

Community Safety and Environment Policy and Accountability Committee

Agenda

Wednesday 27 March 2019

7.00 pm

Small Hall - Hammersmith Town Hall

MEMBERSHIP

Administration	Opposition
Councillor Bora Kwon (Chair) Councillor Iain Cassidy Councillor David Morton Councillor Ann Rosenberg	Councillor Victoria Brocklebank-Fowler

CONTACT OFFICER: Amrita Gill
Committee Co-ordinator
Governance and Scrutiny
☎: 020 8753 2094
E-mail: amrita.gill@lbhf.gov.uk

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Date Issued: 19 March 2019

Community Safety and Environment Policy and Accountability Committee Agenda

27 March 2019

<u>Item</u>	<u>Pages</u>
1. MINUTES To approve the minutes of the meeting held on 29 January 2019.	4 - 10
2. APOLOGIES FOR ABSENCE	
3. DECLARATIONS OF INTEREST <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4. PARTNERSHIP RESPONSE TO CRIME - DISCUSSION ITEM This item will be a discussion between members and officers around the partnership response to the fatal incident in North End Ward.	
5. PARKS AND OPEN SPACES OVERVIEW This report provides an overview of the use of public and green spaces	11 - 17

within the borough.

6. RECYCLING & WASTE MANAGEMENT OVERVIEW

18 - 26

This report provides members with an overview of waste minimisation and recycling in the borough.

7. WORK PROGRAMME AND DATES OF FUTURE MEETINGS

The Committee is asked to suggest any ideas for items to be considered at future meetings.

Future meeting dates:

- 18 June 2019
- 9 September 2019
- 13 November 2019
- 28 January 2020
- 31 March 2020

Community Safety and Environment Policy and Accountability Committee Minutes



Tuesday 29 January 2019

PRESENT

Committee members: Councillors Bora Kwon (Chair), Victoria Brocklebank-Fowler and Iain Cassidy

Other Councillors: Councillors Wesley Harcourt (Cabinet Member for the Environment)

Officers: Mike Clarke (Director of Libraries and Archives), Christina Cato (Director for Finance & Resources), Hitesh Jolapara (Strategic Director of Finance & Governance), Emily Hill (Assistant Director - Corporate Finance), Ann Ramage (Assistant Director for Regulatory Services), Sharon Lea (Director of Resident Services) Fawad Bhatti (Social Inclusion Policy Manager), Simon Davis (Assistant Director for Contracts and Procurement), Graham Morrison (Environmental Health Officer, Regulatory Services)

1. MINUTES

RESOLVED

That the minutes of the meeting held on 5 December 2018 were approved as a correct record and signed by the Chair.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors David Morton and Ann Rosenberg.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. 2019 MEDIUM TERM FINANCIAL STRATEGY

Hitesh Jolapara, Strategic Director of Finance and Governance gave a presentation outlining the Council's budget proposals. He highlighted the scale of challenges facing local government in recent years. He showed slides that demonstrated the debt levels nationally, noting that local government expenditure and Council services were declining nationally apart from Adult Social Care.

It was noted that grant received from national government continued to reduce. There was a general grant funding reduction of £3.3m from 2018/19 to 2019/20 – this was after receipt of extra one-off social care funding of £1.5m and winter pressures funding of £0.9m as per the Autumn Budget Statement. An inflationary council tax increase of 2.7% was modelled for 2019/20. This increase would generate income of £6.3m over 4 years and £1.56m in the first year. The Council's spending power reduction was 13% more than the national average and expected to deliver extra savings of £34m. In addition, there needed to be savings of £2.4m for residents' services for 2019/20.

Councillor Victoria Brocklebank-Fowler asked how the additional costs relating to the disaggregation of residents' services, would be funded and whether these had been factored into the budget for 2018/19. In response, Hitesh Jolapara explained that there might be a one-off cost for the disaggregation however the Council was in the process of concluding the new arrangements, therefore this had not been finalised. The current message was to disaggregate within existing budgets.

Sharon Lea, Director of Resident's Services explained that each service area would be required to do a zero-based budgeting exercise and present a business case. This would include a breakdown of how services were currently being delivered and how these could be brought together more effectively. In addition, she added that the Council wanted to ensure that the new staffing arrangements worked cross functionally to improve efficiencies. i.e. how we can embrace change and improve the way services were delivered.

Councillor Victoria Brocklebank-Fowler expressed concerns around the disaggregation of resident services' and asked if there was a wider strategy in place. She queried why the Council had decided to disaggregate, given that the existing arrangements were working well. In response, Sharon Lea explained that the current staffing arrangements were based on a traditional approach. Therefore, this was an opportunity to explore new ways of working and introducing best practice to the Council. In addition, this would be achieved using the funding already set out for resident services'.

Councillors Wesley Harcourt, Cabinet Member for the Environment commented that the bi-borough arrangements were not as successful as the

Council had originally intended, and recommendations were made to remodel the services based on a zero-based budgeting approach.

Councillor Iain Cassidy asked what was the Council's position relating to discounts and exemptions on council tax in comparison to other boroughs. Emily Hill, Assistant Director - Corporate Finance explained that the single person and student discount entitlements were likely to be relatively similar across other London boroughs. However, council tax support was provided to the elderly, and residents working for lower pay. Those on lower income would pay less council tax in comparison to other boroughs as the Council's local scheme provided similar support to the previous council tax benefit. In addition, Councillor Wesley Harcourt noted that it was a political decision to ensure that lower paid workers were not disadvantaged.

