

Cabinet

Agenda

MONDAY
6 DECEMBER 2021
7.00 pm

MAIN HALL
FIRST FLOOR
3 SHORTLANDS
LONDON W6 8DA

Watch the meeting
live on YouTube:
<https://youtu.be/-0GQhxaHHX0>

Date Issued
26 November 2021

Membership

Councillor Stephen Cowan, Leader of the Council
Councillor Sue Fennimore, Deputy Leader
Councillor Larry Culhane, Cabinet Member for Children and Education
Councillor Andrew Jones, Cabinet Member for the Economy
Councillor Wesley Harcourt, Cabinet Member for the Environment
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Adam Connell, Cabinet Member for Public Services Reform
Councillor Sharon Holder, Cabinet Member for Strategy

If you require further information relating to this agenda please contact:
Katia Neale, Committee Coordinator, tel: 07776 672 956 or email:
katia.neale@lbhf.gov.uk

Reports on the open Cabinet agenda are available on the Council's website: www.lbhf.gov.uk/councillors-and-democracy

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of items **8-9** which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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



Shortlands

3 Shortlands,
Hammersmith,
London W6 8DA

 **Closest Underground Station**
Hammersmith

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Security staff will be waiting in reception to direct members of the public to the meeting room.

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **5-9** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday, 1 December 2021.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday, 7 December 2021**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Friday, 10 December, at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Friday, 10 December 2021**.

Cabinet Agenda

6 December 2021

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1.	MINUTES OF THE CABINET MEETING HELD ON 1 NOVEMBER 2021	5 - 8
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3.	DECLARATION OF INTERESTS	
	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
4.	BUILDING COLLABORATIVE NETWORKS WITH EUROPEAN STATES	9 - 13
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| 7. | IMPROVING PRIVATE SECTOR HOUSING THROUGH
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| 8. | HAMMERSMITH BRIDGE - STABILISATION PROJECT APPROVAL | 220 - 226 |

This report has two appendices which contain information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and are not for publication. The appendices have therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press the proceedings for that discussion.

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| 9. | SOUTH FULHAM TRAFFIC CONGESTION AND POLLUTION
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This report has one appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has therefore been circulated to Cabinet Members only.

Any discussions on the contents of an exempt appendix will require Cabinet to pass the proposed resolution identified at the end of the agenda to exclude members of the public and the press the proceedings for that discussion.

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| 10. | FORWARD PLAN OF KEY DECISIONS | 308 - 345 |
| 11. | DISCUSSION OF EXEMPT ELEMENTS (<u>IF REQUIRED</u>) | |

LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION

Proposed resolution:

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

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 1 November 2021

NOTE: This meeting was held remotely. A recording of the meeting can be watched at on YouTube at: <https://www.youtube.com/watch?v=q8Q8NOPskml>

PRESENT

Councillor Stephen Cowan, Leader of the Council
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services
Councillor Adam Connell, Cabinet Member for Public Services Reform
Councillor Lisa Homan, Cabinet Member for Housing

IN ATTENDANCE VIRTUALLY

Councillor Sue Fennimore, Deputy Leader
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care
Councillor Larry Culhane, Cabinet Member for Children and Education
Councillor Wesley Harcourt, Cabinet Member for the Environment

INTRODUCTION

The Leader introduced the meeting and explained that in order to minimise the risk of Covid-19 infection there was a minimum number of Cabinet Members in attendance. However he assured that the meeting was fully quorate. Other members of Cabinet were in attendance virtually via Zoom.

The Leader stressed that throughout the pandemic the Council took every measure to keep people safe, taking the lead right from the beginning on a variety of safety measures, even before the Government intervention. While there had been great success with the vaccine programme there was a rapid increase on the Covid-19 infection rates and admissions to intensive care units. The great majority of admissions were from non-vaccinated people. Therefore, the Leader urged everyone to get vaccinated to protect themselves and their loved ones, as well as to safeguard our economy.

1. MINUTES OF THE CABINET MEETING HELD ON 11 OCTOBER 2021

RESOLVED:

That the minutes of the meeting of the Cabinet held on 11 October 2021 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

Apologies for virtual absence were received from Councillor Andrew Jones and Councillor Sharon Holder.

3. DECLARATION OF INTERESTS

There were no declarations of interest.

