

# HOPE

YOU CAN BELIEVE IN



HAMMERSMITH & FULHAM

**Labour**  
COUNCILLORS



## Introduction

A quote from the legendary Margaret Mead has hung on our office wall ever since we were first voted in to lead our wonderful borough: *“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.”*

Changing things for the better is never easy. But those words go to the heart of how we in H&F Labour see our role - inspiring us always to push on, think bigger and do more.

That’s why we saved Charing Cross Hospital, became England’s only council to offer free adult home care, and now provide some of the most compassionate cost-of-living support in the UK.

From gaining international recognition as one of Britain’s best councils tackling the climate emergency, to being one of only ten councils in the country still carrying out weekly bin collections, to our unique industrial strategy, improving our residents’ lives will always be our priority.

With the world changing faster than ever before, we aim to shape the future, not cower from it.

This manifesto sets out how we will do that if given the chance to lead again.

It is our plan. It is a contract with the people of Hammersmith & Fulham. Written in the most challenging of times. Offering hope to believe in because it is backed by a proven track record of winning results for our residents.

Vote for HOPE, and we will make it real. I promise H&F Labour will always be on your side.

*Steve*

**Councillor Stephen Cowan**  
Leader of Hammersmith & Fulham Labour



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# Chapter 1: Tomorrow made here - *Upstream London*

It's unusual for any council to have an industrial strategy, but H&F Labour set out ours shortly after we were elected in 2014. This is known as *Upstream London*.

*Upstream London* is now an internationally renowned strategy and economic ecosystem in the industries of the fourth industrial revolution. This is attracting significant levels of private investment into Hammersmith & Fulham, helping to transform the lives of everyone in the borough, enhance our environment, including our homes, high streets, cultural and recreational spaces and parks and improve local services, including health, well-being, welfare, safety and security.

Critically, it is creating new opportunities for our residents, regardless of their background. It forms the foundation for everything else in this manifesto.

Since being elected, H&F Labour:

- ♦ **Persuaded** Imperial College London to form a unique industrial strategy partnership with H&F Council, which was launched formally on 12 July 2017. Now known as *Upstream London*, it is a strategy aimed at transforming all of Hammersmith & Fulham into an inclusive innovation-campus borough and a European leader in fourth industrial revolution industries.
- ♦ **Built** Hammersmith & Fulham into London's fastest-growing economy.
- ♦ **Launched** the *White City Innovation District* in partnership with Imperial College London.
- ♦ **Has attracted** £6 billion of growth investment, which, to provide context, is more than all of the rest of West London combined.
- ♦ **Curated** 17,200 new jobs in science, technology, engineering, maths, medicine, and media (STEM<sup>3</sup>).
- ♦ **Produced** more spin-out start-ups than anywhere else in the UK.
- ♦ **Has started** building or has built 17,000 homes, with the most genuinely affordable homes per square kilometre in the country.
- ♦ **Launched** the unique H&F *Upstream Pathway Bond*. That is giving local young people new and additional support from local employers, so they have much better chances of building the lives they hope for in the future economy.

*It is creating new opportunities for our residents, regardless of their background.*



- ♦ **Formed** international 'Cooperative Growth Partnerships' with established and emerging innovation districts in Barcelona, Barnsley, Buenos Aires, Lillestrøm, Milan, Melbourne, Oslo, Rzeszów, and Swindon to share learnings, attract investment, open opportunities for our people and develop the emerging chapters of the blueprint for innovation-led growth.

We have set out what's been done, so we can contextualise what we will do next. But why start this manifesto with a chapter on the economy?

As the American strategist James Carville famously proclaimed, "It's the economy, stupid." He was contending that governments at any level must have a relentless focus on growing an economy that directly benefits people's personal financial well-being.

With a world economy changing faster than ever before, that focus is more essential now than it has ever been.

Throughout history, from Stuttgart to Palo Alto, economic ecosystems have developed a self-perpetuating gravity.

They attract cascading levels of investment and encourage venture capital. They entice new anchor businesses and anchor institutions and support clusters of smaller enterprises. They become a base for scale-ups.

All these things are happening in Hammersmith & Fulham. Our borough is the high-growth epicentre of a cluster that is now expanding into other parts of the *WestTech Corridor*, as first envisaged in H&F Labour's original industrial strategy, written a decade ago.

## But what next?

There are case studies from around the world demonstrating both what it takes to have inclusivity in an economic ecosystem and what happens when that has not been made to work.

For example, while the car industry was a product of the second industrial revolution, it is important to note that, for most of Stuttgart's post-war history, it was the cornerstone of prosperity, transforming it into a relatively inclusive and wealthy industrial hub. Meanwhile, *Silicon Valley* has been a transformative, albeit divisive, force for San Francisco - acting as a massive engine for wealth creation, job growth, and cultural relevance while simultaneously driving immense inequality and high costs.

There are five, sometimes overlapping, origins for most knowledge or innovation districts trying to shape the fourth industrial revolution:

- ♦ A science park added to a nearby university.
- ♦ A government regeneration project often led by a property developer.
- ♦ Spin-out businesses from a nearby university which cluster organically.
- ♦ It emerges from the business community.
- ♦ It originated or was propelled by the *Entrepreneurial Municipal Government*.

Hammersmith & Fulham's approach to inclusive economic growth is one we have come to define as *Entrepreneurial Municipal Government* (as detailed below).

The very nature of being politically led means that administrations can be both a representation of society and elected representatives of society. Or as Abraham Lincoln eloquently put it, a governance model that is "of the people, by the people, for the people."

H&F Labour's application of entrepreneurial municipal government has therefore meant the borough has a much greater breadth of vision, agility and speed of coordinated action across all aspects of curating inclusive economic growth than any other model. This has given the borough two distinct advantages:

- ♦ It has maximised every available opportunity to drive rapid economic growth.
- ♦ It is also the reason that both climate action and the production of outcomes which benefit the wider population have been hardwired into the centre of the mission - rather than just being a corporate, social and environmental responsibility postscript.

*Hammersmith & Fulham's approach to inclusive economic growth is one we have come to define as Entrepreneurial Municipal Government.*

A key challenge for Hammersmith & Fulham will be how to ensure that the discoveries, inventions and businesses that begin here stay here. Or at least stay in the immediate UK and European economy - creating sustainable jobs and wealth instead of being lifted away by the gravitational pull of bigger global technology ecosystems in different hemispheres. Indeed, that is the challenge for Europe, as the *Draghi Report on the Future of European Competitiveness* explained.

That's why, working with our *Cooperative Growth Partners*, we're determined to chart a course that shapes a different kind of economy.

One that is uplifting for local people and where cooperation is a key to unlocking the benefits of the fourth industrial revolution for all our partners. The means of production in the fourth industrial revolution are very different to what went before.

World-leading, often academic, research and development is the essential centre of a cluster that must include high-quality laboratories, affordable, flexible office space, media centres, and easy access to good finance. But as Sir Tim Berners-Lee, the inventor of the *World Wide Web*, pointed out, "Innovation is serendipity, so you don't know what people will make".



Building an environment where serendipitous collisions can occur among people who can innovate and change the world is exactly what is needed to be a world-leading innovation district. That means we must embed arts and culture into daily life. And, inspired by cities like Barcelona and Ghent, we must lift up our high streets and open spaces so there is beauty, both architectural and natural, that is all around.

Good lived-in housing is crucial for cities to thrive, and it must align with great schools and education, so talent grows from the earliest years.

That's how we will attract the brightest talent to settle here while democratising knowledge and opportunity, so all our residents, from any background, can find their pathways to personal success.

That is what we have been doing. It is what we will do next. Our vision for 2030 is that Hammersmith & Fulham will be an innovation-campus borough. We will be a stand out European centre of inclusive-innovation-led growth.

A beautiful place to live and work. A place where everyone has opportunity. Tomorrow made here. That is *Upstream London*.

## Strengthen the H&F Upstream Pathway Bond

Launched in *Parliament on 23 October 2025*, the *H&F Pathway Bond* brings together schools, educationalists and young people and connects them to employers in universities, hospitals, businesses and Hammersmith & Fulham's *European Cooperative Growth Partners*. It offers a wide range of activities, including work experience, training, international hackathons, and more. Over a hundred local organisations have already signed up, including *L'Oréal*, the *BBC*, *Novartis*, and our *NHS Trust*.

At the same time, it helps businesses develop their long-term talent pool and better target their CSR investment. It allows employers to offer young people a fulfilling opportunity to learn, helping them shape their futures.

We will:

- ♦ **Guarantee** that H&F Council allocates time, developer funding and skilled resources so that the *Upstream Pathway Bond* can offer every young person, no matter their background, a *Pathway Bond* work experience.



- ♦ **Work** with the *Pathway Bond* Commissioners, schools, employers, youth clubs and services to develop the *Pathway Bond* so it does more.
- ♦ **Organise** an annual international hackathon for young people in H&F, in partnership with our *Cooperative Growth Partners*.
- ♦ **Develop** deeper partnerships with local businesses of all sizes and sectors, creating new and varied ways for them to be part of the programme.
- ♦ **Ensure** every child in the borough has multiple, meaningful engagements with the *Pathway Bond* programme at key points throughout their time at school, building the awareness, skills and experience to access careers and make informed choices about their future, no matter their background or starting point.
- ♦ **Continue** working with our schools to connect them with *Pathway Bond* partners who can best support their career curriculum requirements.
- ♦ **Offer** skills and career-related experiences abroad for young people in the borough via our *European partners*.

## Skills for the fast-changing economy of the future

We're determined that every resident has a pathway to good employment. We will apply significant new resources to ensure that residents currently unable to access economic opportunities are given the support to do so.

We will:

- ♦ **Open** a new Learning & Skills Centre at *EdCity* in *White City*, aligning training with high-growth industries and the *Upstream London* industrial strategy.
- ♦ **Access** new resources through the *Adult Skills Fund* to expand entry-level inclusive qualifications from entry level to level 5, and so expand training in:
  - Retail and Hospitality
  - ClimateTech skills and retrofit
  - STEM<sup>3</sup> and other growth sectors
- ♦ **Review** H&F Works to strengthen its ability to meet the changing demands of work and employers. And so will support more residents into good work through personalised job brokerage and direct employer partnerships.
- ♦ **Strengthen** supported employment pathways for residents with learning disabilities, autism and mental health needs, and enhance opportunities for care-experienced young people through guaranteed training, mentoring and placements.

## Working with H&F's Cooperative Growth Partners to establish the annual Upstream London EXPO and Economic Forum

We will build on the success of the *Upstream London Summit* with the *Upstream London EXPO* and economic forum. It will help win new investment and greater opportunities for local businesses.

It will further establish *Upstream London* as one of Europe's leading centres of innovation and economic growth.

It will include:

- ♦ **An exhibition** of innovation districts and businesses, creating opportunities for people across the world to attend and take part in economic innovation activities.
- ♦ **An economic forum** that writes each chapter of the emerging blueprint for innovation-led, inclusive economic growth.
- ♦ **Young people** from innovation districts around the world by engaging them in a variety of related, empowering activities.
- ♦ **An annual publication** of each emerging chapter of the innovation district blueprint, which will be produced by Hammersmith & Fulham in partnership with its *Cooperative Growth Partners*.

## Applying Entrepreneurial Municipal Government to build an inclusive innovation-campus borough

Since agreeing our unique industrial strategy partnership with *Imperial College London* in 2016, the H&F Labour team have connected land developers and venture builders with Imperial and persuaded them to build start-up and scale-up spaces, new laboratories, and student accommodation.

There are few alliances between a municipal government and a university like this anywhere in the world. It is one of the key reasons why so much has happened so quickly. It is an *Entrepreneurial Municipal Government*.