The Chair asked whether the new arrangements meant that the Council had greater flexibility to make its own savings as a result of the disaggregation. In response Sharon Lea said that the Council had always been assigned its own budget, therefore had the flexibility to manage and improve its efficiencies and would continue to operate in the same way going forward.

Sharon Lea, explained that currently senior officers, had the responsibility of managing two sets of budgets across two boroughs. She recognised that it was a challenging task for officers to deliver different sets of priorities, whilst managing a difficult workload. The Council felt that the priorities of this borough were not always delivered to a satisfactory standard. By creating a sovereign resident services', this would allow officers to solely focus on the Council's vision, ensuring that this was effectively being achieved.

Councillor Victoria Brocklebank-Fowler asked for clarification around the risks involved in ending the use of bailiffs to collect council tax debt. Furthermore, she asked how this would be managed going forward. Hitesh Jolapara noted that the introduction of this scheme offered an ethical approach to debt management, avoiding increased challenges for residents' and greater expense for the Council. It was noted that a 97.5% collection rate was assumed for 2018/19. The Revenue and Benefit team were currently looking at new processes that would be put into place. Reassurances were offered that this was closely being monitoring.

Councillor Iain Cassidy, referring to Appendix 1 of the Agenda Pack asked why cycle street furniture advertising was indicated as a high delivery risk. Councillor Wesley Harcourt explained that this was marked as high risk because this had not generated the income that the Council had anticipated.

RESOLVED

That the Committee considered the budget proposal and the proposed changes to fees and charges and noted the report.

5. MANAGEMENT OF INFECTIOUS DISEASES IN THE BOROUGH

Ann Ramage, Assistant Director for Regulatory Services provided a presentation, noting that the Council had a statutory duty to receive

notifications of infectious diseases (including food poisoning). The Council also had a legal duty to monitor and investigate these cases and take action where necessary. She showed slides that provided an overview of the systems and controls that were in place to keep residents and other members of the public safe.

The Borough's principle partner in this work is the Health Protection Team (HPT) which was part of Public Health England (PHE). The HPT team consisted of Consultants in Communicable Disease Control (CCDC), consultant nurses, and support staff. The CCDCs were appointed by the Council as Proper Officers for receiving notifications from doctors. In addition, PHE would collate and publish monthly details of notifiable diseases by borough and disease.

Investigations of infectious diseases would be carried out by fully qualified Environment Health Officers (EHOs). These would also include cases of food poisoning and Legionella. The officers had the power to close a business posing risk and exclude people from work if they were a risk to others. They also received regular training from PHE, and participated in desktop emergency exercises. An overview was provided around how infectious disease cases were managed and the cost implications to businesses. Those most at risk were the very old, very young, pregnant women those with compromised immune systems and those already ill.

Graham Morrison, Environmental Health Officer, provided an example of a complex case study that was carried out relating to a previous Salmonella case in the borough - this resulted in 60 customers ill with 20 being hospitalised. Details were provided of how this was managed and the appropriate measures that had been put in place by Council officers.

Councillor Victoria Brocklebank-Fowler asked how many Environmental Health Officers were employed. Ann Ramage explained that there were currently 4 (FTE) food environment health officers who responded to infectious disease notifications and outbreaks. There was a similar number of health and safety officers who handled notifications of Legionella. In addition, noted that that this was a highly specialised department due to the nature of work involved.

Councillor Victoria Brocklebank-Fowler asked how the Council's figures in relation to the number of infectious diseases, compared to other local boroughs. Ann Ramage explained that a total of 155 cases of Gastro Intestinal Diseases were notified to the North-West London Health Protection Team in 2018. The London Borough of Hounslow reported a higher rate in comparison to the Council, whilst Kensington & Chelsea experienced fewer cases of infectious diseases.

The Chair asked for further clarification around why some diseases fell under the Council's remit. Ann Ramage referring to page 35 of the agenda pack said that there were 31 diseases listed as notifiable. These were categorised as infectious diseases because they were caused by bacteria, viruses, parasites, or fungi that could spread, directly or indirectly from one person to

another. Furthermore, GP's had a statutory duty to notify a Proper Officer of the Council of these infectious diseases. The Council was also under legal obligation to then notify PHE about the notifications received and carry out appropriate investigations if necessary.

The Chair queried whether the Council faced challenges due to the transitory nature as a London borough. In response Ann Ramage explained that in most cases people, were co-operative to the instructions set out. In addition, the Council also worked in collaboration with local schools and hospitals to minimise risks where possible.

RESOLVED

That the Committee noted the key importance and potential impact of this work in protecting residents and visitors to the borough.

6. REFUSE, RECYCLING AND STREET CLEANSING CONTRACT OVERVIEW

Simon Davis, Assistant Director for Contracts and Procurement introduced the report and provided an overview of the waste management and street cleansing services in the borough. These services provided front-line services to residents, businesses, and visitors to the borough. The efficiency and effectiveness with which these were delivered had an impact on residents' quality of life, and the Council's overall ability to deliver a 'cleaner, greener' borough.

Serco managed a collection of domestic waste from approximately 80,000 residential properties. Missed collections were resolved within 24 hours and good behaviour was also factored in as part of their responsibility as a contractor. Furthermore, as part of the borough's clear all policy, Serco proactively removed unreported fly tips, dog fouling and litter. The streets in the borough were some of the cleanest in London with over 96% of streets being kept to an acceptable standard of cleanliness.

