CEZ Lead Officer), Regeneration, Planning Policy, Development Management and Property. It will be an action-oriented group with a wide remit.

The types of activities it will undertake include the following among others:

- Tracking delivery of actions against the indicative programme set out in the *Delivery Manual*.
- Reviewing development proposals related to Affordable Workspace.
- Steering and guiding feasibility work for new Affordable Workspaces.
- Maintaining and reviewing active lists of operators and occupiers.
- Keeping up to date with potential public sector funding opportunities.

This *Steering Group* will report directly into members and existing Council governance structures. Spending proposals, in particular, will go through normal channels including Cabinet where appropriate.

Beyond this, the *Delivery Manual* identifies that the *Steering Group* will also take a lead on tracking performance and impact.

This is a crucial part of delivery because what is measured dictates what is done. If the wrong thing is measured, we might do the wrong thing. If something is not measured it might be ignored or neglected.

The *Delivery Manual* sets out our approach to doing this - drawing on our unique MEAL (Monitoring, Evaluation, Accountability and Learning) framework.

This provides a structured approach to assessing the effectiveness of our initial investments. It will ensure that delivery remains aligned with strategic objectives, while allowing us to understand which initiatives offer the best value for money.

In particular, the framework will track whether we are making positive progress towards the priority outcomes we are looking to achieve as captured in our Theory of Change, in Appendix 1.

In addition to this, the *Delivery Manual* notes that we will set up an *Affordable Workspace Forum* made up of relevant operators and occupiers across the borough.

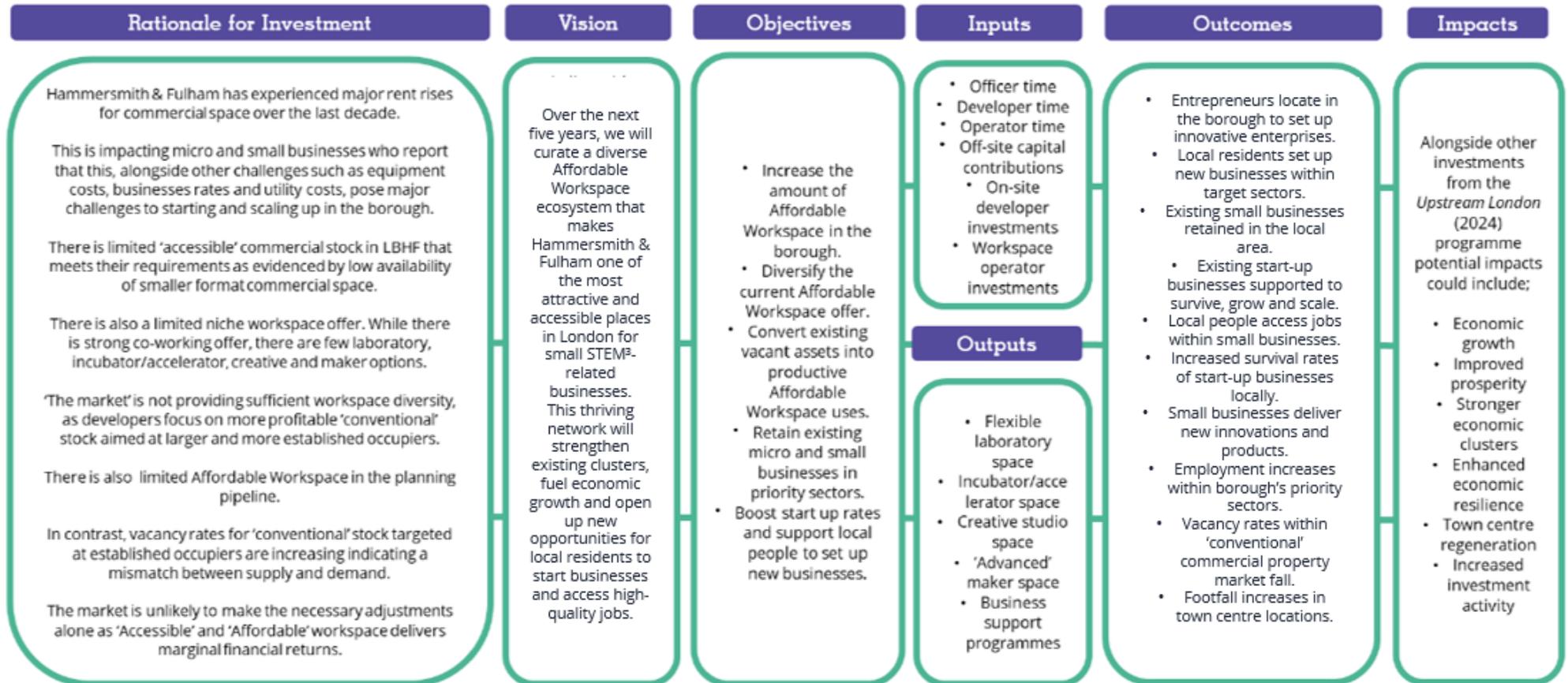
This will be a peer-to-peer network that allows information to be shared about what is happening in relation to Affordable Workspace in the borough and to highlight any opportunities that are emerging.

It will also provide a space for stakeholders to identify concerns and challenges that could be solved through collective action or specific initiatives.

The *Delivery Manual* sets out high level Terms of Reference for this group and the wider *Affordable Workspace Steering Group*, though these will need to be reviewed by attendees to ensure everyone understands the purpose of each group and the roles and responsibilities of each attendee.

All of this activity together should ensure that we are able to drive forward delivery in a strategic and joined up way. It will also ensure we are delivering in line with our aspirations and collectively working towards our priority outcomes.

Appendix 1: Theory of Change Diagram



Appendix 2: Case Studies

Case Study 1: Lambeth Future Workspace Fund

The London Borough of Lambeth (LBL) recently set up the Lambeth Future Workspace Fund, which is a loan and grant fund to help Affordable Workspace providers to set up new workspaces that will help grow sectoral clusters and enhance the affordability of space across their borough.

The fund is worth £8.0m in total which has been distributed via a series of rounds. The funding can be used by Affordable Workspace Operators for capital works only.

Since launching in 2020, the fund has supported a wide range of schemes come forward including a climate technology co-working space (Sustainable Ventures), an artist studio (Artists Studio Company) and a music production space (Raw Material Music) among others.

Affordable Workspace Providers have to submit applications for funding which requires stringent information on business and operational models to be provided.

Case Study 2: Hornsey Town Hall

The Hornsey Town Hall scheme is a multi-purpose conversion which has been delivered by the Far East Consortium (FEC) with the London Borough of Haringey (LBH).

This has involved restoring the Grade II* listed Town Hall and Town Hall Square for residential uses, while also providing the community with a new arts centre, co-working hub, hotel and rooftop bar.

These commitments were secured by LBH as part of the disposal of the asset to FEC in 2017. The procurement process used requested the arts centre and co-working hub to be provided alongside other community and residential uses.

Case Study 3: Bloqs

Bloqs is a new open access factory in Meridian Water that provides professional makers with affordable shared workshop space. It opened in 2022.

The unit offers a broad range of light industrial tools, including mills, lathes, CNC routers, laser cutters and others which are all available to users.

Access to tools of this nature can be unaffordable for many businesses, but the membership to Bloqs allows direct access without the upfront cost or maintenance responsibility.

The site Bloqs is built upon is owned by the London Borough of Enfield who used their own funds, alongside investment from the GLA, to deliver the facility in partnership with the operator and 5th Studio.

Case Study 4: Lewisham Business Development Services

The London Borough of Lewisham's (LBL) economic development team offers a brokerage service between their internal business rates team and Affordable Workspace Operators.

This involves the team offering guidance and advice on the different reliefs that are available, as well as a problem-solving function where operators have questions or concerns about communications they have received.

This service is highly valued by operators who were facing significant challenges around securing the right types of business rate relief they are entitled to.

Beyond this, officers also convene an Affordable Workspace Forum of local operators who are also able to offer advice on topics such as business rates, raising finance and service charges to other operators looking to open in the borough.

It is a supportive group with a focus on knowledge sharing to increase the resilience of the workspace sector in Lewisham.

Case Study 5: Productive Valley Fund

The Productive Valley Fund is a £2.7 million loan programme aimed at boosting industrial growth in North London. It focuses on the Upper Lea Valley, covering Enfield, Haringey, and Waltham Forest.

The fund supports manufacturing and production businesses, especially those with strong growth potential. It offers flexible, low-interest loans to help

companies invest in equipment, expand, or modernise.

For example, businesses can purchase new machinery, upgrade premises, or fit out a new workspace.

High-potential businesses are prioritised for their ability to drive innovation and create jobs. Applicants need to show commercial viability and a clear plan for scaling up.

By backing ambitious firms, the fund helps shape a more resilient and dynamic industrial economy. It is part of a wider effort to regenerate the area and preserve its industrial heritage.

The fund was launched in 2019 through a tri-borough collaboration, protecting and modernising London's industrial heartland, supporting growth-ready manufacturing and production firms and driving job creation and innovation.



**Please get in touch if you
would like to discuss**

Email us at:
business-support@lbhf.gov.uk

Or call and leave a message at the H&F Business
Desk on:
020 8753 5585.

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

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

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

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

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

General points

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

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

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

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

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2025/26 Q4
Name and details of policy, strategy, function, project, activity, or programme	<p>H&F Affordable Workspace Strategy: 2026-2031 (New Strategy)</p> <p>Short summary:</p> <p>This report seeks Cabinet approval for H&F's Affordable Workspace Strategy: 2026-2031, a priority project within the Upstream London delivery programme. The Strategy aims to address clear market failures in affordable workspace provision by exploring the full range of levers available to the Council - moving beyond planning policy alone to actively curate an affordable workspace ecosystem. This entrepreneurial approach proposes facilitating, implementing and brokering delivery through four priority interventions, deploying £8.2 million of Section 106 funding ringfenced specifically for affordable workspace in the borough.</p> <p>This comprehensive approach aims to serve STEM³ sectors, directly supporting the Upstream London vision by ensuring innovative businesses can access suitable, affordable space to start and scale. Cabinet is asked to approve the Strategy as a strategic framework as a strategic framework while noting that any future funding allocations to specific activities outlined in the Strategy will be the subject of future reports as required by the Council's usual governance processes.</p>
Lead Officer	<p>Name: James Collister Position: Strategic Lead – Sectors & Clusters Email: james.collister@lbhf.gov.uk Telephone No: 07557 491724</p>
Date of completion of final EIA	13/01/26

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Section 02	Scoping of Full EIA
Plan for completion	<p>Timing: The Affordable Workspace Strategy covers the period 2026-2031. The delivery plan to follow will be implemented in phases, with any future funding allocations to specific activities outlined in the Strategy will be the subject of future reports as required by the Council's usual governance processes.</p>

	Resources: Delivery will be undertaken by existing Economic Development team capacity, deploying approximately £8.2 million of Section 106 funding across the four priority interventions. Business Development Activity will be delivered through existing officer capacity. Grant programmes and workspace projects will be delivered with external operators and partners.		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	The Strategy is anticipated to have positive impacts for young entrepreneurs and early-career professionals seeking to establish businesses. By prioritising support for early-stage entrepreneurs and small businesses, including those from underrepresented groups, the Strategy reduces barriers to economic participation. The focus on micro and small businesses (95 per cent of local enterprises) particularly benefits early-stage entrepreneurs who may be establishing their first ventures. Workspace operators will be encouraged to run programmes supporting underrepresented groups into business, which may include youth entrepreneurship initiatives. There are no anticipated negative impacts on any age group.	Positive
	Disability	The Strategy will have positive impacts by ensuring all new affordable workspace complies with and, where possible, exceeds accessibility regulations. Grant criteria for the Retrofit Grant Fund and other interventions will include accessibility standards, ensuring Council investment supports inclusive workspace design. Officers will encourage operators to engage closely with communities at the outset of new projects to explore how they can make them as inclusive and accessible as possible. EDI experts will be consulted as part of new proposals to ensure workspaces are designed and operated inclusively. The Strategy's emphasis on diverse typologies (flexible laboratories, studios, maker spaces) ensures options are available that can accommodate different access needs.	Positive
		Neutral	

Gender reassignment	There is no anticipated impact in relation to gender reassignment at this stage. The Strategy's focus on reducing barriers to business start-up and growth applies universally. Officers will encourage workspace operators to create inclusive environments and work with operators to run programmes supporting people from underrepresented groups to set up businesses.	
Marriage and Civil Partnership	There is no anticipated impact in relation to marriage and civil partnership.	Neutral
Pregnancy and maternity	There is no anticipated impact in relation to pregnancy and maternity.	Neutral
Race	The Strategy is anticipated to have positive impacts by actively encouraging workspace operators to make facilities inclusive and accessible to people from all racial and ethnic backgrounds. Officers will work with operators to raise awareness of Affordable Workspace to underrepresented groups and provide information on how local people can best access space. Officers will encourage or fund operators to run programmes supporting people from underrepresented groups to set up businesses. This approach recognises that entrepreneurship rates and access to business support can vary by ethnicity, and actively works to reduce these barriers.	Positive
Religion/belief (including non-belief)	There is no anticipated impact in relation to religion or belief. The Strategy applies universally to all entrepreneurs regardless of religious affiliation. Workspace facilities will be designed and operated to be welcoming and accessible to people of all faiths and none.	Neutral
Sex	The Strategy may have positive impacts for women entrepreneurs who are underrepresented in STEM ³ -related sectors and face additional barriers in accessing business support and funding. Officers will encourage operators to engage with communities and run programmes supporting people from underrepresented groups, which may include women-focused entrepreneurship support. The flexible workspace model with accessible terms can particularly benefit women balancing business development with other responsibilities.	Positive
Sexual Orientation	There is no anticipated impact in relation to sexual orientation. The Strategy's focus on reducing barriers to business start-up applies universally.	Neutral

	Care Experienced as a Protected Characteristic	There is no anticipated impact in relation to care at the current stage.	Neutral
	<p>Human Rights or Children’s Rights If your decision has the potential to affect Human Rights or Children’s Rights, please contact your Equality Lead for advice</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>		

Section 03	<p>Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>
Documents and data reviewed	<p>The Strategy has been informed by comprehensive data analysis including:</p> <ul style="list-style-type: none"> • LBHF Affordable Workspace Strategy Evidence Base (October 2025) - comprehensive analysis of borough economic context, commercial market, workspace offer, and demographic data • Hammersmith & Fulham Local Plan (2018) and Affordable Workspace Supplementary Planning Document (SPD) (2022), which provide the planning policy framework for affordable workspace delivery • Employment Land Review and associated economic evidence base informing the emerging Local Plan (2025), including analysis of workspace demand, supply, and future requirements • ONS Census data for the borough, particularly relating to ethnicity, age demographics, and economic activity, and the economy • Sector analysis of STEM³ industries (Science, Technology, Engineering, Mathematics, Medicine, Media) and their representation across the borough • Best practice research on EDI considerations in affordable workspace, including case studies from Arbiet Studios (New Cross), Peckham Palms, and Plus X programmes • Consultation findings from workspace operators and barriers covering accessibility needs and barriers faced by different groups • GLA research and policy on affordable workspace and inclusive economic development

New research	n/a
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Section 04	Consultation
Consultation	<p>The Strategy has been developed through consultation and engagement with external stakeholders over a six-month period from April to November 2025.</p> <p>Consultation activities included: four workshops attended by 32 workspace operators and businesses, exploring needs, barriers and opportunities; several one-to-one discussions with individual operators to understand specific business models and challenges; presentations to and discussion with the Enterprise Board (comprising business leaders from across the borough); engagement with the Business Network (comprising of local business stakeholders and professionals) on priorities and approach; and discussions with neighbouring boroughs and the Greater London Authority on alignment with wider strategies and learning from best practice.</p>
Analysis of consultation outcomes	<p>Key themes from consultation included: strong demand for affordable workspace, particularly flexible laboratories and studios; importance of operator viability and long-term sustainability, not just initial capital support; need for diversity of workspace types to serve different business stages and sectors; and support for proactive Council role in facilitating workspace provision.</p> <p>This consultation has directly informed the Strategy's priorities, with the focus on laboratories and studios reflecting operator and business feedback. The emphasis on operator viability in grant criteria responds to concerns about sustainability. The diversity of interventions and typologies addresses requests for a varied ecosystem rather than single-solution approach. No adverse equalities impacts were identified through the consultation process.</p>

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Section 05	Analysis of impact and outcomes
Analysis	<p>Overall, the consultation and data analysis undertaken with regard to the Affordable Workspace Strategy at its current stage have not identified any potential adverse impacts with regard to any of the groups that share protected characteristics.</p> <p>The analysis has identified positive impacts for several protected characteristic groups:</p> <ul style="list-style-type: none"> • Age: Young entrepreneurs and early-career professionals benefit from reduced barriers to business start-up through prioritised support for early-stage entrepreneurs and small businesses • Disability: All new workspace will comply with and exceed accessibility regulations, with EDI experts consulted on inclusive design and operators encouraged to engage closely with communities to make facilities as accessible as possible

- Race: Officers will work with operators to raise awareness of Affordable Workspace to underrepresented groups and provide information on how local people can best access space, drawing on best practice examples targeting specific communities
- Sex: Support for women entrepreneurs who are underrepresented in STEM³ sectors, with operators encouraged to run women-focused entrepreneurship programmes

It is noted that the Affordable Workspace Strategy is in the early phases of delivery and, at this stage, the scope of recommendations for Cabinet is to approve the strategic framework with major spending decisions returning to Cabinet for approval. As such, and given that the EIA is an iterative process, it is acknowledged that the EIA will be kept under review and updated accordingly at appropriate subsequent stages of development and implementation.

The Strategy embeds EDI considerations throughout. Where new Affordable Workspace is provided or funded by LBHF there will be an opportunity to embed Equalities, Diversity and Inclusion considerations into the design, build and operations. Officers will encourage operators to engage closely with communities at the outset of new projects to explore how they can make them as inclusive and accessible as possible, work with operators to raise awareness of Affordable Workspace to underrepresented groups and provide information on how local people can best access space, and encourage or fund operators to run programmes supporting people from underrepresented groups to set up businesses.

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	<p>The analysis undertaken has not identified adverse impacts on any groups that share protected characteristics. As such, no specific mitigating actions are required at this stage.</p> <p>However, to ensure the Strategy continues to have positive impacts and remains inclusive throughout delivery, the following measures are embedded in the Strategy and will be implemented:</p> <ul style="list-style-type: none"> • Encouraging operators to engage closely with communities at the outset of new projects to explore how they can make them as inclusive and accessible as possible • Working with operators to raise awareness of Affordable Workspace to underrepresented groups and provide information on how local people can best access space • Encouraging or funding operators to run programmes to support people from underrepresented groups to set up businesses • Ensuring that all new Affordable Workspace complies with and, where possible, exceeds disability regulations • Ensuring EDI experts are consulted as part of new proposals to make them as inclusive as possible

The EIA will be kept under review and updated at appropriate stages as the Strategy is implemented and delivery plans are developed in more detail.

Section 07	Action Plan	
Action Plan	Issue identified	Action (s) to be taken
	Monitoring and Reporting	<p>Establish KPIs to track diversity of workspace users, including representation of protected characteristic groups.</p> <p>Report annually to the Affordable Workspace Steering Group on EDI outcomes, including accessibility compliance and uptake by underrepresented groups.</p> <p>Collect and analyse data on intersectional barriers (e.g., women of colour in STEM³ sectors) to inform future interventions.</p> <p>Update the EIA at key delivery milestones and incorporate learning from monitoring and stakeholder feedback.</p>
	Accessibility Assurance	<p>Embed accessibility requirements in grant agreements and design guidance.</p> <p>Require operators to provide evidence of compliance with accessibility standards as part of funding conditions.</p>
	Inclusive Engagement	<p>Encourage operators to engage with local communities at project inception to identify and address barriers.</p> <p>Promote programmes supporting underrepresented groups, including women, young people, and racially/ethnically diverse entrepreneurs.</p>

Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	<p>Name: David Pack Position: Assistant Director – Economic Development & Growth Email: david.pack@lbhf.gov.uk Telephone No: 07970 952101 Considered at relevant DMT: 22/01/26</p>
Key Decision Report	Date of report to Cabinet/Cabinet Member: 09/03/26

(if relevant)	Key equalities issues have been included: Yes
Equalities Advice (where involved)	Name: Yvonne Okiyo Position: Strategic Lead for EDI Date advice / guidance given: 12/01/26/ minor updates Email: Yvonne.Okiyo@lbhf.gov.uk Telephone No: 07824836012

Report to: Cabinet

Date: 09/03/2026

Subject: H&F Enhanced Biodiversity Duty 2026

Report of: Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology

Report author: Phoebe Shaw Stewart, Ecology & Adaptation Lead

Responsible Director: Bram Kainth, Executive Director of Place

SUMMARY

Hammersmith & Fulham Council has completed its first statutory Enhanced Biodiversity Duty (EBD) Report, covering actions taken between January 2024 and January 2026 to conserve and enhance biodiversity in line with the Environment Act 2021.

The report outlines how biodiversity is embedded across planning, parks management, community engagement, regeneration and climate programmes, with tangible outcomes including the creation of six Tiny Forests (dense, tennis-court sized native woodlands that rapidly establish diverse habitats) expanded meadow and long-grass management, and over 3,500 new trees planted. The borough's nature recovery work also highlights the ecological value of Wormwood Scrubs, where native planting and traditional low-impact meadow management using shire horses and scything has been implemented.

Other key achievements include over 46,000m² of new greening and SuDS on highways, strong community involvement via Friends of Parks groups and Nature Champions, and £3.25 million invested through the Green Investment Fund. The report also identifies priorities for 2026–2030, including embedding the forthcoming London Local Nature Recovery Strategy (LNRS), improving monitoring, expanding habitats, and maintaining statutory compliance.