Entrepreneurial Municipal Government does not involve investing scarce public funds in ventures. Instead, it seeks to emulate what entrepreneurs do. There are two aspects to how we apply it to our industrial strategy:

- ♦ **Sell** the *Upstream London* vision and strategy to organisations and individuals who have the capabilities and resources to contribute to the rapid growth and gravitational pull of our innovation-campus borough.

- ♦ **Work** with them so they apply their resources in coordination with the wider strategic elements of *Upstream London*.

*Entrepreneurial Municipal Government* led us to propose our partnership with *Imperial College London*. It's why we introduced them to other partners at *Blenheim Chalcot* and *Sciopolis* and suggested they build *Scale Space*. It's how we secured *WEST Youth Zone* and the *EdCity* development, and it's why *Fulham FC* now has the new *Fulham Pier*, which includes a *FinTech accelerator* and conference centre. It is the H&F Labour administration's central mode of operation.

We will:

- ♦ **Attract** new business, health, academic and STEM<sup>3</sup> anchor institutions to move into Hammersmith & Fulham.
- ♦ **Coordinate** all development across the borough to increase the gravitational pull of our innovation-campus borough.
- ♦ **Introduce** a new *Local Plan* to facilitate faster additions of key facets of the *Upstream London* industrial strategy, making it easier for these businesses to navigate the planning system.
- ♦ **Lobby** the government for greater land development powers.



## Affordable, flexible workspace for start-up and scale-up businesses

We will:

- ♦ Deliver London's most ambitious, affordable, and flexible workspace programme to build on H&F's record of having more spin-out and start-up businesses than anywhere else in the UK.
- ♦ Create 15 new affordable workspace facilities, including:
  - 3 flexible laboratories
  - 6 innovation-accelerator spaces
  - 6 creative studios-maker spaces
  - Repurpose 10 vacant commercial buildings
  - Support 400 new start-ups, including 50 local founders



## A European centre of arts and culture

What do *The Sex Pistols*, the Arts and Crafts movement, *Doctor Who* and Gustav Holst's *The Planets* all have in common? They were created in or have a very strong association with Hammersmith & Fulham.

Our borough is a cultural powerhouse.

H&F Labour has invested or attracted record amounts of public and private funding into the arts. From saving the *Lyric Hammersmith* from bankruptcy in 2014 with a £5 million bailout (a record sum for Hammersmith & Fulham Council), funding the refurbishment of *the Irish Cultural Centre*, to facilitating the opening of the *Scrum Theatre* and the new *British Airways Theatre at Olympia*, which is set to open in 2027.

H&F Labour built the new *Sands End Arts and Community Centre*, which

opened in 2022 in South Fulham. We've transformed the tired old *Hammersmith Town Hall* into the new *Hammersmith & Fulham Civic Campus*, which will open to the public this year as a South Bank-style arts and cultural centre with an arthouse cinema, a concert hall, an art gallery, and many other attractions.

The *H&F Cultural Corridor* now runs through the centre of our borough. We will ensure its benefits are felt in all our neighbourhoods.

We will:

- ♦ **Hold** H&F literature and comedy festivals in venues across the Borough.
- ♦ **Develop** new arts partnerships aligned to our groundbreaking *Upstream Pathway Bond*, working with schools to give young people interested in arts careers experience.
- ♦ **Release** a new responsible pubs & bars strategy – develop a partner support network to bring more live music and cultural events to venues across the borough, supporting well-run nighttime venues.
- ♦ **Run** a young people's art competition as part of a borough-wide school arts festival.
- ♦ **Use** vacant council retail spaces & work with private owners to create an arts pop-up scheme across the Borough (pop-ups for art, music rehearsal, performance).
- ♦ **Develop** a partnership with a major national arts organisation to explore opening a gallery or similar venue in LBHF.
- ♦ **Work** with sports clubs and tournaments in the borough to maximise their benefit to local residents.

## A creative enterprise zone

In 1954, the BBC set up Hammersmith's *Riverside Studios* as a television production and broadcast venue. By 1960, it had opened the *Television Centre* in *White City*. Cultural moments were defined for generations as people gathered to watch iconic television like *Dixon of Dock Green*, *Blue Peter* and *Hancock's Half Hour* - all broadcast to the nation from Hammersmith & Fulham.

Today, our borough is a thriving broadcast media eco-system that sees the BBC joined by big names like *UKTV*, *ITV* and *Disney*. Alongside that, other creative industries add to the cluster, such as fashion, design, music, performing arts, and we're even home to *Formula E*.

Hammersmith & Fulham is a leading creative hub. H&F Labour will strengthen the creative industries and open up career opportunities for our residents.

*Labour will strengthen the creative industries and open up career opportunities for our residents.*

We will:

- ♦ **Support** 75 creative businesses through tailored programmes.
- ♦ **Reserve** 20% of support places for underrepresented founders.
- ♦ **Deliver** 697 square metres of new affordable creative workspace.
- ♦ **Create** 75 annual opportunities for young people through mentoring and apprenticeships.



## Practical support for businesses

Running a business is challenging. In the UK, an estimated 60% of start-ups fail within their first 3 years. We are determined to make Hammersmith and Fulham a nurturing environment for new and existing businesses.

In partnership with *Imperial College London*, Hammersmith & Fulham's Labour administration established **Nexus**. For around a decade, it has supported the growth of science, technology and digital creative organisations in the borough and built a cooperative support network for entrepreneurs. Building on this model, we will offer better support for businesses in other sectors.

We will:

- ♦ **Streamline** business interactions with the council.
- ♦ **Understand** from business what local improvements are needed to make it more attractive to recruit and retain good staff.

- ♦ **Strengthen** the *H&F Business Help Desk* as a single front door for business support, providing:

- One-to-one expert advice
- Training, workshops and monthly networking
- Direct support accessing the council and major development supply chains
- A stronger voice for businesses through our *Enterprise Board and Business Network*
- Ensure local SMEs are supported to grow and innovate

- ♦ **Work** with businesses to lobby for a better national approach to business rates.



## Growth that delivers for residents

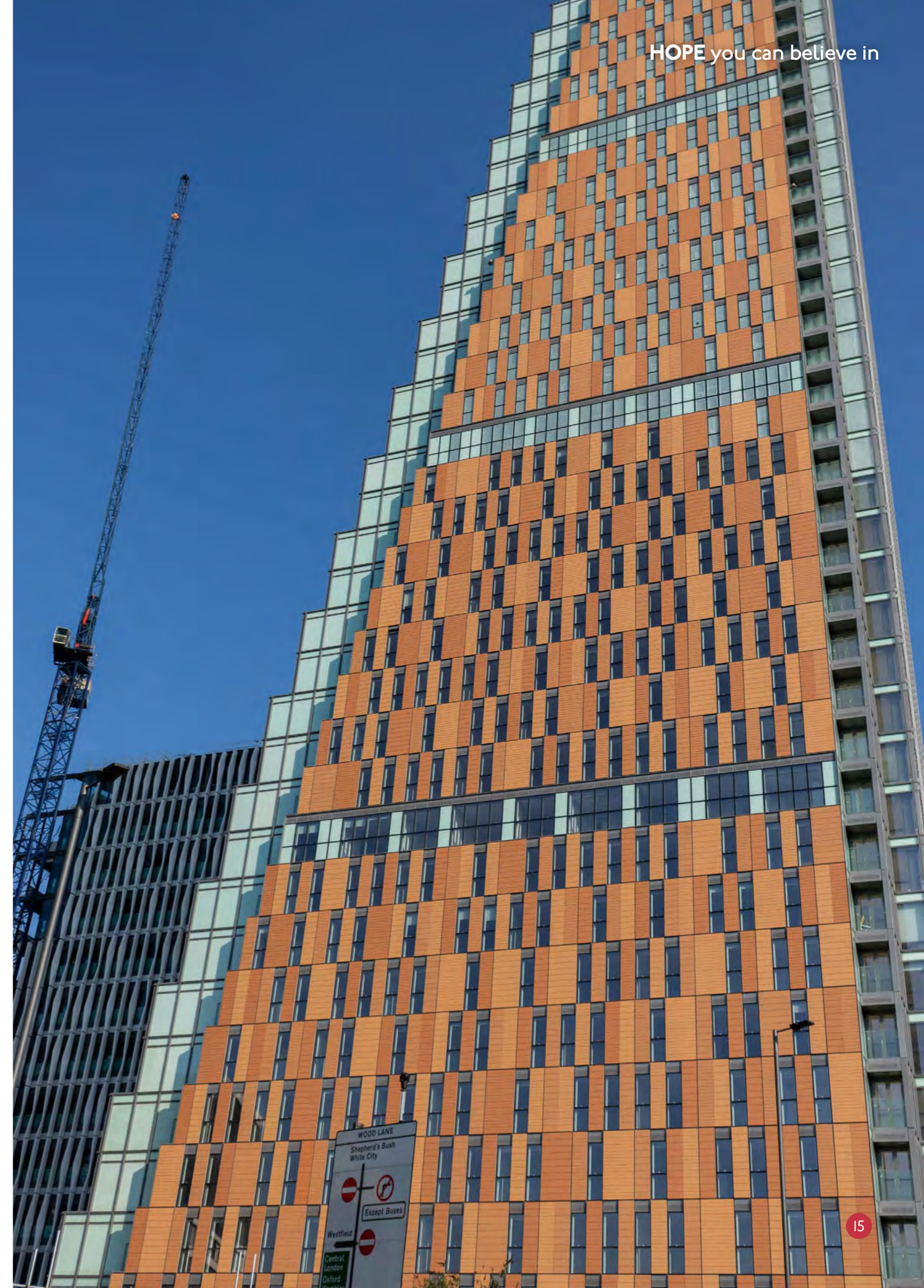
We will maximise the use of *Section 106* agreements and social value requirements. We will ensure that the Council's first procurement call is a local one. Giving Hammersmith & Fulham's businesses the chance to be in business with the Council that serves them.

We will deliver:

- ♦ **Local** procurement opportunities; making local procurement a measured outcome for H&F Council with targets and reports to the *Audit Committee*.
- ♦ **Apprenticeships** and high-quality training pathways.
- ♦ **Jobs** and work placements are linked to development.
- ♦ **Affordable** workspace and enterprise support.
- ♦ **A better** nighttime economy offer in our town centres, attracting responsible operators that provide amenity to local residents.

## Beautiful high streets

Needless to say, our high streets are the central arteries of our plan to make H&F an innovation-campus borough. We will act to radically improve them. See Chapter 7, Building beauty into our beautiful borough for our plan.



## Chapter 2: Hope our young people can believe in

Young people have it tough right now. A generation born under austerity and in an age when social media can get in the way of a healthy social life and a peaceful mind. A generation who saw their opportunities disappear with Brexit, then forced to struggle through a global pandemic with all its challenges to their education, mental health and personal development.

As the world changes faster than ever before, the message from their council must be one of practical, real hope. A council that is on their side, thinking through their challenges and helping them find pathways to their best future.

Under this H&F Labour administration, 100% of our schools have been rated Good or Outstanding by *Ofsted*, reflecting our investment in young people and the strength of our partnership with school leaders. Our *Children's Services* have been rated Outstanding in every field, demonstrating our relentless focus on high standards for every child. And we **pioneered free breakfasts**, so every primary school child is properly nourished at the start of their day's studies – demonstrating our belief that all children are entitled to the best start.

In Hammersmith & Fulham Labour, we believe childhood and young adulthood should be shaped by opportunity, safety and support. That starts early. It means strong family support when children are small, excellent schools and youth services as they grow, and real routes into work, training and independence as they become adults.