The key service standards for street cleaning were outlined. These were to achieve a high standard of cleanliness after each cleanse and remove reported fly tips within 48 hours. In addition, it was also essential to attend emergency responses within one hour.

Referring to page 45 of the agenda pack, Simon Davis provided an overview on the current KPI performance. These were measured against the requirements set out in the contract and noted that improvements were achieved compared to 2017/18. The Council set out the aspiration to be working towards the upper quartile performance for cleanliness and recycling rates in London.

Councillor Victoria Brocklebank-Fowler asked how the success of the KPI's were measured. In response, Simon Davis clarified that a lower figure indicated a better performance.

Councillor Victoria Brocklebank-Fowler commented that the customer satisfaction indicator was removed and asked for further clarification around why and when this change took place. The Committee also requested that further information be provided around who carried out the street cleanliness inspections.

Action: Simon Davis/ Lesley Gates

The Chair asked whether the Council kept a record of the complaints received by the residents. In response, Simon Davis explained that missed collections and fly tipping were recorded on the Council's system and responded to within the proposed timescales.

The Chair asked for further clarification around what action was being taken by the Council to ensure that Serco would deliver the planned contract improvements. Simon Davis explained that the contract had become out-dated and needed to be refreshed to meet the current requirements of the Council. This would be achieved through a reprocurement exercise when the contract expired in 2020/21. To progress change over the remaining life of the contract, a plan had been established and fed back to Serco. The Council were engaging with Serco senior management to ensure service improvements were achieved through the tail end of the contract to 2021.

A resident commented that the Council's winter gritting strategy was reviewed at the Committee meeting held on September 2018. An update was requested around what progress had been made to the gritting of pedestrian and access routes. Simon Davis explained that the key routes would be gritted for the predicted snowfall, however he needed to review the schedule to ascertain exactly what routes had been included in the plan.

Councillor Wesley Harcourt, Cabinet Member for the Environment noted that the gritting strategy had been revised to include the comments raised by members. The routes had been extended from localised gritting spots to include routes of the main road and pedestrian footways and access from them to schools. The Chair said that she would follow this up with Lesley Gates, Area Contracts, and Enforcement Manager, and circulate the revised policy to Committee members once an update was received.

Action: Councillor Bora Kwon

Councillor Victoria Brocklebank-Fowler queried how many other companies provided a similar service to Serco in London. In response, Simon Davis noted that there were around 5-6 London based providers. There had been a notable decrease in the number of providers due to the fluctuation on the rate of materials. In addition, Councillor Victoria Brocklebank-Fowler commented that Serco were late to collect Christmas trees on both collection days in 2018. Councillor Wesley Harcourt added that Serco had responded that this was down to a machinery malfunction. The Chair suggested that further investigations be carried out on this matter. The Committee concurred with the Chair and noted that this needed to be raised with Serco to determine what had caused the delays and how this could be avoided in future.

Action: Simon Davis/ Lesley Gates

Councillor Iain Cassidy commented that fly tipping had increased over the years and asked how these figures were reported to the Council. Simon Davis explained that majority of the time these were either spotted or reported through feedback received from residents. As part of the contract, it was Serco's responsibility to ensure that these were removed within 48 hours. In addition, he said that 25% of the reported fly tipping was black bag waste.

Sharon Lea, Director of Resident Services explained that current figure for fly tipping needed to be reviewed. Other reported issues were gathered in the current data set and there had been a duplication of reporting, therefore the current information was flawed. Work was being carried out to ensure that our data set was accurate and how this could be better managed going forward. The Chair agreed and noted that this needed to be managed and monitored effectively going forward. In addition, noted that it was essential to have suitable mechanisms in place ensuring that landlords and local residents were well informed.

Councillor Iain Cassidy asked when an accurate data set would be available. Sharon Lea noted that this was currently a work in progress, however an update would be provided to Committee members as soon as this had been completed.

RESOLVED:

That the Committee reviewed and commented on the report

7. WORK PROGRAMME AND DATES OF FUTURE MEETINGS

The PAC's work programme was noted. The next meeting would be held 27 March 2019.

Meeting started: 7:00pm

Meeting ended: 9:10pm

Chairman

Contact officer: Amrita Gill
Committee Co-ordinator
Governance and Scrutiny
☎: 020 8753 2094
E-mail: amrita.gill@lbhf.gov.uk

<p>London Borough of Hammersmith & Fulham</p> <p>COMMUNITY SAFETY AND ENVIRONMENT POLICY & ACCOUNTABILITY COMMITTEE</p> <p>Wednesday 27 March 2019</p>		
AN OVERVIEW OF PARKS AND OPEN SPACES		
Report of the Director for Transport, Highways, Leisure and Parks – Mahmood Siddiqi		
Open Report		
Classification: For review and comment		
Key Decision: No		
Consultation: N/A		
Wards Affected: All		
Accountable Director: Director for Transport, Highways, Leisure and Parks – Mahmood Siddiqi		
Report Author: Ian Ross – Parks Manager		Contact Details: Ian.Ross@rbkc.gov.uk Parks@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The Council has 54 parks and open spaces and 4 cemeteries that it directly manages. These range in size large open spaces such as Wormwood Scrubs to large parks such as Bishops Park and Ravenscourt Park to small open spaces such Marcus Garvey Park. Two of the 4 cemeteries managed by the Council are outside the borough in the London Borough of Richmond.
- 1.2. The Parks team is made up of 3 full-time equivalent (FTE) officers: 0.5 FTE Parks Manager (shared with The Royal Borough of Kensington and Chelsea); 2FTE Parks Officers (each covering roughly half the borough); 0.5FTE Service Support Officer (shared with The Royal Borough of Kensington and Chelsea).
- 1.3. Income from parks and open spaces is generated from a variety of sources, not all of which are managed by the Parks team – these include events and funfairs, outdoor sports bookings, café leases, etc.

