

## 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.

## 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><b>H&amp;F Affordable Workspace Strategy: 2026-2031 (New Strategy)</b></p> <p>Short summary:</p> <p>This report seeks Cabinet approval for H&amp;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 STEM<sup>3</sup> 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.</p>
Lead Officer	<p>Name: James Collister            Position: Strategic Lead – Sectors &amp; Clusters            Email: james.collister@lbhf.gov.uk            Telephone No: 07557 491724</p>
Date of completion of final EIA	13/01/26

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.		
<b>Analyse the impact of the policy, strategy, function, project, activity, or programme</b>	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.		
	<b>Protected characteristic</b>	<b>Analysis</b>	<b>Impact:</b> Positive, Negative, Neutral
	Age	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 <sup>3</sup> -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><b>Human Rights or Children’s Rights</b>          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>		

<b>Section 03</b>	<p><b>Analysis of relevant data</b>          Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>
<b>Documents and data reviewed</b>	<p>The Strategy has been informed by comprehensive data analysis including:</p> <ul style="list-style-type: none"> <li>• LBHF Affordable Workspace Strategy Evidence Base (October 2025) - comprehensive analysis of borough economic context, commercial market, workspace offer, and demographic data</li> <li>• Hammersmith &amp; Fulham Local Plan (2018) and Affordable Workspace Supplementary Planning Document (SPD) (2022), which provide the planning policy framework for affordable workspace delivery</li> <li>• Employment Land Review and associated economic evidence base informing the emerging Local Plan (2025), including analysis of workspace demand, supply, and future requirements</li> <li>• ONS Census data for the borough, particularly relating to ethnicity, age demographics, and economic activity, and the economy</li> <li>• Sector analysis of STEM<sup>3</sup> industries (Science, Technology, Engineering, Mathematics, Medicine, Media) and their representation across the borough</li> <li>• Best practice research on EDI considerations in affordable workspace, including case studies from Arbiet Studios (New Cross), Peckham Palms, and Plus X programmes</li> <li>• Consultation findings from workspace operators and barriers covering accessibility needs and barriers faced by different groups</li> <li>• GLA research and policy on affordable workspace and inclusive economic development</li> </ul>

<b>New research</b>	n/a
<b>Section 04</b>	
<b>Consultation</b>	
<b>Consultation</b>	<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>
<b>Analysis of consultation outcomes</b>	<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>
<b>Section 05</b>	
<b>Analysis of impact and outcomes</b>	
<b>Analysis</b>	<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"> <li>• 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</li> <li>• 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</li> </ul>

	<ul style="list-style-type: none"> <li>• 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</li> <li>• Sex: Support for women entrepreneurs who are underrepresented in STEM<sup>3</sup> sectors, with operators encouraged to run women-focused entrepreneurship programmes</li> </ul> <p>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.</p> <p>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.</p>
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<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	<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"> <li>• 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</li> <li>• Working with operators to raise awareness of Affordable Workspace to underrepresented groups and provide information on how local people can best access space</li> <li>• Encouraging or funding operators to run programmes to support people from underrepresented groups to set up businesses</li> <li>• Ensuring that all new Affordable Workspace complies with and, where possible, exceeds disability regulations</li> <li>• Ensuring EDI experts are consulted as part of new proposals to make them as inclusive as possible</li> </ul>

	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.
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Section 07	Action Plan	
<b>Action Plan</b>	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 STEM<sup>3</sup> 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
<b>Senior Managers' sign-off</b>	<p>Name: David Pack            Position: Assistant Director – Economic Development &amp; Growth            Email: david.pack@lbhf.gov.uk            Telephone No: 07970 952101            Considered at relevant DMT: 22/01/26</p>
<b>Key Decision Report</b>	Date of report to Cabinet/Cabinet Member: 09/03/26

<b>(if relevant)</b>	Key equalities issues have been included: Yes
<b>Equalities Advice (where involved)</b>	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