4. 2021/22 CORPORATE REVENUE MONITOR - MONTH 4 (JULY 2021)

Councillor Max Schmid gave a brief introduction outlining the slight improvement on the previous Month 2 report, presented at Cabinet in September. Having an underspend in the midst of a pandemic and continuing Government austerity was truly astounding. He congratulated officers for achieving such an accomplishment and for delivering high quality services while maintaining ruthless financial efficiency .

The Leader stated that since 2010 the Council's budget had been reduced by one third. Therefore, he thanked the finance and the senior management teams for producing consistent balanced budgets and saving a vast amount of money while improving and extending the number of services provided. This had been done by eliminating wastage and bureaucracy to deliver cutting-edge services.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS PRESENT:

1. To note General Fund forecast underspend of £2.260m.
2. To note that the forecast draw down from the Housing Revenue Account general balance will be £0.320m less than budgeted.
3. To note the in-year Dedicated Schools Grant overspend of £1.810m.
4. To approve the General Fund virement of £0.310m as detailed in Appendix 9.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

5. DIGITAL STRATEGY - MOVING TO A MODERN CLOUD-BASED SERVICE

Councillor Max Schmid reported that as financial uncertainty in the coming years would continue, officers were looking for new ways of saving money. This report outlined a new business solution that would support hybrid working, save money and enable a productive agile workforce equipped with the technology needed to work in a modern and flexible way. Other benefits included energy efficiency, which would benefit the environment, and more resiliency against cyber-attacks.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS PRESENT:

That Cabinet:

1. Notes Appendix A is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. Approves total one-off investment of up to £1.799m to be funded from the IT and Technology reserve.
3. Approves Azure cloud hosting services to be commissioned from Microsoft via Trustmarque. These costs are contained in exempt Appendix A.
4. Approves a Change Control Notice to be issued to BT to procure the necessary exit management services via the Managed Compute Lot 3 agreement. These costs are contained in exempt Appendix A.
5. Approves the additional technical and project management staff resource to be procured to complete the migration. These costs are contained in exempt Appendix A.
6. Notes that a separate procurement strategy has been approved to utilise the GCloud 12 framework to secure an Azure migration and ongoing support partner. The costs are contained in exempt Appendix A.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

6. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

7. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)

There was no discussion of exempt elements.

AOB

Climate Change

The Leader acknowledged the importance of the UN Climate Change Conference (COP26) which was currently taking place in Glasgow. The conference was being attended by world leaders discussing ways to accelerate action to tackle the climate crisis through collaboration between governments, businesses, and the society.

The Leader stressed that this calamity was the biggest challenge ever faced by any generation. Immediate collaborative action was required to defeat this problem. This Council was sending a very strong message to COP26 for politicians to take action. In Hammersmith & Fulham the Council had declared that the whole borough would be climate neutral by 2030 and numerous actions were being taken to achieve this target.

Meeting started: 7.00 pm
Meeting ended: 7.16 pm

Chair

Report to: Cabinet

Date: 06/12/2021

Subject: Building collaborative networks with European states

Report of: Councillor Stephen Cowan, Leader of the Council

Report author: Candida Jones, Programme Manager Leader's Office

SUMMARY

Hammersmith & Fulham (H&F) is a diverse and vibrant borough. One in five of H&F's residents are European Union (EU) citizens and it is home to large Italian, French, Spanish, Polish and Irish communities as well as communities from every other European nation.

Some of the Borough's largest employers are European companies: L'Oréal, Net-a-Porter, Endemol UK, Universal Music, Immediate Media Company, Accor UK – Novotel and Ericsson Media Services.

LBHF has built a reputation as a prominent pro-European borough with 70% of voters in H&F voting to Remain in the European Union. H&F's relationship with mainland Europe is centuries-old, profound and integral to our Borough's culture. Just one illustration of this was H&F's decision in 1963 to twin with the municipalities of Neukölln (GE), Anderlecht (BE) and Boulogne Billancourt (FR). The Leader is having ongoing contact with our existing twins to share Council objectives.

We understand that our prosperity and success, especially in priority areas like climate change, industrial strategy, community safety and educational and cultural opportunities are enhanced by international collaboration, knowledge exchange and technology sharing. Those exchanges and collaboration provide significant mutual opportunities for growth. H&F is keen to learn from European partners and also to share its best practice, including:

- Our H&F Industrial Strategy which positions H&F as a global innovation hotspot capable of leading the world in STEM (Science, Technology, Engineering and Mathematics) and the creative industries.
- Our climate strategy which was recently praised by Friends of Earth as a "very thorough document outlining the plans to bring H&F to net Zero Carbon by 2030".