That is why H&F Labour will continue to back our children and young people at every stage of life.

We will:

- ♦ **Keep** investing in early help that truly arrives early, so families can get support before problems grow and children can thrive safely at home, in school and in their communities.
- ♦ **Strengthen** family support from pregnancy through the early years, working with health visitors, nurseries, schools and community organisations to give parents confidence and children the strongest start in life, including through our network of *Family Hubs* which bring services together earlier and closer to home.
- ♦ **Champion** outstanding education across the borough, supporting schools, teachers and leaders to keep driving up standards and widening opportunity for every child.
- ♦ **Make sure** children and young people can access enriching activities beyond the school day, from sport to culture to youth provision, so talent is nurtured and no child misses out because of cost or circumstance.



- ♦ **Work** with schools and partners to strengthen emotional wellbeing and mental health support for children and teenagers, building resilience early and making help easier to access.
- ♦ **Support** children with special educational needs and disabilities, and their families, with earlier help, clearer pathways and better joined-up services that focus on what matters to them, building on our award-winning SEND offer.
- ♦ **Back** our young people with more routes into skills, training and employment through the *H&F Upstream Pathway Bond* and our wider work with employers, so local young people can benefit directly from the success of our growing economy.
- ♦ **Strengthen** support for teenagers at key transition points, especially those at risk of exclusion, exploitation or poor mental health, so they do not fall through the gaps between services.
- ♦ **Continue** to stand by care-experienced young people as corporate parents who take that responsibility seriously, offering practical help with housing, education, employment and stability as they move into adult life.
- ♦ **Create** a more joined-up support offer for care leavers and vulnerable young adults, bringing together advice, guidance and advocacy so they have one clear route into the help they need, building on our work to prioritise housing and provide council tax exemptions as part of a wider commitment to care leavers.
- ♦ **Ensure** that every young person in Hammersmith & Fulham can see a future here for themselves, with the chances, support and belief they need to build a good life.
- ♦ **Ensure** our leisure centre and swimming pool offer for children is clear to parents, with easy access and booking to support healthy lifestyles.

## Chapter 3: On your side during the housing and cost-of-living crises

Fourteen years of Conservative national government left the country, and H&F, in an acute cost-of-living crisis, driven in particular by a housing crisis. These impact households across the borough.

Since regaining control of Hammersmith & Fulham, Labour has transformed the borough's housing approach, putting residents first and reversing the damaging legacy of Conservative dangerous mismanagement.

The first most significant step was ending the Conservatives' policy of selling all council homes. The Conservatives *peddled all H&F's council estates to land speculators* because of their ideological belief that the state should not provide genuinely affordable homes. H&F Labour stopped that and then *saved the West Kensington and Gibbs Green estates* after the Conservatives proved they were so desperate to get rid of council estates, they were prepared to sell them at knock-down prices and with contractual terms that would have effectively made the Council bankrupt.

Labour has expanded and accelerated the council's own housebuilding programme, delivering genuinely affordable council homes across the borough at a time when the housing crisis has never been more acute. We have brought forward sites to provide social-

rent properties for families on the housing waiting list, reducing the borough's reliance on costly and insecure temporary accommodation. We have invested in the existing council stock to tackle damp, disrepair and energy inefficiency, because everyone deserves a home that is safe, warm and well-maintained. Our tenant satisfaction surveys have recorded consistent year-on-year improvements, driven by increased investment in estate services and resident engagement.

In the private rented sector, we have led the way nationally on tenant protection. We introduced and expanded a borough-wide selective licensing scheme, raising standards among private landlords and giving renters real recourse when conditions fall short. We established a dedicated *Private Rented Sector Team* to investigate complaints, enforce standards and hold rogue landlords to account. We launched a free tenancy advice service and expanded our partnership with *Shelter* and *Citizens Advice* to ensure that no tenant faces eviction, disrepair or illegal rent increases without knowing their rights and getting the support they need.

*Our tenant satisfaction surveys have recorded consistent year-on-year improvements.*



### Building new homes

Since H&F Labour came to power, we have transformed the development pipeline. Gone are the developments filled only with luxury housing that was marketed mainly to overseas speculators. Most notably, gone is the disastrous and financially ruinous Conservative sale of the West Kensington and Gibbs Green estates. In their place, we have a pipeline of 17,000 homes of mixed tenure, with over 10,000 genuinely affordable homes.

We will:

- ♦ **Deliver** approved schemes up and down the borough, including *White City Central*, to provide new social homes that get families off waiting lists into new, environmentally friendly homes.
- ♦ **Work** closely with residents to co-produce new, beautiful and genuinely affordable housing schemes.
- ♦ **Use local** listings plans to ensure that families who face the disruption of building near their homes are first in line for new homes.
- ♦ **Continue** our ban on hospitality from developers. Under the Conservatives, councillors were wined and dined in London and overseas by luxury developers.
- ♦ **Take** a tough approach on viability assessments to ensure we maximise the genuinely affordable housing required from private developments.
- ♦ **Make** better use of existing council housing stock by reducing the time between tenancies, making downsizing easier, and improving the bidding process.
  - Increase the number of homes sold below market prices, including shared ownership, so more local residents can afford to buy a home.
  - Expand inclusive housing design into community-focused developments, creating purpose-built homes and neighbourhoods that support disabled residents, carers and families to live independently, stay connected, and thrive as part of strong, inclusive communities.

## Defending and enhancing Council Housing

We will accelerate the delivery of new council homes at social rents, maximising the use of public land to build the homes our residents need.

We will:

- ♦ **Always** protect our council homes from sale and uphold our co-produced defend council homes policy.
- ♦ **Maintain** an ambitious target for genuinely affordable, social-rented homes on every major council-led development site in the borough.
- ♦ **Commit** to delivering a high-performing housing service that exceeds national regulator standards, so residents can trust that homes are safe, services are responsive and issues are addressed quickly.
- ♦ **Invest** further in our safety measures, including our fire safety plus programme and work with local fire services to deliver free home safety visits and smoke alarm installations and awareness campaigns.
- ♦ **Maintain** and improve our existing council homes, through a programme of works including energy efficiency upgrades to reduce tenants' bills.
- ♦ **Strengthen** the role of tenant panels, giving communities a genuine say in how their homes and estates are managed and improved.
- ♦ **Carefully** manage our caretaking contracts to ensure council residents live in clean, well-maintained surroundings.
- ♦ **Improve** waste collection facilities on our estates, including the full rollout of food waste and better provision for bulky waste.



- ♦ **Expand** secure cycle and mobility storage across our estates, increasing the provision of bike hangars and other facilities so residents can store bicycles safely, conveniently, and close to their homes.
- ♦ **Continue** to improve our repair service, restoring it after the disastrous 10-year Conservative contract we have now ended. Where providers get things wrong, we will ensure a rapid, easy compensation scheme.
- ♦ **Retrofit** all Hammersmith & Fulham's council-owned homes and offer residents access to new, clean, cheaper energy.
- ♦ **Ensure** every tenant has a named Housing officer as the first point of contact.

## Strengthening resident voices in the management design of council homes and estates.

We want our residents to have a genuine say in the decisions that shape their homes and neighbourhoods, so that council estates are not only well-managed but reflect the needs, ideas and pride of the people who live there.

We will:

- ♦ **Strengthen** the role of tenant and leaseholder forums, giving communities a genuine say in how their homes and estates, including street-based properties are managed and improved.
- ♦ **Create** clear routes from resident feedback to action, so issues raised by tenants lead to visible improvements on estates.
- ♦ **Embed** young people in housing decision-making by creating a *Youth Housing Forum* with a formal role in shaping estate management, regeneration, and design.
- ♦ **Strengthen** and expand the *Disabled Residents' Working Forum*, moving from overseeing strategy delivery to playing a fuller role in shaping, influencing, and holding to account the delivery of housing services, budgets, and estate improvements affecting disabled residents.
- ♦ **Introduce** a new borough-wide *Tenant Panel*, complementing existing tenant and residents' associations by widening participation and giving more residents a flexible, direct and formal role in shaping housing services, estate and neighbourhood improvements and policy decisions.
- ♦ **Create** regular information-sharing events including a resident housing conference, focused on learning together, celebrating progress, and strengthening accountability.
- ♦ **Embed** and expand a weekend housing officer service, ensuring residents can access support, report issues, and resolve urgent concerns outside standard weekday hours.
- ♦ **Upgrade** the tenant digital offer, making it quicker and easier for residents to report repairs online, track progress, book appointments, and manage housing issues without unnecessary delays, while continuing to provide accessible in-person or phone services for those who need or prefer them.
- ♦ **Support** annual estate community events, bringing residents together to celebrate their neighbourhoods, strengthen community ties and create direct opportunities for residents to shape local priorities.
- ♦ **Introduce** a council housing apprenticeship scheme, creating paid pathways into housing, repairs, estates, and retrofit roles, with a focus on young people, care-experienced residents, and under-represented groups from our estates.



## Creating supportive, connected and dignified living for older residents

We want our sheltered or older people's housing to be places where residents feel valued, empowered and connected, supporting people to live well, independently, and with dignity. We will:

- ♦ **Create** an "Older Living Well" approach to sheltered housing, focusing on wellbeing, independence and strong, supportive communities.
- ♦ **Continue** to work with forum representatives in sheltered housing, ensuring resident voices continue to shape how schemes are managed, improved and supported, with clear opportunities to influence services and activities.
- ♦ **Strengthen** community-based support, working with residents, local organisations, and health partners to promote social connection, mental wellbeing and active lives.

## Improving the look, feel and facilities on our council estates with new gardens and play facilities

We want our council estates to be beautiful places to live, where people take pride.

We will:

- ♦ **Radically improve** public spaces on our estates with new gardens designed by horticultural professionals in co-production with residents that will transform the look and feel of each estate.
- ♦ **Establish** high-quality, creative play spaces, working in partnership with leading play organisations and urban designers to deliver imaginative, inclusive, accessible play areas that encourage creativity, learning and joy for children of all ages.
- ♦ **Involve** residents including children in the design process ensuring new play facilities reflect the needs, creativity and character of the communities who use them.
- ♦ **Fit** new play equipment to our estates that lifts the hearts of the children who live there and ensure that existing equipment is well maintained.



## Protecting private sector renters

With many of our residents renting privately, we will go further to protect tenants and raise standards across the sector.

We will:

- ♦ **Expand** selective licensing across all wards, ensuring all private landlords meet clear legal and quality standards and are held accountable if they do not.
- ♦ **Increase** enforcement capacity in our *Private Rented Sector Team* to investigate and prosecute rogue landlords, including using civil penalties and banning orders.
- ♦ **Work** with the national government to fully implement the *Renters' Rights Act*, using local powers to offer a renters' rights service that complements new protections against no-fault evictions and unfair rent increases.
- ♦ **Expand** our free tenancy advice and pre-eviction support service so that no resident loses their home without access to expert help.
- ♦ **Create** a landlord-tenant mediation service to resolve disputes early and prevent unnecessary court proceedings.
- ♦ **Broaden** access to key worker housing, recognising the changing workforce by including STEM<sup>3</sup> professionals in fields such as technology, data, engineering, and research, while strengthening housing support for social workers.
- ♦ **Increase** the support of intermediate rent homes providing more affordable housing options for residents who earn too much for social rent but cannot afford market rents.
- ♦ **Work** with partners to establish a network of resident champions, supporting tenants to understand their rights, challenge poor practice, and help ensure all homes meet clear standards of decency and safety.
- ♦ **Create** a private renters' panel and a responsible landlord network, amplifying tenant voices while working with good landlords to drive up standards and tackle poor practice in the private rented sector.