RECOMMENDATIONS

1. To approve publication of the London Borough of Hammersmith & Fulham's Enhanced Biodiversity Duty Report (2024–2026) to meet statutory reporting requirements under the Environment Act 2021.
2. To endorse the biodiversity priorities and monitoring approach for 2026–2030, including integration with the forthcoming London Local Nature Recovery Strategy.
3. To note that delivery of future biodiversity actions will be met within existing budgets, supplemented by external funding such as the Green Investment Fund, S106, and GLA programmes.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Supports investment in green infrastructure and local skills through community gardens, microgrants, volunteering and partnerships
Creating a compassionate and inclusive council	Enhances access to nature and wellbeing, targets areas with low green space provision, and supports inclusive community led action.
Doing things with local residents, not to them	Highlights engagement from Friends Groups, Nature Champions, community gardeners and local partners.
Being ruthlessly financially efficient	Maximises opportunities for external funding and well as utilising existing resources where available.
Taking pride in H&F	Improves parks, streets and estates through habitat creation, meadows, ponds, Green Flag parks and biodiversity projects.
Rising to the challenge of the climate and ecological emergency	Demonstrates statutory compliance, biodiversity net gain delivery, Urban Greening Factor improvements and nature-based climate adaptation.

Financial Impact

The proposed publication of the Enhanced Biodiversity Duty (EBD) Report has no direct financial implications. Delivery of biodiversity actions will continue to be funded through existing service budgets and secured funds across Parks, Climate & Ecology and Healthy Streets. Additional secured funds are provided through external funding opportunities such as grants and developer contributions.

Kellie Gooch, Head of Finance (Place), 2 February 2026

Legal Implications

The council is legally required under Section 40 of the Natural Environment and Rural Communities Act 2006 (as amended by the Environment Act 2021) to publish a biodiversity report by 1 January 2026 and every five years thereafter. Approval and publication of this report fulfils that statutory requirement. Future actions identified in the report also support compliance with Emerging London Local Nature Recovery Strategy duties and Biodiversity Net Gain regulations.

Joginder Bola, Senior Solicitor, 02/02/2026

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Reasons for Decision

1. To meet the Council's statutory obligation to report on action taken to conserve and enhance biodiversity.
2. To formally adopt the findings and priorities that will guide biodiversity action to 2030.
3. To support transparent, accountable and evidence-based delivery of the borough's Climate & Ecology Strategy.

Equality Implications

4. The report identifies disparities in access to green space and sets priorities that will particularly benefit residents living in areas of deficiency. No negative equality impacts are identified. An Equality Impact Assessment will be completed where individual projects are developed.

Risk Management Implications

5. This report does not present any significant risks.

Jules Binney, Risk and Assurance Manager, 2nd February 2026

Climate and Ecological Emergency Implications

6. The report directly supports delivery of climate resilience, carbon sequestration, cooling, flood mitigation and expanded habitats. It aligns with boroughwide Net Zero 2030 objectives and embeds nature-based solutions across planning and operational services.

Phoebe Shaw Stewart, Ecology & Adaptation Lead, 02/02/2026

LIST OF APPENDICES

Appendix 1 - London Borough of Hammersmith and Fulham 2026 Enhanced Biodiversity Duty Report

London Borough of Hammersmith and Fulham 2026 Enhanced Biodiversity Duty Report



Long-tailed tit, *Aegithalos caudatus* (credit: Nathalie Mahieu)

Prepared December 2025



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Figure 8: Tree planting at Frank Banfield Tiny Forest

Appendix 1 Figures – GiGL H&F Factsheet graphics

Appendix 2 Figures – Map of park sites in H&F

Appendix 3 Figures – Soil sampling / testing images for meadow sites

Glossary:

- **ACB – Areas of Conservation Benefit:** A forthcoming LNRS mapping category identifying areas where interventions provide the greatest benefit for nature recovery.
- **Accessible Natural Greenspace Standard (ANGSt):** Natural England’s benchmark for access to natural greenspace (e.g., 1 ha within 300 metres of home).
- **Biodiversity Net Gain (BNG):** A statutory requirement under the Environment Act 2021 requiring developers to deliver a minimum 10% measurable improvement in biodiversity compared with the pre-development baseline.
- **Biodiversity Gain Plan:** A legally required document for developments subject to BNG, demonstrating how the 10% uplift will be achieved and secured for 30 years.
- **Biodiversity Gain Hierarchy:** A sequence developers must follow: avoid biodiversity loss → minimise impacts → restore habitats → compensate via offsite gains or credits.
- **BNG Credits (Statutory Credits):** Government-issued biodiversity units purchased as a last resort when gains cannot be achieved onsite or offsite.
- **Blue Infrastructure:** Natural and semi-natural water features such as rivers, canals, ponds and sustainable drainage systems (SuDS).

- **Community Infrastructure Levy (CIL):** A charge applied to new developments to fund local infrastructure including parks, green spaces and environmental improvements.
- **Environmental Improvement Plan 2023 (EIP23):** The government’s statutory plan for environmental recovery, including the national goal to halt biodiversity decline by 2030.
- **Friends of Parks Groups:** Volunteer community groups that help manage, improve and champion local parks and green spaces.
- **GiGL – Greenspace Information for Greater London:** London’s environmental records centre providing species, habitats, open space, and conservation data used throughout the EBD report.
- **Green Infrastructure:** A strategic network of natural and semi-natural features—including parks, gardens, woodland, street trees and SuDS—that supports biodiversity, climate resilience and wellbeing.
- **Invasive Non-Native Species (INNS):** Plant or animal species introduced outside their natural range that can cause ecological or economic harm.
- **Local Nature Reserve (LNR):** A statutory designation for wildlife-rich local sites managed for biodiversity and community access.
- **Local Plan:** The statutory land-use planning document that sets out policies guiding development and environmental protection in the borough.
- **S106 (Section 106) Agreement:** A legal agreement with a developer to provide mitigation, infrastructure or biodiversity enhancements linked to planning applications.
- **Sites of Importance for Nature Conservation (SINCs):** Non-statutory designated sites identified for their importance for nature.
- **SuDS – Sustainable Drainage Systems:** Drainage that mimics natural processes through rain gardens, swales, permeable surfaces and ponds, contributing to flood mitigation.
- **Tiny Forest:** A compact, densely planted woodland using the Miyawaki method, containing around 600 native trees and shrubs in a tennis-court-sized plot.
- **Tree Canopy Cover:** The percentage of land shaded by tree crowns when viewed from above; a key indicator of ecosystem services and urban cooling.
- **Tree Equity Score:** A nationwide mapping tool indicating where tree planting is most needed to address disparities in shade, health, climate exposure and socioeconomic factors.
- **Urban Greening Factor (UGF):** A London Plan policy metric that quantifies the amount and quality of green infrastructure required in new developments.
- **Urban Heat Island Effect:** Higher temperatures in urban areas compared to surrounding regions due to built surfaces and lack of vegetation.
- **UKHab – UK Habitat Classification:** A national framework used for habitat mapping, biodiversity metrics and environmental assessments, aligned with BNG requirements.

This report sets out how Hammersmith and Fulham Council (H&F) is meeting its statutory duty under the Natural Environment and Rural Communities Act 2006 (as amended) to conserve and enhance biodiversity. It highlights the council’s governance, policies, projects, and partnerships that contribute to nature recovery, climate resilience, and community wellbeing across the borough. LUC has provided guidance in the structure, and some content and data sourcing and analysis for the preparation of the report.

Executive Summary

The Enhanced Biodiversity Duty (EBD), introduced by the Environment Act 2021, strengthens the legal requirement for public authorities to consider, plan and act to conserve and enhance biodiversity across all their functions. It requires councils to set objectives, integrate biodiversity into decision-making and to report progress every five years. This report is H&F’s first EBD report covering January 2024 to January 2026.

Key findings:

- H&F has embedded biodiversity into planning through the Climate Change SPD (2023) and Local Plan, requiring 10% Biodiversity Net Gain and applying Urban Greening Factor standards to all eligible developments.
- Delivery highlights include six Tiny Forests, over 46,000m² of SuDS and greening on highways, new meadow areas and ponds, and £3.25 million raised via the Green Investment Fund for green projects.
- Strong governance is in place, with dedicated ecology officers, the Parks Forum and partnership with HCGA, Groundwork and Urbanwise.
- Community engagement is thriving through Friends of Parks groups, Nature Champions, and initiatives like No Mow May.

Looking ahead, the council will focus on expanding habitat provision, maintenance and monitoring, and embedding the upcoming London Local Nature Recovery Strategy which will be finalised and published in 2026.



Fig 1: H&F Rewilding Raves campaign 2025

Chapter 1: Introduction

This chapter sets out why biodiversity matters for Hammersmith and Fulham (H&F) and how the Enhanced Biodiversity Duty shapes our approach. It outlines the legislation, local context and strategic commitments that guide our work. Together, these foundations explain the council’s responsibility to protect nature and create a fairer, greener borough for our residents.

Purpose of this report:

This report fulfils H&F’s statutory requirement to report on its actions under the Enhanced Biodiversity Duty (EBD), as set out in the Environment Act 2021. It covers the first reporting period from January 2024 to January 2026, in line with DEFRA’s guidance.

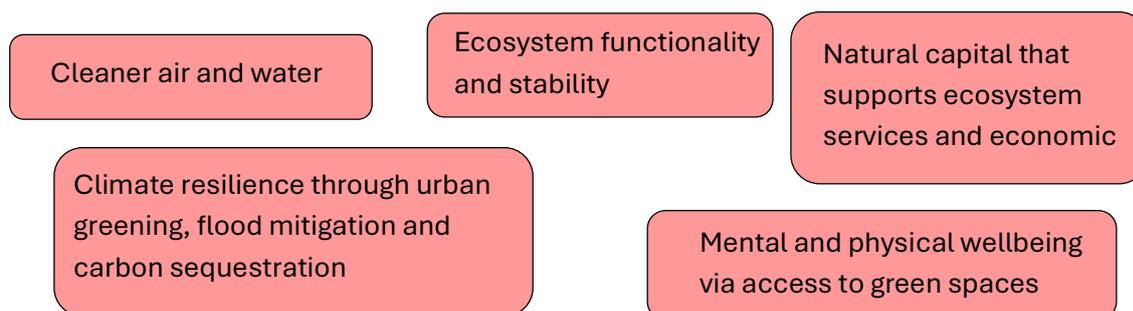
The Enhanced Biodiversity Duty:

The legal basis for the biodiversity duty stems from Section 40 of the Natural Environment and Rural Communities (NERC) Act 2006, as amended by the Environment Act 2021. The enhanced duty requires public authorities to consider what action they can take to conserve and enhance biodiversity, and to agree and implement policies and objectives accordingly. This report also serves to communicate progress to residents, stakeholders, and government bodies, and to support future planning and delivery of biodiversity outcomes.

The duty is supported by the Environmental Improvement Plan 2023 (EIP23), which sets out national targets to halt biodiversity decline by 2030 and restore nature by 2042. Additionally, the Levelling-up and Regeneration Act 2023 introduces a requirement for authorities to “take account” of Local Nature Recovery Strategies (LNRS) when making decisions affecting biodiversity.

Why Nature Matters:

Nature underpins the health, wellbeing, and prosperity of our communities. In H&F biodiversity contributes to:



The borough’s commitment to nature is reflected in its declaration of a Climate and Ecological Emergency in 2019, and the ambition to become the greenest borough in the UK.

Hammersmith and Fulham:

H&F is a densely populated inner London borough, bordered by the River Thames to the south and the Willesden Junction north London line railway tracks to the north. The borough combines historic neighbourhoods, vibrant commercial centres, and a variety of green and blue

spaces. It hosts major institutions including Imperial College London and Westfield London and is served by 15 underground stations.

H&F Council is the local authority responsible for delivering public services and for shaping policy across the borough. The council operates under a Leader and Cabinet model, with 50 elected councillors representing 21 wards. The council provides services in housing, planning, education, social care, transport, environmental management, and leads on the delivery of the Climate and Ecology Strategy.

Governance is supported by a formal constitution, senior officers, and resident-led commissions. The council's vision is to be compassionate, resident-led, and financially efficient, with a focus on sustainability, inclusion and innovation.

How Chapter 1 supports the Enhanced Biodiversity Duty:

- Sets out the statutory basis for the EBD and explains the council's responsibilities under the Environment Act 2021
- Establishes the purpose, scope, and reporting timeframe for H&F's first EBD report.
- Provides essential context connecting the duty to the borough's Climate and Ecology Strategy and wider corporate commitments.



Fig 2: Peregrine Falcon and chicks on Charing Cross hospital captured by a webcam maintained by local resident Nathalie Mahieu as seen on Wild London, BBC 1, Dec 2025

Chapter 2: Meeting the Biodiversity Duty

This chapter shows how H&F is embedding biodiversity in planning, land management and service delivery. It highlights the relevant local, London-wide and national policy frameworks.

The Enhanced Biodiversity Duty introduced by the Environment Act 2021 requires public authorities to take action to conserve and enhance biodiversity across all functions. It supports national goals to halt biodiversity loss by 2030 and restore nature by 2042 and aligns with Local Nature Recovery Strategies.

Reporting Requirements: Under DEFRA's guidance, public authorities must:

- Complete a first consideration by 1 January 2024
- Publish a biodiversity report by 1 January 2026 covering actions taken and future plans.
- Continue reporting at least every five years thereafter.

This report covers the period January 2024 to January 2026 and builds on H&F's first consideration, which identified opportunities to embed biodiversity across planning, land management, infrastructure and community engagement. The Climate and Ecology Strategy and the commitment to become the greenest borough provide a strong foundation for delivering the duty.

Local Context and Progress

H&F has made commitments to nature as part of its pledge to tackle the climate and ecological emergencies. Key headlines include:

- **Expanding Canopy Cover:** The H&F Tree Strategy 2024-2030 sets out the ambition to increase tree canopy coverage to 16.5% by 2030 and 23% by 2050 which will contribute to improving air quality, cooling urban spaces and expanding habitat provision. Suitable locations will be selected to complement existing habitats and create ecological corridors.
- **Creating Tiny Forests:** Six dense, fast-growing woodlands have been planted across the borough, each with 600 native trees, enhancing biodiversity in small urban spaces. H&F has committed to planting a total of 10 Tiny Forests by 2030.
- **Investing in Green Infrastructure:** Sustainable Drainage Systems (SuDS) are an important way to tackle the issue of surface water flooding and provide an opportunity to implement planting and greening in highways, housing estates and parks. As of 2024, 46,102 m² of highway land consists of green spaces including SuDS.

H&F Climate and Ecology Strategy

The Climate and Ecology Strategy sets out H&F's key aims for conserving and enhancing biodiversity. The strategy's overarching vision is for a clean and sustainable future where human activity benefits both people and the environment. It commits to creating a safe climate for future generations, restoring rich ecosystems and supporting a thriving green economy.

Key biodiversity targets include:

- Enhancing green spaces and ecological connectivity

- Protecting and expanding habitats through planning and land management
- Embedding nature-based solutions into climate resilience efforts
- Engaging communities in ecological restoration and stewardship

Local Plan and Supplementary Planning Documents (SPDs)

The H&F Local Plan 2018 sets out the borough’s spatial vision and planning policies up to 2035. It includes a strong emphasis on creating an environmentally sustainable borough. Strategic Objectives 10-14 commit to:

- Protecting and enhancing biodiversity
- Improving access to nature
- Greening the borough
- Promoting sustainable design and construction

Table 1: Key Local Plan biodiversity related policies

Policy	Detail
OS1 – Parks and Green Spaces	Protects and enhances open spaces for recreation and biodiversity
OS4 – Nature Conservation	Safeguards designated sites and supports habitat creation and species protection
OS5 – Greening the Borough	Promotes green roofs, walls and urban greening in new developments
RCT1 – River Thames	Encourages biodiversity enhancement along the river corridor
CC2 & CC4	Require sustainable design and SuDS to support ecological resilience
CC12	Reduce light pollution through thoughtful design
INFRA1	Ensures planning contribution support green infrastructure and biodiversity
WCRA1 – White City East	Strategic site policy includes specific biodiversity enhancement measures

The Local Plan is currently under review and is intended to provide for the development needs of the borough for the period from 2026 to 2040-41. The new Local Plan completed regulation 18 consultation in October 2025 and is expected to be followed by regulation 19 consultation in late summer 2026 with an adoption date for the final plan expected at the end of 2027.

The Climate Change SPD, adopted in October 2023, supplements the Local Plan and supports the borough’s net zero by 2030 ambition. It incorporates references to new greening policies including the London Plan’s Urban Greening Factor (UGF) and Environment Act’s Biodiversity Net Gain (BNG). It provides detailed guidance on integrating biodiversity into development. Key Principles include:

- Urban greening must be a fundamental element of site and building design.
 - Greening measures must include high-quality landscaping, green roofs, green walls and nature-based SuDS.
- Protection of existing trees.

- Riverside developments must enhance river-related biodiversity and mitigate adverse impacts.
- Prioritise planting of native and climate resilient plants and aim to attract pollinators and other species.

Local Plan and SPD policies have provided a legal basis for the protection and enhancement of nature and biodiversity in H&F. These requirements have resulted in:

Refusal of planning applications for encroachment on SINC sites.
Developments that include SINC land has only been allowed where developers submit strong material evidence that they will increase the sites value to biodiversity.

Retention of trees as applications to remove them are rejected where there are not strong material considerations for their removal

Control of light pollution to limit negative impacts on local wildlife.

Increased native species planting and habitat provision such as log piles, bird/bat boxes.

In 2024 27,957m² of green roofs were secured through planning conditions.

Key biodiversity commitments across other H&F strategies

H&F Plan 2023-2026 (Corporate Plan)

- One of six core values is “Rising to the challenge of the climate and ecological emergency”.
- Commits to net zero by 2030 and to enhance biodiversity through green infrastructure planning and community engagement.
- Supports clean air, green spaces and ecological resilience as part of a fairer, healthier borough.

H&F Food Plan 2025-2030

- Vision includes protecting the environment through sustainable food systems.
- Priority D: Sustainable Food Systems aims to reduce food-related carbon emissions and waste, and to promote local food growing and regenerative practices.
- Encourages community gardening and food education to reconnect residents with nature.

Air Quality Action Plan 2025-2030

- Recognises that air pollution harms biodiversity and that nature-based solutions (e.g. tree planting, SuDS) improve air quality and ecological health.
- Commits to:
 - Clean Air Neighbourhoods with tree planting and green infrastructure
 - Green barriers with SuDS around schools
 - Meeting WHO air quality standards by 2030

Tree Strategy 2024-2030

- Commits to increasing tree canopy cover to 16.5% by 2030 and 23% by 2050.
- Prioritises native species, urban greening and community involvement (e.g. Tiny Forests, Forest Schools)
- Trees are recognised as vital for carbon sequestration, biodiversity and public health.

Health and Wellbeing Strategy 2024-2029

- While not directly focussed on biodiversity, it acknowledges the importance of access to green spaces for mental and physical health.
- Supports a joined-up approach to health that includes environmental determinants like clean air and nature access.

Regional Context and Progress

London Local Nature Recovery Strategy (LNRS)

The London Local Nature Recovery Strategy (LNRS) is a statutory requirement under the Environment Act 2021, led by the Greater London Authority (GLA). It is due to be published in early 2026 by the Greater London Authority (GLA). It aims to create a spatial biodiversity strategy for London, identifying priority habitats and opportunities for nature recovery across the capital. The LNRS will include:

- A statement of strategic biodiversity priorities
- A spatial habitat map showing existing and potential nature recovery areas.
- H&F has actively participated in LNRS development through officer engagement, data sharing (via GiGL) and alignment of local strategies.
- The borough's 33 Sites of Importance for Nature Conservation (SINC)s and green infrastructure projects contribute to the LNRS goal of bigger, better and more connected ecological networks.

The London Plan 2021

The London Plan 2021 sets the regional policy framework guiding how London boroughs must protect, enhance and expand biodiversity and green infrastructure.

Table 2: Key London Plan biodiversity related policies

Policy	Detail
G1 – Green Infrastructure	Green infrastructure should be planned, designed and managed strategically by boroughs and developments.
G3 – Metropolitan Open Land	MOL is afforded same status and protection as Green Belt and extension of designations should be supported.
G4 – Open Space	Development plans should assess needs to inform policy, include appropriate designations and promote creation of new public open space.
G5 – Urban Greening	Urban greening is a fundamental element of all major developments, and they must meet minimum UGF scores.
G6 – Biodiversity and Access to Nature	SINC)s should be protected. Development plans should manage impacts on biodiversity and aim to secure BNG. Boroughs must plan strategically to improve access to nature.

G7 – Trees and Woodlands	London’s urban forest and woodlands should be protected and maintained, and new planting encouraged where appropriate. Developments should retain trees where possible.
G8 – Food Growing	Boroughs should protect allotments and identify new opportunities and sites for food production.

The London Plan is reviewed every five years. The Mayor is starting to prepare the next London Plan with a draft London Plan consultation expected in the summer of 2026.

London Environment Strategy

The Mayor’s Environment Strategy sets out London-wide goals for biodiversity including:

- Protecting priority habitats and species
- Creating new areas of habitat
- Embedding biodiversity into planning and development
- Increasing tree canopy cover and access to nature

National Context

The Environmental Improvement Plan 2023 is the UK Government’s statutory plan for restoring nature, building on the 25-Year Environment Plan. It sets out 10 environmental goals, including:

- Thriving plants and wildlife
- Protecting 30% of land and sea for nature by 2030 (30x30)
- Creating or restoring 500,000 ha of wildlife-rich habitat
- Delivering Biodiversity Net Gain (BNG)
- Improving access to nature and green spaces

H&F contributes to national biodiversity targets through multiple strategies and actions including:

- Delivery of Biodiversity Net Gain (BNG)
- Habitat creation including Tiny Forests, ponds, meadows and others
- Development and delivery of strategies including the Tree Strategy and Climate and Ecology Strategy.
- Supporting the adoption of nature-based solutions and expansion of green infrastructure through SuDS, green walls and other interventions
- Community engagement initiatives such as No Mow May, Rewilding Raves and citizen science projects

How Chapter 2 supports the Enhanced Biodiversity Duty:

- Demonstrates how H&F has integrated the duty into policies, strategies and planning guidance.
- Shows alignment between local actions and regional/national frameworks.
- Evidences the completion of the “first consideration” and outlines how biodiversity is embedded across council functions.