Brexit has erected barriers to working, studying and living in H&F for those European citizens already here and for the Europeans of the future who want to settle here and contribute to our borough.

Following the UK's departure from the EU in January 2020, the Council declared its intention to establish meaningful, cultural, industrial and educational twinning links with towns within countries of the EU - a bold initiative that seeks to directly respond to the barriers erected by Brexit.

Recommendations

1. That Cabinet approves the objectives to progressing our European collaboration ambitions as set out in paragraph 1 below.
-

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	European collaboration offers the opportunity for the Council to enhance its aspirations within the Industrial Strategy through knowledge exchange and technology sharing with a broader range of partners, to promote inward investment, economic growth and prosperity and in so doing cement the borough's position as a global leader in industrial strategy and innovation
Doing things with residents, not to them	The objective of European collaboration will be to engage local partners, schools and institutions to twin in parallel with the Council, opening up new avenues for co-operation and co-production in areas of culture, education, climate change, etc beyond the walls of the Town Hall
Taking pride in H&F	Collaboration with innovative and exciting towns and cities across Europe and the creation of cultural, creative and artistic links and exchanges across borders is a major contributor to civic pride
Rising to the challenge of the climate and ecological emergency	Climate Change represents the ultimate cross-border challenge and European collaboration may enable the Council and its partners to share best practice, learn from other cities where innovative action is being developed and share our experiences and knowledge in return.
Compassionate Council	European collaboration will assist the 20% of the borough's population who hold EU passports, to continue to feel valued and supported within our Borough.
Ruthless Financial Efficiency	European collaboration brings added value through shared expertise and knowledge with partners

Financial Impact

There are no direct financial implications at this exploratory stage, beyond that of officer time. Any subsequent requirements for funding will be brought back for later decision.

Legal Implications

There are no particular legal implications arising from the proposal at this stage.

Contact Officers

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Verified by Emily Hill, Director of Finance

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Background Papers Used in Preparing This Report - none

Detailed Analysis

1. The objectives of H&F's European Collaboration are:
 - To respond to the barriers erected by our departure from the EU by establishing alternative ways to collaborate, work, travel, learn and protect our liberal democracy, our borough's diverse culture and our way of life.
 - To strengthen the current links with existing twin towns including through consultation with them on potential new partners and other joint projects.
 - To establish new links with European partners, including those beyond the EU such as Switzerland, Norway and Iceland in order to gain access for our residents to the most cutting-edge innovations in industry and civic society available in our Continent.
 - To build alliances, both locally and with our partners, with schools and colleges, residents' groups and community groups eg the Hammersmith Society/Polish Centre/Irish Centre/West London European Movement to foster wider participation in the Council's European Collaboration Strategy.
 - To build **cultural and business links** with new towns and cities across Europe that are both practical and emotional, by engaging residents, resident groups, businesses and business leaders, cultural centres, students, and youth and sports clubs.
 - To support our **Industrial Strategy** and H&F's ambitions to be a global hotspot in STEM and the creative industries, the best borough in Europe to do business and a world-leader in innovation by: - building international partnerships and business innovation collaboration to support H&F enterprises to grow on an international scale and to attract foreign

businesses to locate, remain and invest here, including in our residents and local supply chains.

- To collaborate on **climate change initiatives**, technology and knowledge.
 - To build links with schools and universities that foster **cultural and educational opportunities**. This could include language learning or linking schools on issues of common concern like climate change or youth or sports clubs on joint cultural exchange projects.
 - To demonstrate that H&F is open, ambitious, outward-facing and international and is keen to work with European partners as well as other global partners on common concerns and shared objectives. These could include public health campaigns, climate change initiatives and educational and industrial and commercial partnerships.
2. The Council is not proposing “traditional” twinning i.e. ceremonial trips abroad. This is about building links, forging relationships, supporting businesses and investment, promoting educational exchanges, creating a ‘cultural trust fund for our children’ and reinforcing Hammersmith & Fulham’s role as a borough of innovation and a global leader at the heart of Europe and beyond.
3. A refresh of the ‘Twinning’ idea and innovations could mean
- Collaborate more with schools, our youth mayor, universities, businesses, cultural centres and residents;
 - Coordinated virtual community events or virtual meetings to establish common goals and projects;
 - Knowledge-share and promote technology exchange for instance in the areas of active travel or public health;
 - involve small scale activities like publishing joint articles on our webpages or largescale endeavours like building profitable export links for H&F businesses and attracting foreign direct investment to the Borough.