- 1.4. Grounds/landscape maintenance of parks and open spaces is undertaken by Quadron Services t/a Idverde (referred to as Idverde throughout the rest of this report). Their current contract commenced in 2008 and runs until 2021. Maintenance of buildings in parks and open spaces is undertaken at the present moment by Amey as part of the Council's facilities management contract.

2. RECOMMENDATIONS

- 2.1. The Committee is requested to review and comment on the contents of the report.

3. BACKGROUND

3.1 Stakeholder Management:

We have many stakeholder groups within the borough. Some of these are formalised groups now operating as charities (e.g. Friends of Brook Green) and some of these are more informal groups or 'off-shoots' of other organisations such as residents' associations.

All formalised groups are asked to sign a Memorandum of Understanding (MOU) with the Council; this is currently under review with a view to being issued as the current one is over 5 years old.

Working with stakeholder groups has many benefits including getting a 'local' view on what sites are used for and an increasing number are supporting the Council by applying for external funding to deliver improvements on individual sites. However, supporting them at times, with only a small team, can often lead to frustration that we are not able to proceed as promptly with somethings as they would wish.

3.2 Events and Fairs in parks and open spaces

Most events that occur in parks and open spaces are overseen by the Council's Event team who liaise closely with the Parks team. These events vary in size from large public events such as Boat Race or Fireworks (both managed/overseen by the Events team) to small community charity events. Each event goes through an internal consultation process to ensure it is suitable for the requested location and that various statutory requirements are met (licensing, food safety, health and safety, etc.).

The Events team also oversee funfairs in parks and open spaces (again liaising closely with the Parks team). Only a small number of funfair operators are permitted within the borough and the sites used are Shepherds Bush Green, Ravenscourt Park, Eelbrook Common, Parsons Green and Normand Park. None of the income generated from these goes directly into the parks budget.

In addition to above, the Parks team do gain a small(is) income from the two Farmers Markets that now operate in the borough's parks at Bishops Park and South Park. Additionally, income is also generated from the community room in Bishops Park although this primarily off-sets the running costs.

3.3 Outdoor Sports Bookings

Outdoor sports bookings are managed on behalf of the Council by our grounds maintenance contractor Idverde. The fees and charges associated with outdoor sports bookings continue to be set and approved by the Council through the same process that all other fees and charges are set.

Our pricing structure is such that in-borough 'state' schools are offered a different/cheaper rate to out-of-borough 'state' and private schools.

Officers are working on a report/policy at the moment to see how we can better support in-borough 'state' schools and organisations based with the borough to access the outdoor sports facilities within the borough.

Within their remit for outdoor sports bookings, they also monitor pitches/areas being used for organised sports have been booked. Until recently, they also collected income on tennis courts from casual users – this has since been automated through a Lawn Tennis Association (LTA) software programme/app.

Currently, income from outdoors sports bookings is more than £500,000 so is a major income stream for the Parks team.

3.4 Parks and Open Spaces Strategy

The current Parks Strategy expired at the end of 2018. Officers will shortly commence work (with colleagues in Planning Policy) to start work on a new one. The strategy will identify areas of open space deficiency with the borough but also set policy for the management of parks and open spaces both from a practical and strategic management basis but also from a planning perspective.

It should be noted that as well as Council managed parks and open spaces the strategy also covers non-Council managed sites from a planning policy perspective.

3.5 Deeds of Dedication

When the current administration was first elected in 2014, Officers were asked to look at options for providing more robust protection to the borough's parks and open spaces. A Parks Commission was formed and chaired by Cllr Guy Vincent. Their recommendation to Cabinet was that a Deed of Dedication be pursued for sites where appropriate (i.e. not already benefitting from appropriate covenants) with Fields in Trust a national green space organisation.

This recommendation was approved by Cabinet in December 2017. The first Deeds of Dedication were recently signed, these were for Lillie Road Recreation Ground and Wendell Park. Officers are now working on the next phase of sites, which will include Ravenscourt Park.

The Deed of Dedication for sites where it is adopted means there is an additional and independent approval system independent of the Council for activities not included as permissible within the deed.

3.6 Grounds/Landscape Maintenance contract

Since 2008 maintenance of parks and open spaces has been undertaken by Idverde. There are three elements to the contract: parks, open spaces and cemeteries; landscaped areas on housing estates; and Wormwood Scrubs

The contract covers all aspects of grounds/landscape maintenance from cleansing/litter picking (open spaces such as Brook Green, Shepherds Bush Green are cleansed by Serco under their contract with the Council) to grass cutting to horticultural maintenance (rose, shrubs, etc.) to sports pitch maintenance to grave digging.