Chapter 3: State of nature

This chapter establishes a baseline for the future reporting cycles. It presents evidence of the borough's natural assets and evaluates progress against national, regional and local biodiversity targets.

Overview of Biodiversity in H&F:

H&F is a densely populated inner London borough with a rich but pressured natural environment. Despite its urban character, the borough supports a variety of habitats and species, contributing to London-wide and national biodiversity goals.

- **Green and blue space:** 368.4 ha of open space (21.5% of borough), including 264.5 ha of public open space.
- **Gardens:** 276.6 ha (16.1% of borough)
- **Trees and canopy cover:**
 - Count of street trees in the borough: 9,353 (GiGL/GLA Public Realm Tree map 2025)
 - Canopy cover area within open spaces: 77.31 hectares (within 336.78 ha of open space = 22.96%)
- **Priority habitats:** The River Thames is the only priority habitat in the borough and runs for 4.5 miles (7.3km) along the boundary of the borough.

Species Data:

Table 3: Data provided by Greenspace Information for Greater London CIC, October 2025.

Species	Total no of records for all time	Records since 2023 (dated 2023-25)	% increase since 2023	Number of INNS	Regular monitoring surveys/programmes taking place in the LPA
Bats	388	64	20	N/A	LBG Surveys, BCT Surveys, RSPB Wormwood Scrubs
Reptiles	359	94	35	N/A	HCT survey, ARC Trust, RSPB Wormwood Scrubs
Swift	349	32	10	N/A	LNHS Bird survey and RSPB Wormwood Scrubs
House Sparrow	400	20	5	N/A	
Stag Beetle	308	21	7	N/A	PTES Great Stag Beetle Hunt, LWT Survey
Mistletoe	4	0	0	N/A	LNHS plant survey
Peregrine	214	5	2	N/A	LNHS Bird survey and RSPB Wormwood Scrubs
Black Redstart	19	0	0	N/A	
Meadow Pipit	244	28	13	N/A	
Brown Hairstreak	6	1	20	N/A	Butterfly Conservation Survey
London Priority Species	3,772	457	14	N/A	Those listed above, additionally, Bird Brain UK Breeding Bird Survey,

					PTES big Hedgehog Map, ZSL Hogwatch
All Records	44,123	11,507	35	1,057	Those listed above, additionally, Ancient Tree Inventory, LNHS Moth survey

It should be noted that species recording effort varies across sites and species throughout the borough which can account for variety in numbers and types of records. It is also possible that there might be monitoring surveys and/or programmes taking place in the LPA where records aren't shared with GiGL and/or it might not be obvious that the records were submitted as part of a regular survey.

Designated Sites:

H&F contains:

- **33 Sites of Importance for Nature Conservation (SINCs)** covering 260.9 ha (15.2% of borough)
- **Local Nature Reserves (LNRs):** 2 LNRs both located in Wormwood Scrubs. The Meadow area in Wormwood Scrubs was designated as the second LNR in the area in April 2025.
- **Public Open Space (POS):** GiGL reports 43 POS (264.5ha or 15.4% of the borough)
- **National Indicator SDL160:** 63% of local sites were reported as being in positive conservation management in 2024. This compares to 39% in England.

Green Infrastructure:

- **97 open spaces** across the borough
- **Community gardening plots and allotments:** 495 allotments over 2 sites. There are various community gardening projects throughout the borough including those managed by HCGA (Phoenix Farm, Ravenscourt Park, Frank Banfield and more), Charing Cross Hospital Pop-Up Garden, Sand End Community Centre, West Kensington Estate and more.
- **Private gardens:** 276.6 ha

Nature based solutions – Sustainable Drainage Systems (SuDS)

- The H&F Healthy Streets team have a strategic programme in place to deliver greening along the highway, including the provision of SuDS.
- Currently 46,102 m² of highway land has been designated as green space.

Access to Nature and Open Space:

- **Areas of Deficiency in Access to Nature:** 429.1 ha (25% of borough)
 - 13% of the population of H&F is estimated to be living within an area of deficiency in access to nature.
 - 14 local grade SINCs could help alleviate AoD if management is improved and they are upgraded to metropolitan grade.

- **Natural England Accessible Natural Greenspace Standards target of 1 ha of LNR per 1,000 residents:** H&F’s provision falls short of this benchmark at around 26.4 ha of LNR for approximately 186,000 residents (~7,000 residents per ha of LNR)
- **Areas of Deficiency in Access to Public Open Space (POS):** split by grade of site and in line with H&F open spaces audit completed in 2025 unless otherwise stated.
 - Local, small and pocket parks: 35% (according to GiGL data)
 - District parks: 41%
 - Metropolitan parks: 8%
 - Regional parks: 5%
- **Private gardens that are unpaved:**
 - Back gardens – 41% (GiGL and GLA data (2024))
 - Front and back garden analysis completed by Gentian in 2024: 39% vegetated, 17% canopy cover and 43% paved.
- **Tree Equity Score:** 89 (composite score for H&F) Tree Equity Score is a nationwide, neighbourhood-level score ranging from 0 to 100 that highlights inequitable access to trees. The score is calculated based on tree canopy cover, climate, health and socioeconomic data. The lower the score the greater priority for tree planting.
 - N.B. this does not consider other habitat types.

Identifying the cause of changes in AoD (areas of deficiency). Changes could be down to updates in the highway network, site boundaries or access points. POS site grades and AoD thresholds are taken from the London Plan and modelled by GiGL.

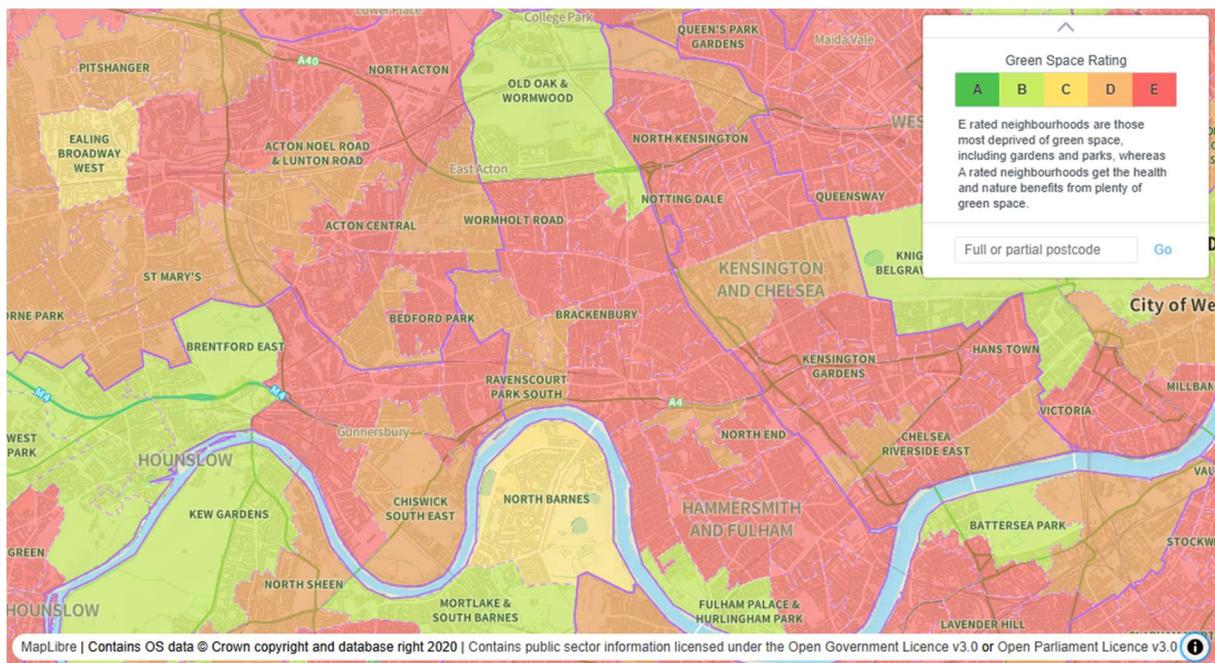


Fig 3: Map displaying the “Green Space Gap” sourced from Friends of the Earth UK

Friends of the Earth reported on the “Green Space Gap” in England using official data to map the availability of green space for people living in neighbourhoods across England ([Access to green space in England | Friends of the Earth](#)). The data reveals a disparity in access to green space and a strong correlation between green space deprivation and ethnicity and income.

The map above shows that 20 of the 25 neighbourhoods in H&F are rated E, 3 are rated D and 2 are rated B. E rated neighbourhoods are the areas most deprived of green space. From a national perspective it is clear that there is a strong correlation between deprivation in access to green space and ethnic minorities. The creation of new green space is particularly challenging in H&F and other urban boroughs, but it is something that needs to be prioritised.

Habitats

UKHab is a standard UK habitat classification system the uses consistent, hierarchical codes for mapping and assessing terrestrial and freshwater habitats. It is used in surveys, planning and BNG providing comparable habitat data aligned with UK and EU frameworks.

Tiny Forests, ponds and meadow sites throughout the borough (note there are additional areas of woodland, long grass, wildflower sites and blue spaces that aren't marked on this map).

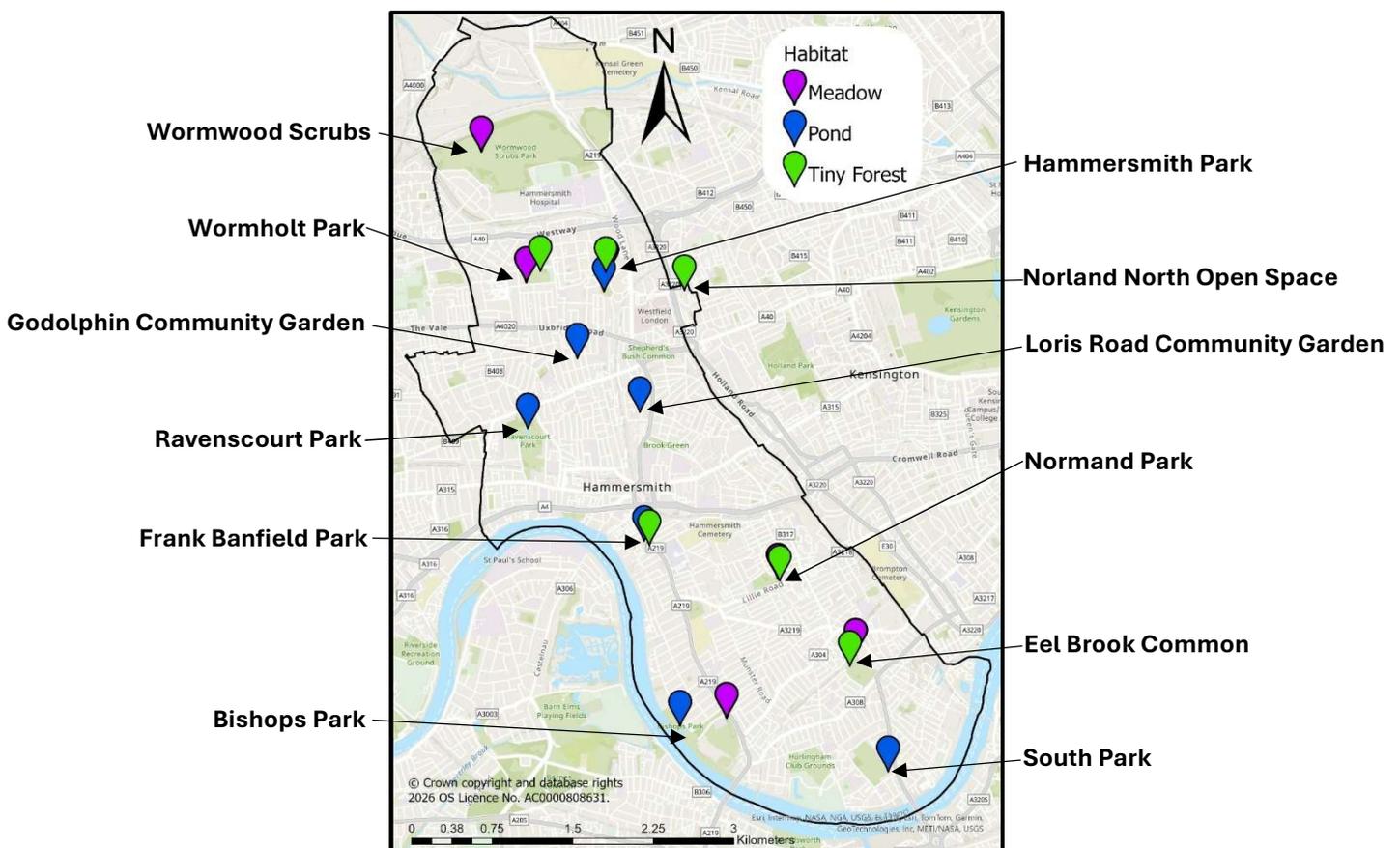


Fig 4: Map showing locations of Tiny Forests, meadows and ponds throughout the borough.

Table 4: UK Hab codes related to habitats mentioned in this section

UK Hab Code	Description	H&F habitat
g3c	Other neutral grassland	Meadow sites
g1	Modified grassland	Long grass areas
w1	Broadleaved woodland	Broadleaved woodland
r1	Standing open water & canals	Ponds and canal
r2	Rivers and streams	River Thames
h3	Dense scrub	Scrub

Trees

- Tiny Forests – 600 whips per Tiny Forest
 1. Hammersmith Park (2021)
 2. Normand Park (2022)
 3. Eel Brook Common (2022)
 4. Frank Banfield Park (2024)
 5. Wormholt Park (2024)
 6. Norland North Open Space (2025)
- Free Tree giveaways: tree whips given to residents to plant in their own gardens or community spaces, all native species. 1273 given away in total.
 - 2021/22 – 110 trees
 - 2022/23 – 360 trees
 - 2023/24 – 323 trees
 - 2024/25 – 480 trees
- Hedgerow planting has recently taken place in Ravenscourt Park, Furnivall Gardens, Frank Banfield Park and many more locations throughout the borough.
- Other tree planting
 - Wormwood Scrubs: a total of 2100 whips were planted in 2023/24.
 - All Other Parks: a total of 601 trees (525 whips + 76 standard trees) were planted in 2023/24 and 1025 trees (920 whips + 105 standard trees) were planted in 2024/25. These totals don't include Tiny Forest planting.
 - Street Trees: 551 standard trees were planted in the 2023/24 (313) and 2024/25 (238) planting seasons.
 - Housing land: 17 standard trees were planted in 2024/25.

Meadows

- No Mow May
 - Campaign by charity Plantlife to allow amenity grassland areas to grow long during May each year to allow wildflowers to grow and support invertebrates at the start of summer.
 - First started in H&F in 2021 and has happened across parks and housing estates every year since then.
- There are 4 small native meadow areas that have been seeded with native wildflowers and managed traditionally through scything since 2024. There are ambitions to increase the number of meadow sites where possible. The sites are in the following parks:
 1. Eel Brook Common
 2. Wormholt Park
 3. Normand Park
 4. Hammersmith Park
- Wormwood Scrubs
 - The central meadow area of Wormwood Scrubs is now designated as a Local Nature Reserve (since 2025)
 - The main section is primarily managed by scything with volunteers.
 - The northern stretch of meadow has used shire horses to prepare and cut the meadow grass in 2025.
- Long Grass Areas
 - There are designated 'Long grass areas' throughout the borough which are left to grow long to support wildlife and provide year-round habitat.

Blue Spaces

H&F is home to a section of the River Thames, the Grand Union Canal and several ponds in between. Ponds and waterways provide breeding grounds for amphibians, feeding areas for birds and refuge for pollinators. Many of the ponds are in community gardens and are championed by members of the Friends Groups and local community.

Some of the key blue spaces in H&F include:

- River Thames
- Grand Union Canal
- Ravenscourt Park Ponds
- South Park Pond
- Bishops Park Pond
- Hammersmith Park Japanese Garden
- Frank Banfield Community Garden Pond
- Godolphin Community Garden Pond
- Loris Road Community Garden Pond

Climate Change and Biodiversity

The effects of climate change are already apparent in H&F. The borough has experienced record-breaking heatwaves, severe flooding and droughts which have stressed infrastructure and public health systems in addition to threatening already vulnerable ecosystems. Projections indicate these events will continue to become more frequent and intense.

By the 2050s it is predicted for London that there will be:

- Around 7,000 heat-related deaths per year
- 34% increase in short, intense rainfall events
- 18% reduction in summer rainfall

Green infrastructure in the borough contributes to climate resilience through urban cooling, flood mitigation and carbon sequestration. The Climate and Ecology Strategy integrates nature-based solutions including expansion of green infrastructure, protection and enhancement of existing habitats and community-led greening initiatives.

How Chapter 3 supports the Enhanced Biodiversity Duty:

- Provides the ecological baseline needed to measure future progress against the duty.
- Demonstrates how the council gathers, uses and maintains biodiversity evidence in line with EBD expectations.
- Identifies priority habitats, species, pressures and gaps that inform objectives and actions for the next reporting cycle.



Fig 5: Harbour seal (*Phoca vitulina*) in the Thames at Hammersmith (credit: Nathalie Mahieu)

Chapter 4: Integrated Action

This chapter sets out the actions the council and partners are taking to protect and enhance nature across H&F. These include designating conservation areas, creating new habitats and community-led initiatives as well as management practices and strategic work.

Management and Strategic Work

- GiGL SLA: H&F Council has a Service Level Agreement (SLA) with Greenspace Information for Greater London (GiGL) providing access to ecological data, mapping and support for SINC reviews and habitat monitoring.
 - 8 Years of SLAs between GiGL and H&F
 - Continuous SLAs since 2020/2021
- Strategic Reviews: The Biodiversity Commission (2017) and Parks Commission (2021) both recommended enhancing biodiversity and improving SINC management through community involvement and planning policy alignment.
- H&F Council have a formal partnership with *idverde* to manage and enhance the borough's parks, open spaces and housing estates.
 - *idverde* was awarded the contract in February 2022 for five years with a total value exceeding £17 million.
 - Objectives of the contract include maintaining high-quality green spaces to Green Flag standard, supporting biodiversity enhancement, climate resilience and community engagement.
 - Volunteers from the community and corporate groups can engage in practical sessions led by *idverde* employees at sites throughout the borough.
 - 12,472 volunteer hours were logged between 27 Feb 2024 and 30 Oct 2025 (11,255 hours corporate volunteering and remainder were community groups).
- H&F provides free planning advice for residents considering green roofs via the Duty Planning Service. H&F planning policies encourage the inclusion of green roofs wherever possible, and green roofs generally do not require planning permission.
- H&F has a planning ecologist employed full time to assess planning applications and ensure they are meeting legislative requirements around biodiversity. This includes protected species and habitats, urban greening factor (UGF) and biodiversity net gain (BNG).

Site Designations

Sites of Importance for Nature Conservation (SINCs):

- 33 SINCs
- Total area of 260.9 ha covering 15.2% of the borough.
- All SINC habitat descriptions follow the UKHab classification system.
- Common SINC habitats in H&F include:
 - Other neutral grassland (UKHab category: g3c)
 - Dense scrub (UKHab category: h3)
 - Broadleaved and mixed woodland (UKHab category: w1)
 - Standing open water and canals (UKHab category: r1)

Local Nature Reserve (LNR)

- Wormwood Scrubs is the largest open space and includes Local Nature Reserve (LNR) and SINC designations. A strategic Alternative Ecological Mitigation (AEM) Masterplan has been developed proposing habitat creation, ecological enhancements and long-term management as mitigation for HS2 station being built at Old Oak Common.

Green Flag Parks:

- The Green Flag Award is a non-profit international accreditation programme that recognises and rewards well managed parks and green spaces.
- Parks are judged on multiple criteria including “Environmental Management” and “Biodiversity, Landscape and Heritage”.
- A total of 25 parks and green spaces in H&F have been awarded Green Flag awards (out of a total of 55 parks and open green spaces).

Engagement & Community Led Action

Friends of Parks Groups & Nature Champions

H&F has a vibrant network of “Friends of Parks” groups, many of which are actively involved in habitat management, litter picking, planting and community engagement. Active groups include:

- Wormwood Scrubs
- Fulham Cemetery
- Bishops Park
- Ravenscourt Park
- Margravine Cemetery
- South Park
- Brook Green
- Furnivall Gardens
- Shepherds Bush Green
- Hammersmith Park
- Eel Brook Common
- Frank Banfield Park
- Wendell Park

In addition to the ‘official’ Friends groups, a network of Nature Champions was set up with support from the [H&F Climate Champions programme](#). The council ran the Climate Champions programme in collaboration with Groundwork London, from January to March 2025

to develop the skills, confidence and capacity of existing local community leaders to be able to lead climate and nature action projects. The programme was designed based on the interests of the community leaders involved, including workshops, networking and training, with a strong focus on biodiversity and greening, due to the requests of the cohort.

During the spring and summer of 2025 an independent community nature consultant was hired by the council to provide additional advice and support to local groups and individuals, including Friends Groups, residents' associations and Nature Champions. Meetings at local sites would result in recommendations of actions that could be taken with approval from the land managers (housing or parks officers if on council land). Citizen science survey techniques were shared so that sites can be monitored over time. These include a simplified rapid grassland assessment, pollinator counts and butterfly monitoring.

Allotments

The council manages two public allotment sites that support local food growing, community wellbeing and biodiversity. Both sites are on council-owned land and managed by community associations. Allotments contribute to the borough's biodiversity and climate goals by supporting pollinators, soil health and sustainable food systems.

1. Fulham Palace Meadows Allotments:
 - a. 409 plots – typical waiting list time is 5-7 years.
 - b. Operated by the Fulham Palace Meadows Allotments Association (FPMAA) on behalf of the council.
2. Emlyn Gardens Estate Allotments
 - a. 86 plots – typical waiting list time is up to 2 years.
 - b. Run by the Emlyn Leisure Gardens Association

Climate Microgrants

From 2023 to 2025 H&F have made available Climate Microgrants, through which residents and organisations can apply for small grants (up to £500) to support their climate action. Out of forty funded projects, twenty-six have been related to ecological sustainability and enhancement, with example projects including neighbourhood tree pit planting, community vegetable gardens, and the creation of a biodiverse sensory garden within a sheltered housing project.