Equality Implications

4. There are no negative equalities implications, and it is envisaged that a strong and meaningful European collaboration programme will assist those 20% of H&F EU born citizens to know they are welcome and that the role they play in our community is valued.

Climate and Ecological Emergency Implications

5. Collaboration with towns and cities across Europe will give H&F the opportunity to build knowledge and share resources with leading authorities and communities. This proposal offers the prospect of learning and sharing ideas for enhancing our work on the environment, transport and climate change to complement the work we are already doing through H&F’s membership of ICLEI (Local Governments for Sustainability).

Implications drafted by Hinesh Mehta, Strategic Lead – Climate Emergency,
Hinesh.Mehta@lbhf.gov.uk

Local Economy and Social Value

6. A programme across Europe will offer unique opportunities to promote the borough as the best place to do business in Europe and enable both the Council and the borough's businesses to share knowledge on inclusive growth and innovation strategies. Where relevant, partnerships will be developed to build capacity to deliver the Council's Industrial Strategy. The development of the Council's commitment to strong European ties is an important aspect of retaining and growing the borough's strong European commercial and entrepreneurial presence, as well as its cultural richness fostered by a strong European community.

Implications drafted by Karen Galey Assistant Director for the Economy, Economy Department Karen.Galey@lbhf.gov.uk

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 06/12/2021

Subject: Parks Commission report and recommendations

Report of: Councillor Sharon Holder, Cabinet Member for Strategy

Report authors: Steve Hollingworth, Assistant Director Leisure, Sport & Culture
Jim Cunningham, Climate Policy & Strategy Lead

Responsible Director: Sharon Lea, Strategic Director of Environment

SUMMARY

This is a covering report accompanying the final report and recommendations of Hammersmith & Fulham's (H&F) resident-led Parks Commission (Appendix A). The commission launched in January 2020, and their recommendations follow a year of extensive research and engagement with council officers, residents, and other park users and stakeholders. Interim recommendations were made in June 2020 to support the re-procurement of the grounds' maintenance contract.

RECOMMENDATIONS

That cabinet note, and comment, on the final report and recommendations of H&F's resident-led Parks Commission (Appendix A).

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The commission has examined the role of park charges, commercial enterprises, entrepreneurship and volunteering opportunities in providing prosperity, equitable access and opportunities for park users, and made recommendations that aim to maximise the benefit to all residents.
Creating a compassionate council	The report seeks to widen access to park use and decision-making through

	more equitable representation and addressing barriers to access and encourages greater attention to disabilities and the full range of user needs in considering employment opportunities and facilities.
Doing things with local residents, not to them	The recommendations have been produced by a resident-led commission, and map out how parks can achieve the greatest possible engagement and representation from their communities.
Being ruthlessly financially efficient	Proposals for the review of commercial arrangements in parks seek to ensure H&F and residents obtain the greatest possible financial returns and benefit from park space.
Taking pride in H&F	The report aims to see all parks reach a standard that reflects the preferences of their local communities, and to widen access to decision-making, ensuring all residents can take pride in their local open spaces.
Rising to the challenge of the climate and ecological emergency	A number of recommendations support H&F's climate and ecology strategy, including management practices and monitoring that benefit biodiversity, and the exploration of open spaces as sites for low-carbon heat generation to decarbonise the borough. They align with and reinforce recommendations from previous resident-led commissions including those on air quality, biodiversity, and the climate and ecological emergency.

Financial Impact

This report recommends that Cabinet note and comment on the Commission's recommendations and findings. As such, there are no direct financial implications arising from this recommendation. Further decision reports will be required as the Council seeks to respond to the recommendations made. The financial impact of any future proposals will be the subject of separate decision reports for consideration.

Legal Implications

There are no legal implications in the noting and commenting on the findings report.