In addition to above Idverde also support the Parks team in delivering volunteering opportunities across the borough. This is primarily through companies wanting to discharge their Corporate Social Responsibility. This has allowed work that may not otherwise be done to be undertaken e.g. repainting of the railings around Bishops Park (this project remains ongoing). In calendar year 2018 we had 7,882 volunteer hours in the borough's parks and open spaces.

The current contract runs until March 2021 and Officers are now starting to decide for procuring a new contract.

3.7 Safety in parks and open spaces

Safety in parks and open spaces is primarily the remit of the Parks Police Service. They work from 7am until 10pm in winter and 11pm in the summer.

There work includes providing a uniformed presence as well bye-law enforcement, dealing with anti-social behaviour, dog fouling/litter enforcement/education and gate locking.

Additionally, they also assist at major events put on in the borough's parks and open spaces and with major incidents that may occur as part of the Council's major incident response.

The service are also first responders for the London Ambulance Service and have been responsible for saving a number of lives over the years.

3.8 Site management challenges

Managing a large number of sites with varied uses always bring challenges.

By their nature some sites are suitable for more formal activities and other less formal activities. While will where possible seek to accommodate as many activities as possible this is not always feasible, and, on such occasions, this is addressed through targeted signage and additional patrols from Parks Police.

On a different note, another challenge we are starting to see more of is pests and diseases affecting planting and trees. There has been a significant proliferation in pests and diseases over the last 10 years affecting a variety of species. One of the most notable in our parks and open spaces has been the Box Tree Caterpillar, which is slowly decimating box trees across the borough and London now. It is likely we will see more pests and diseases emerging in the coming years and this could affect the landscape and planting in parks and open spaces in the future.

3.9 Liaison with other departments

The work of the Parks team is very wide and cuts across a large number of other Council departments.

Through the course of this report our work with the Events team and Parks Police Service has already been referred to.

We also work closely with colleagues in:

- Planning (commenting on planning applications and assisting with open space policy information)
- Property and Facilities Management (assisting with the management of leases and managing the large portfolio of building we have in parks and open spaces)
- Highways (providing advice on planting schemes and through their monitoring of trees in parks and open spaces)
- Communications team (for promotion of the service, website and press releases)
- Community Safety (problem solving anti-social behaviour problems)
- Support services such as Finance, Legal, IT, Procurement, etc.

3.10 Green Flag Award

The Council currently holds 15 Green Flag Awards, the sites being:

- Bishops Park and Fulham Palace
- Brook Green
- Frank Banfield park
- Furnival Gardens
- Hammersmith Park

- Hurlingham Park
- Marcus Garvey Park
- Margravine Cemetery
- Norland North
- Normand Park
- Ravenscourt Park
- South Park
- St. Peter's Square
- William Parnell Park (Pineapple Park)
- Wormholt Park

For this coming year we have entered St. Paul's Gardens and Wendall Park

Green Flag Award is judged against 8 criteria and is a national benchmark for quality and management of parks and open spaces. Sites are formally judged every other year and mystery shopped in the intervening year. A formal submission needs to be made for each site every year including having an up to date management plan and responding to the judges' feedback from the previous year.

3.11 Infrastructure

The Parks team are responsible for all infrastructure within parks and open spaces – bins, benches, boundary fences/railings, playground equipment, footpaths, building, etc.

Monitoring this alone takes up a significant amount of time and effecting repairs is not always possible quickly due to the small team we have and budgetary pressures.

Having a mechanism for carrying out small-works repairs is something we are considering for the procurement of any new grounds/landscape maintenance contract.

Much of the infrastructure within parks and open spaces is now aging so an asset management strategy will need to be developed in the next year or two, so a planned replacement/refurbishment programme can be put in place (this could form part of any new Parks and Open Spaces Strategy)

3.12 Playgrounds

There are currently 36 playgrounds across 25 parks and open spaces. All playgrounds are inspected daily as part of the Council's grounds/landscape maintenance contract and then on a quarterly basis by an independent inspector.

Like infrastructure, many of the Council's playgrounds are starting to age and a more formal strategy for managing their replacement will be needed. We

currently have playground refurbishment projects ongoing at Eelbrook Common and Hammersmith Park.

3.13 Staffing

The Council's Parks team is small with a very large and varied remit. As well as parks and open spaces they also cover cemeteries and many of the elements highlighted in this report within them.

Being a small team is challenging at times especially trying to juggle the conflicting needs of our customers, dealing with enquiries, monitoring a large and specialised contract, working with stakeholders and colleagues, and monitoring and arranging repairs of infrastructure.

3.14 Budgets

The budget for parks and open spaces is divided into three main elements:

- General parks budget
- Playground repairs
- Tree inspection and maintenance

The main element of the general parks budget is made up of payments to Idverde for the grounds/landscape maintenance contract.

After salaries, council internal charges, depreciation, etc. there is just over £100,000 of 'flexible' budget to cover repairs and replacement of bins, benches, boundary fences/railings, footpaths, building, planting/site improvements, etc. This equates to just under £2,000 per financial year.

4. BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name and contact details of responsible officer	Department/ Location
1	Cabinet report: Protecting the borough's parks and open spaces	Ullash Karia – Head of Leisure and Parks Ullash.Karia@rbkc.gov.uk	Council website
2	Parks and open spaces files	Ian Ross – Parks Manager Ian.Ross@rbkc.gov.uk Parks@lbhf.gov.uk	Leisure and Parks

Agenda Item 6

London Borough of Hammersmith & Fulham COMMUNITY SAFETY AND ENVIRONMENT POLICY AND ACCOUNTABILITY COMMITTEE 27 March 2019		 hammersmith & fulham
AN OVERVIEW OF RECYCLING & WASTE MINIMISATION		
Report of the Director for Environment, Leisure & Residents Services		
Open Report		
Classification: For review and comment		
Key Decision: No		
Consultation:		
Wards Affected: All		
Accountable Director: Director for Environment, Leisure & Residents Services		
Report Author: Tom Baylis Waste Action Development Manager		Contact Details: Thomas.baylis@rbkc.gov.uk

1. EXECUTIVE SUMMARY

1.1. This paper provides an overview of waste minimisation and recycling in Hammersmith and Fulham, including:

- KPI's compared with other London boroughs.
- Setting out the challenges in Hammersmith and Fulham and comparing to other London boroughs.
- A brief introduction to what recycling rates are achievable, including if different collection models and services were to be introduced.
- The Waste Action Team's workplan designed to overcome these challenges.

2. RECOMMENDATIONS

- 2.1. The Committee is requested to review and comment on the contents of the report.

3. BACKGROUND

- 3.1 Hammersmith and Fulham record several waste minimisation and recycling key performance indicators:

- NI191, residual waste per household, 419.61 kg (17/18).
- NI192, household recycling rate, 23.7% (17/18).
- Municipal recycling rate (including trade waste), 16.39% (17/18).

- 3.2 Historically, NI192 has been the main target that councils are measured against and is the recycling rate usually referred to, by bodies and institutions, such as LWARB, when analysing council's performance.

- 3.3 Since 14/15 Hammersmith and Fulham have achieved the following increases in the household recycling rate (often in contrast to overall decreases at a national and London wide level):

	WM2 [NI 192] Household waste sent for reuse, recycling and composting
Final 2014/15 performance	20.7%
Final 2015/16 performance	22%
Final 2016/17 performance	23.20%
Final 2017/18 performance	23.70%

- 3.4 Hammersmith and Fulham currently has a household recycling rate of 23.7%. 17/18 data for other boroughs is not yet available but for 16/17 when ranked alongside other London Authorities, LBHF ranked 29th of 33 as shown in the table below.

Ranking	London Authority	% household waste sent for reuse, recycling or composting 16/17 (Ex NI192)
1	Bexley LB	52.7%
2	Ealing LB	50.7%

Ranking	London Authority	% household waste sent for reuse, recycling or composting 16/17 (Ex NI192)
18	Southwark LB	34.0%
19	Islington LB	31.6%

3	Royal Borough of Kingston upon Thames	47.0%
4	Bromley LB	46.9%
5	Hillingdon LB	43.4%
6	Richmond upon Thames LB	42.4%
7	Harrow LB	39.7%
8	Croydon LB	38.6%
9	Barnet LB	37.4%
10	Havering LB	37.3%
11	Enfield LB	37.2%
12	Sutton LB	36.5%
13	Brent LB	36.4%
14	Haringey LB	35.7%
15	Merton LB	35.7%
16	Greenwich LB	34.9%
17	Waltham Forest LB	34.4%

20	Hounslow LB	30.1%
21	Lambeth LB	28.8%
22	City of London	28.5%
23	Tower Hamlets LB	27.6%
24	Hackney LB	27.0%
25	Redbridge LB	26.7%
26	Camden LB	26.6%
27	Royal Borough of Kensington and Chelsea	25.7%
28	Barking and Dagenham LB	25.3%
29	Hammersmith and Fulham LB	23.2%
30	Wandsworth LB	21.9%
31	Lewisham LB	17.7%
32	Westminster City Council	17.4%
33	Newham LB	14.1%

4. PROPOSAL AND ISSUES

4.1 Recycling rates and inner-city challenges

4.11 We have a relatively low recycling rate when compared to other boroughs. However, as the map in appendix A shows, this is the same for all inner-city London boroughs, as they face similar challenges. Those that impact these boroughs the most are:

- A high proportion of flats and maisonettes (73% in LBHF), of which a large proportion are high rise flats with rubbish chutes. Although these properties have communal recycling bins placed outside, this is a significant disincentive for residents, in that it is far easier to dispose of recycling using a rubbish chute in the general waste stream, than to walk outside and use a recycling bin.
- Highly densely populated (LBHF = 111 people per Hectare, 6th most densely populated in the country), which makes it difficult to collect waste and recycling. Not many properties receiving kerbside collections have space for wheelie bins. Bins help increase recycling because they protect the recycle from bad weather, allow officers and crews to target contamination by tagging and not collecting bins, give residents a feeling of ownership over their waste

and recycling, avoid problems with residents not receiving a delivery of recycling bags, and make it easier to restrict collections (by providing larger bins).

- The lack of space also makes it very difficult for storing and collecting food waste, which counts as recycling. Not only that but if a food waste collection service is introduced then it would not yield anywhere near the same levels of tonnage, as outer city boroughs. This is mainly because of the proportion of large shared housing that would require shared food waste bins, which are known to yield very low tonnages. Partly because of the relative difficulty compared to disposing of waste using rubbish chutes and partly because the contamination threshold for food waste bins are very low before they must be treated as general waste.
- A small number of properties with gardens and garden waste collected separately counts as recycling. A garden waste collection service in LBHF would add only an estimated 0.63% to the household recycling rate (380 tonnes), whereas some boroughs are able to collect 10,000s of garden waste as recycling.
- A high proportion of residents that do not speak English making communicating waste and recycling messages difficult - in LBHF 13.7% of households have only one member who speaks English and 14.5% contain not one person who calls English their main language.
- A high proportion of rented properties, which equates to a highly transient population and makes communicating messages difficult.