Climate Connects:

The Climate Connects newsletter is H&F's regular e-newsletter showcasing actions to tackle the climate and ecological emergencies. The newsletter shares council initiatives, community projects and opportunities for residents to get involved.

Highlights of biodiversity related stories include:

- Campaigns to rewild areas of the borough including “No Mow May” and “Rewilding Raves”.
- Calls for volunteers to help plant trees, join biodiversity walks and participate in local greening projects.
- Celebrating installation of Rain Gardens and SuDS on highways land

This newsletter reaches over 1000 residents each month.

Climate Alliance:

The H&F Climate Alliance is a network facilitated by H&F Council to bring together businesses and community organisations to tackle the climate and ecological emergencies collectively.

- Purpose: To create a borough-wide partnership to share knowledge, resources and best practice, and to provide a platform for co-designing and delivering local climate and nature projects
- The alliance is open to business and community groups and members receive access to training and workshops, networking opportunities and updates on funding and volunteering.

Table 5: Local organisations that support nature and biodiversity in H&F

Name	Summary
Hammersmith Community Gardens Association HCGA	HCGA is a local environmental charity set up in 1984. They operate greening and growing projects in the London boroughs of Hammersmith & Fulham, Kensington & Chelsea and Westminster.
Hammersmith BID	Hammersmith BID is an independent, not-for-profit, business led company setup with the aim of improving Hammersmith town centre as a place to work, live and visit.
Fulham Broadway BID	Fulham Broadway BID provides services for local businesses to create a better business environment and to help the area prosper.
Fulham Palace	Historic house and botanic garden
Urbanwise.London	Urbanwise.London exists to develop the hearts and minds of young people and adults, inspiring them to become active citizens who can make positive changes in their local community and wider environment.
Groundwork London	Groundwork provides a community landscape service with a broad range of activities including environmental volunteering, workshops and events. Funded by H&F, it works to improve communal areas on estates and in public open spaces.
Wormwood Scrubs Charitable Trust	The trust seeks to encourage sporting and recreational use of Wormwood Scrubs through the provision and maintenance of an environment that is conducive to its objective.

How Chapter 4 supports the Enhanced Biodiversity Duty:

- Shows how the council is acting across services to conserve and enhance biodiversity in line with the EBD.
- Demonstrates partnership working, community involvement and cross departmental delivery.
- Evidences practical on-the-ground actions responding directly to local ecological needs identified in Chapter 3

Chapter 5: Biodiversity Net Gain & Urban Greening Factor

This chapter reports on Biodiversity Net Gain (BNG) and Urban Greening Factor (UGF) obligations. It includes data on progress to date and sets out plans for continued compliance.

Biodiversity Net Gain

Biodiversity Net Gain (BNG) is a statutory requirement in England under Schedule 7A of the Town and Country Planning Act 1990 (as inserted by Schedule 14 of the Environment Act 2021). This policy mandates that any eligible development must deliver a minimum 10% measurable improvement for nature compared to the pre-development state. To achieve this, developers must follow the Biodiversity Gain Hierarchy and aim to create or enhance habitats on-site, and where this is not possible then deliver gains off-site or through the purchase of national biodiversity credits as a last resort. The aim of this policy is to leave the natural environment in a measurably better condition, addressing the loss of habitats and supporting the recovery of nature.

Hammersmith and Fulham's obligations

The primary BNG responsibility of a Local Planning Authority (LPA) is to ensure that all eligible developments within their boundary meets the legal requirements of BNG. This includes reviewing metric tool calculations, ensuring that 10% is met and the Biodiversity Gain Hierarchy is appropriately followed, monitor and enforce any gains under planning obligations and report relevant findings as part of the Enhanced Biodiversity Duty. All pre- and post- development habitats are assessed using the statutory biodiversity metric which is underpinned by the UKHab classification system.

Summary of BNG in H&F

H&F currently requires 10% BNG for all eligible developments. Local Planning Authorities can increase this as required and based on available data. Only 2% of planning applications received have needed to meet BNG, likely a result of H&F being a highly developed inner-city borough, with 'householder' and 'de minimis' being the most common exemptions. For similar reasons, H&F does not anticipate creating any biodiversity gain sites, though remains open to the idea if the opportunity arises. The majority of BNG applications meet their requirements through habitat creation onsite, though a minority has not and will need to follow the steps of the biodiversity gain hierarchy.

Validation, Planning and Development Management staff have received BNG training, and one ecologist is employed within the council who provides advice on planning applications. External software has been procured to assist the assessment and recording of BNG applications. Only one Gain Plan has been approved to date, and 6 gain plan conditions have been set.

BNG Policy Framework and SPDs

H&F has introduced local planning guidance to facilitate the implementation of BNG.

Climate Change Supplementary Planning Document (SPD) – Adopted October 2023

This SPD provides guidance on the BNG requirement in H&F, and details:

- A minimum of 10% must be achieved by all relevant developments as aligned with the Environment Act 2021,
- BNG must be secured for 30 years,
- Developers must follow the biodiversity gain hierarchy: avoid, mitigate, compensate.
- Developers should maximise BNG, as opposed to just meeting the minimum 10%, and
- Outlines additional actions that can be taken to benefit biodiversity, such as encouraging native species planting and avoiding damage to protected areas.

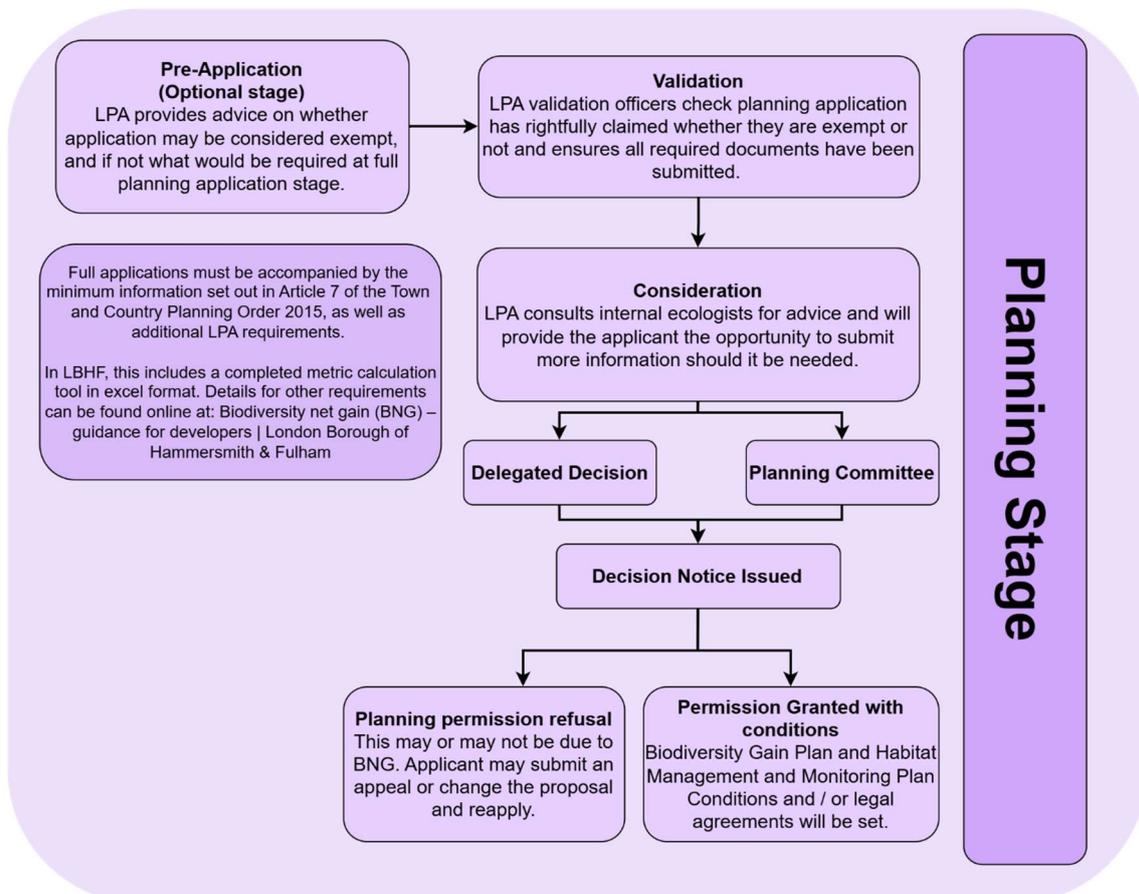
Planning Guidance SPD – Adopted February 2018

- This SPD offers broader planning guidance, including ecological considerations, to support Local Plan policies.

Local Plan – in progress

- At time of writing, H&F’s next local has completed regulation 18.
- This next edition of H&F’s local plan sees Biodiversity Net Gain included a new ‘Biodiversity’ policy, providing detailed guidance on BNG requirements, as aligned with Schedule 7A of the Town and Country Planning Act 1990 (as inserted by Schedule 14 of the Environment Act 2021).

Planning Processes for BNG



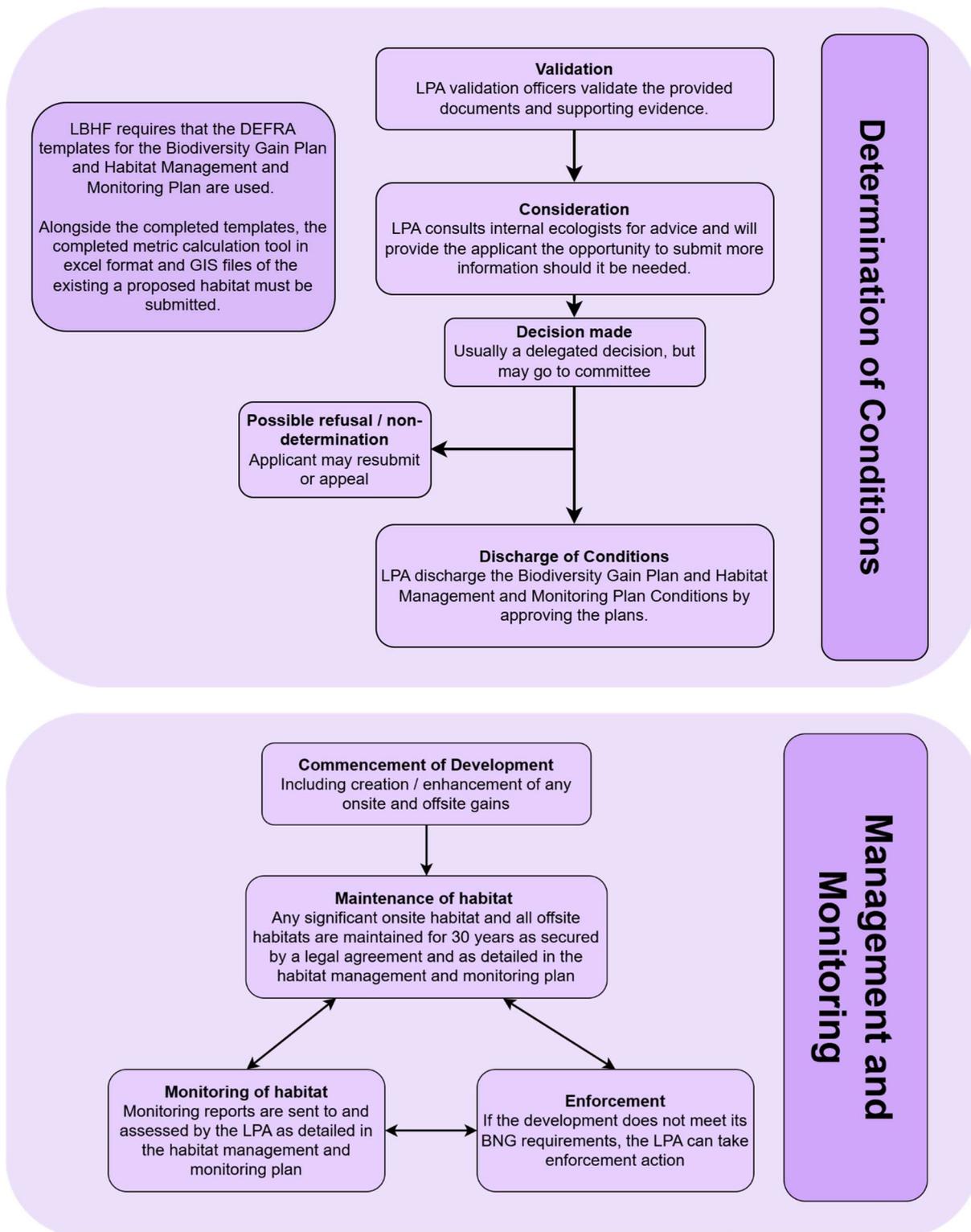


Fig 6: Simplified planning process for Biodiversity Net Gain.

Table 6: Summary of BNG data in H&F

Criteria	Measure
<p>Number of full and outline applications that are required to meet BNG. This does not include pre-application or condition determinations, or any applications received after the 5th of November 2025.</p>	27
<p>Percentage of full and outline applications received that are required to meet BNG. This includes all applications received between February the 14th, 2024 and November the 5th, 2025. This excludes pre-applications and condition determinations.</p>	2%
<p>Average, Median, Highest and Lowest Biodiversity Net Gain Achieved (Habitat) at full planning application stage. Please note that some have submitted a score below 10%, as they intend to achieve 10% using other means such as habitat bank credits</p>	Average: 118.08% Median: 34.34% Highest: 938.18% Lowest: -33.54%
<p>Status of full and outline applications that are required to meet BNG. This does not include any applications received after the 5th of November 2025.</p>	Approved: 6 Refused: 0 Pending decision: 7 Pending consideration:13
<p>Number of biodiversity gain plans approved (and pending consideration)</p>	1 (2)
Of the biodiversity gain plan approved:	
How was BNG met	Entirely onsite
How many included statutory credits	0
Average % uplift in biodiversity	Habitat: 11.24% Hedgerow: 14.55% Watercourse: N/A
Number affecting irreplaceable habitats	0
<p>Number of legal agreements / conditions secured. This does not include any applications received after the 5th of November 2025.</p>	5 Biodiversity Gain Plans 1 Overall Biodiversity Gain Plan 1 Phase Biodiversity Gain Plans 5 Habitat Monitoring and Management Plans
<p>Officer capacity required to meet obligations</p>	1 full time ecologist acts as internal consultee. Validation and planning staff have attended basic BNG training

The Next Five Years

H&F plan to continue to meet its BNG obligations by ensuring that all developments within its administrative boundary meet the minimum requirements set out in the Environment Act or the next edition of the Local Plan (whichever is higher). Biodiversity Gain Plans and, where appropriate, habitat management and monitoring plans will be legally secured. Any significant onsite gains and all offsite gains will be managed and monitored as agreed in habitat management and monitoring plans.

Urban Greening Factor

Urban Greening is a requirement in London under Policy G5 in the 2021 London Plan. This policy introduces a way to quantify Urban Greening through a metric called the Urban Greening Factor (UGF). UGF is a tool that evaluates the quality and quantity of green spaces proposed in new urban developments. It assigns a score to different greening elements (such as green roofs, trees and gardens) based on their quality and function and then multiplies this by the area they occupy, calculating a total score as a ratio against the total site area. The aim is to ensure that all major developments incorporate substantial urban greening to meet policy targets and enhance a city's overall green infrastructure.

Summary of UGF in H&F

UGF is consistently assessed and is proving to contribute to urban greening, with qualitative assessments showing that green roofs and tree planting are popular options to increase the score. H&F may approve a lower UGF score where there is clear evidence that the applicant has made every effort to increase UGF, but on the condition that a financial contribution to greening is secured.

It is noted that UGF appears to be complementing BNG well, both by providing quantifiable greening where BNG is not applicable due to exemptions and where sites have very low baseline habitat units.

UGF Policy Framework and SPDs

Climate Change Supplementary Planning Document (SPD) – Adopted October 2023

This SPD provides guidance on the UGF requirement in H&F, and details:

- The requirement for all major developments to achieve 0.4 in residential developments, and 0.3 in commercial developments.
- encourages developers to incorporate green roofs, rain gardens, tree planting and other greening measures.
- Encourages developers to exceed the minimum requirements for UGF.
- Provides some basic advice on what measures would help developers achieve UGF.

Local Plan – In Progress

- At time of writing, H&F's next local has completed regulation 18.
- This next edition of H&F's local plan sees Biodiversity Net Gain included and a revised 'Urban Greening' policy, providing a detailed guidance of UGF's requirements.

- If approved, this policy increases the requirements for commercial buildings to match residential ones with a UGF score of 0.4.
- The policy also aims to protect existing trees, garden space and other habitats which contribute to biodiversity.

UGF Implementation Processes

- Developers are expected to calculate UGF scores using the London Plan UGF calculator and demonstrate how their proposals meet or exceed the borough’s expectations.
- The council promotes nature-based solutions such as:
 - Green roofs and walls
 - Rain gardens and SuDS
 - Tree planting and biodiverse verges
- Planning officers assess UGF contributions during application review, ensuring alignment with borough wide climate and ecology goals.
- In the rare situation where the developer is unable to meet UGF, though has clearly made every effort to do so, the council may accept the proposals but require a financial contribution to ‘achieve UGF offsite’, for example by planting street trees.

Table 7: Summary of research into UGF in H&F using data between 2020 and Jan 2025 (n.b. UGF became a mandatory requirement in March 2021)

Criteria	Measure
Number of major applications that were required to meet UGF	21
Number of major applications that submitted UGF documentation	12
Number of major applications that submitted UGF documentation and met the required levels	7
Average UGF score including applications that did not meet required level	0.35
Average UGF score excluding applications that did not meet required level	0.43
Average UGF score for residential applications (0.4 target score)	0.38
Average UGF score for commercial applications (0.3 target score)	0.37
Average UGF score for mixed use applications (0.3 target score)	0.38

How Chapter 5 supports the Enhanced Biodiversity Duty:

- Demonstrates how planning tools secure measurable biodiversity improvements, fulfilling statutory EBD expectations for development control.
- Evidence compliance monitoring, officer capacity and governance needed to uphold BNG and UGF requirements
- Shows how planning policy contributes to long-term biodiversity enhancement and aligns with national legislation

Chapter 6: Investment in Nature

This chapter details funding for nature-related activities and outlines governance structures supporting biodiversity in the borough.

How are we delivering projects to support nature & biodiversity?

H&F Green Investment Fund

- The fund is a £5 million community municipal investment which aims to; finance green infrastructure and climate adaptation projects; engage residents and businesses in local climate actions and offer a low-risk, fixed return investment opportunity.
- As of Dec 2025, £3.25 million has been raised from over 1,100 investors and Tranche 5 was open to new investors with a target of £1 million and will close 2 March 2026.
- The fund supports a range of green projects including biodiversity and nature-based solutions. These include the community garden at Frank Banfield Park, the nature area in Ravenscourt Park, King Street SuDS and meadow areas throughout the borough.



Fig 7: Green Investment funded projects from L-R; Scything at Eel Brook Common Meadow; King Street Rain Gardens; Downpipe Planters installed at Flora Gardens Primary School

Wormwood Scrubs

H&F Council and the Wormwood Scrubs Charitable Trust have worked with partners and the local community to complete an Ecological Masterplan which will implement a range of ecological improvements to Wormwood Scrubs. HS2 has contributed £3.8 million to support these works, which are scheduled to begin in 2026 and will include:

- Woodland management
- Tree planting to support connectivity for wildlife throughout the site.
- Scrub management
- Wildflower and grassland management
- Wetland habitat and water management using Sustainable Drainage Systems (SuDS).
- Hedgerows.
- Signage improvements.



Fig 8: Shire horses on Wormwood Scrubs (credit: Kate McVay)



Fig 9: Wildlife on Wormwood Scrubs from L-R; Little owl (*Athene noctua*), slow worms (*Anguis fragilis*), two-banded wasp hoverfly (*Chrysotoxum bicinctum*) (credit: Kate McVay)

The Nourish Project

- The Nourish Project, delivered with Groundwork London in the White City and Edward Woods estates, enhances local green spaces to boost biodiversity, improve air quality and support greener living.
- Through food-growing, education and resident volunteering, the initiative strengthens community connection to nature.
- The project is backed by £3.4 million in combined funding from H&F Council and the Mayor of London’s Good Growth Fund.

Planning-related mechanisms for funding

1. Section 106 (s106) Agreements
 - a. Purpose: Legally binding agreements between the council and developers to mitigate the impacts of new developments.
 - b. Used to secure on-site biodiversity enhancements and off-site habitat creation and/or provision of green infrastructure.
 - c. Over £310 million has been secured through S106 since 2014 – not all funds are invested in environmental projects.
2. Community Infrastructure Levy (CIL)
 - a. Purpose: A charge on new developments based on floor area to fund borough-wide infrastructure.
 - b. Supports improvements in parks and open spaces, climate adaptation projects and habitat creation.
3. Social Value Themes, Outcomes and Measures (TOMs)
 - a. TOMs are applied to contracts over £100,000 ensuring that suppliers deliver additional value to complement the core works including improving and maintaining open spaces and habitats in the borough.

H&F Committees

- Climate and Ecology Policy & Accountability Committee (PAC) and Community Safety, Environment and Residents Services PAC
 - Scrutiny committees that review environmental policy
- Cabinet

- Makes key decisions on funding and strategy adoption (e.g. Tree Strategy, Climate SPD)

H&F officers and teams directly involved in delivering for nature in the borough:

1. Ecology officers: The council employs an Ecology & Adaptation Lead and an Ecology Officer who are responsible for integrating ecological priorities into planning, development and policy.
 - a. These roles actively participate in the London Boroughs Biodiversity Forum (LBBF) which allows council ecologists throughout London to share information and good practice.
2. Parks team: Parks managers and project officers manage and improve more than 50 parks and green spaces throughout the borough and are governed by the Parks Forum and a dedicated project manager to implement the Wormwood Scrubs Ecological Masterplan.
3. Tree officers: There are six arboriculture officers who deliver the tree strategy through council land on streets, in parks and on housing sites.
4. Healthy Streets: Flood risk officers in the H&F Healthy Streets team are responsible for delivering interventions to tackle flooding in the borough which includes nature-based solutions including green SuDS projects.
5. Regeneration and development officers: Colleagues throughout the council work to integrate nature into major development and regeneration schemes through the delivery of BNG and UGF.