Contact Officers:

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Verified by Emily Hill, Director of Finance

Name: Grant Deg
Position: Chief Solicitor
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Background Papers Used in Preparing This Report – *PUBLISHED*

[Hammersmith & Fulham Parks Commission – interim report, 1st June 2020](#)

Background

1. In January 2020, the council appointed ten local resident commissioners following an open call for expressions of interest, to review the borough's vision, strategy and management of parks and open spaces, answering three core questions:
 - i. What is the vision for our parks, green and open spaces?
 - ii. What is the best way to involve local people in the decisions made about our parks?
 - iii. What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?
2. The commission researched and engaged widely in developing its recommendations, including:
 - i. An open call for evidence from residents during spring 2020
 - ii. Online resident survey

- iii. Online consultation with ‘friends of’ parks groups, tenants’ and residents’ associations, and park sports and service providers
 - iv. Examination of documentary evidence
 - v. Discussions with a wide range of residents, council officers, other stakeholders, and external experts.
3. In June 2020, the commission produced interim recommendations to support the development of the council’s procurement strategy for the grounds maintenance of parks, public open spaces and housing estates (Appendix B.3). An update on the council’s implementation of these is available at Appendix B.4. Further recommendations beyond the grounds maintenance procurement were held over for inclusion in the commission’s final report, now being presented to Cabinet.
4. These final recommendations are the product of enormous dedication, time, diligent research and extensive discussion from each of the commissioners, and the council is greatly indebted to them for their efforts.

Recommendations of the Commission’s report

5. The commission’s report makes twenty-two practical headline recommendations concerning democracy and decision-making; how parks are maintained and used; how they are financed; and how green space and biodiversity are enhanced and protected.
6. Each headline recommendation is accompanied by more detail, and proposed outputs and timelines for implementation.
7. The findings and recommendations are attached as Appendix A.

Reasons for decision

8. The report represents a thorough analysis and insightful vision for the borough’s open spaces. The independent commission’s findings should be noted and received with thanks, and the council is very grateful to all members of the commission for their hard work, time and expertise in developing the report. Individual responses to the policy and project proposals contained within the report will always require Cabinet decisions and approval.

Equality Implications

9. One of the aims of the report is to better involve and represent residents equitably in decision-making, as well as providing opportunities such as apprenticeships for those currently less able to access them, and a minimum level of access to facilities for all. There are likely to be beneficial equality implications from this report when individual recommendations are progressed into policy and projects, and the equality impacts should be assessed at this point.

Risk Management Implications

10. The recommendations outlined in the Commission's report will need to be evaluated against a number of areas including ease of implementation, cost and time, benefit and risk. For the Commission recommendations which are subsequently agreed to be progressed, ownership of actions needs to be clearly identified and appropriate programme governance arrangements put in place to monitor and track their implementation.

Implications completed by David Hughes, Director of Audit, Fraud, Risk and Insurance, tel: 07817 507 695

Climate and Ecological Emergency Implications

11. There are no direct climate and ecology implications from noting the recommendations. Several of the recommendations, including 'Powering parks' (12) and recommendations 15-22 concerning green space and biodiversity, complement the council's climate and ecology strategy, and if implemented would lead to a positive improvement on the borough's greenhouse gas and biodiversity baselines.

Implications verified by: Jim Cunningham (Climate Policy & Strategy Lead – 07468 365829)

Procurement implications

12. There is no direct procurement resulting from this report as it is for information only. There may be procurement implications for individual decisions and initiatives in the future based on the recommendations in the report. Future procurements will need to ensure governance and compliance.

Implications verified by: Ian Hawthorn, Assistant Director Environment Special Projects and Highways - 07968857843

Consultation

13. The commission was formed to give resident-led proposals to the council on the vision and management of parks. The commission engaged extensively with the community in preparing this report, including through an online resident survey (a summary of responses is included as Appendix B.5) and survey of service providers (Appendix B.8), as well as discussions with individual and group stakeholders.

LIST OF APPENDICES

[Appendix A: Parks Commission final report](#)

[Appendix B: Parks Commission appendices](#)



The Report of the London Borough of Hammersmith & Fulham Independent Parks Commission





The Report of the London Borough of Hammersmith & Fulham Independent Parks Commission

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Introduction

The London Borough of Hammersmith & Fulham's Independent Parks Commission, convened in January 2020, was asked to provide recommendations on how residents can get the most from the borough's parks and open spaces, improve and protect them and make them sustainable for future generations.

As an independent commission, we are reporting our findings to the borough's Community Safety and Environment Policy and Accountability Committee.

We have found that our aspirations for parks and open spaces are shared by the Council and its strategic leadership team. Our endeavour has been to examine how the Council might better achieve these aspirations, and how it might improve, protect and sustain these essential amenities so that they are available to all residents now and in the future.

In reaching our conclusions and making our recommendations, we have looked at existing policies and their application and consulted with residents, stakeholders, council staff, contractors and other UK based park and open space organisations.