## Housing Associations

Housing associations are a vital part of Hammersmith & Fulham's housing landscape, and we will build a stronger, more accountable partnership with them.

We will:

- ♦ **Establish** a *Housing Association Compact*, a formal set of commitments on repair standards, complaint handling, resident engagement and rent affordability that we expect all registered providers operating in the borough to sign up to.
- ♦ **Work** with housing associations to protect and expand social rented homes in new developments, resisting any further drift towards shared ownership and intermediate tenures that put homes out of reach for our residents.
- ♦ **Support** residents of housing association properties to access the same quality of advice and advocacy as council tenants, including representation at the *Housing Ombudsman*.
- ♦ **Engage** housing associations as active partners in our borough-wide homelessness prevention strategy, including increased provision of move-on accommodation from temporary housing.
- ♦ **Establish** a cross-housing-association *Residents Forum*, ensuring disabled tenants and leaseholders, alongside other under-represented groups, have a strong, collective voice in shaping housing services, standards, and accountability across housing providers operating in the borough.

## Council Leaseholders

We are committed to treating leaseholders fairly and transparently.

We will:

- ♦ **Introduce** a housing portal for leaseholders, allowing residents to log in securely to view their accounts, understand service and leasehold charges, track issues and access key information easily and transparently.
- ♦ **Improve** consultation on major works programmes, giving leaseholders early notice, genuine involvement in contractor selection and options to pay charges over extended periods where costs are high.
- ♦ **Review** and strengthen our *Leaseholder Hardship Fund* so that no leaseholder is forced to sell their home because of unexpected charges they cannot afford.
- ♦ **Commit** to fair and timely lease extensions and enfranchisement processes, making the council a model landlord for leaseholders as well as tenants.
- ♦ **Create** a voluntary rightsizing scheme for older leaseholders, supporting residents who choose to move from homes with stairs or accessibility challenges into safer, more suitable, lower-level or lift-access homes, helping people to live well and independently as they age.

## Tackling Homelessness and supporting stable housing pathways

We will continue to lead on homelessness prevention, keeping H&F among the boroughs with the strongest early-intervention record.

We will:

- ♦ **Invest** in a *Housing First* approach for residents with the most complex needs, providing stable accommodation alongside wraparound support rather than requiring recovery before housing.
- ♦ **Reduce** the number of families in temporary accommodation by increasing the supply of move-on options, including a dedicated in-borough temporary accommodation acquisition programme.
- ♦ **Strengthen** our rough sleeping outreach and assertive engagement programme, working closely with community and voluntary sector partners to help the most vulnerable off the streets.
- ♦ **Provide** care leavers with access to stable accommodation and ongoing housing support, helping them put down roots and avoid the risk of homelessness.

- ♦ **Introduce** a structured prevention and move-on pathway, with a strong focus on single adults under 35, combining access to the private rented sector with tailored employability and income support for residents locked out of the market by affordability barriers.
- ♦ **Create** a welcoming, in-person prevention hub, ensuring residents can access face-to-face housing advice and support, particularly for those who struggle with digital services.
- ♦ **Tackle** furniture poverty, as part of our homelessness prevention and move-on support. We will improve access to furniture, white goods, and essential household items for people moving into new homes, working with partners, charities, social enterprises and reuse organisations to provide practical, timely support.
- ♦ **Give** councillors greater say in initiatives that support residents in their wards.

## Cost of living

- ♦ **Working** with the 60+ partners in the *Cost-of-Living Alliance*, we will support people struggling to eat or heat their home and experiencing furniture and fuel poverty.
- ♦ **Building** on our *Fuel Poverty Strategy*, we will reduce bills for residents, identify fuel-poor residents to maximise the support we can offer, develop services that help fuel-poor residents, and spread awareness of the help available.
- ♦ **Utilise** our *Community Compass* online digital tool to link residents in our communities with community groups, whilst continuing to provide our booklet in libraries to ensure people are not digitally excluded.
- ♦ **Introduce** a digital tool that will help residents find and apply for grants and help with utility bills and fuel vouchers.
- ♦ **Sustain** and grow debt advice in the borough and work with national providers such as *Step Change* and *National Debtline*.
- ♦ **Support** our most deprived estates in the borough with a dedicated strategy to support residents to be financially included, provide dedicated education and training opportunities and cash first help, along with health support in place, to lift them out of poverty.
- ♦ **Work** with organisations such as *Fair4All* to build a model that provides support to people with no access to credit.
- ♦ **Support** the 9% of residents who do not have access to a bank account to be financially included and able to access accounts.
- ♦ **Work** with the *Food Bank* to help people who are struggling to eat access food and access wider support.



## Chapter 4: Britain's climate emergency best

All at once, hundreds of the children attending the Assembly at St Stephen's Primary School in Shepherd's Bush let out an involuntary 'Eeewwww!' - their faces twisting delightfully in disgust as they contemplated what they had just heard.

Their reaction was to an allegorical story of someone gulping down a glass of very dirty pond water. It was a perfect metaphor for the invisible poisons in London's air, which all of us who live here breathe deeply into our bodies roughly 18 times a minute.

The children of *St Stephen's Primary School* had taken part in designing the cover of a new air quality monitoring sensor, which is now situated near the front gate to their playground. H&F Labour have led Hammersmith & Fulham to have Europe's largest and densest air quality monitoring network. In partnership with *Breathe London*, our borough deploys hundreds of AI-powered sensors to track air pollution in real time.

It is hard to find anywhere in London that meets the relatively low air quality standards set by the *World Health Organisation (WHO)*.

As doctors and scientists regularly warn, London's poisonous air causes a wide variety of ills, including dementia, heart disease, cancer, chronic obstructive pulmonary disease, strokes and asthma. It shrinks children's developing organs and can saddle children with poor cognitive development.

*We have also been ranked second in the UK in Climate Emergency UK's 2025 Scorecards.*

Hammersmith & Fulham's Labour administration has been working closely with some of the world's leading health experts at *Imperial College London* and *Imperial College Healthcare NHS Trust*. And along with networks of residents' associations, residents' working parties, and environmental charities, we are determined to act to make things better.

Our actions to improve air quality are one of the reasons that, under H&F Labour's leadership, Hammersmith & Fulham has twice been awarded a top A rating by *CDP*, a global non-profit that runs the world's only independent environmental disclosure system.

We have also been ranked second in the UK in *Climate Emergency UK's 2025 Scorecards*, but that doesn't take into account the *Upstream London* innovation ecosystem, which has seen our borough win more *ClimateTech* investment than Birmingham, Bristol and Manchester combined. We will be Britain's best council at tackling the climate and ecological emergency.

We have also taken decisive action to reduce traffic on streets, to make them more pleasant and safer for pedestrians and cyclists.



Innovative schemes have been co-produced with residents in Fulham, Ravenscourt Park and Wormholt to stop residential roads being used as rat runs by out-of-borough traffic. Improved cycle infrastructure has been installed, with more in the pipeline. Our South Fulham traffic reduction scheme alone has taken two tonnes of CO2 a day off the streets and 15,000 vehicles. The borough also has the highest density of electric car charging points anywhere in the country.

In July 2019, H&F Labour led the borough in declaring a *Climate and Ecological Emergency*, with an ambitious target of achieving net carbon zero by 2030. We joined *ICLEi* and implemented the *United Nations* accredited *EduCCate Global* climate change teacher programme in our schools.

Working with residents via successive voluntary *Climate*

*and Ecological Emergency Commissioners* and businesses via the *H&F Climate Alliance*, the borough is moving at pace. We support the *A Pledge for a Healthier, Greener H&F* and will go further in many instances.

The H&F Labour administration established the *Climate Unit* to operate across the breadth of the Council's work, taking a *wide range of actions*. The two main areas for improvement are energy costs and home energy use. And how we travel around our city.

The Conservatives and their ideological soulmates in *Reform UK* object to almost every measure we take to fix the damage humans have caused to our climate and ecology. They can never be trusted as custodians of our environment.

Much has been done, but there is so much more to do.

## Install new green schemes to reduce energy bills and cut emissions

We will:

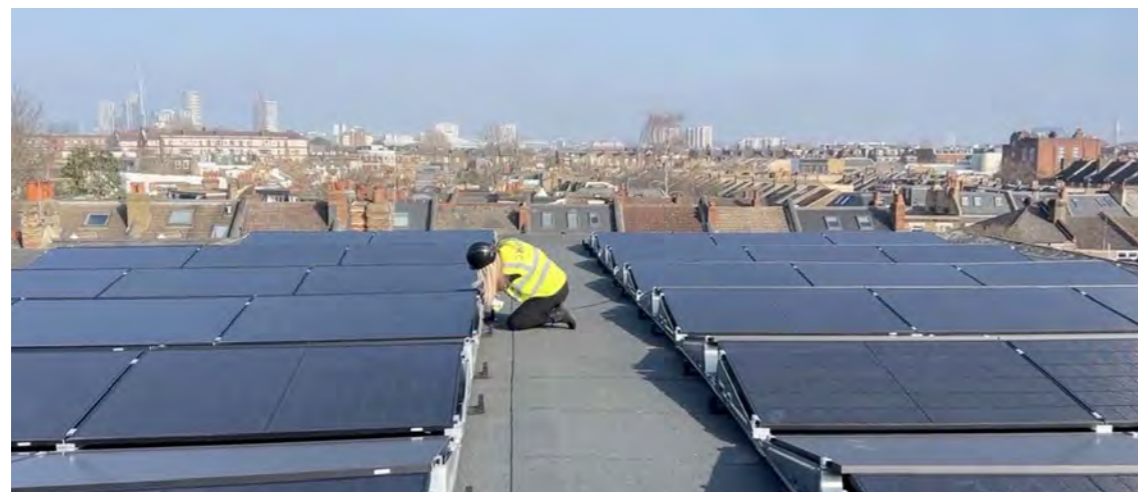
- ♦ **Work** with energy providers to initiate new community climate-friendly energy schemes across Hammersmith & Fulham, using air-source and ground-source heat pumps, solar power, and other clean energy sources.
- ♦ **Offer** residents living in private residential streets the opportunity to benefit from cleaner, better-value energy.
- ♦ **Retrofit** all Hammersmith & Fulham's council-owned homes and offer access to new, clean energy.

## Retrofit buildings

The council is implementing an energy-efficiency retrofit program for homes, schools, and office buildings, focusing on improving building fabric. This includes installing heat pumps and insulation to reduce energy bills and carbon emissions.

We will deliver:

- ♦ **Ecological Improvements:** Projects include planting trees to provide shade and reduce heat, limiting hard surfacing 'greening the grey', which both reduces urban heat and helps alleviate flooding, green roofs again help with heat management and enhances biodiversity.
- ♦ **Sustainable Transport:** Under Labour, the borough is promoting Active Travel, wheeling, cycling and walking, which improves our health, the air we breathe and our environment. We will optimise Active Travel for all new developments, transport schemes and urban designs.
- ♦ **Continue** rapidly expanding its electric charging network.
- ♦ **The Climate Unit** will continue to collaborate with residents and organisations, including the H&F Climate and Ecological Emergency Commission.



## Reducing the costs of energy

We will:

- ♦ **Work** with major energy providers to provide cheaper green energy.
- ♦ **Aim** to have solar panels on council properties and council housing, and work with residents to expand this to private housing.
- ♦ **Provide** support for residents through our *Healthy Homes* programme to insulate their homes, install solar panels, heat pumps and other tech, alongside our council housing retrofit programme.
- ♦ **Continue** to develop heat networks in Bayonne, *White City* and other estates.
- ♦ **Ensure** all new council housing meets *Passivhaus standards*.