External Recognition and Performance

H&F is recognised as a national leader in climate action. The borough has achieved CDPs top “A” rating for two consecutive years which reflect investment in high-quality green spaces. This includes 25 Green Flag parks and six Tiny Forests that enhance habitats, improve air quality, and support urban cooling. In the Climate Emergency UK Scorecards, H&F achieved 69% overall, with a 46% biodiversity score, highlighting active progress in ecological management, land-use planning and green infrastructure delivery.



Fig 10: Tree planting at Frank Banfield Tiny Forest

Enabling Action

Council-Led Grant Funding Supporting Biodiversity

1. Climate Action Microgrants
 - a. Amount: up to £250 (or up to £500 in exceptional circumstances)
 - b. Purpose: Supports small-scale community projects that promote biodiversity, environmental education, repair and reuse, and climate adaptation.
 - c. Eligibility: Open to individuals and community groups in H&F
 - d. Since 2022 a total of 25 projects funded by Climate Action Microgrants have been related to ecology. This equates to over £10,100 invested in community-led greening and/or biodiversity related project.
 - e. Status: Currently on hold and under review

2. Small Grants Programme
 - a. Amount: £100 to £10,000
 - b. Purpose: Funds voluntary and community sector organisations to deliver services or activities, including biodiversity-related events, planting schemes, and nature-based education.
 - c. Rolling programme: Applications accepted year-round with decisions typically within 8 weeks.

3. Community Environmental Rejuvenation Programme (CERP)
 - a. Amount: Up to £75,000 per project
 - b. Purpose: Funds environmental improvements on council housing estates including:
 - i. Landscaping and planting
 - ii. Green roofs and SuDS
 - iii. Biodiversity and wildlife features
 - iv. Food growing projects.
 - c. Eligibility: Council housing residents via TRAs or informal resident groups

4. Third Sector Investment Fund (3SIF)
 - a. Amount depends on which tier of funding is applied for:
 - i. Tier 1: < £10,000
 - ii. Tier 2: £10,000-£34,999
 - iii. Tier 3: £35,000+
 - b. Purpose: Support local voluntary organisations to deliver social, environmental and community outcomes
 - c. Environmental Organisations supported through 3SIF:
 - i. HCGA – Community gardening & education
 - ii. Urbanwise.London – Outdoor learning & nature walks
 - iii. Groundwork London – Estate greening & SuDS

H&F Partnerships:

- H&F Food Partnership
 - Food for All partnership was established in 2021, and a dedicated Food Partnership Coordinator was appointed in December 2023, supported by the council and the Mayor of London.
- Better Air Better Health
 - A partnership between H&F Council, Imperial College London, and Imperial College Healthcare NHS Trust. It brings together expertise and knowledge from the council, academics, and healthcare professionals, with a goal of utilising each other's strengths to improve air quality across H&F.
- H&F Climate Alliance
 - A network of 60+ local organisations and businesses scaling up the impact of sustainable practices by facilitating the sharing of expertise and collaborative working.

Governance

These governance structures are in place to guide how decisions are made and monitored.

- Climate Implications
 - Requires all key decision reports to include an assessment of impacts of proposed projects on climate and ecology. It is supported by a dedicated toolkit to assist officers in determining these impacts.
- Biodiversity Commission
 - Resident-led advisory body established to examine ways of maintaining and enhancing the biodiversity of the borough and making more space for nature.
- H&F Parks Forum
 - Resident-led advisory group established to support the improvement and inclusive management of the borough's parks and green spaces – created in response to recommendations from the 2020 Independent Parks Commission.

How Chapter 6 supports the Enhanced Biodiversity Duty:

- Shows how the council allocates resources to deliver biodiversity objectives, meeting expectations for resourcing and accountability.
- Demonstrates clear governance structures and partnerships that underpin effective implementation of the duty.
- Provides transparency on funding mechanisms supporting biodiversity, a key component of robust EBD reporting.

Chapter 7: Looking ahead to the future

This chapter sets out H&F’s approach to fulfilling the biodiversity duty until 2030. It identifies next steps, monitoring arrangements and challenges, including pre-existing and newly approved commitments.

H&F aims to be the greenest borough, with a vision of:

- A net zero carbon borough by 2030
- Rich ecosystems that support people and nature
- A thriving green economy
- Healthier, greener neighbourhoods for all

Local and Regional Challenges & Strategies

- Urban density and limited space for habitat creation
- Competing land use pressures (e.g. housing, infrastructure)
- Funding constraints and short-term political cycles
- Climate impacts: heatwaves, flooding, pests, and diseases
- The 2019 Review of London’s Parks and Green Spaces highlights:
 - Fragmented governance
 - Underinvestment in green space
 - Difficulty demonstrating value for biodiversity investment.

Policies and Strategies due for renewal or development:

- Future Parks Strategy (informed by the Parks Commission)
- Playing Pitch Strategy (linked to multifunctional green space)
- Street Smart Guide (to include biodiversity-friendly design)
- Local Plan (under review; will embed biodiversity policies and LNRS)
- Corporate Plan (current iteration is 2023-2026)

Local Nature Recovery Strategy (LNRS)

- A final LNRS for London is expected to be published by the Greater London Authority (GLA) by early 2026.
- H&F must:
 - Provide local ecological data, identify priority sites for restoration and greening, and engage landowners, TRAs and community groups for co-designing actions.
 - Embed LNRS priorities into Local Plans, SPDs and planning decisions.
 - Monitor and report on biodiversity outcomes and support future LNRS updates.

Table 8: Future LNRS metrics to record:

Indicator
Number & proportion of biodiversity priorities identified within the borough
ACB areas: Include area and % cover of each priority, in the overall borough ACB
APIB areas: Include area and percentage cover of each priority, in the overall borough APIB
List where (site/project names), priorities delivered and area (ha) of nature recovery taken place

H&F Monitoring and Gap Analysis

Priorities & Actions

- Deliver 10% Biodiversity Net Gain on all qualifying developments.
- Expand habitat provision including via tree planting, meadow and long grass management, creation of ponds and community engagement.
- Improve upon monitoring and maintenance of current and future habitats.
- Increase tree canopy cover to 16.5% by 2030.
- Support community greening via grants and partnerships.
- Expand the provision of nature-based solutions on highways, in parks and housing estates, including SuDS and green verges.
- Embed nature-based climate adaptation measures into council led regeneration and development schemes.
- Habitat monitoring and mapping will use UKHab codes to ensure compatibility with the London LNRS and GiGL datasets.

Table 9: Metrics for monitoring and evaluation:

Category	Metric	Unit / Indicator	Data Source
Habitat Maintenance & Creation	Area of existing habitat maintained	m ²	GIS mapping, Parks, Housing & Highways data
	Area of new/enhanced habitat	m ²	GIS mapping, Parks, Housing & Highways data
	Number of biodiversity-friendly features	Count (green roofs, rain gardens, etc.)	Planning records, site audits
Species Indicators	Urban pollinator counts	Number per transect	Citizen science surveys, ecology team
	Bird species diversity	Species richness index	Bird monitoring programs e.g. RSPB Big Garden Birdwatch
	Invasive species management	% reduction in invasive plant cover	Grounds maintenance records
	Bat walk results	Number and species of bats	Community surveys
	Butterfly transect results	Number and species of butterfly	Community surveys
Tree & Vegetation	Tree canopy cover	% of borough area	Aerial imagery, GIS
	Number of new street trees planted annually	Count	Highways/Parks records
	Survival rate of planted trees after 3 years	% survival	Tree maintenance reports
	Tiny Forests	Number planted (up to 10)	Planting records

Connectivity & Access	Length of green corridors created or improved	km	GIS mapping and grounds maintenance records
	Residents within 300m of biodiverse green space	% of population	GIS + demographic data
Community Engagement	Community-led biodiversity projects	Count	Community team records
	Volunteer hours dedicated to habitat management	Hours	Volunteer logs
	Citizen science participation	Number of participants	Event records
Policy & Planning	Eligible planning applications achieving required BNG and UGF	% of applications	Planning system
	Developments with green roofs/walls approved	Count	Planning approvals
Climate & Resilience	Urban cooling effect	°C reduction in greened areas	Environmental sensors
	Surface water attenuation capacity	m ³ retained	SuDS design data

Gap analysis helps to assess current performance against statutory requirements, identify shortfalls in policy, data and delivery capacity, and to prioritise actions for the next reporting cycle.

Table 10: Gap Analysis

Area	Current Status	Requirement / Best Practice	Gap Identified	Action Needed
Policy Framework	Climate & Ecology Strategy in place	Explicit Biodiversity Duty objectives	Duty not fully embedded in all service plans	Update corporate strategies and service plans
Species Monitoring borough-wide	Ad hoc reporting	Strategic and borough-wide species surveys	Lack of capacity to lead surveys	Increase engagement or commission surveys
Planning Integration	Net gain considered in major schemes	Biodiversity net gain in all developments	Limited enforcement and tracking	Strengthen planning conditions and audits
Community Engagement	Active Friends groups	Borough-wide citizen science participation	Low engagement in biodiversity monitoring	Launch community

				biodiversity programmes
Resources & Capacity	Limited dedicated ecology staff	Adequate staffing for statutory duties	Insufficient capacity for delivery	Secure funding and recruit specialist roles

Additional Gap Analysis Considerations:

- **Legal Compliance:** Are all statutory deadlines met (e.g., objectives agreed, report published)?
- **Cross-Service Integration:** Are Housing, Highways, and Regeneration teams embedding biodiversity?
- **Urban Constraints:** Identify gaps in green infrastructure opportunities (e.g., rooftops, streetscapes).
- **Climate Co-benefits:** Are biodiversity actions linked to flood risk and urban cooling strategies?

How Chapter 7 supports the Enhanced Biodiversity Duty:

- Sets out future biodiversity objectives in line with the requirement to plan for ongoing delivery.
- Identifies monitoring indicators and data improvements needed to meet future reporting expectations.
- Demonstrates preparedness for the London Local Nature Recovery Strategy and alignment with evolving statutory duties.

Chapter 8: Summary and Conclusions

This chapter brings together the key achievements, insights, and actions from the report. It reflects on how far H&F has come since the duty came into force and sets out the direction for the next stage of nature recovery.

Between January 2024 and January 2026 H&F has made progress in meeting its Enhanced Biodiversity Duty. This first reporting period reflects a borough-wide commitment to restoring nature, embedding biodiversity into planning and development, and empowering communities to take action.

The borough's landscape has been enriched through the creation of six Tiny Forests, the greening of over 46,000 square metres of highway land through Sustainable Drainage Systems, and the establishment of new meadows, ponds, and long grass areas. More than 3,500 trees have been planted across parks, streets, and housing estates, supported by a Tree Strategy that sets ambitious canopy cover targets for 2030 and beyond.

Friends of Parks groups and Nature Champions have played a vital role in habitat management and citizen science surveys, while initiatives like No Mow May and Rewilding Raves have helped foster a culture of ecological stewardship. Planning advice and grant programmes have enabled residents to lead their own greening projects, supported by strategic partnerships with organisations such as HCGA, Groundwork London and Urbanwise.London.

Biodiversity has been embedded into planning policy and additional guidance provided through the Climate Change Supplementary Planning Document, which highlights the 10% Biodiversity Net Gain and Urban Greening Factor standards for major developments. These requirements are now part of the borough's development process, supported by ecology officers.

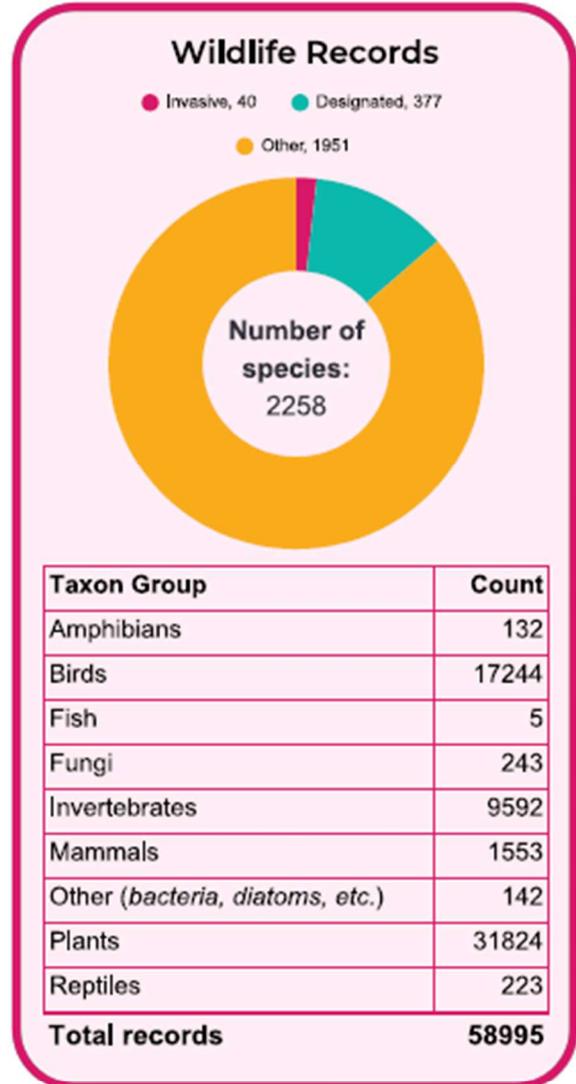
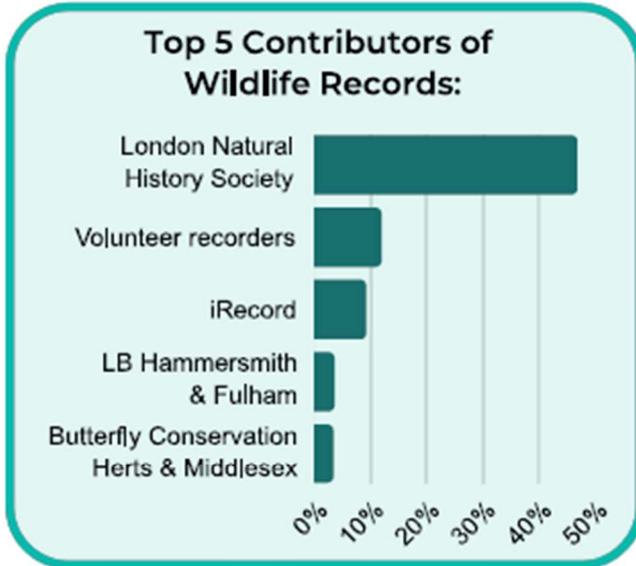
Financial investment has matched strategic ambition. The Green Investment Fund has raised £3.25 million to support nature-based projects, while additional funding has enabled delivery of the Nourish Project and ecological enhancements at Wormwood Scrubs.

Looking ahead to 2030, the council will continue expanding habitat provision, planting four more Tiny Forests, increasing canopy cover, improving meadows and creating more ponds. Monitoring and evaluation will be strengthened, with improved data collection on species, habitat condition, and community engagement. Biodiversity will remain central to planning and regeneration guided by the forthcoming London Local Nature Recovery Strategy.

This report outlines how H&F is making space for nature through policy, investment and community action. The next five years will build on this foundation, ensuring that nature continues to flourish for the benefit of people and planet.

Appendix 1: GiGL H&F Factsheet

GiGL's Hammersmith & Fulham Data



Sites of Importance for Nature Conservation (SINCs)

Number of SINCs: 33
 SINC area: 260,9 ha, 15,2% of borough

Areas of Deficiency in Access to Nature:
 429.1 ha, 25% of borough

Habitats

Category	Hectares	% of borough area
Gardens	276.6	16.1%
Natural Habitat	350.2	20.4%
Woodland	73.8	4.3%
Grassland	146.6	8.5%
Priority habitats	0,0	0,0%

Open Space

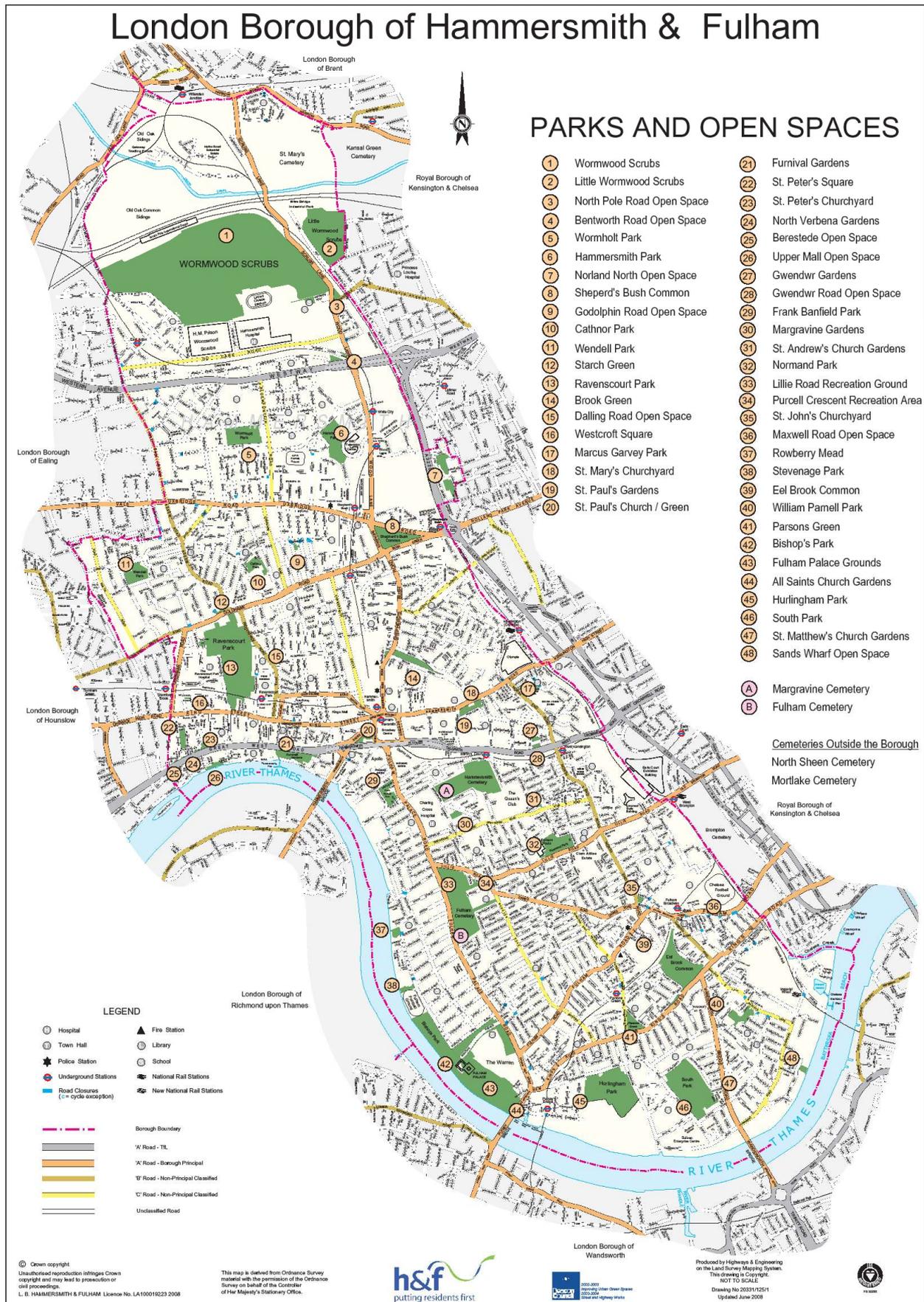
Number of open spaces: 97
 Open space area: 368,4 ha, 21,5% of borough

Number of Public Open Spaces: 43
 POS area: 264.5 ha, 15.4% of borough

Click the links to find out more...

- [Sites of Importance for Nature Conservation](#)
- [Areas of Deficiency in Access to Nature](#)
- [Species](#)
- [London Invasive Species](#)
- [Habitats](#)
- [Priority Habitats](#)
- [Open Spaces and POS](#)

Appendix 2: Map of Park Sites in H&F



Appendix 3: Meadow site soil testing 2025



Soil Analysis Report

Meadow name	Soil pH	Index			mg/l (Available)		
		P	K	Mg	P	K	Mg
Wormholt Park	6.8	3	3	3	43.4	303	136
Normand Park	7.4	3	3	2	38.2	315	92
Eel Brook Common	7.5	3	4	3	43.4	481	149
Hammersmith Park	7.5	3	3	3	39.4	353	121

Table 1: Soil Analysis Results (P = Phosphorus; K = Potassium; Mg = Magnesium)

Interpretation of Results

Traffic light system:

- **GREEN:** everything's going well
- **AMBER:** issues need addressing, monitor regularly to assess effects of management
- **RED:** major problems need action (e.g. scrub encroachment, no cut and removal)

All sites assessed are currently in the **AMBER** zone due to their P results.

Suitability for meadow habitat	Index			mg/l (Available)		
	P	K	Mg	P	K	Mg
Ideal	0	0	0	0-9	<40	0-25
Satisfactory	1	1	1	10-15	40-75	26-50
Marginal	2	2	2	16-25	76-200	51-100
Unsuitable	3+	3+	3	26-45	>200	101-175

Table 2: Results in the ideal range for meadow habitat

In general, when attempting to create species-rich grassland the P (Phosphorus) index is an important consideration:

1. The **phosphorus index (P)** is 3 for all of the meadow areas.
2. The finer level of detail shown as **P mg/l (Available)** measures Wormholt Park as 43.4, Eel Brook Common as 43.4, Hammersmith Park as 39.4 and Normand Park as 38.2. All of these are at the top end of the range for index 3, which is 25 - 45 mg/l
3. For restoration to species-rich grassland, we need the index to be 0 - 2. This is 0.5 - 25 mg/l
4. When soil nutrients are high, restoration to species-rich grassland is more difficult because more vigorous species grow fast and out-compete wildflowers and meadow grasses.
5. Nutrient levels can be reduced over time by taking one or two cycles of cut and collect when the peak of nutrients are in the stem and leaf, therefore an early cut in June. If a second cut is possible, this can be taken in August - September when there is sufficient regrowth and suitable conditions for machinery or work.
6. This will be less favourable to invertebrates, but they will benefit in future years from increased species richness as soil fertility decreases.
7. When meadow areas with high fertility are cut later in the season (late July onwards), the plants will be dying back and have transferred nutrients to the roots and soil. Meadow areas cut and raked off later in the summer every year will see a rise in fertility and a reduction in wildflower diversity.