Our report set out to address the [terms of reference](#) set out by the Council for the review. These include:

- What is the vision for our parks, green and open spaces?

- What is the best way to involve local people in the decisions made about our parks?
- What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?

The work of the Commission

An open call for commissioners was advertised in the Council's newsletter, and a group of residents with mixed perspectives was appointed by the chair, the leader of the Council, and the chair of the Council's Community Safety and Environment Policy and Accountability Committee.

The Commission made a call for evidence from residents during spring 2020. We engaged widely with residents, park users and local communities, despite limitations presented by the Covid-19 pandemic. Submissions to the Commission were made through an online survey, detailed letters, and online consultation with 'Friends of' parks, and tenants' groups as well as park sports and service providers. The Commission spoke to a wide range of stakeholders and is extremely grateful for the wealth of input received.

From our early engagement a set of principles emerged which underpin our recommendations. These are:

- The parks belong to the residents of Hammersmith & Fulham; they are stakeholders and, in conjunction with the Council, the custodians of parks today and in the future.
- Use of Parks should be affordable for all residents.
- Decision-making should be transparent and inclusive.
- Parks can have an overwhelming positive impact on individual's health and well-being, providing significant indirect economic benefit.
- Funding for parks should be enhanced by efficient management of facilities.
- Parks should do their best to meet the diverse needs of residents.
- There should be explicit and obvious ways for residents to engage with their parks.
- Parks should showcase the Council's support for biodiversity and achieving net zero carbon.
- Park users should be expected to respect other users.

The Commission worked with Council Officers and others to gather documentary evidence and developed its recommendations, guided by the evidence base, the principles outlined above, and the Commission's terms of reference.

Vision

The parks, green and open spaces in the London Borough of Hammersmith & Fulham should be accessible and affordable for all. They should be funded in the same way as any essential service, so that all residents have access to space and facilities to maintain mental and physical health and wellbeing.



Headline recommendations

The headline recommendations of the Parks Commission are given below with links to a more detailed description of each recommendation, including proposals for implementation.

1. Parks Forum

In order to achieve greater resident participation in our parks' policies and planning and provide greater oversight of practices and maintenance, the Council should establish a permanent, borough-wide, resident led Parks Forum that will:

- Support local park stakeholder groups; represent the interests of parks without a resident park stakeholder group and provide a forum where those stakeholder groups can come together to share ideas and concerns.
- Consult with the Council on borough-wide strategic park plans, park improvements, maintenance and expenditure.
- Ensure wide public engagement in decisions about parks.
- Assist the Council in providing oversight of the park stakeholder groups and the refreshed memorandum of understanding to which they subscribe.
- Provide independent oversight for the implementation of the adopted recommendations from this report.

The Parks Forum will act as an umbrella body to work collaboratively with the Council, park stakeholder groups and residents to ensure inclusivity, enhance transparency, and build consistency in the decision making around parks.

[Detailed recommendation](#)

2. Park Stakeholder Groups

Parks should be encouraged and supported by the Council to have an inclusive and active volunteer-led stakeholder or Friends group to represent users and residents given the positive impact such groups can have on the surrounding community. The criteria used for recognition as a park stakeholder or Friends group should be clearly laid out through a refreshed “memorandum of understanding” and be applied consistently across the borough. Council Officers, with regular Council and Parks Forum oversight, should ensure the terms of the MOU are being met. In return, these park stakeholder or Friends groups should be supported by Council officers, and actively be consulted about maintenance, plans for use and priorities for investment in their respective parks.

[Detailed recommendation](#)

3. Park affordability and pricing policies

The Council should immediately review its charging and pricing policies for park land use to ensure that residents, in particular schools and young people, are not prevented from using park facilities because of prohibitive costs. Pricing should be simple, transparent, and consistent and offer good value for money, with some means of access for those who cannot pay.

[Detailed recommendation](#)

4. Digital Park Hub and information boards

The LBHF should create a centralised digital platform (Digital Parks Hub) that brings all information and activities around parks into one easy to access location. It should include basic information on all the borough's parks, enable users to book and pay for all facilities, provide up-to-date information on forthcoming events, help residents get involved, and allow users to report concerns and suggest ideas. This will also provide improved data on park usage for the Council and generate meaningful cost efficiencies. Large up to date notice boards at the main gates of parks should supplement the Digital Hub so everyone can access basic information.