## Clean Air and Safe Travel

Improving is hard. Changing London's air quality requires two major actions: cleaner ways to generate energy, and cleaner ways to travel and move about our city. We will:

- ♦ **Deliver** a joined-up network of protected cycleways, including clear North-South corridors that link town centres, estates, hospitals and stations. This will include completing the core cycling network that we have identified with Transport for London, including routes along Uxbridge Road, Wandsworth Bridge Road and the C39 east/west extension and improving existing routes.
- ♦ **Work** with TfL to address the most intimidating junctions and main roads, so ordinary people (not just confident cyclists) feel safe on bikes or on foot.
- ♦ **Take action** on illegal parking on main roads, particularly where it impedes cycling lanes.
- ♦ **Work** with residents & schools to deliver safer roads around schools & safer journeys to schools on foot and by bike.
- ♦ **Enforce** anti-idling rules around schools and high streets and run a borough-wide awareness campaign on the health impacts of domestic wood burning.
- ♦ **Ensure** that pedestrians are at the forefront with increased safety, better crossings and clean air walking routes. This will include working with the police to crack down on dangerous drivers & illegal motorbikes on the cycle lanes.
- ♦ **Make** public transport more attractive and accessible, lobbying Transport for London to invest in underground stations in the borough, including neglected stations like Shepherd's Bush Market, and introduce a full district line service to Olympia.
- ♦ **Oppose** proposals to reduce bus routes serving our borough and lobby for the restoration and improvement of routes that have been recently reduced.

- ♦ **Accelerate** the roll-out of cycling hangars & cargo-bike storage to enable residents to store their bikes safely. Lobby for more cycle hubs like the one in Hammersmith Broadway.
- ♦ **Support** safe and responsible e-hire usage across the borough, including in underserved areas, whilst supporting the expansion of designated parking bays to prevent e-bikes from impeding pedestrians.
- ♦ **Support** the Mums for Lungs campaign, including advancing our planned bylaw to prevent burning waste.
- ♦ **Continue** to review parking restrictions, including those recently introduced, to ensure they are meeting our objectives and the needs of residents and businesses, making changes where needed.
- ♦ **Continue** to offer one of Britain's densest EV charging networks, with plug-in chargers in every neighbourhood.
- ♦ **Enable** safe, accessible routes for residents without driveways to charge their Electric Vehicles at home, for example, using pavement channels.
- ♦ **Charge utility companies** that work on our busiest streets using the London Lane Rental Scheme to incentivise them to work faster and reduce disruption to residents and businesses.



We will:

- ♦ **Act** to encourage *Transport for London* and the Government to pay monies they previously committed to and fund all future works that ensure the safe use of *Hammersmith Bridge* for pedestrians, cyclists and river traffic.
- ♦ **Build** on *Hammersmith Bridge's* active travel success.
- ♦ **Base** all decisions about the future of *Hammersmith Bridge* on objective traffic flow information.

## Hammersmith Bridge repairs

*Hammersmith Bridge* was closed in 2019 because expert engineers discovered the 19th century iron and wood suspension structure was at risk of 'catastrophic collapse'. The bridge had not undergone any form of comprehensive structural integrity review for decades. The review began in 2015 after the H&F Labour administration commissioned it in 2014.

Since April 2019, H&F has already contributed the best part of £54million to make *Hammersmith Bridge* safe for use by pedestrians, cyclists and river traffic. To put that sum into context, *Ministry of Housing, Communities and Local Government* figures detail how between 2010 to 2021 all London councils spent a total of just £100m on the maintenance and repair of all London road and river bridges - even then, most of that money was eventually paid by *TfL* or the Government.

*The Hammersmith Bridge* repair works are extensive. They essentially require a brand-new bridge to be built as all of the Grade II\* listed heritage structure needs to be replaced or strengthened or restored.

We will act to encourage *TfL* and the *DfT* to pay their fair share and fund all future repair works for *Hammersmith Bridge*. These works are estimated to cost a further £300 million. *Hammersmith & Fulham Council* cannot afford to fund any further repair works.

## Resident-led neighbourhood improvements

We will:

- ♦ Deliver one of London's densest networks of decarbonised mobilities, including with responsible use of e-bikes and innovative shared vehicles, that incentivises usership especially in underserved areas, all the while respecting the right of others to travel safely on our roads and pavements.
- ♦ Use trials, local engagement and clear data (on safety, traffic, air quality) so people can see what works and feel schemes are being done with them, not to them.
- ♦ Introduce non-digital parking passes, given to residents for their guests when parking hours have been extended in order to reduce parking problems for residents because they live next to an established destination.
- ♦ Launch a borough-wide programme in which residents identify their own problem spots (rat runs, dangerous junctions, neglected corners, areas where taxis or delivery vehicles loiter) and co-design practical fixes, rather than one-size-fits-all schemes.



## Safer journeys to school

We will:

- ♦ **Work** with schools to make drop-offs as safe as possible for pupils, parents and teachers through *School Streets* and through addressing the worst danger points on routes to school, crossings, narrow pavements and poor lighting. This will ensure children can walk, wheel or cycle confidently to and from school.
- ♦ **Work** with the *Streets for Kids* campaign to increase cycling among parents, including making cargo bikes more accessible and expanding secure cycle parking.

## Upstream London – a global centre in ClimateTech and CleanTech

Working closely with our partner *Imperial College London*, Hammersmith & Fulham has attracted more *ClimateTech* investment than Birmingham, Bristol and Manchester combined. The inspirational *Undaunted* is crucial.

We will:

- ♦ **Attract** *ClimateTech* and *CleanTech* anchor organisations and businesses.
- ♦ **Support** *ClimateTech* and *CleanTech* businesses by offering *Living Labs* programmes that enable quicker, more effective product testing and IP assignment.
- ♦ **Provide** affordable, flexible office space for *ClimateTech* and *CleanTech* start-ups and scale-up businesses.



*Hammersmith & Fulham has attracted more ClimateTech investment than Birmingham, Bristol and Manchester combined.*

## Open a new Climate Innovation Hub in Earls Court

When, in 2019, the leadership team at *Delancey* visited the H&F Labour administration to discuss purchasing the *then-troubled Earls Court site*, several requirements were made by the H&F Labour team. They included returning the West Kensington and Gibbs Green estates, working with our partners at *Imperial College London*, building new genuinely affordable homes and buildings to the highest environmental standards and building a climate innovation hub.

Working with our partners at *Delancey's Earls Court Development Company* (ECDC) and *Imperial College London*, we will:

- ♦ **Open** a new *Climate Innovation Hub* in Earls Court.
- ♦ **Engage** local people, including younger people, through the H&F *Upstream Pathway Bond* to offer new opportunities in *ClimateTech* and *CleanTech*.

## Building action on climate into everything we do

We will:

- ♦ **Incorporate** tackling climate change into the new *Borough Plan* so we can better enforce net-zero requirements for new buildings and support residents in installing renewable energy.
- ♦ **Work** with local businesses through the *Climate Alliance* to reduce their carbon footprint and increase their use of electric vehicles and last mile delivery solutions.
- ♦ **Encourage** schools to include climate change as part of the curriculum.
- ♦ **Work** with climate champions in schools to improve their local environment.
- ♦ **Hold** a youth climate conference.
- ♦ **Complete**, at pace, the introduction of food waste collections for estates and flats as part of our effort to increase recycling rates.



## Chapter 5. London's crime-fighting borough

Meet any victim of a serious crime, and you will immediately understand that winning the daily fight against crime must be a priority. That's why we're going much further with a new £8.3million investment, which will fund the installation of the latest AI technology to detect people carrying weapons in public spaces.

H&F is the first council in Britain to test and deploy this AI camera technology. Cameras flag potential weapons, such as knives and firearms. Our trained operators review the alert and, if confirmed, officers from our Law Enforcement Team or the police are sent to the scene.

Knife crime in H&F has already fallen by 44%. And our CCTV operations contributed to 841 arrests by the Met last year. To make those arrests possible, officers need to be available.

That is why we have invested £4.85million a year in our own 72-strong Law Enforcement Team, who patrol the borough day and night.



This level of council investment in officers on the street is unheard of anywhere in the country.

### Law Enforcement Team and Street Environmental Enforcement Team

We will:

- ♦ **Continue** to invest in the *Law Enforcement* team to tackle anti-social behaviour and fly tipping, opposing Conservative efforts to scrap the team.
- ♦ **Use** modern technology and AI, significantly enhance our CCTV network's ability to track and stop crime.
- ♦ **Explore** the use of Drones to target crime hotspots and criminal gang activity and noise cameras to crack down on noise nuisance on our streets.

- ♦ **Through our new** *Public Space Protection Orders (PSPO)* and *Community Protection Warnings*, fine and ban people who cause anti-social behaviour by loitering or by wearing balaclavas or face



coverings to cause alarm or distress. *LET* officers will receive extensive training to identify and act on these practices.

- ♦ **Use** *Respect Orders* to ban persistent offenders from our *Town Centre or Public Spaces* to tackle issues such as public drinking and drug use; we will utilise these to the full extent of their powers to keep our public realm free from ASB.
- ♦ **Develop** a new *PSPO* to stop taxis congregating near cafes on or near residential streets.
- ♦ **Take swift** action to fine and prosecute those who fly-tip in our borough.
- ♦ **Invest** further in our *Environment Enforcement Team*, tackling littering and other anti-social behaviour caused predominantly by people travelling into our borough, and keep our streets clean.

### Gangs, Violence and Exploitation

We will:

- ♦ **Continue** to grow our award-winning *Gangs' Violence and Exploitation Unit*, which won the *Excellence in Arts Education in the UK Theatre Awards 2025*.
- ♦ **Provide** effective early-intervention strategies to vulnerable children, young people and their families.
- ♦ **Identify**, disrupt and act against specific gangs.
- ♦ **Develop** our work with partners to enhance the outreach programmes provided to divert young people from gangs.





## Prevent

We will:

- ♦ **Maintain** our *Prevent* programme, supporting young people and diverting them away from extremism.
- ♦ **Work** with *Faith Forum*, schools and the youth council to tackle the increase in right-wing extremism and hate crime.
- ♦ **Ensure** our *Emergencies and Resilience Planning* is robust, prepared to respond to emergencies that may arise, and able to deliver humanitarian assistance during a crisis.

## Keeping women and girls safe

We will:

- ♦ **Refresh** our *Violence Against Women and Girls Strategy*, building on its successes and working with third-sector partners, including the *Angelou Partnership*.
- ♦ **Provide** advice and refuge for women and girls affected by domestic abuse.
- ♦ **Continue** to support our unique *Specialist Domestic Abuse Courts* – ensuring women in H&F receive the help they need to keep them safe and hold perpetrators to account, the only one of its type in the country.
- ♦ **Ramp up** our work on the ‘*No More Sexual Harassment*’ campaign, working with businesses, community groups and youth councils to tackle street harassment, enforce our PSPO on *Street Sexual Harassment*, and ensure that premises throughout the borough actively participate in *Ask Angela*.
- ♦ **Identify** areas in the public realm that are deemed to feel unsafe or where there are recurring incidents of sexual assaults taking place to design out these areas.
- ♦ **Review** the licences of premises where assaults take place.

## Modern slavery and exploitation

We will:

- ♦ **Refresh** our *Ending Modern Slavery (MSE) strategy*.
- ♦ **Identify** victims of MSE and ensure they are helped and supported away from exploitation and to be safe and work to prevent future victims.
- ♦ **Bring** perpetrators to justice and disrupt criminal activity.
- ♦ **Ensure** that organisations we procure goods or commission services from have robust policies in place to stop MSE.

