

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 17.11.25

Subject: Drug Strategy

Report author: Elizabeth Eagle- Substance Misuse and Suicide Prevention Lead

Responsible Director: Dr Mayada Abu Affan- Director of Public Health

SUMMARY

A pre-published version of the Hammersmith and Fulham Drug Strategy is being presented for approval. This Drug Strategy builds on the work of the Hammersmith and Fulham Combatting Drug Partnership, which was set up locally in 2022. All local areas were asked to set up such partnerships in 2022 following the Dame Carol Black Review and the implementation of the National Drug Strategy 'From Harm to Hope'¹, a 10 year plan to cut crime and reduce drug deaths (2021).

Our strategy covers 3 themes.

1. Breaking drug supply chains (enforcement). We will make it harder for organised crime networks to operate in our borough, disrupting all parts of the supply chain and reducing associated violence and exploitation.
2. World class treatment services. We will treat addiction as a health problem, recognising the role played by adverse personal circumstances such as trauma, poverty and mental health conditions, breaking down stigma and saving lives.
3. Achieving a generational shift in the demand for drugs. We will try to reduce demand, giving residents the best possible start in life, and working with young people in the borough to change attitudes to drug-taking.

RECOMMENDATIONS

1. For the Committee to note and adopt the accompanying Drug Strategy.

Wards Affected: All

¹ [From harm to hope: A 10-year drugs plan to cut crime and save lives - GOV.UK](#) last accessed 11.5.25

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Tackling substance misuse harms and drug-related crime in the borough is very important for all our partners and residents. This strategy aims to reduce the supply of drugs, tackle drug-related crime and reduce substance misuse-related harms in the borough. The partnership approach taken in this strategy will strengthen our co-ordinated response to breaking the supply, delivering world class services and making a generational shift.
Creating a compassionate and inclusive council	Supporting this Strategy aligns with the Council's commitment to being a compassionate and inclusive council. It will improve support available to residents who are experiencing drug use and provide support to communities who are impacted by drug use.
Doing things with local residents, not to them	This strategy has been informed by the voices of residents with lived experience and has been coproduced within a partnership. It is aligned with the Council's commitment to working with third sector organisations to deliver shared priorities and enhance our partnerships with them.
Being ruthlessly financially efficient	The partnership approach taken to this strategy will mean that the cost of drug use to individuals and communities will reduce. Services are more integrated, access to support is more streamlined, and burden on acute care costs will be alleviated.
Taking pride in H&F	Reducing drug related harms and deaths in H&F means improving health, wellbeing, and social outcomes across the borough. The strategy promotes quality, sustainable, local support options being available.

Rising to the challenge of the climate and ecological emergency	The collaborative approach to tackling drug use means that services are local across the borough.
---	---

Financial Impact

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

Cheryl Anglin-Thompson, Principal Accountant ASC Commissioning & PH

Legal Implications

The strategy proposed in this report will better enable H&F to carry out a range of its functions. It is both incidental to these functions and conducive to their exercise as it will enable individuals to engage with the Council more effectively.

Background Papers Used in Preparing This Report

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

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Approve the Drug Strategy 2025-2028 to provide the borough with a strategic approach to reducing the harms and deaths caused by drug use to individuals and the community amongst Hammersmith & Fulham residents – **recommended**. This will ensure better collaboration between relevant stakeholders and the joining of enforcement and treatment of drug use within the borough. It will ensure that partners are delivering priorities that are aligned, and data-driven.
2. Do nothing – **not recommended**. Hammersmith & Fulham currently has one of the highest drug related deaths in London alongside increasing levels of resident concern about drug taking and environmental paraphernalia in the borough. A strategy is required to drive work in this area. It is vital that a multi-agency partnership approach is taken to break the cycle of drug use and supply.

Reasons for Decision

3. Hammersmith & Fulham Council is committed to supporting residents to have long, healthy and fulfilling lives.
4. Tackling drug use and supply is a key priority for Hammersmith & Fulham. We have invested in the drug treatment service, the LET team and have a nationally recognised cuckooing service. We will monitor impact of this strategy across the whole system and to track progress towards better outcomes and avoid any unintended consequences

Equality Implications

5. The H&F Equality Impact Analysis (EIA) has been completed for this strategy and is attached below. It has concluded no direct negative implications for groups who share protected characteristics as listed under the 2010 Equality Act and would have positive consequences.

Verified by Mary Lamont, Assistant Director People & Talent,

Risk Management Implications

6. Hammersmith & Fulham has the one of the highest drug related deaths in London. This strategy aims to reduce the supply of drugs, tackle drug-related crime and reduce substance misuse-related harms in the borough. The strategy will continue to work in collaboration with partners, local support organisations and other stakeholders.
7. There is a risk that some groups may react negatively to the strategy. Where this occurs, the situation will be dealt with sensitively and practically, actions taken where appropriate and all responses recorded.

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

Climate and Ecological Emergency Implications

8. The H&F Equality Climate Implications Toolkit has been completed for this strategy and is attached below. It has concluded no direct negative implications for the climate.

Verified by Hinesh Mehta, Assistant Director of Climate Change

Consultation

9. Hammersmith & Fulham Council is committed to doing things with residents, not to them, and understand that a co-ordinated community response is required to tackle drug related harms.
10. This strategy has been coproduced with the Community Drugs Partnership. Public Health have conducted frequent consultations with stakeholders including NHS, Metropolitan Police, third sector organisations, and residents with lived experience.

LIST OF APPENDICES

Appendix 1 – Drug Strategy v.10