[Detailed recommendation](#)

5. Park Wardens

Each park should have a designated and named park warden. The park warden should be the direct contact for all residents regarding all issues pertaining to their park, and provide oversight for the activities, facilities bookings and maintenance in their park ensuring any issues or disputes that arise are resolved quickly.

[Detailed recommendation](#)

6. Park Officer Team

The LBHF Park Officer team should be reviewed to ensure it contains the right capability and expertise to enable effective and efficient management of the park estate.

[Detailed recommendation](#)

7. Transparent park funding

The Council should provide transparent information on how parks are funded to all residents. This should include all sources of funding, including: money generated from the parks directly and through the annual council budget; available Section 106 (S106) and Community Infrastructure Levy (CIL) funding; approved grants.

[Detailed recommendation](#)

8. Ongoing commitment to basic park funding

Regardless of total income and funding generated by and for parks in any given year, the Council should provide basic park maintenance and repairs from its annual budget on a continual, long-term basis. The Commission suggests the Council should acknowledge the many benefits of parks for residents and users and make a clear commitment to support park funding over the long term.

[Detailed recommendation](#)

9. Park strategic plans

All major parks (i.e. those that are large in size and/or have high footfall) should have a dedicated strategic plan which includes focus areas for maintenance and priorities for investment for the next several years. These plans should be written in collaboration with the local recognised park stakeholder group and the Parks Forum, and reviewed and refreshed annually. Their facilities should be reviewed and basic amenities, for example toilets; their maintenance and cleaning, should be included in strategic plans. Smaller and lower footfall parks should have a combined plan, which outlines focus areas and priorities amongst them. Decisions about investment allocation across parks should be based on these plans, transparent, and balanced.

[Detailed recommendation](#)

10. Contracts for leasing park land

Contracts for use of park land or long-term delivery of services on park land should benefit residents and the community. In particular, contracts that exclusively lease land to privately run businesses should be commercially competitive, appropriately account for the value of the land, not be linked solely to operator profit, be subject to rent review clauses and offer provisions for access to those who cannot pay (where appropriate).

[Detailed recommendation](#)

11. Policies to encourage entrepreneurship and innovation

Park and Council policies should encourage new partnership structures that support the local community and generate income for reinvestment.

[Detailed recommendation](#)

12. Powering parks

The Commissioners believe there is scope to investigate the feasibility of installing Ground Source Heat Pumps (GSHPs) under land and/or buildings in some of the borough's parks and open spaces to generate carbon-free energy. We recommend the

Council consults with independent engineering consultancies and draws up a borough-wide open space green energy strategy. The installation of GSHPs should be considered whenever refurbishment projects in LBHF parks are under discussion and must be included in the Council's green energy strategy.

[Detailed recommendation](#)

13. Park activities and involvement – including apprenticeships and volunteering

In the interim report the Commission proposed that the creation of a park maintenance apprenticeship scheme as well as work placements for young people and people with disabilities should be rewarded and written into the new maintenance contract. There are also broader opportunities for developing skills, interests and social relationships in the parks. Where possible, parks should have an activities plan, addressing community needs and aspirations to help support this.

[Detailed recommendation](#)

14. Park land use

The Council should seek to better understand the range of park needs from our specific resident demographic, as well as schools and other community groups within LBHF who rely on parks. This understanding should be updated at a reasonable interval (e.g. every 5 years) to reflect changes. The resulting information should be used to make informed decisions about the fair allocation of park space. Residents and park stakeholder groups should be consulted on proposed changes to this balance.

[Detailed recommendation](#)

15. Ensure existing open space is protected

The Council should ensure that existing open space is strongly protected from encroachment and inappropriate development. The guiding principle should be that no publicly owned open space – including allotments, cemeteries and open space on school land - be lost without providing equivalent new open space in the borough.

[Detailed recommendation](#)

16. New open space creation

The Council should use planning policy to create more publicly accessible usable open space. As part of this, the Council should rewrite its planning guidelines requiring new developments to provide more usable public and public/private open space. New open

space should be environmentally friendly (in terms of layout, type of landscaping materials and planting) and provide public connectivity with other open spaces and green corridors.

[Detailed recommendation](#)

17. Biodiversity statistics

The Council should monitor and report biodiversity enhancements carried out in the Borough. The Council should use the information from the biodiversity survey it is currently conducting to inform strategy, while the Commission recommends that annual biodiversity statistics should be published.