8. Semi-improved grassland indicators such as black medick, sorrel, wild carrot and yarrow will tolerate these conditions.
9. Less competitive species, such as bird's foot trefoil, field scabious, lady's bedstraw and yellow rattle will struggle and be lost from the meadow areas.
10. High nutrient loving species such as nettle, thistle and fast-growing grasses will begin to dominate.
11. The introduction of seed can be attempted, but on meadow areas with higher fertility only the more nutrient tolerant species of semi-improved grassland are likely to establish at rates of 8-15 species per m².
12. Yellow rattle, a hemiparasite, that reduces the vigour of grasses, can help by reducing the dominance of grasses and assist with the establishment of other wildflowers. But it will not reduce soil nutrients so more sensitive wildflowers will struggle to establish. Yellow rattle is an annual, and meadows must be short early in the season for germination to be successful.
13. **Potassium levels (K)** at index 1 are recommended for species-rich grassland restoration.
14. Wormholt Park, Normand Park and Hammersmith Park have **K index** of 3 which is high. Eel Brook Common is **K index** 4, very high.
15. Wildflowers may struggle to compete with more competitive grasses and weeds in soils with higher potassium levels, but potassium is a less important nutrient for species rich restoration, compared with **Phosphorus (P)**.
16. Suitable donor sources of seed should be based on a similar **soil pH**, 7 (slightly alkaline)

The important outcome for the future of the sites is to monitor the fertility on yearly basis via soil testing and condition assessments. Fertility can be reduced by taking two cuts during the peak of the growing season. This would mean a total of four cycles of cut and collect annually.

Further information can be found in Natural England Technical Information Note TIN036, Soil and agri-environment schemes: interpretation of soil analysis

P2 of the Natural England Technical Information Note TIN036 Soils and agri-environment schemes: interpretation of soil analysis explains how the soil nutrients affect the meadow:

"Soil phosphorus (P) Phosphorus is a major plant nutrient, although it is taken up in relatively small amounts compared with K and N. It has a major influence on grass growth, directly favouring grasses over broad leaved species. Soils in the UK are naturally low in P and the main input is from fertilisers and animal dung [in a city context leaf litter, dog fouling and run off will be forms of input]. P is a very insoluble and rather immobile element in soil, and is only leached out once it reaches excessive levels (index 5 or more). Once its status is raised it declines only very slowly, even in the absence of fertiliser additions. The effects of basic slag and superphosphate applied to land in the 1950s and 1960s, for example, may still be in evidence today. Where the main objective is the development of botanical diversity, the site should have a low soil P status (Index 0 or 1). The exception is where the soil or slope imposes high stress on plants by drought (indicated by very shallow soil or extreme stoniness) or water logging, some level of botanical diversity may be attained even if the P status is high. The P status of semi-natural, species-rich grassland is typically low (Index 0). P is considered to be the most important nutrient influencing sward diversity."

Report created October 2025 by Land Lore Consulting: www.landloreconsulting.com using soil analysis results from NRM Laboratories: [NRM - Cawood](#)

Agenda Item 6

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 09/03/2026

Subject: Procurement Strategy for Community Reablement and Homecare

Report of: Councillor Alex Sanderson – Deputy Leader

Report Author: Joe Gunning, Head of Programmes

Responsible Director: Sarah Bright, Director of Commissioning, Transformation and Partnerships

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

SUMMARY

Hammersmith and Fulham are committed to supporting residents to maintain and develop their role and participation as citizens and maximise their full potential. This paper sets out the procurement strategy for the provision of homecare services in Hammersmith & Fulham as part of a continuum of support available to residents to regain or retain their independence living in the community.

RECOMMENDATIONS

1. To note that Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. To approve the procurement strategy set out in this report. The contracts to be awarded through a closed framework for a maximum of four years. The financial implications are set out in exempt Appendix 1.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Ensuring a person-centred approach that delivers the right level of support to meet presenting needs.

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
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	Using resident feedback and engagement to inform the design and delivery of services to meet eligible care and support needs.
Being ruthlessly financially efficient	Supporting residents to regain the skills, confidence and social networks to return to their previous levels of independence and reduce the likelihood of admission/ re-admission to hospital, or the need for long term care and support.
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	Procurement of services which deliver against the Council's net zero ambition by 2030 through the recruitment of local care staff across smaller geographical areas reducing the use of transport in the delivery of this service.

Financial Impact

The resources that will be available for Home Care (currently £22.4m in 2025/26) will need to be determined as part of the annual process for agreeing and allocating resources to services (and will be reported in the Annual Budget Report to Council).

The detailed financial implications will be set out in the contract award report following the completion of the procurement of the new services. This will set out the issues relating to both price and volume of services that will be affordable.

Further details relevant to the financial impact are included in Appendix 1.

Provided by: Lydia Nevitt, Finance Manager and Prakash Daryanani, Head of Finance. 15/12/2025

Verified by: Sukvinder Kalsi, Executive Director Finance and Corporate Services. 15/12/2025

Legal Implications

Undertaking a fully regulated competitive and compliant procurement process, advertised to the market will be compliant with the Procurement Act 2023 and the Council's Contract Standing Orders.

Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 6 November 2025

Procurement Comments

The Contract falls within the scope of the "light touch" regime as defined in the Procurement Act 2023, and due to the value is classified as a High Value contract under our Contract Standing Orders (CSO's). CSO's require all High Value (above threshold) Contracts to be compliantly procured, in this case the route recommended will require an Open tender process.

The procurement project must be set up on and undertaken using the [capitalEsourcing](#) eProcurement portal. All associated details and documents must be attached to the project, and all applicable legal notices must be published within their legislated deadlines.

The Commercial and Procurement Team will continue to work closely with the procuring officer to ensure that the procurement strategy outlined within this report complies with regulatory requirements

Joe Sardone, Category Lead – People, Procurement and Commercial, 16 December 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. The Care Act 2014 sets out the Council's statutory duties for Adult Social Care in assessing and meeting eligible needs where there is a significant impact on the individual's wellbeing. These include:
 - Promoting individual wellbeing
 - Preventing or delaying need for care and support
 - Promoting integration of care and support with health services
 - Providing information and advice
 - Promoting diversity and quality in provision of services
2. Home Care provides care and support to individuals with eligible social care needs in their own homes. It involves trained carers who visit people to help with

eligible daily activities (getting in and out of bed), personal care (washing, dressing, toileting), nutrition and hydration and wellbeing support.

3. The Council's ambitions for Homecare are underpinned by our vision for Hammersmith & Fulham to be a place that enables residents to live in inclusive and connected communities as they choose, and regardless of background, have fair and equal access to adult social care support that enables them to live independent, healthy and fulfilling lives. This involves proactively taking all opportunities to build on people's strengths, maximise their independence and connect them with their community.
4. Home Care will play a key role in the Adult Social Care operating model and continuum of support available for eligible residents. Through an acute focus on community reablement, the newly commissioned homecare service will provide intensive, enabling support to residents to regain the skills, confidence and social networks to return to their previous levels of independence as far as possible and reduce the likelihood of admission/ re-admission to hospital, or the need for long term care and support.
5. While many people will not need support after reablement, some people will require further support to enable them to continue to live safely at home. The new proposed model will take a more enabling approach to homecare, thereby increasing opportunities for further independence through closer relationships with our community health and primary care services to ensure early intervention when there is any deterioration or concerns with health conditions. In addition, to reduce social isolation and further increase community connectedness, our new home care providers will encourage and support residents to benefit from the opportunities that our strong community and voluntary sector offer, reducing the reliance on long term care and support.
6. Officers have been engaging with residents, partners and stakeholders to understand their lived experiences and to inform specification priorities. Themes have included:
 - **Carer consistency.** A clear desire by the residents to limit the number of carers to a minimum with the aim to develop a relationship with the carer.
 - **Communication.** Residents want good communication between carers, the provider and themselves to ensure and manage variations in the delivery of care. They want staff to listen to them and treat them as the expert in their own care needs.
 - **Staff conduct.** Residents want carers to look after them and feel that the carer is not "just doing a job" and are rushed to go from one place to another.
 - **Timely visits.** Residents want to ensure that carers will be on time and if not possible that they are informed of the variation.
 - **Quality of Service.** Residents want to ensure that the time spent with carers is of high quality.

Reasons for decision

7. The current homecare contracts end on 31 July 2026 with no option to extend. The Council has statutory duties under the Care Act 2014 and the proposals contained within this procurement strategy support in discharging these responsibilities.

Contract specification summary

8. A procurement exercise will be undertaken to implement a framework for the provision of homecare services delivered across the borough to all adults with eligible needs.
9. The new homecare service model will aim to:
 - Be a preventative model, aimed at preventing (or contributing to prevention) any escalation in residents' needs, dependencies and associated care costs.
 - Enable people to receive care that is person-centred, flexible and responsive.
 - Understand and incorporate our Reablement and a wider 'enablement' ethos.
 - Enable residents, a continuation of the 'reablement' ethos through the embedding of enabling activity in day-to-day practice, geared towards maximising independence through helping service users to regain and/or develop self-help and independent living skills.
 - Embed outcome and recovery focused care.
 - Help service users by providing preventative support to maintain their independence, health and wellbeing to remain at home for as long as possible.
 - Ensure service user and family independence, choice and control.
 - Provide a timely and effective response to people in their own home to prevent avoidable admissions to acute or urgent care settings.
 - Provide greater financial effectiveness and demonstrable cost reductions as part of wider system work.
 - Provide a platform for improved efficiencies within Adult Social Care, delivering better value for money and reducing the need for long-term higher cost care needs.
10. The framework will be split into two pathways to deliver Community Reablement and Core Homecare on a locality model.

Community Reablement Pathway

11. Reablement is a strengths-based, person-centred approach, supporting an individual to regain skills, or gain new / alternative skills and confidence to enable them to remain living independently or with minimal support in their own home.
12. The Reablement pathway will require the provider to deliver a therapy based reablement service that is focused on supporting residents in the community to recover in the community. Whilst it is anticipated a high proportion of residents will be 'enabled' to return to living independently without the need for long term

care and support, for those residents who require longer-term homecare services, it is expected that the resident's functional ability will have improved. The provider will be expected to work closely to efficiently transition residents onto an appropriate service (community, homecare), ensuring the residents' needs and preferences are fully understood by the follow-on provider to avoid any negative impacts on residents.

Core Homecare Pathway

13. The framework will obligate providers to deliver essential homecare services tailored to each resident's individual needs and care and support plans. The traditional homecare tasks will consist of at least the following. This is not an exhaustive list.
 - Help with getting out of bed in the morning
 - Help with getting into bed in the evening
 - Help with using the toilet or changing continent pads
 - Help with washing, dressing and/or brushing hair
 - Preparing meals and drinks
 - Prompting medication
 - Using any prescribed equipment, such as a hoist, to safely meet care needs

Procurement Route and Analysis of Options

14. The services being procured have been identified as falling within the scope of CPV Code = 85312500 and 85312200 and the Contract Value means the procurement falls in-scope of the Procurement Act 2023, Procurement Regulations 2024, Light Touch Regime and the Councils Contract Standing Orders (CSOs).

Option 1: Undertake a fully regulated competitive and compliant procurement process, advertised to the market – Recommended

15. It is proposed to run a competitive process to procure a closed multi-lot locality framework for the provision of homecare services.
16. Split across two pathways, providing a robust reablement pathway and core homecare offer, the model will be split across three localities (Lots), with three providers allocated to each locality, making a total of nine providers awarded to each pathway. The proposed route will ensure full coverage.

Option 2: Deliver the supplies, services, and/or works in-house – Not recommended

17. The Council cannot deliver an inhouse model of homecare on this scale. The market is well developed, competitive and has sufficient capacity to meet the Council's requirements. Whilst there is an inhouse reablement service focused on the hospital discharge pathway this lacks capacity to increase and provide a preventative front door pathway. This option is therefore not recommended.

Option 3: Use an existing contract, established by the Council, to provide the services – Not recommended

18. The current contracts expire on 31 July 2026 and there is no option to extend. This option is therefore not recommended.

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

19. A dynamic purchasing system (“DPS”) is a completely electronic system which may be established by a contracting authority to purchase commonly used goods, works or services. It has a limited duration.
20. A DPS creates transactional relationships with suppliers, as they bid on price for every service they provide. It is one of the ambitions of this procurement to create more strategic relationships with a small number of providers, rather than by piecemeal transactions.
21. DPS’ also work best when there are a lot of suppliers. If this were to be the case, then this may have implications for contract and performance management resource. There would also be resource challenges for the service to deal with the continual flow of e-auctions and the evaluation of new suppliers wanting to join the DPS. This option is not recommended.

Option 5: Decommission the service or requirement – Not Recommended

22. The Council has a statutory duty to meet eligible care and support needs under the Care Act 2014. Homecare reflects a component part of a continuum of offer to support residents.

Market Analysis and Engagement

23. Preliminary Market Engagement sessions were used to ensure the market is aware of an upcoming tender, ensure interest from the market and identify any concerns. Distortion of competition during market engagement activities was avoided through Publishing the opportunity to take part in market engagement activities on the Central Digital Platform (CDP), [Find A Tender Service \(FTS\): 062310-2025](#); Providing a reasonable timeframe to provide responses to PME activities.
24. Themes from the engagement include:
 - The volume of work is of higher importance than location in developing a sustainable model.
 - Community connectivity is important, but there is a need for an active directory to support this.
 - A specialist service is feasible; however, it is recognised that there is a significant amount of overlap in the work prescribed.
 - Realistic call and travel time will increase the quality of time spent with residents.

- Sustainable hourly rates will increase retention and job satisfaction.
 - The reablement approach is now more common and providers noted the different required skillset of staff.
25. Whilst the market is mature and sufficiency is high, the recently published report from Care Analytics (in partnership with ADASS) highlights cost inflation challenges in the market. The report has been designed to help the Council make informed decisions about fee uplifts, budgeting and financial planning in adult social care. Whilst this report does not provide direct advice for individual councils, it does show standardised forecasts of cost inflation. The Council has considered this report and will consider any subsequent reports when modelling rates and uplifts for homecare services and considering the impact of inflation on the local market. Some of the key headlines from the Care Analytics were as follows:
- The large increases in the National Living Wage (6.7%), Real Living Wage (5.0%), and London Living Wage (5.3%) for 2025/26 mean that cost inflation in adult social care is going to be much higher than general inflation in the wider economy. This would have been the case before consideration of the employer national insurance (NI) changes announced in the previous Autumn's Budget, which disproportionately increases costs in low-paid staff-dominated sectors like adult social care.
 - Care Analytics forecast that cost inflation for adult social care providers will vary between 6%-12% in 2025-26, with an overall average across all services conservatively estimated to be at least 8.0%. This is therefore at least 5.7% higher than the headline rate of CPI (3.8%) at the time of writing.
 - Government financial settlements for social care are usually far less generous than represented by statements about real-terms changes in budgets or spending power. However, the difference between average inflation in social care and the headline rate of CPI (or the GDP deflator also used in national statistics) will be particularly marked in 2025-26.

Local Economy and Social/Added Value

26. There is a sufficient pool of providers available within the market to meet the delivery requirements. Given the economies of scale often providers within this market operate on a national scale. Commissioning through a competitive procurement process presents the best value for money whilst meeting the required service specifications. On this basis, the Contract cannot be reserved to Greater London businesses and/or SMEs/Voluntary sector.
27. Through the new model, the Council is increasing its capacity for homecare compared to the current arrangements (x1 lead provider per locality and spot provision) and through Lots 4 and 8 (see below) further opportunities are created for those residents taking a Direct Payment to have a quality assured provider, increasing choice and control. We recognise that if smaller companies are awarded contracts, their ability to deliver additional social value may be limited and they may require extra support from the council with this. We will work with SMEs to support and enable them to deliver social value, including by offering advice from our talent and resourcing team.

28. The main challenge for the market is the recruitment and retention of staff as Reablement and Homecare requires a large workforce to meet local demands. Following Brexit and the Covid-19 pandemic, there has been an increasing number of vacancies across the sector, with fewer posts being filled from residents born overseas and shortages of staff in the hospitality industry, leading to increasing wages or incentives in other sectors attracting candidates. The Homecare Association has said that low wages and staff feeling undervalued are key factors leading care staff to leave the sector.
29. Homecare typically attracts a local workforce and offers flexible working hours. This can help support economic growth for residents who would otherwise find it difficult to find employment with fixed hours. It is also likely to benefit local shops and other local businesses if the carer lives and works locally.
30. It should be possible for providers to demonstrate social value by improving skills and training opportunities for the workforce. They can increase opportunities for career development by offering to support staff through apprenticeships or accredited qualifications such as the Level 2 Diploma in Health and Social Care.
31. Our Social Value Strategy recognises the importance of the local supply chain in delivering local economic value. We will be using this procurement to support the local economy by having more, smaller contracts and making it easier for local smaller firms to bid.

Lot Considerations

32. The framework will adopt a multi-lot locality model for care and support as follows:

Lot 1-4 – Community Reablement

Locality	Wards	Number of providers
Community Reablement North (Lot 1)	College Park and Old Oak Wormholt White City Wendell Park Coningham Shepherds Bush Green	1 x Lead Provider 1 x Backup Provider 1 x Reserve Provider =3 Providers
Community Reablement Central (Lot 2)	Ravenscourt Park Grove Hammersmith Broadway Addison Avonmore Brook Green Fulham Reach West Kensington	1 x Lead Provider 1 x Backup Provider 1 x Reserve Provider =3 Providers
Community Reablement South (Lot 3)	Fulham Town Munster Palace & Hurlingham	1 x Lead Provider 1 x Backup Provider 1 x Reserve Provider

	Lillie Walham Green Sands End Parsons Green & Sandford	=3 Providers
Supplementary (Lot 4)	All above wards	All above providers

Lot 5-8 – Core Homecare

Locality	Wards	Number of providers
Core Homecare North (Lot 5)	College Park and Old Oak Wormholt White City Wendell Park Coningham Shepherds Bush Green	1 x Lead Provider 1 x Backup Provider 1 x Reserve Provider =3 Providers
Core Homecare Central (Lot 6)	Ravenscourt Park Grove Hammersmith Broadway Addison Avonmore Brook Green Fulham Reach West Kensington	1 x Lead Provider 1 x Backup Provider 1 x Reserve Provider =3 Providers
Core Homecare South (Lot 7)	Fulham Town Munster Palace & Hurlingham Lillie Walham Green Sands End Parsons Green & Sandford	1 x Lead Provider 1 x Backup Provider 1 x Reserve Provider =3 Providers
Supplementary (Lot 8)	All above wards	All above providers

33. A total of nine providers on each pathway of the framework, providing coverage across the whole Borough.
- A single provider will only be assigned to one locality. This means no provider will be assigned to more than one locality.
 - This locality model supports the reduction in travel time and associated costs, allows for targeted recruitment, promotes recruitment within the borough, supports improved punctuality, reduces the likelihood of any one provider monopolising the market and providers contingencies in case of provider failure.
 - “Lead Provider” means the first provider to be offered the required package of care at any given time at the locality of the residents’ address throughout the life of the call-off contract.

- “Back-up Provider” means the second provider to be offered the required package of care at any given time at the locality of the residents’ address throughout the life of the call-off contract, but only if the Lead Provider of that locality declined the package of care, could not fully meet the needs of a resident or did not accept the package of care within the set timeframe.
- “Reserve Provider” means the third provider to be offered the required package of care at any given time at the locality of the residents’ address throughout the life of the call-off contract, but only if the Lead Provider and Back-up Provider of that locality declined the package of care, could not fully meet the needs of a resident or did not accept the package of care within the set timeframe.
- The “supplementary” list of providers will be made up of all providers on the framework, for additional support to ensure complete coverage if needed, providing mitigating measures for when all three providers assigned to a locality are unable to meet individual needs, have quality concerns or have no immediate resource within their organisation(s).
- All bidders will need to submit their locality preference in order of 1st, 2nd & 3rd choice, and will be allocated a locality based on their overall tender score.

People based considerations

34. It is anticipated that the Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) will be applicable to this procurement in the context of the activities undertaken before and after the transfer remain fundamentally the same, and staff providing the activities being organised into geographical localities as part of the current contractual arrangements.
35. Full details will be provided by the current providers to be utilised as required in the tender process.

Risk Assessment and Proposed Mitigations

36. The table below includes the key risks and proposed mitigations identified as being relevant to the procurement.

Identified Risk	Proposed Mitigations
Tender process – timelines to deliver objectives and finalise procurement in time for mobilisation	Early initiation of procurement activity. Project officer will work with the service on actions required to ensure risk to service delivery is minimised
Market sufficiency - risk of not having the right providers/ sufficient number to tender	Good levels of market sufficiency both locally, regionally and nationally. A pre-tender notice will be issued to engage the market prior to the launch of the tender.
Resource – risk of project slippage if key staff are unavailable at peak times e.g. mobilisation over summer period	Early initiation of procurement activity and planning, providing sufficient notice to commit resource. Additional

	time factored into mobilisation to account for summer holiday period.
<p>Contract value – risk that providers will submit tender in excess of the contract value given inflation and projected increase in demand nationally</p> <p>Tender price, which is low, but not abnormally low, may in the longer term become unsustainable and lead to supplier failure destabilising the framework</p>	Annual uplift clauses capped to ensure contracts track market inflation appropriately.

Contract Duration Considerations

37. It is proposed to utilise a closed Framework with a total term of four years. The period in which framework providers will be required to provide the Service will be subject to the terms of any call-off contract (packages of care) awarded to any given provider on the framework.
38. Call-off contracts awarded during the framework contract may not expire when the framework ends, and in such circumstances, framework providers will be required to continue to deliver services under each call-off contract per the Specification and the terms of the framework contract until the Council notifies the provider that the call-off contract is terminating.
39. The framework agreement will be for a term of four years and cannot be extended. However, there is the option to call off from the framework agreement up to and on the last day of the framework (before its expiry).