4.2 What recycling rate can LBHF achieve?

- 4.21 The Mayor's Environment Strategy sets recycling targets of 50% LACW (local authority collected waste) by 2025 and London Municipal Recycling target of 65% by 2030. These are targets for London and not for each individual borough to achieve. This is important, as it is expected that the London boroughs that can achieve far higher recycling rates, for example by collecting 10'000s of garden waste tonnage, will exceed these targets, and offset those that fall under because they are at a disadvantage, such as Hammersmith and Fulham.
- 4.22 As the Mayor's Environment Strategy focuses on the municipal recycling rate, it makes sense to also consider this measure, when looking at what levels Hammersmith and Fulham can achieve.
- 4.23 One way to increase the municipal recycling rate would be to collect garden waste separately. A successful separate garden waste collection would boost the municipal recycling rate by an estimated 0.41% (0.63% for ni192). To give an idea of the beneficial position some Councils are in, one London borough in 16/17 collected 7153 tonnes of garden waste, which contributed 12% to their domestic recycling rate.

- 4.24 Another way to increase the municipal recycling rate would be to collect food waste separately and dispose of it as recycling. Modelling the implication this could have on recycling rates is complicated, but using estimates based on national guidance, and factoring in the performance of nearby boroughs and LBHF's property types, it's estimated that a borough wide food waste, would increase the domestic recycling rate by 5.64%. To add to that if we were to also roll out a food waste collection service to all businesses, we could achieve a municipal recycling rate increase of 9.23%.
- 4.25 The below table shows the estimated impact introducing garden and food waste collections will have on Hammersmith and Fulham's recycling rates.

	Kerbside Food waste	Flats food waste	Commercial food waste	Garden Waste	Total	New recycling rate (added to current levels)
Tonnes	2250	1125	3978	380	7633	N/a
Ni192 domestic recycling rate	3.76%	1.88%	N/a	0.63%	6.26%	29.96%
Municipal recycling rate	2.66%	1.32%	5.25%	0.41%	9.64%	26.03%

- 4.26 The other way to increase recycling rates is to continue encouraging and promoting waste minimisation and increasing recycling capture of the materials currently collected. In terms of what's achievable through this approach alone, consider that
If Hammersmith and Fulham were able to collect 90% of the current recyclable materials, from 90% of residents, 90% of the time, it would achieve a 39% household recycling rate. The municipal recycling rate would be lower due to its different composition, roughly 32%. This would be an astonishing achievement for any council, especially for an inner-city London borough and is ultimately unrealistic.
- 4.27 With the current municipal recycling rate at 16.25%, halving the difference between a potential 32%, equals a 24% municipal recycling rate, and a 31.5% domestic recycling rate. These are more realistic but very ambitious targets. Looking again at appendix A, it will be clear that achieving a 31.5% domestic recycling rate for LBHF (while keeping the same collection system in place), would pull it far ahead of any other borough with similar characteristics.