## Drugs and serious violence

We have invested record amounts of money in tackling crime and antisocial behaviour across the borough. Our work has seen crime reduced in hotspot areas such as Shepherds Bush and Hammersmith Broadway, and there is still much more to do, as knife crime and drug selling/use are a blight on our communities.

We will:

- ♦ **Deliver** on our *Serious Violence Strategy* and duty.
- ♦ **Develop** a new *Knife Crime strategy*, working with communities most affected by knife crime.
- ♦ **Bring** young people together in their communities to find solutions to help them feel safer.
- ♦ **Deliver** on our recent *Drug Strategy*, working with public health and enforcement, to ensure those exploited and addicted receive the help they need, whilst enforcing against those undertaking criminal activity.
- ♦ **Use modern** technology to track down criminals and work closely with the police to reduce serious crime in our borough.
- ♦ **Enhance** our support for people at risk of cuckooing and prevent exploitation from drug gangs, building on the work of our Nationally recognised *Cuckooing* panel in the *National ASB awards*.

*Our work has seen crime reduced in hotspot areas such as Shepherds Bush and Hammersmith Broadway, and there is still much more to do.*

## Hate crime

We will:

- ♦ **Tackle** Hate Crime through our *Hate Crime Strategy*.
- ♦ **Support** our Faith communities and celebrate their contributions to our borough.
- ♦ **Deliver** on our *Hate Crime Strategy* to reduce Islamophobia and Antisemitism and ensure victims feel supported.
- ♦ **Work closely** with Football Clubs to tackle racism on match days and seek their commitment to patrolling our streets before and after games (this is high in our borough on match days).



## Regulatory services

We will:

- ♦ **Ensure** our *Trading Standards* teams will use all tools available to them to stamp out illegal underage selling of alcohol, tobacco and vaping products.
- ♦ **Deliver** on our Vaping strategy and keep residents and young people safe from the sale of unhealthy and illegal products.
- ♦ **Ensure** that all venues meet high food hygiene standards.
- ♦ **Carry** out enforcement against rogue traders exploiting elderly and vulnerable people, and tackle Doorstep crime.



## Violence against men and boys

Men and boys are frequently the victims of serious violence and crime, and their perpetrators are often family members or professionals in trusted positions. We want to support men and boys in our borough to live safe and healthy lives.

We will:

- ♦ **Produce** a strategy to tackle violence against men and boys.
- ♦ **Work** with community partners and the violence reduction unit to seek to create programmes of support.
- ♦ **Continue** to fund support for men affected by domestic violence and deliver the country's only refuge for gay men.
- ♦ **Support** men through difficult relationships to understand what healthy relationships are and provide support for men and boys struggling with masculinity, anger, and online toxic culture, providing support groups and coaching/counselling.
- ♦ **Ensure** boys receive early diagnoses of neurodiverse conditions to prevent long-term exclusions and diversion away from potential future criminal activity and the youth justice system.
- ♦ **Men** are disproportionately affected by suicide in H&F, and we will work closely with public health to ensure support networks are available to men for support and counselling.

## Chapter 6: Winning for our NHS

The NHS is one of the greatest achievements in our country's history. It is a source of pride to our borough and part of who we are. But everyone can see the pressure it is under. Demand is rising. Need is becoming more complex. Too many people still struggle with delays, fragmented services and a system that can feel hard to navigate.

In Hammersmith & Fulham, we have never stood by while vital health services are put at risk. We fought and saved *Charing Cross Hospital* because local people deserve excellent healthcare close to home. We will always stand up for our *NHS* and for the residents who rely on it.

The future of health must be built around prevention, partnership and neighbourhood care. That means bringing services closer to residents, joining up better with councils and communities, and focusing on keeping people well for longer. It means making sure hospitals, GP services, mental health support, community health services and

social care work together around people's lives rather than leaving them to navigate a maze alone.

Our *Family Hubs* are already showing how this approach works in practice, bringing together health, early years and family support in neighbourhood settings that residents can access easily.

H&F Labour will be on the side of patients, families and staff. We will work relentlessly with *NHS* partners to improve local health services and fight for the care our residents deserve.



We will:

- ♦ **Help** build world-class *NHS* services in Hammersmith & Fulham, including protecting and strengthening *Charing Cross Hospital* and helping build the state-of-the-art healthcare facilities our residents need for the future.
- ♦ **Work** in genuine partnership with the *NHS*, local GPs, mental health services, community providers and the voluntary sector so that residents experience care as joined-up support rather than disconnected institutions.
- ♦ **Push** for more care to be delivered closer to home, in neighbourhood settings that are easier to access and better connected to the realities of people's daily lives.
- ♦ **Back** a stronger neighbourhood health model that brings together health, adult social care, children's services, housing and community support around residents, especially those with the most complex needs.
- ♦ **Champion** prevention and early intervention so we do more to keep people well, reduce avoidable ill health and support healthier lives from childhood to older age.
- ♦ **Use** the strength of our *Upstream London* partnerships to keep improving health outcomes, linking innovation, life sciences and public service reform so residents benefit from the knowledge and investment being generated here in our borough.
- ♦ **Work** with health partners to tackle the inequalities that still shape too many lives, including poorer outcomes linked to poverty, race, disability and exclusion.
- ♦ **Support** stronger action on mental health, with earlier support for children and young people, more joined-up help for adults, and better recognition that mental health is as important as physical health.
- ♦ **Fight** for smoother hospital discharge and better support after discharge, so residents are not left stuck in hospital unnecessarily or sent home without the help they need to recover safely.
- ♦ **Support** the health and care workforce who do so much for our borough, and make the case for systems and structures that free up frontline staff to do their jobs well.
- ♦ **Ensure** a holistic approach to healthy lives, with public health working closely with all areas of the council to ensure, for instance, that residents live in a healthy environment, children have access to healthy food, and our leisure centres and open spaces enable active lifestyles.
- ♦ **Stand up** for an *NHS* that is public, local, compassionate and there for everyone, and make sure Hammersmith & Fulham continues to be one of the strongest voices in London for protecting it.



## H&F Labour saved *Charing Cross Hospital*. We will always protect it

Saving *Charing Cross Hospital* was not easy.

The Conservative-Liberal Democrat government's *Shaping a Healthier Future (SaHF)* plan for North West London was signed off by the health secretary in 2013. It aimed to reduce the number of major acute hospital sites from nine to five.

The Conservative-LibDem government planned to demolish *Charing Cross Hospital* and replace it with a clinic just 13% the size of the original hospital. Their plan relied in part upon the public not noticing or worrying about what would happen to *Charing Cross* and its *NHS* services. They planned to encourage this by misleadingly telling the public *Charing Cross Hospital* was safe because that's what they were going to rename the tiny replacement clinic.

All Hammersmith & Fulham's local Conservative councillors, the local Conservative MP and a lot of local LibDem activists backed this ruse.

The implementation of the government's plan rested on the evidence base they had collated in SaHF which they argued made it 'legally safe' to close and demolish the hospital and remove nearly all of its services. They then proposed to sell off the land to property speculators.

In opposition, H&F Labour worked closely with residents and *NHS* campaign groups. H&F Labour were elected in 2014 on the promise to try to save the hospital but the H&F Council officials (who were there at that time) quickly advised that



it would be 'impossible' to save it. The new H&F Labour administration ignored that advice.

Knowing that councils had a legal duty to improve and protect public health, the new H&F Labour Council Leadership persuaded all four of the other North West London Labour Councils join with them and each pay £25,000 into a mutual fund that would fund a public enquiry style independent review of SaHF. H&F Labour then asked the legendary [Michael Mansfield KC](#) to chair it.

As [BBC News](#) reported, [the Independent Health Commission for North West London](#) concluded that the government had not proved that lives would not be put at risk if their proposed hospital closure programme went ahead.

The commission report provided the evidence and a legal basis for the H&F Labour run council to legally force the government to prove the safety of SaHF before trying to close it. The government could not do that so they delayed the planned closure from 2019 to 2021.



The government then tried to pressurise the H&F Labour Administration to sign up to a new *Sustainability and Transformation Plans (STP)* that supported the hospital closure. They threatened to slash national funding for H&F's adult social care if H&F refused. But H&F Labour did refuse and threatened legal action. So the government delayed the closure again to 2025.

On 26 March 2019, after concluding they could not prove the safety of SaHF, the government capitulated and abandoned its plan. *Charing Cross Hospital* was **saved as you can read here**. [This letter](#) was sent to all H&F households. You can still see [some of these posters](#) in local windows.

That was the fight that led to *Charing Cross Hospital* being saved.

Now, in 2026, Hammersmith & Fulham has become a global centre in life sciences. [Imperial College Healthcare NHS Trust](#) has become a partner in the borough's *Upstream London* industrial strategy. *Charing Cross* is one of the country's leading hospitals.

Working with a wide variety of partners, H&F Labour will:

- ♦ **Bring** new healthcare investment into *Charing Cross Hospital*.
- ♦ **Build up** the newly established *Fulham Riverside Life Sciences Precinct* as a centre of healthcare excellence.
- ♦ **Help** build new state-of-the-art hospital facilities.



## Chapter 7: Building beauty into our beautiful borough

Hammersmith and Fulham's public spaces tell the story of what H&F Labour in power can achieve. Over the past twelve years, the administration has invested in our streets, parks and riverside to make them pleasant places to walk, cycle and play.

They are also critical to our effort to protect and restore biodiversity in the borough. That investment has been deliberate and value-driven: a rejection of the austerity logic that led the previous Conservative administration to attempt to privatise much of Hammersmith Park and to cut street and park cleaning and maintenance.

*Our parks are among the finest in London, with a record 25 Green Flag awards in 2025.*

The results speak for themselves. Our parks are among the finest in London, with a record 25 *Green Flag* awards in 2025. Six of them now host newly planted tiny forests. We have also freed up residents to take control of the smaller green spaces that dot our borough, with community gardens now proliferating and many residents adopting tree pits in front of their homes. An investment in better street cleaning has backed this, and we are proud that H&F remains one of only 10 councils in the country to collect waste weekly. New, secure bins have been provided to all streets that can accommodate them, and garden and food waste services are being rolled out, including to blocks of flats.

## Clean, safe streets, parks and estates

Unlike the Conservative administration that preceded us, we will never sell or lease our parks.

We will:

- ♦ **Ensure** every neighbourhood feels cleaner and safer, with even faster action on litter, dog mess, graffiti and fly-tipping, plus better lighting and CCTV in the worst crime hotspots.
- ♦ **Increase** our presence in parks and public spaces, clamping down on anti-social behaviour while keeping them welcoming for families, young people and older residents.
- ♦ **Work** with *Tenants and Residents Associations* to beautify green spaces on H&F's housing estates, making them beautiful, pleasant and accessible for residents and increasing biodiversity.
- ♦ **Fly tipping** is on the increase across the country, including cases involving organised crime. We will increase our efforts to tackle it, deploying our CCTV network and *Law Enforcement Team* to crack down on fly tipping on our streets and estates.
- ♦ **Expand** play streets and resident-activated road closures for children's outdoor play.
- ♦ **Adopt** the latest home zone legislation to bring current home zones up to date and empower residents in neighbourhoods who want new home zones to have them.
- ♦ **Work closely** with and support "Friends of" groups as we continue to improve our parks, open spaces and cemeteries for all users.



## Parks, playgrounds and play streets for all children

We will:

- ♦ **Complete** the ambitious parks and playgrounds programme so every child has a safe, modern and inclusive place to play near home.
- ♦ **Design** spaces so children of all abilities can play together, build resilience and spend time outdoors, with parents and carers involved in shaping every major upgrade.
- ♦ **Take the necessary** legal measures to empower residents to hold regular play streets in their residential street.