Timetable

40. The table below provides an estimated timetable of the competition process through to contact commencing.

	Action	Date
1.	Key Decision Entry (Strategy)	Wednesday, 1 October 2025
2.	People Leadership Team	Tuesday, 6 January 2026
3.	Contracts Assurance Board (Strategy)	Wednesday, 7 January 2026
4.	CMB	Monday, 12 January 2026
5.	Political Cabinet (dispatch)	Monday, 09 February 2026
6.	Cabinet Sign-Off (dispatch) dispatch	Monday, 9 March 2026

	Action	Date
7.	Tender Notice Published	Monday, 23 March 2026
8.	Closing Date for Clarifications	17:00 on Sunday, 22 March 2026
9.	Closing Date for Procurement Responses	12:00 noon on Wednesday, 22 April 2026
10.	Evaluation of Procurement Responses	Wednesday, 13 May 2026
11.	Moderation	Wednesday, 27 May 2026
12.	Award Recommendation Report	Friday, 5 June 2026
13.	Contracts Assurance Board (Award)	Wednesday, 10 June 2026
14.	People Leadership Team	Tuesday, 09 June 2026
15.	CMB	Monday, 15 June 2026
16.	Key Decision Entry (Award)	Monday, 5 January 2026
17.	Key Decision Deadline (Award)	Monday, 22 June 2026
18.	Assessment Summaries	Tuesday, 23 June 2026
19.	Contract Award Notice (Standstill Period Starts)	Tuesday, 23 June 2026
20.	Standstill Period Ends	Friday, 3 July 2026
21.	Contract Engrossment	Monday, 6 July 2026
22.	Contract Details Notice Published	Monday, 6 July 2026
23.	Contract Signed	Monday, 6 July 2026
24.	Contract Start Date	Saturday, 1 August 2026
25.	Contract Mobilisation and Implementation	July 2026 ongoing
26.	Service Start Date	Saturday, 1 August 2026
27.	Contract End Date (initial term, excluding extension periods)	Wednesday, 31 July 2030

Conditions of Participation and Award Criteria

41. The assessment process will be in two parts, a **Conditions of Participation** part in which providers will be required to be CQC rated Good or Outstanding, have local presence both office and delivery in Northwest or North Central London, have sound financial standing, suitable insurance arrangements and sufficient experience of delivering contracts of a similar size and scale (Pass/Fail).
42. An evaluation panel will be identified to assess quality and price.

43. **Quality** – Assessed against responses to several method statements, that will also cover added value requirements. The following evaluation criteria will be used. Providers will be required to achieve at least 60% of the available marks on quality and must achieve a minimum score of 3 in relation to Service Requirements.

Criteria		Question Title	Weighting (100%)	Sub-Weighting
Quality (60%)	Quality Technical (50%)	Service Requirements	25%	15%
		Safeguarding	25%	15%
		Quality and Continuous Improvement	25%	15%
		Mobilisation	15%	9%
	Added Value (10%)	Social Value Quantitative	5%	3%
		Social Value Qualitative	5%	3%
Quality Total			100%	60%
Price (40%)			100%	40%
Total score			200%	100%

44. **Price** – The potential supplier with the lowest overall compliant Commercial (Price) Offer will be awarded the full Commercial (Price) Score (40%). All other procurement responses will be scored in accordance with the following calculation:

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

45. Each potential supplier’s overall combined score for price and quality will be used to identify the preferred supplier, who provided the Most Economically Advantageous Tender (MEAT). The combined quality and commercial scores will determine the suppliers’ appointment and position on the Framework.

Contract Management

46. The contract management will be the responsibility of the Local Authorities Adult Social Care Service and Commissioning Team. The exact contract management methodology is still being defined but will broadly be based on the following:

- Maintain oversight of provider activity, compliance and performance
- Undertake weekly, monthly and quarterly monitoring through contract monitoring meetings including monitoring of performance management information
- Ensure all issues and concerns are escalated, and decisions made in a timely manner

- Be available for contract advice and queries
47. Service Providers will be required to utilise a suitable Electronic Call Monitoring (ECM) system for the rostering and monitoring of care provision to all service users as part of being accepted onto the Framework. Service Providers will be required to utilise the e-brokerage system specified by the Council for receiving and accepting or refusing referrals. A key dependency will be the implementation of this system to ensure streamlined processes for issuing individual call-off orders.
48. Annual capped indexation clauses will be included in the contracts to ensure ongoing sustainability.

Outcomes and KPI's

49. The exact Outcomes and Key Performance Indicators are still being defined but will broadly be based on the following:

Community Reablement:

- Comparing an individual's functional status at the beginning and end of a reablement period through appropriate outcome measures
- Quality of life questionnaires
- Percentage of people requiring long-term support or admission to long-term care post reablement
- Percentage of people able to remain living at home
- Reduction in traditional home care hours
- Reduction in unplanned hospital admissions
- Lasting benefit – the percentage of people no longer requiring a service up to 12 months post-reablement.
- Cost effectiveness – the cost of interventions vs usual care costs and health service utilisation.

Core Homecare:

- Respond to all new packages sent to provider, irrespective of acceptance/rejection
- % of new packages accepted by a provider
- % of all calls scheduled during the reporting period which were 'late
- % of customers who are satisfied with the home care service they receive from their provider
- Staff trained on core mandatory training and who meet the care certificate standards
- Number of different carers per resident
- Review of Care Plan

Conflicts of Interest

50. All officers and decision makers, including elected members (where appropriate), have been required to complete a Conflict-of-Interest Declaration form to record

any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.

51. Approval of this Procurement Strategy by the Strategic Leadership Team (SLT) member and elected member constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.
52. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

Equality and Inclusion Implications

53. The proposed procurement strategy aims to deliver a reliable, consistent, and person-centred service that is accessible to all residents with eligible needs, regardless of age, disability, ethnicity, gender, religion/belief, sexual orientation, or other protected characteristics. The service will be provided free of charge, removing economic barriers and supporting residents to live independently in their homes for as long as possible.
54. The recommendations in this report aim to ensure delivery of a service that will be reliable, consistent, and tailored to individual needs, delivering value for money through preventative and enabling support. The process will also ensure that providers shall be committed to equitable access when delivering the Service; and to removing barriers in accessing the Service that may be related to the identity of individuals based on their protect characteristics e.g. age, disability, ethnicity, gender, religion / belief, sexual orientation, compounded barriers such as older disabled adults or additional barriers such as limited English proficiency and of staff the service users or their family.
55. Potential risks such as language barriers, digital exclusion, and cultural needs will be addressed through provider requirements for accessible communication formats, culturally competent care, cultural humility training and alternative non-digital engagement options. A fully completed Equality Impact Assessment is at Annex 1.

Verified by: Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 20 November 2025

Risk Management Implications

56. The report recommends establishing a closed framework across three geographical areas with three providers in each area for Reablement and three providers in each area for Homecare. This is in line with the Council's objective of being ruthlessly financially efficient and will support the mitigation of risk of supplier failure, by using a larger pool of providers. Contract managers will need to ensure robust project management and governance structures are established

that should include change control, financial review, quality assurance, delivery management and regular review cycles.

57. The strategy sets out clear evaluation criteria in relation to the awarding of successful tenderers to the framework to mitigate risks of fairness and transparency.
58. The strategy and specification set out the requirements of the service in relation to the Care Act, to ensure legal compliance including ensuring empowerment, protection, prevention and partnership with residents from the service provided. It is recommended the council reviews the service provided to protect both residents using the service and that of the councils responsibilities by continuously reviewing the service through scheduled assessments and unannounced spot checks, the establishment of regular reporting by providers and usage of independent advocates for residents who may be dissatisfied or have difficulty participating in their care planning and its usage.

Jules Binney, Risk and Assurance Manager, 11 December 2025

Climate and Ecological Emergency Implications

59. Home Care and Community Reablement Services provide care and support to residents in their own home to make them live independently. Staff are usually rostered to a small local area to cover visits, so there will be no or very limited need for the use of private vehicles to get to visits. Local buses and other available transport options across the borough can be used, such as scooter and bicycle hire stations.

Verified by: Charlotte Slaven, Head of Climate Strategy & Engagement, 18 November 2025.

Local Economy and Social Value Implications

60. In line with the Council's Added Value Policy and Sourcing Strategy, this procurement will dedicate a minimum of 10% of the overall evaluation weighting to Added Value.
61. Due to the multi-provider model being recommended in this procurement, it is recommended the commissioning lead, procurement team and Social Value Officer meet before tender documents are drafted, in order to establish all of the practicalities of applying Social Value to this tender are confirmed.
62. On award of the contract(s), the commissioner will ensure that the Added Value commitment offered at tender stage is stated as a contractual output.
63. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments.
64. It is recommended the Social Value Officer and Commissioner meet at each stage of this procurement to ensure that the Added Value received is aligned with

the 3 categories within the Added Value strategy and the Added Value Matrix (Inclusive Economy, Happier and Kinder H&F, Responding to the Climate Emergency).

65. Social Value Portal will be used for evaluating the Added Value element of all tender submissions in compliance with the agreed corporate procurement approach. The commissioner will work closely with the Social Value Officer to ensure commitments are reported regularly on the Social Value Portal by their suppliers.

Implications completed by Harry Buck, Social Value Officer, 18 November 2025

Digital Services and Information Management Implications

66. Digital services understand the procurement strategy for the provision of Home Care services in Hammersmith & Fulham has several options with a recommended option. Where service providers are appointed, it is not known at this stage of procurement the level to which IT/Technology and in which form (there may be systems integration and the use of personal data), they may employ to deliver Home Care services. It is therefore, as the procurement process progresses, Digital Services (DS) is consulted, and where necessary, service requests will need to be raised to ensure that IT requirements are met, and that all necessary safeguards, permissions, and budgets are in place for the features that are accessible and meeting digital accessibility requirements. The service should engage with DS prior to enabling any generative AI functionality that may be employed by appointed service providers, to ensure compliance with corporate AI strategy, governance, security, and privacy requirements. The AI Governance Framework form must be completed for any enhancements to existing solutions, as well as all new projects and contracts deploying AI capabilities. If colleagues are unsure whether a new function falls within the AI framework, they should discuss with DS.
67. IM Implications: Data Privacy Impact Assessment (DPIA) should be completed for all service providers employed ensuring that all potential data protection risks are properly assessed with mitigating actions agreed and implemented.
68. Data Protection: Where service providers are appointed, it is expected they will have a Data Protection policy in place and their staff will be expected to have received Data Protection training.
69. Contracts with appointed service providers will need to include H&F's data protection and processing schedule. This is compliant with the UK Data Protection law.
70. H&F's approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our H&F contract templates.

71. *Implications completed by Umit Jani, Strategic Relationship Manager (People),
Wednesday 14th January 2026*

LIST OF APPENDICES

Annex 1 – Equalities Impact Assessment (EIA)
Exempt Appendix 1 – Project Financial Details

H&F Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

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

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

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

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

H&F Equality Impact Analysis Tool

Overall information	Details Of Equality Impact Analysis
Financial year and quarter	2025/26, Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>HOME CARE AND INDEPENDENT LIVING PROCUREMENT</p> <p>Short Summary</p> <p>Home Care provides care and support to individuals with eligible social care needs in their own homes. It involves trained carers who visit people to help with eligible daily activities (getting in and out of bed), personal care (washing, dressing, toileting) and nutrition and hydration and wellbeing support.</p> <p>The Council’s ambitions for Homecare are underpinned by our vision for Hammersmith & Fulham to be a place that enables residents to live in inclusive and connected communities as they choose, and regardless of background, have fair and equal access to adult social care support that enables them to live independent, healthy and fulfilling lives. This involves proactively taking all opportunities to build on people’s strengths, maximise their independence and connect them with their community.</p> <p>Home Care will play a key role in the Adult Social Care operating model and continuum of support available for eligible residents. The newly commissioned homecare service, through an acute focus on community Reablement, and Core Homecare will provide intensive, enabling support to residents to regain the skills, confidence and social networks to return to their previous levels of independence (as far as possible) and reduce the likelihood of admission/ re-admission to hospital, or the need for long term care and support.</p> <p>The purpose of the Home Care procurement is to procure quality, person centered and outcome focused services, develop new specifications and KPI’s, and improve resident involvement, choice and control through a new model of Home Care services covering Community Reablement Services and Core Home Care Services. This new proposed model will take a more enabling approach to homecare, thereby increasing opportunities for further independence through closer relationships with our community health and primary care services to ensure early intervention when there are any deterioration or concerns with health conditions. In addition, to reduce social isolation and further increase community connectedness, our new home care providers will encourage and support residents to benefit from the opportunities that our strong community and voluntary sector offer, reducing the reliance on long term care and support.</p>

	<p>Our vision for Independent Living is shaped by the Social Model of Disability, recognising that Disabled people of all ages should have the same rights and opportunities to live independently in the community. This includes access to employment, housing, transport, leisure, relationships, and personal support. Services commissioned under this specification must actively remove barriers and promote inclusion</p> <p>Home Care is available to all residents who require it, including older people, people with physical disabilities, learning disabilities and mental health support needs. It is regulated by the Care Quality Commission (CQC) to ensure quality and safe services; they also assign ratings to providers based on their inspections and it is our desire to only place residents with providers who have a rating of at least Good.</p> <p>The current Home Care contracts end on 31/07/2026 with no option to extend. The Council has statutory duties under the Care Act 2014 and the proposals contained within this procurement strategy support in discharging these responsibilities.</p>
Lead officer	<p>Dr Kofi Nyero Programme Lead Kofi.Nyero@lbhf.gov.uk</p>
Date of completion of final EIA	20/11/2025

Section 02	Scoping of Full EIA								
Plan for completion	<p>Timing: 2026</p> <p>Resources: Dr Kofi Nyero – Programme Lead Johan Van Wijgerden – Strategic Lead</p>								
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>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.</p> <table border="1" data-bbox="568 798 2110 904"> <thead> <tr> <th data-bbox="568 798 815 904">Protected characteristic</th> <th data-bbox="822 798 1868 904">Analysis</th> <th data-bbox="1874 798 2110 904">impact:</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Protected characteristic	Analysis	impact:			
Protected characteristic	Analysis	impact:							

	Age	<p>The Home Care services to be procured are for all adult residents aged 18 and over. Although it is available for all adults, due to the nature of the service a higher number of older people are affected by any change in services</p> <p>Our records show that on average over 1600 residents receive home care in the borough annually. A breakdown of this data shows that Home Care most of the service users are aged between 75 and 94 years. Recent data breakdown for CQC showed that 77.6% were aged over 65 years.</p> <p>Demand for Home Care services is expected to increase in the future as the proportion of the population in LBHF aged over 65 years, and the old-age dependency ratio increases. The demographic shift will likely result in more pressure on healthcare and adult social care services as the prevalence of long-term conditions and multimorbidity increases. The average age of starting Home Care services was 74 years, and the average age of a Home Care service user was 75 years.</p>	Positive
	Disability	<p>Individuals receive Home Care services in LBHF for one of seven primary support reasons - 76% of service users received Home Care primarily for physical support in November 2024. Physical support was also the primary reason service users previously receiving reablement were referred to Home Care. People with Learning Disabilities and Mental Health were generally low in numbers around 24% and below the age of 65 years old.</p>	Positive
	Gender reassignment	<p>There are no identified impacts for gender reassignment. The service will be expected to support residents and treat everyone equally</p>	Neutral
	Marriage and Civil Partnership	<p>There are no identified impacts for marriage and civil partnerships.</p>	Neutral

Pregnancy and maternity	There are no identified impacts for marriage and civil partnerships	Neutral
Race	<p>Records from the recent report for CQC November 2024 showed that individuals identifying as Black, Asian or minority ethnic comprised 31% of Home Care service users in LBHF and individuals identifying as White accounted for 55%. This fairly correlates with the borough profile which refers to the 2011 census findings that 68.1% of residents identified as White and 31.9% identified as belonging to Black and minority groups.</p> <p>Individuals identifying as mixed ethnicity were the most underrepresented ethnic group receiving Home Care services relative to the population in LBHF. The three largest subgroups of ethnicity for Home Care residents were individuals identifying as White British (55%); Black/Black British (24%); Asian/Asian British (7%) and White Irish (7%). The low take-up by ethnic minority groups could be due to a reflection of historical trends where in the past certain ethnic groups might have had lower trust in state-provided services or preferred family caregiving models over external carers.</p>	Neutral
Religion/belief (including non-belief)	<p>There are no identified impacts for religion/belief.</p> <p>The service will be expected to support residents to practice their religion/beliefs and ensure residents and staff are treated equally and without abuse or prejudice based on religious beliefs or lack of.</p>	Neutral
Sex	<ul style="list-style-type: none"> Home Care services are available to all genders, although the majority of residents using the services are female, and the number of female carers greatly exceed the number of male carers in the industry. Likewise in the recent Report for CQC, Female residents accounted for 59.3% of Home 	Neutral

		Care users, whereas males comprised 40.7%. The higher female proportion suggests women have greater care needs, possibly due to longevity and caregiving expectations.	
	Sexual Orientation	There are no identified negative impacts for sexual orientation. The service will ensure equality of access and treatment for all residents; provide sensitive services and deal robustly with all incidents of homophobic harassment, violence and/or abuse.	Neutral
<p>Human Rights or Children's Rights</p> <p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?</p> <p>No</p>			
Section 03	<p>Analysis of relevant data</p> <p>Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>		
Documents and data reviewed	<ol style="list-style-type: none"> 1. H&F CQC - KLOE: Breakdown of Homecare & Direct Payment Data Oct. 2024 2. Borough profile 2018 3. Home Care needs assessment 2020-2021 		
New research			

Section 04	Consultation
Consultation	<p>Conclusion of this procurement process has lasted over 20 months and almost all the things that came out from these exercises are still applicable today. During that period, we hosted a number of in-person events for residents and their families to be able to take part in co-producing the new services. Quality Leads also contacted residents by random selection who were in receipt of Home Care services either through commissioned provision or via direct payment. These quality calls will be continuous throughout the year to get resident feedback on the quality and impact of the Home Care services they are receiving.</p>
Analysis of consultation outcomes	<p>The In-person events were attended by a small number of the community, with 24 residents attending 9 events. 54% of attendees were female, 79% were white compared to approx. 50% of Home Care users been from white backgrounds meaning they were overrepresented in the feedback. All attendees were older people, which is the largest user group of Home Care services, but means the views of younger people with physical or learning disabilities were not captured.</p> <p>There were mixed responses about the quality of the service people were receiving, but overwhelmingly they supported closer relationships with the people caring for them or their friends / family to help build connections to enable their needs to be better responded to.</p> <p>Residents wanted to be treated with respect in their home and for cultural differences not to impact on the care they receive. E.g. we heard examples of carers been unwilling to prepare or purchase items the residents wanted, such as pork products, due to religious beliefs.</p>

Section 05	Analysis of impact and outcomes
Analysis	<p>Home Care services are available for all residents who have assessed need, and it is accessible via direct referral or referral via a third party. Anyone can ask for a needs assessment, regardless of age, gender, ethnicity or any other protected group. As Home Care services are provided free of charge to residents there is no economical barrier for residents accepting care if they are in need. This also supports residents to stay in their homes living independently for as long as possible with access to</p>

	<p>their community.</p> <p>Older people already account for the largest use of Home Care services in the borough and the proportion of the population of LBHF aged 65 years and older is projected to increase to 14.7% by 2031. The need for Home Care services is therefore likely to increase with this demographic continuing to be the predominant users of the service</p> <p>There may be a gap in provision for those with specialist needs which the mainstream providers may not have sufficient skill to provide care for, such as dementia, mental health and learning disabilities. From the dementia strategy 2021, dementia diagnoses are expected to rise by 42% to 1,900 people living with dementia in 2030 so it is reasonable to expect the demand for Home Care services to rise for this need group.</p> <p>Learning disabilities and mental health make up the larger portion of younger people who use Home Care services. Some further consultation with these groups would be beneficial to understand the issues they face when using the service and what good looks like for them.</p> <p>In November 2025, the Home Care and Independent Living Procurement Strategy was revised to realise significant financial benefits of the service, without which would not be a financially viable service. As a result, all current spot placements will remain with Bridging providers and only the patch hours of the incumbent providers will be transferred to the new patches. The potential negative impact on quality of service to protected characteristics is considered minimal if the following risk mitigations are put in place:</p> <ul style="list-style-type: none"> • Make use of exiting oversight tools to help monitor performance of bridging providers. • Recruitment of additional resources to manage the quality of service. • Strengthen monitoring arrangements under the new Home Care & Independent Living Service and regularly review. • The Bridging providers will be expected to ensure equality of access and treatment for all residents (Align with Home Care standards) • All new contract providers will be considered strategic partners working alongside ASC to improve quality and effect necessary changes in the market over the life of the contract, we will also hold regular Strategic Home Care & Independent Living provider forums. • Continued use of the Bridging screening tool.
Section 06	Reducing any adverse impacts and recommendations

Outcome of analysis	No adverse impacts are anticipated but further consultation with residents under 65 using the service would be beneficial.					
Section 07	Action plan					
Action plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer	Expected outcome	Date added to business plan
	Voices of younger people using Home Care services not been heard	Use the Quality lead calls to target residents in this age group	Ongoing	Kofi Nyero	More feedback and engagement from representative groups	Dec. 2025
	Closer monitoring of overlapping vulnerabilities (e.g., older disabled adults and limited English proficiency.	Item to be introduced as KPI for contract monitoring and incorporated into equality question in the Award Selection Quality domain.	Ongoing	Kofi Nyero	Better understanding and elimination of areas where outcomes may have been missed in the past	Dec 2025

Section 08	Agreement, publication and monitoring
Chief officers' sign-off	Name: Johan van Wijgerden Position: Strategic Lead Hammersmith & Fulham Council Email: johan.vanwijgerden@lbhf.gov.uk Telephone No 07493864829
Key decision report (if relevant)	Date of Procurement Strategy to Cabinet: January 2026 Date of Award Report to Cabinet: May 2026 Key Equalities Issues Have Been Included: Yes
Equalities lead (where involved)	Name: Yvonne Okiyo Position: Strategic Lead for Equity, Diversity and Inclusion Date Advice / Guidance Given: 18/12/2025 Email: Yvonne.Okiyo@lbhf.gov.uk Telephone No: 07824 836 012

Document is Restricted

Agenda Item 7

KEY DECISIONS LIST 157 – MARCH 2026

Notice of consideration of Key Decisions

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

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

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

Notice of the intention to conduct business in private

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

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

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

Information about Key Decisions

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

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

Making your views heard

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

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

KEY DECISIONS LIST

Cabinet

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Mar 2026

Proposed Key Decision: Enhanced Biodiversity Duty Report

This report fulfils H&F's statutory Enhanced Biodiversity Duty under the Environment Act 2021. It details actions from 2024–2026 to conserve and enhance biodiversity, including policy integration, habitat creation, community engagement, and investment. It sets future priorities aligned with the London Local Nature Recovery Strategy and borough climate goals.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Phoebe Shaw Stewart, Phoebe.ShawStewart@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Mar 2026

Proposed Key Decision: Financial Inclusion Strategy

Decision to adopt a Financial Inclusion Strategy for the borough, helping residents to access the right support and services to improve their income, tackle problem debt, and build financial resilience.