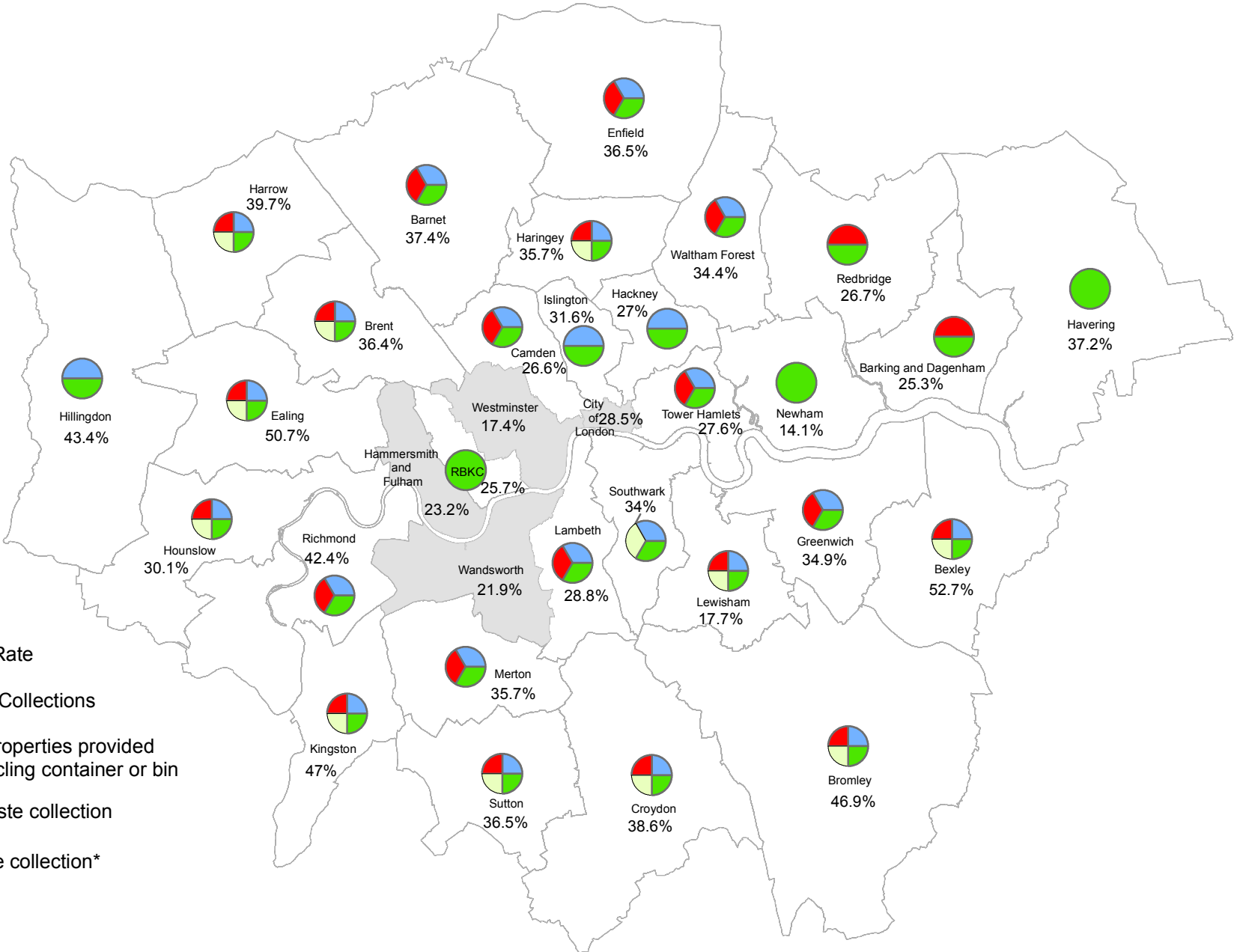
4.28 Increasing recycling rates is the responsibility of the Waste Action Team. 70% -80% of officer time is spent on day to day responsibilities and 20-30% is spent on innovation and special projects. Appendix b provides an overview of the team's current projects and below is a brief list of officer's day to day responsibilities:

- Investigating and rectifying problems regarding missed recycling bin collections.
- Door knocking and educating residents about recycling and contamination.
- Delivering reusable bags and leaflets to estates.
- Attending community events and running activities to encourage waste minimisation and recycling.
- Monitoring bins for contamination and recycling tonnage. Arranging for bins to be swapped and refurbished.
- Monitoring Serco and going out with crews.
- Working with Housing, caretakers and residents to ensure estates have a sufficient number of recycling bins and they are in the best locations, are getting their collections on schedule, have recycling signs and posters displayed.
- Responding to customer complaints and enquiries.

5. Next steps and further considerations

- 5.1 As part of the Mayor's Environment Strategy, councils have been requested to write Recycling and Reduction Plans, which outline what level of recycling rates they can achieve and what actions they will take.
- 5.2 As part of this, Hammersmith and Fulham have requested support from Resource London who work with the mayor's office, to model different waste collection systems. The modelling will look at the environmental and financial costs/benefits of rolling out a borough-wide food waste collection and a borough-wide garden waste collection, as well as containerisation. The outcome will be presented to members who can decide regarding what to include in the new spec for the new waste contract.

London Boroughs



Legend

- % Recycling Rate
- Fortnightly Collections
- Kerbside properties provided with a recycling container or bin
- Garden waste collection
- Food waste collection*

* RBKC currently has a food waste pilot

Appendix b WAT project list / workplan

Ref	Project Title	Main Actions
1	LBHF Estates	Assist and advise Housing to improve facilities on estates, and monitor changes in tonnage and contamination.
2	Community events	Work with residents to deliver at least 40 events a year designed to raise awareness and promote waste minimisation and recycling.
4	MRF Tours	To publicise and organise for residents, key stakeholders and LBHF residents to go on a tour of the MRF.
5	Serco recycling improvement plan	Work with the contract management team and Serco, to improve crew operations in areas that impact recycling performance. This is a 3-phase project: phase 1 -mapping Serco's current operation and processes, phase 2 – reviewing, amending operations and processes, and training crews and staff, phase 3- monitor crews and staff.
6	Rationalise Bag Delivery System	Review and rationalise the clear disposable recycling bag system to ensure properties get the bags the need and properties that misuse them do not.
7	On-street banks improvement	Review all on street banks and suggest improvements.
8	WEEE Collection	Continue to promote the Traid home textile and WEEE collections.
9	Discounted compost bins	Continue to promote the discounted compost bins.
10	Commercial Waste - Joint Working	Work with commercial waste to reduce business contamination and increase recycling. This is split in to 3 phases, phase 1 – map out current processes and operations, phase 2 – identify areas for improvement and agree with commercial waste, phase 3 – implement new ways of working and evaluate outcomes

11	No place for plastic	Deliver internal and external campaign to get rid of unnecessary single-use plastics.
12	Work with planning to ensure new builds provide sufficient recycling storage	Contribute to the local waste section of planning guidance document and agree a process and standards for checking of new builds. Continue to comment on new builds including the Old Oak development.
13	Communications Strategy	Following changes at the MRF regarding what is recyclable, all materials need to be updated with new information and it is also a chance to rebrand. For the next year a lot of the communications focus will be on reducing plastics use and will include artwork for the livery, leaflets, posters, Council tax inserts, banners and an updated webpage.