## Revitalise our high streets

Our high streets are among our most important public spaces. We use them to shop, commute, socialise and take kids to school. Like our parks, they should be beautiful, thriving and accessible.

But, across the UK, high streets have taken a bashing. Online retail shopping, changes to work patterns in the post-pandemic era, and successive governments' business rate policies have all contributed to a challenging environment on our high streets.

Meanwhile, government legislation severely limits the ability of councils to stop the proliferation of adult gaming centres, pawn shops, money lenders, betting shops, and fast food retailers, which can blight shopping parades and cause social problems.

We are working hard to address this in H&F, and we recognise the extraordinary efforts of residents on Uxbridge Road and across the borough to come together to improve their high streets. Working closely with them, we are determined that

our high streets will be places of pride, safety and economic vitality. We will take the following actions.

We will:

- ♦ **Invest** multi-million pound funding into Uxbridge Road. Work with residents' groups and businesses there and across other high streets to improve the public realm. Investment will include ensuring Section 106 and CIL receipts from developments on High Streets are invested in their improvement, for instance, ensuring planning contributions from the *Shepherd's Bush Market* development and the former *Shepherd's Bush police station* are invested up front in improved shopfronts on Uxbridge Road to deliver the recommendations of

the *Jan Kattein* report. Receipts from neighbourhood improvement programmes will also be used to fund improvements.

- ♦ **Ensure** the new *Local Plan* sets clear planning regimes for our high streets to enhance their appearance and deter unwanted clustering. Additional resources will be devoted to planning enforcement to ensure the vision set out in the *Local Plan* for high streets is implemented.
- ♦ **Encourage** more strategic private-sector investment on our high streets, as we have with *IKEA Livat* on King Street, *The Dorset* and *The Hoxton* hotels on Shepherd's Bush Green, *Shepherd's Bush Market* on Uxbridge Road and *Goldhawk Road*, and *M&S* on Fulham Broadway. Over £250m of private investment is being targeted for Uxbridge Road alone.
- ♦ **Continue** our **work with Brent** and other boroughs to change government legislation, so H&F Council has the power to refuse and remove adult gaming centres and betting shops.
- ♦ **Do everything** we can to block new fast-food operations from opening near schools or operating late at night near residential roads, and work with retail landlords to encourage a better retail and hospitality environment.
- ♦ **Take firm action** against betting shops and other licensed premises that are sources of anti-social behaviour. This will form part of a broader effort to ensure a level playing field for the vast majority of businesses that are well run and play by the rules but are harmed by those operators that do not.





- ♦ **Work** with residents, including groups representing disabled people, and businesses to take urgent, radical action to declutter high streets, making them more pleasant and accessible places for shoppers and other pedestrians. This will include removing unnecessary signposts, phone boxes, A-Boards and carefully regulating shopfront trading.
- ♦ **Work** with *Business Improvement Districts*, including a newly established one in Shepherd's Bush, to:
  - Boost footfall and trade through stronger local partnerships
  - Ensure tourism growth benefits local traders through our *Visitor Economy Plan*
  - Establish and grow seasonal markets
- ♦ **Ensure** high streets are priority areas for improved cycling infrastructure, robust action to stop illegal parking and blue badge fraud that clogs up traffic, increased and enhanced CCTV, and tough plans to crack down on crime and anti-social behaviour.
- ♦ **React** quickly to tackle graffiti, using CCTV to identify offenders and using planning powers to stop the use of external shutters, which attract graffiti.
- ♦ **Use new** government powers to bring long-term vacant commercial units back into use, working with resident groups to attract tenants that increase local amenity.
- ♦ **Appoint** lead councillors for each of our high streets, mandated to work closely with residents and businesses to implement these manifesto commitments through street-specific action plans.

*We are determined that our high streets will be places of pride, safety and economic vitality.*



## Adapting our borough and protecting biodiversity

We will:

- ♦ **Expand** the implementation of *Sustainable Drainage Systems* to help prevent flooding and beautify streets. This will form part of a broader support for green infrastructure to cut flood risk and cool streets during heatwaves, especially on estates and around schools.
- ♦ **Continue** to provide residents with free trees and increase the borough's tree cover, avoiding species that damage buildings or cause allergies.
- ♦ **Increase** tree canopy and vegetated space to 25% of the borough by 2030, prioritising areas with the least shade and highest heat risk and delivering wildlife corridors.
- ♦ **Expand** the adoption of tree pits by residents, providing bulbs to get them started planting mini-gardens to beautify roads.
- ♦ **Encourage** the planting of native species, as well as those adaptable to climate change.
- ♦ **Plant** more tiny forests, in addition to the 6 already planted.
- ♦ **Support** the *More Natural Capital Coalition*, including a plan to transform at least one street in the borough into a local, nature-rich park in a neighbourhood lacking green space.
- ♦ **Embed** biodiversity priorities from the forthcoming London Local *Nature Recovery Strategy* across planning, parks management and regeneration projects.
- ♦ **Target** a minimum of 10% *Biodiversity Net Gain* from significant new developments.

## Making our buildings better

The new *Local Plan* is an opportunity to make our borough more beautiful, affordable and sustainable.

We will:

- ♦ **Make** it easier and more affordable for residents to make their homes more energy efficient, including by reducing blockages in the planning process.
- ♦ **Ensure** the planning process encourages beautiful homes that complement their areas.
- ♦ **Apply** *Section 106* and CIL to improve social and community infrastructure, including on our High Streets and town centres.
- ♦ **Ensure** new developments do not worsen traffic in their areas.
- ♦ **Continue** to listen closely to residents on the priorities they want reflected for their communities in the *Local Plan*.





## Hammersmith & Fulham Civic Campus

Like the South Bank, the *Civic Campus* is envisaged as a multi-purpose arts, culture, entertainment, innovation, education, and business space. It will become a London destination and add significantly to Hammersmith & Fulham's economy and public amenity.

The *Civic Campus* will improve King Street, and has already attracted new private investment. It combines space for local government while its design echoes the administration's stated value of 'doing things with people, not to them' by bringing the public into the heart of the building.

Hammersmith & Fulham's new *Civic Campus* was initiated by H&F Labour after the scheme the administration inherited from the Conservatives collapsed because the developers concluded it was costly and unviable.

The new *Civic Campus* scheme is a mix between a refurbishment of the old Town Hall and a new building built over the former Town Hall councillors and directors' car park. The scheme was designed by **RSHP**.

It is important to note that H&F Labour's regeneration scheme is significantly lower cost than the controversial scheme bequeathed to it by the former Conservative administration. It will raise millions of pounds in annual income and has the following public benefits:

1. Significantly reduce all its office costs across the borough by housing its staff in the *Civic Campus*.
2. It will make a substantial annual profit that will contribute to the running of high quality services and keeping council tax low
3. It builds into the sky over the old Town Hall Court Yard Car park therefore leaving other council land for housing, retail, hospitality and rentable office space

4. It rejuvenates the central belt of the borough with:
  - a. A five-screen arthouse cinema
  - b. A public sky park
  - c. A concert hall
  - d. An art gallery
  - e. Homework space for local children
  - f. Affordable work space for local start-up entrepreneurs
  - g. A public sky restaurant
  - h. Restaurants, cafes, shops and other public facilities
  - i. Two new public squares
    - i. *Unity Square* – on the site of the former Town Hall extension
    - ii. *The Town Square* – on the site of the former *Town Hall Court Yard Car Park* for senior council directors and councillors
  - j. 204 new homes for local people of which 52% are genuinely affordable.
  - k. New office building which will be let to a private firm bringing hundreds of new customers for the borough's shops, cafes, restaurants, cinema and pubs
  - l. An encouragement for better private sector investment to meet the Council's aim of significantly improving King Street.
5. It is a climate friendly building with Green Energy measures built into which will also keep energy costs low.

6. It is one of the most accessible buildings in the world for Disabled people.

7. It will become a new London destination

H&F Labour built this scheme and are hugely grateful for the input from hundreds of residents and the voluntary work of the *Civic Campus Commissioners and the Civic Campus Disabled Residents Team*.

We will:

- ♦ **Establish** a *Trust* that legally protects and manages the *Civic Campus* for the use of the council and residents in perpetuity. We will consider all options including:
  - A *Community Land Trust (CLT)*
  - An *Asset of Community Value (ACV)*
  - Using a *Community Interest Company (CIC)*
  - Forming a *Charitable Incorporated Organisation (CIO)*.
- ♦ **Hire** expert lawyers to advise us on this.
- ♦ **Hire** a professional curator to activate the *Civic Campus*. The vision is for the space to work much like the South Bank. A continuous array of activities that becomes a new London destination.
- ♦ **The *Civic Campus*** building is now one of the most remarkable in the capital. It is a consequence of an imaginative vision of a transformed Hammersmith & Fulham. We will ensure all its new facilities rise to that vision and maximise revenue.

## Chapter 8: Caring with kindness

How we care for one another says everything about the kind of borough we are. In Hammersmith & Fulham, we believe people should be supported to live the best life possible, with dignity, independence and real choice. That is true whether someone needs a small amount of help for a short period or more support over many years.

We are proud to be England's only council to offer free adult home care. It reflects one of our fundamental beliefs: when people need care, they should be treated with kindness and respect, not anxiety about cost. We know H&F Labour support means a lot to the *Disabled People's Organisations* we work with and we will never take that for granted.

The pressures facing adult social care are immense. People are living longer. Needs are more complex. National funding is broken. But that only makes it more important to protect what matters and reform services around what residents need.

The future of care must be more personal, more joined-up and more focused on helping people stay independent for longer. It must work better with housing, with health and with families and communities. This includes ensuring smoother transitions from children's to adult services, particularly for care-experienced young people and disabled young adults building independent lives. It must support people to live well, not simply manage decline.

That is the approach H&F Labour will take. We will:

- ♦ **Protect** our commitment to free adult home care for those who need it, because it remains one

of the clearest expressions of our belief that care should be compassionate, dignified and fair.

- ♦ **Support** more residents to stay independent for longer through strong prevention, reablement and recovery services that help people rebuild confidence, skills and everyday living after illness, injury or crisis.
- ♦ **Join up** adult social care more effectively with housing and health so residents get help earlier and do not get passed from one silo to another when what they need is one coherent response.
- ♦ **Improve** the front door to adult social care, with clearer information, earlier advice and better coordination, especially for people whose needs sit across care, housing and health.
- ♦ **Work** towards a more neighbourhood-based and multidisciplinary model of support, bringing professionals together around residents and families rather than expecting residents and families to navigate complexity alone.
- ♦ **Support** older and disabled residents to live well in whatever home feels right for them, with the right support to sustain independence, connection and quality of life.



- ♦ **Develop** stronger community-based support that reduces loneliness, builds confidence and helps residents remain active and involved in local life.
- ♦ **Work** with the voluntary and community sector in a more strategic way, focusing support on what genuinely improves wellbeing, independence and resilience rather than scattering small amounts of funding too thinly.
- ♦ **Improve** pathways into employment, training and community participation for disabled adults, people with learning disabilities and autistic residents, recognising that a good life includes purpose, contribution and connection as well as care.
- ♦ **Strengthen** support for people with mental health needs, including better joined-up

planning between council services, housing and *NHS* partners, so local residents can get the right help in the right place.

- ♦ **Back** families and carers, whose role is too often overlooked, with better recognition, information and practical support.
- ♦ **Set** a clear ambition to create more local opportunities for supported housing, independence and purposeful adult life, especially for young disabled adults moving into adulthood, so more people can stay in borough and build lives in the communities they know.
- ♦ **Carry forward** our *Living Well, Ageing Well* approach so that adult social care in Hammersmith & Fulham continues to be shaped by dignity, independence, prevention and kindness.