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

Reason: Budg/pol framework

Wards affected: All Wards

Contact officer: Stefan Robinson, stefan.robinson@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Mar 2026

Proposed Key Decision: H&F Affordable Workspace Strategy: 2026-2031

This report seeks Cabinet approval for H&F's Affordable Workspace Strategy: 2026-2031, a priority project within the Upstream London delivery programme. The Strategy aims to address clear market failures in affordable workspace provision by exploring the full range of levers available to the Council - moving beyond planning policy alone to actively curate an affordable workspace ecosystem. This approach proposes facilitating, implementing and

brokering delivery through four priority interventions, deploying £8.2 million of Section 106 funding ringfenced specifically for affordable workspace in the borough.

This comprehensive approach aims to serve STEM³-related sectors, directly supporting the Upstream London vision by ensuring innovative businesses can access suitable, affordable space to start and scale. Cabinet is asked to approve the Strategy as a strategic framework while noting that any future funding allocations to specific activities outlined in the Strategy will be the subject of future reports as required by the Council's usual governance processes.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: James Collister, James.Collister@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 9 Mar 2026

Proposed Key Decision: Procurement Strategy for Community Reablement and Homecare

Procurement strategy for supporting people in the home.

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

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

Wards affected: All Wards

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Apr 2026

Proposed Key Decision: Capital Programme Monitor and Budget Variations 2025/26 (Third Quarter)

This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.

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

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

Wards affected: All Wards

Contact officer: James Newman, james.newman@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Apr 2026

Proposed Key Decision: Extension of Hammersmith & Fulham Council's Integrated Substance Misuse Service contract

This report seeks approval to extend the existing Integrated Substance Misuse Service contract delivered by Turning Point for a further two years, from 1st April 2026. The current service provider is meeting performance expectation in delivering H&F's mandated drug and alcohol service to adults in the borough. The service is a key element of the delivery of H&F's local Drug Strategy, in improving and maintaining the health and wellbeing of residents within the borough.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Craig Holden, Craig.Holden@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Apr 2026

Proposed Key Decision: Housing Strategy 2026-31

The Housing Strategy 2026–31 sets out Hammersmith & Fulham's plan to tackle acute housing challenges and deliver on the borough's vision of a stronger, safer, and kinder community. Guided by the six core values of the Corporate Plan—compassion and inclusion, shared prosperity, co-production with residents, pride in H&F, financial efficiency, and climate action—the strategy focuses on three objectives: increasing the supply of genuinely affordable and sustainable homes, ensuring fair access and preventing homelessness, and improving housing quality and services across all tenures. It commits to annual action plans and resident engagement.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: Ayaz Maqsood, Ayaz.Maqsood@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Apr 2026

Proposed Key Decision: LBHF Companies & Limited Liability Partnerships Update
Overview and update of current LBHF companies & LLPs

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

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

Wards affected: All Wards

Contact officer: Waheeda Soomro, Waheeda.Soomro@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 13 Apr 2026

Proposed Key Decision: Revenue Budget Review Month 10

To note the Council's forecast position

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

Reason: Affects 2 or more wards

Wards affected: All Wards

Contact officer: James Newman, james.newman@lbhf.gov.uk

Decision maker(s): Cabinet

Earliest date the decision will be made: 15 Jun 2026

Proposed Key Decision: Settled and Belong Strategy

This strategy sets out the work we do to ensure that, as far as possible, we have a sufficient supply of high-quality, local care/support arrangements, both now and in the future, that meet the needs of all care experienced young people, safeguards them from harm, and supports them to achieve the best possible outcomes.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet

Earliest date the decision will be made: 6 Jul 2026

Proposed Key Decision: St Thomas of Canterbury Catholic Primary School Academy Conversion

St Thomas of Canterbury Catholic Primary School Academy Conversion

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

Reason: Budg/pol framework

Wards affected: Munster

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

Deputy Leader (responsible for Children and Education)

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

Earliest date the decision will be made: May 2025

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

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

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

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

Wards affected: Wendell Park

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: CAMHS Contract Extension

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

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

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

Wards affected: All Wards

Contact officer: Hannah parrott,

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

Earliest date the decision will be made: May 2025

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

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Extension to Olive House Extra Care Contract

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

The service is based on a core and flexi model which fits around resident's needs. This extension will provide a consistent and sustainable Extra Care Service for resident of the borough, which promotes independent living, enabling them to remain in their own home for as long as possible and reduces the need for more expensive residential care.

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

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

Wards affected: Sands End

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Fulham Bilingual School Windows

The report sets out the procurement strategy for works to repair or, were necessary, replace windows at Fulham Bilingual School.

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

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

Wards affected: Parsons Green & Sandford

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Langford Window Upgrade

The report sets out the proposed procurement strategy for works to repair where possible, or replace if necessary, the windows at Langford Primary School

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

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

Wards affected: Sands End

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

Wards affected: Palace & Hurlingham

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Fulham Bilingual Windows Contract Award.

To award the contract for repairing and where necessary replacing the windows at Fulham Bilingual School.

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

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

Wards affected: Parsons Green & Sandford

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approval of the expansion of Queensmill satellite provision

To approve the creation of Queensmill Special School satellite provision at Sullivan Primary School.

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

Reason: Affects 2 or more wards

Wards affected: Parsons Green & Sandford

Contact officer: Katia Neale, katia.neale@lbhf.gov.uk

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

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

Proposed Key Decision: Awards for Minor Adaptations and Assistive Technology

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: 4 Aug 2025

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

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

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

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

Wards affected: Avonmore

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

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

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

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

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

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

Reason: Affects 2 or more wards

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

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

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

Earliest date the decision will be made: September 2025

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

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

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

Reason: Budg/pol framework

Wards affected: Sands End

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

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

Earliest date the decision will be made: December 2025

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

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

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

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

Wards affected: All Wards

Contact officer: Hannah parrott,

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

Earliest date the decision will be made: January 2026

Proposed Key Decision: Brackenbury Primary School SEN Unit

The 2023 HF SEND (Special Educational Needs and Disabilities) Sufficiency Review set out plans to create education provision that meets the needs of children and young people in Hammersmith & Fulham with special educational needs. This report recommends the creation and the delivery of a SEN (Special Educational Needs) Unit at Brackenbury Primary School commencing September 2026.

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

Reason: Budg/pol framework

Wards affected: Grove

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

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

Earliest date the decision will be made: January 2026

Proposed Key Decision: Wormholt Park School SEN Unit

The 2023 HF SEND (Special Educational Needs and Disabilities) Sufficiency Review set out plans to create education provision that meets the needs of children and young people in Hammersmith & Fulham with special educational needs. This report recommends the creation and the delivery of a SEN (Special Educational Needs) Unit at Wormholt Park Primary School commencing September 2026.

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

Reason: Budg/pol framework

Wards affected: Wormholt

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

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

Earliest date the decision will be made: Before 1 Feb 2026

Proposed Key Decision: Early Intervention Contracts Extension

One year extension of all 4 lots of Early Intervention contract from 1st April 2026 - 31st March 2027

Key decision required as cost is over 300k

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

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

Wards affected: All Wards

Contact officer: Sophie Revell,

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

Earliest date the decision will be made: 16 Feb 2026

Proposed Key Decision: CAMHS Contracts 2026

The Local Authority and the Integrated Care Board (ICB) fund West London Trust for delivery of Community Child and Adolescent Mental Health Services and Intensive Therapeutic Behavioural Support Services, with governance for the Local Authority funding contribution to the end of FY 2025/26. This paper proposes formalising the Local Authority's contribution through a Memorandum of Understanding (MOU) with NWL ICB to unify

contracting arrangements from FY 2026/27. This approach aligns with similar arrangements with the ICB for Speech and Language Services.

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

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

Wards affected: All Wards

Contact officer: Hannah parrott,

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

Earliest date the decision will be made: 24 Feb 2026

Proposed Key Decision: Approval of the permanent move of Flora Gardens Primary School from W6 0JA to the Lena Gardens W6 7PZ

Flora Gardens Primary School undertook a temporary move from their former location at Dalling Rd to their current location at Lena Gardens. As the move has been successful the report proposes that the relocation becomes permanent.

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

Reason: Affects 2 or more wards

Wards affected: Addison; Ravenscourt

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

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

Earliest date the decision will be made: 3 Mar 2026

Proposed Key Decision: Contract award for H&F Tier 2 Adult Weight Management Service

This key decision is for the approval to award the preferred supplier the contract for delivery of a H&F Weight Management Service for 2026-2029, as commissioned by Public Health.

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

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

Wards affected: All Wards

Contact officer: Jessica Dawson, jessica.dawson@lbhf.gov.uk

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

Earliest date the decision will be made: 4 Mar 2026

Proposed Key Decision: Contract Award for Lot 1 - Health Visiting Services for H&F 0–19(25) Public Health Nursing Services and a new Maternity in the Community Service

This key decision is for the approval to award the preferred supplier the contract for delivery of H&F Health Visiting Services for 0–19(25) Public Health Nursing Services for 2027-2029, as commissioned by Public Health.

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

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

Wards affected: All Wards

Contact officer: Charis Champness, Charis.Champness@lbhf.gov.uk

Cabinet Member for Adult Social Care and Health

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: H&F Healthwatch Extension

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: 27 Oct 2025

Proposed Key Decision: Procurement Strategy- Direct Payment Support Service

Recommission of Direct Payment Support Service

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: February 2026

Proposed Key Decision: Award of IT system for Careline Alarm Receiving Centre (ARC)

This is an award of contract for the IT platform that Careline staff use to receive and respond to alarms. The current contract expires on 31 July 2026 with no option for extension.

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

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

Wards affected: All Wards

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

Cabinet Member for Climate Change and Ecology

Cabinet Member for the Economy

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic Campus Cinema Decision

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Civic Campus leases

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement and award of consultancy contract

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: May 2025

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

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

- Audio Visual equipment
- Desk Booking technology
- Smart technology

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: 10 Aug 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for the Economy

Earliest date the decision will be made: 27 Feb 2026

Proposed Key Decision: Appointment of Sales Agents for two development sites

This report is about the procurement and appointment of sales agents to work on two development sites.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Lillie

Contact officer: Ayesha Ovaisi, Ayesha.Ovaisi@lbhf.gov.uk

Cabinet Member for Finance and Reform

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Smart Building and Environmental Technologies 2023

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: 5 Dec 2025

Proposed Key Decision: Contract Award for the provision of Azure Managed Service and Cybersecurity Operations Centre

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

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

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

Wards affected: All Wards

Contact officer: Tina Akpogheneta, Tina.Akpogheneta@lbhf.gov.uk

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

Earliest date the decision will be made: January 2026

Proposed Key Decision: Contract Award for the provision of Council's contact centre application

Award a contract to the successful third-party partner to deliver the provision of the contact centre platform including CRM, low-code, and AI capabilities

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

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

Wards affected: All Wards

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

Cabinet Member for Housing and Homelessness

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

Earliest date the decision will be made: May 2025

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

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

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Charecroft estate major refurbishment

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

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

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

Wards affected: Addison

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Council housing policy updates

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

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

Reason: Budg/pol framework

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Domestic Abuse Housing Services Policy

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Housing First and Street Outreach Services

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Rough sleeping assessment hub

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: June 2025

Proposed Key Decision: Extension of Pinnacle Caretaking Contract

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: 24 Jun 2025

Proposed Key Decision: Rough Sleeping Assessment Hub

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: October 2025

Proposed Key Decision: Procurement Strategy for Leaks from Above

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

Lead Member(s): Councillor Frances Umeh

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: 23 Feb 2026

Proposed Key Decision: Award of contract for the major refurbishment of Swan Court and Ravensworth Court SW6

This report seeks approval to award a contract for the major refurbishment of 1-30 Swan Court and 1-30 Ravensworth Court forming part of the Lancaster Court estate SW6.

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

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

Wards affected: Walham Green

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

Cabinet Member for Public Realm

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: Shepherds Bush Green

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Cashless Parking Solution Procurement

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

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 24 May 2025

Proposed Key Decision: Grounds Maintenance Contract Variation

Contract variation to incentivise Idverde to improve performance

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Highway Asset Management Strategy

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

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Leisure Contract Variation

Leisure Contract Variation

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Linford Christie Stadium Athletics Track Refurbishment
Refurbishment of athletics track and installation of new LED floodlights.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: College Park and Old Oak

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Parking Bailiff Enforcement Procurement Strategy
This decision will be to sign off on the procurement strategy relating to the bailiff enforcement contract for outstanding Penalty Charge Notice (PCN) debt.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Registration and Mortuary (Fees and Charges)
To agree the introduction of new service charge categories and approve the proposed uplifted fees and charges from 1 April 2024.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Smart Transport - Traffic Data Procurement

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Suspensions Fees & Charges Uplift

Uplift of Suspensions Fees & Charges to reflect current requirements.

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: May 2025

Proposed Key Decision: Traffic Orders Fees & Charges Uplift

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

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: June 2025

Proposed Key Decision: Procurement Strategy for Fuel Cards

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 14 Jul 2025

Proposed Key Decision: Cycle Training & Bike Mechanics

Procurement via Waltham Forest Framework for 3 years + 2 years contract to cover LBHF's cycle training & bike mechanic contracts

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 4 Aug 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 13 Aug 2025

Proposed Key Decision: Fulham Football club funding for Stevenage Park

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: Fulham Reach

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 20 Aug 2025

Proposed Key Decision: Farmers Market Tender

There were previously established weekly farmer's markets in Ravenscourt Park and Bishops Park up until 2019. We are looking to re-establish these and add a new market to Shepherds Bush Green. There will be an additional opportunity for adhoc markets under the Hammersmith flyover to compliment the existing events programme. Hammersmith and Fulham Council are inviting market companies to provide high quality weekly farmers

markets in Bishops Park, Ravenscourt Park and Shepherds Bush Green (with the potential for additional parks).

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

Lead Member(s): Cabinet Member for Public Realm

Reason: Affects 2 or more wards

Wards affected: Palace & Hurlingham

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

Decision maker(s): Cabinet Member for Public Realm

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

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: November 2025

Proposed Key Decision: Play Maintenance and Inspections Contract

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: December 2025

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: College Park and Old Oak

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: February 2026

Proposed Key Decision: Award of contract for the provision of Liquid Fuels

Award for provision of diesel, HVO and AdBlue for a period of 2 years

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 27 Feb 2026

Proposed Key Decision: Play Transformation Programme - Normand Park

To consult with park users on a re-design and upgrade of the play provision at Normand Park. This is part of the Play Transformation Programme 2025-2028.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: Fulham Reach

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 12 Mar 2026

Proposed Key Decision: Transport for London Local Implementation Plan Funding for 26/27

This report seeks approval from the Executive Director of Place in consultation with Cabinet Member of Public Realm to accept the Local Implementation Plan funding from Transport for London for 2026/2027 and to create associated income, capital and revenue budgets. All of the projects identified in this report meet outcomes and targets set out in the Mayor of London's Transport Strategy and work towards the Council's local air quality, public health and transport priorities.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 13 Mar 2026

Proposed Key Decision: Procurement Strategy for CCTV Enforcement

The procurement strategy for the provision of CCTV enforcement cameras, by undertaking a procurement process through the CCS TT framework Lot 5 - Enforcement, security, compliance and emergency service technologies and services. To allow the council to continue to be agile in its enforcement of moving traffic offences.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Cabinet Member for Public Realm

Earliest date the decision will be made: 17 May 2026

Proposed Key Decision: Play Transformation Programme - Ravenscourt Park

To consult with park users and re-design the three playgrounds and paddling pool area in Ravenscourt Park as part of the Play Transformation Programme

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: Ravenscourt

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

Cabinet Member for Social Inclusion and Community Safety

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Cost of Living Funding Strategy

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: July 2025

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: October 2025

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

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: February 2026

Proposed Key Decision: Violence Against Women and Girls (VAWG) Services Award Report

Awarding contracts to the successful tenderers for the recommissioning of Violence Against Women and Girls (VAWG) services in H&F. The procurement covered three Lots: (1) Multi-Agency Risk Assessment Conference (MARAC) Coordination, (2) VAWG Integrated Support Service (ISS), and (3) Harmful Practices Coordination. The services are essential to meeting our strategic responsibilities around VAWG.

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Cabinet Member for Enterprise and Skills

Executive Director of People

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Approve spend for windows related works at Langford Primary

Approve spend for H&S related windows works at Langford Primary School

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

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

Wards affected: Sands End

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

Proposed Key Decision: Direct Award Report of Carers Services to Carers Network
2 year direct award

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

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

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

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

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

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

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

A waiver will go to Contract Assurance Board.

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

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

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

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

Direct award of contract for two years

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

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: May 2025

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

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

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

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

Wards affected: Parsons Green & Sandford

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

Decision maker(s): Executive Director of People

Earliest date the decision will be made: 4 Jul 2025

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

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

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

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

Wards affected: All Wards

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

Executive Director of Place

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

Proposed Key Decision: Contract Variation for the Purchase and Installation of Purpose-built Community Room and WC Portacabins for Linford Christie

To approve the contract variation for the provision of additional portable cabin facilities to Coleman & Company Limited for a value of up to £338,000.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Wormholt

Contact officer: Chris Nolan, Sebastian Mazurczak, Chris.Nolan@lbhf.gov.uk, Sebastian.Mazurczak@lbhf.gov.uk

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: May 2025

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Hammersmith Broadway

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: 20 Aug 2025

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

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

Decision maker(s): Executive Director of Place

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

Proposed Key Decision: Civic Campus CCTV

A project to deliver site-wide CCTV at Civic Campus

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: 30 Sep 2025

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

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

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

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: College Park and Old Oak

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

Decision maker(s): Executive Director of Place

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

Proposed Key Decision: Bagley's Lane depot: Workshop roof replacement
Urgent replacement of the workshop roof due to end-of-life condition, persistent leaks and safety concerns.

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Sands End

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: January 2026

Proposed Key Decision: Direct award for enhanced CCTV technology
To deliver on the commitments outlined in the crime strategy to enhance our Video Surveillance Systems to include AI assisted operations

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

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: 27 Feb 2026

Proposed Key Decision: Vehicle Capital for Street Cleansing Fleet
Decision to purchase local authority assets to replace vehicles currently on hire.

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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

Decision maker(s): Executive Director of Place

Earliest date the decision will be made: February 2026

Proposed Key Decision: 5 Fielding Road and 22 Exhibition Close - Refurbishment

5 Fielding Road serves as supported housing, providing a safe, secure and affordable place to call home for those with additional care or support needs. 22 Exhibition Close is a Children's Services base. The Council, as landlord, has a statutory obligation to comply with all legislative requirements for building maintenance. Urgent internal refurbishment works are required to ensure that these buildings are in good condition, safe and meet the needs of the users. To raise the habitable standard to a comfortable and inviting place that feels like home, the Property and Facilities Management (FM) team propose to procure a contract for refurbishment works through the South East Consortium (SEC) Internal and External Works Framework. The proposed building maintenance will help to optimise the asset life cycles.

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

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

Wards affected: College Park and Old Oak

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

Executive Director of Finance and Corporate Services

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Seven Week Extension of Pinnacle Caretaking Contract

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

Contract award for the provision of disrepair works

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Extension of call off contract for the Portal, E forms & CRM system

To approve the award to Granicus-Firmstep Limited of a two-year permitted extension to the existing call off contract. The total value of the contract to date is £850k. The estimated minimum value of this 2-year extension is £340k.

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

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

Wards affected: All Wards

Contact officer: Ashley Bryant, Darren Persaud, ashley.bryant@lbhf.gov.uk, Darren.Persaud@lbhf.gov.uk

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Land and Property Based IT CMS

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

To procure specialist support for data migration

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

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

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

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

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

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

Wards affected: Sands End

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Major Refurbishment of Derwent Court W6

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

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

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

Wards affected: Ravenscourt

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Procurement Strategy for Garage Refurbishment

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

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

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

Wards affected: All Wards

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

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

Earliest date the decision will be made: May 2025

Proposed Key Decision: Wood Lane estate improvements

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

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

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

Wards affected: College Park and Old Oak

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

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

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

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

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

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

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

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

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

Lead Member(s): Cabinet Member for the Economy

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

Wards affected: Fulham Reach

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

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

Earliest date the decision will be made: 17 Feb 2026

Proposed Key Decision: Procurement Strategy and Contract Award for Responsive Roofing Works

Responsive roofing works to our social housing council homes across the borough

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

Reason: Affects 2 or more wards

Wards affected: All Wards

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

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

Earliest date the decision will be made: 31 Jul 2026

Proposed Key Decision: The Access Group CMS Contract Award

Approval sought to proceed with awarding The Access Group Ltd a contract for case management solutions Mosaic and Synergy.

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

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

Wards affected:

Contact officer: Eddina Aceng, Eddina.Aceng@lbhf.gov.uk

Decision maker(s): Director of Legal Services

Earliest date the decision will be made: March 2026

Proposed Key Decision: Transfer of Officers to Local Authority Control

Transfer of officers to local authority control

Lead Member(s): Cabinet Member for Public Realm

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

Wards affected: All Wards

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