## Chapter 9: United in our diversity

The residents of Hammersmith & Fulham rightly cherish the diversity of our borough. People originating from every corner of the globe have made our small part of West London their home bringing new cultures, cuisines, arts and outlooks. Our way of life is enriched and our public services are supported with their labour. From building new businesses to undertaking future-shaping research, Hammersmith & Fulham is a better place because of its diversity.

So we reaffirm our support for all our citizens and restate our commitment to ensure that no matter what the age, sex, gender, race, religion, sexual orientation or Disability, we will always strive to foster an inclusive environment where all feel welcome and included.

We recognise that that too many people suffer harassment, threats and violence because of who they are. We will always act to keep people safe and tackle all hate mongers from those who preach islamophobia to those who attack people for their sexual orientation.

Under H&F Labour, Hammersmith & Fulham will be a place of welcome.

### The right to worship

Everyone has a right to their faith. H&F Labour will always act so people of all faiths can practice in safety and in peace.

That's why H&F Labour found the land and the funds to help the Quakers to build their beautiful new *Hammersmith Quaker Meeting* on Bradmore Park Road. It's why our borough now publicly hosts Hanukkah, *bringing people of all faiths and backgrounds* together to celebrate the *Jewish Festival of Light*.

It's why we've worked with Christian churches, Muslim Mosques, Hindu and Buddhist temples, Sikh gurdwaras, and rabbis to reinforce our unity as neighbours living

together in our tiny part of the capital city. We will build on this.

We will:

- ♦ **Ensure** that all faiths in the borough have adequate space to gather and worship safely
- ♦ **Ensure** parking and traffic schemes support the needs of places of worship.
- ♦ **Connect** faith leaders to the LET and police so they know how to seek support if they ever feel unsafe.
- ♦ **Support** building a new purpose-built mosque.
- ♦ **Continue** to bring all faith leaders together through our Interfaith Forum.

### The Embassy of the State of Palestine

It was an honour on 21 September 2025 for H&F Council to step in and help organise the safety and security outside the *Palestinian Mission* on the day the Prime Minister announced that the UK would recognise the State of Palestine.

That meant the *Palestinian Mission* in Hammersmith would become the *Embassy of the State of Palestine*. *The Mission* was officially upgraded on 5 January 2026.

Over sixty countries sent their ambassadors. Along with other dignitaries and hundreds of people who packed into a small street in Hammersmith to witness the *raising of the Palestinian flag* for the first time outside the new Palestinian embassy. H&F Labour was proud to be able to show its support for the State of Palestine as *His Excellency Ambassador Husam Zomlot addressed the crowd* with

Cllr. Stephen Cowan, H&F Labour Leader, standing behind.

This followed the Government *making clear* that, along with Australia, Canada, France and others, Great Britain was acting to keep alive the possibility of a two-state solution.

H&F Labour has always supported the two-state solution. We will:

- ♦ **Continue** to support the security of the *Embassy of the State of Palestine* with CCTV and patrols of the *H&F Law Enforcement Team*.
- ♦ **Work** with the *Embassy of the State of Palestine*.



His Excellency Ambassador Husam Zomlot with Cllr. Stephen Cowan, H&F Labour Leader.

*That meant the Palestinian Mission in Hammersmith would become the Embassy of the State of Palestine.*

## Refugees

We established a leading national reputation for our proactive support of displaced people, having welcomed more unaccompanied 'Dubs children' than any other local authority in the UK.

Notably, we were the only council to send social workers directly into refugee camps in Calais and Greece to assess children's legal rights and facilitate their safe passage to the UK. Through our partnership with advocates like Lord Alf Dubs, *Safe Passage*, *Choose Love* and others, we **publicly champion the rights of refugees**.

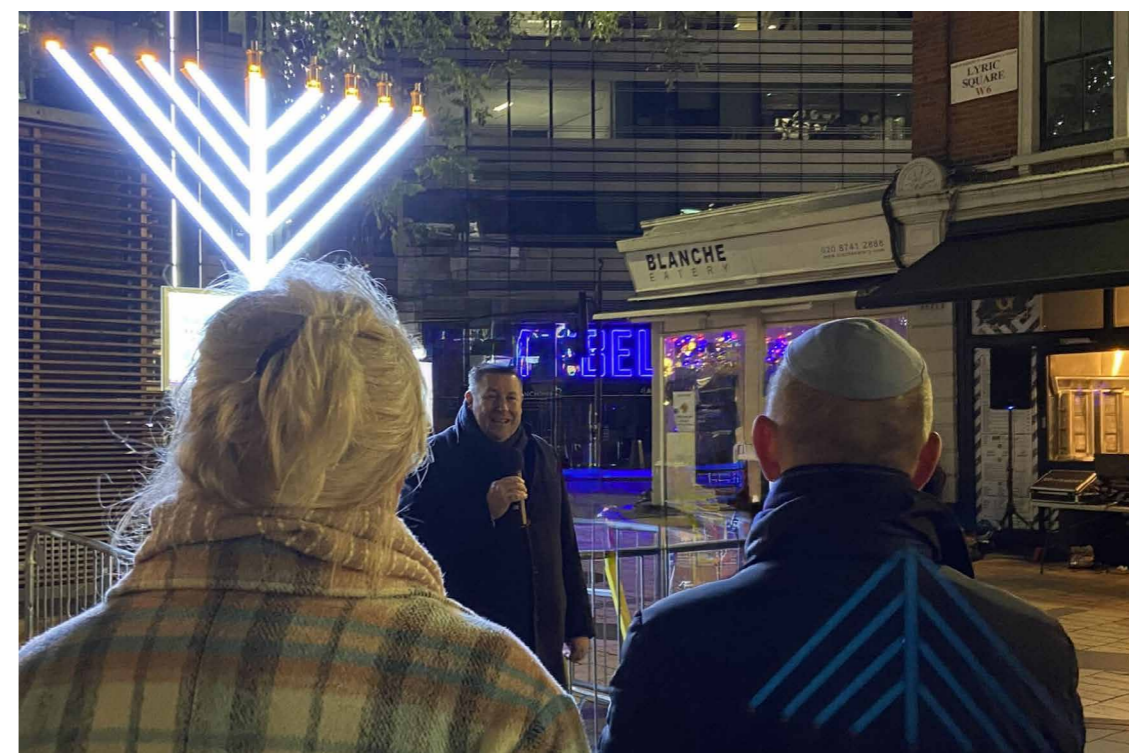
We continue to provide support to ensure refugees feel welcomed in Hammersmith & Fulham and they can build a new life by successfully integrating into our local community.

We will:

- ♦ **Deliver** on our *Refugee Strategy*, working closely with our *Refugee Steering Group* made up of partners with lived experience and community groups from across the borough.
- ♦ **Wrap** our arms around those fleeing persecution and from war-torn countries, ensuring they have the best chance to start afresh and build their lives again.



- ♦ **Our** social workers and virtual schools teams will continue to provide wrap-around support for our *Unaccompanied Asylum Seeking Children*, providing a safety net and home where they can feel safe.
- ♦ **Build** on the ESOL provision across the borough and, working with our partners from the *Red Cross*, *Quakers*, *West London Welcome*, *Barons Court Project* and *The Law Centre*, continue to develop policies and projects that will meet the needs, including creche facilities for parents whilst learning English.
- ♦ **Support** those with professional qualifications to transfer them to a UK equivalent so they can sustain themselves.
- ♦ **Celebrate** the contributions refugees bring to our borough through events such as *Refugee Week* and *Interfaith Week*.
- ♦ **Hold** a *World Music Event*, bringing together people representing all areas of the world living in H&F, along with community groups and schools, to celebrate the diverse richness of the cultures they bring to H&F.
- ♦ **Ensure** refugees and asylum seekers thrive within H&F.



## Zero tolerance of antisemitism

In Hammersmith & Fulham we cherish and honour our Jewish citizens. H&F Labour introduced an annual local ceremony celebrating Hanukkah. We also introduced an annual event participating in International Holocaust Remembrance Day.

But these are troubled times. Antisemitism has increased significantly. We recognise that all our Jewish neighbours across Hammersmith & Fulham live in fear and with anxiety because of this. Our message to our Jewish residents is that we stand with you. We will always act to celebrate you, your history, your religion and your culture. We will do everything within our power to crack down on those who seek to harass or harm you and we will act to keep you safe. The administration we hope to

lead will always face down all those who seek to frighten and divide us.

We therefore:

- ♦ **Reaffirm** our commitment to crack down on antisemitism and those who spread it.
- ♦ **Work** with Jewish community groups, community and religious leaders to ensure that the council and police acts quickly and always takes the necessary measures to keep Jewish people safe.

*Our message to Jewish people everywhere is that we stand with you and the administration we hope to lead will always face down all those who seek to frighten and divide us.*



## Chapter 10: Ruthless, financially efficient service reform

**Our manifesto opened with the economy and closes with our approach to finance and efficiency. This is not by accident. Our industrial strategy is critical to driving progress across every aspect of life in the borough. And our strong track record on financial discipline explains how we can deliver on the commitments we make in this manifesto.**

When you hear about local government finance, it is rarely good news. In Hammersmith & Fulham, our funding from central government has been cut by 54% in real terms since 2010.

How many organisations can you think of that are doing more than they were 15 years ago, with less than half the funding? This Labour administration is doing more with less. Using our approach of ruthless financial efficiency to cut waste rather than services. This approach has been repeatedly externally validated by our auditors and a recent [external peer review](#).

As a Hammersmith & Fulham resident, you pay the third lowest Council Tax rates in the country. But who pays can be just as important as how much they pay. That is why we have one of the most comprehensive *Council Tax Support Schemes* in the country, providing discounts to 4 in 10 households. Foster carers and care leavers pay no Council Tax in our borough at all, and this year we cut taxes by 25% for all military veterans.

By setting low taxes and continuing to provide support, we will ensure Hammersmith & Fulham remains the best place in the country to be a Council Tax payer.

Since 2014, this Labour administration has cut £156m of waste from the council's budget (for context, this year's budget was £222m). We will leverage the latest technology to make services more effective and efficient. Our *Automation Hub* has identified 100 council processes that can be streamlined; our *Business Intelligence Unit* has identified hundreds of thousands of pounds of additional council revenue; and our Fraud, Recovery and Error Data system has found £2m in savings.

We will:

- ♦ **Significantly** expand on the use of these latest methods to find and eradicate waste and to save money for council taxpayers without reducing services.
- ♦ **Improve** residents' ability to access services easily online, by phone, and at the newly opened Civic Campus.

We have raised nearly £5m through the innovative *Hammersmith & Fulham Green Investment*, more than any other council from a scheme of this kind. This has paid for projects like rain gardens, tree planting, and bicycle storage across the borough

(you may have seen the “*Funded by the H&F Green Investment*” signs on a road near yours). The *H&F Green Investment* has allowed residents to earn market-leading returns while funding projects in their community and saving the council money.

If re-elected, we will double the scheme's size.

Our approach has always been to do things with residents, not to them, and we want to make sure that everyone can take part in our local economy. With so many services moving online, there is a risk that residents without the computing skills or equipment will be locked out of the services they rely on. Similarly, when families across the borough are struggling with the cost of living, identifying income, advice and support can be crucial.

That is why we have developed a *Digital Inclusion Strategy* and a *Financial Inclusion Strategy*, and we will implement them in full if re-elected.

Together, this approach enables us to put forward this manifesto to voters with confidence. It means H&F Labour offers not just hope but hope that you can believe in.