[Detailed recommendation](#)

18. Meadow and wild habitat creation

To improve biodiversity in parks and open spaces, the Council should introduce a rolling programme of new wildflower meadows, mown twice annually with specialised machinery. This should be part of an initiative to increase and enhance wildlife habitats and support biodiversity in parks and open spaces carried out following consultation with users and local stakeholders.

[Detailed recommendation](#)

19. Tree planting

The Council should greatly accelerate its rolling programme of tree-planting to improve biodiversity and CO2 absorption. This proposal should not just include the parks but pavement and road closure sites and decommissioned car parking spaces. Usage of park land for this purpose should always be done in consultation with residents and users.

[Detailed recommendation](#)

20. Vegetative pollution barriers

With air pollution from vehicle emissions a serious problem in the borough on its six-lane highways (including Talgarth Road/Great West Road, the West Cross Route and the A40), the Council should undertake extensive tree planting to restrict the spread of pollutants and consider hedges for localised shielding of pedestrians and walkers.

[Detailed recommendation](#)

21. Best horticultural practice

The Council should aim to raise horticultural standards throughout its parks and open spaces. Good horticultural and ecological management must be specified and delivered by the maintenance contractor. The best horticultural practice notes should include soil care, best practice in tree and plant pruning, planting for pollinators, and use of integrated weed/pest management. It should also give up-to-date advice relating to the spread of newly introduced pests and diseases and new research on pollinators.

[Detailed recommendation](#)

22. Riverfront strategic concept

With completion of the Thames Riverside Walk and new developments increasing the popularity of the riverfront, the Council should seek to develop a unified plan for the area. It should be considered in its entirety to improve provision and biodiversity.

[Detailed recommendation](#)



Detailed Recommendations



1. Parks Forum

Headline recommendation

In order to achieve greater resident participation in the policies and planning and provide greater oversight of practices and maintenance, the Council should establish a permanent, borough-wide, resident led Parks Forum that will:

- Support local park stakeholder groups; represent the interests of parks without a resident park stakeholder group and provide a forum where those stakeholder groups can come together to share ideas and concerns.
- Consult with the Council on borough-wide strategic park plans, park improvements, maintenance and expenditure.
- Ensure wide public engagement in decisions about parks.
- Assist the Council in providing oversight of the park stakeholder groups and the refreshed memorandum of understanding to which they subscribe.
- Provide independent oversight for the implementation of the adopted recommendations from this report.

The Parks Forum will act as an umbrella body to work collaboratively with the Council, park stakeholder groups and residents to ensure inclusivity, enhance transparency, and build consistency in the decision making around parks.

Detailed recommendation

In order to facilitate better engagement, communication, and oversight of parks throughout the borough we recommend that the Council constitute a permanent, resident led “Parks Forum.” This committee of (we suggest nine to eleven) residents would be an umbrella body

collaborating with the Council and residents to achieve greater public involvement in the decisions about the parks and support better management of them.

Council staff have told us that they value the views of park stakeholder groups, park users and residents. Likewise, park stakeholder groups and residents indicate they would welcome the opportunity to work more closely with the Council, communicate more successfully with Officers and general maintenance contractors, and share ideas. Some issues and policies affect parks across the borough but presently there is no forum to discuss these wider park issues or to consult on strategic goals.

Setting up an independently chaired Parks Forum, with appropriate Council Officer support, will ensure that residents' requirements and priorities across the borough are reflected in the way in which the parks are run and in helping to shape long-term strategy. It will help ensure closer collaboration with officers and Councillors on both strategic and operational decisions about our parks in order to achieve the best outcome. Alongside an independent chair, there should be equal numbers of representative park stakeholder group chairs and diverse individuals with broad skills who have responded to an open advertisement.

The Parks Forum will:

- Support, encourage and work with local park stakeholder groups and provide a forum for the exchange of ideas and concerns.
- Consult with other relevant local groups.
- Consider the interests and requirements of parks without a park stakeholder group.
- Proactively seek to understand residents' and users' needs and concerns, and report these back to the Council and its maintenance contractors.
- Consult with the Council on:
 - Sources and use of income (allocations, grants, earned income)
 - Expenditure plans and priorities
 - Charging and pricing policies
- Support the council, local businesses and community groups with developing new and innovative ideas for parks, in line with resident and user needs
- Assist the Council in providing oversight of the park stakeholder groups and ensure the memorandum of understanding of and agreements between the park stakeholder groups and the Council are in good standing.

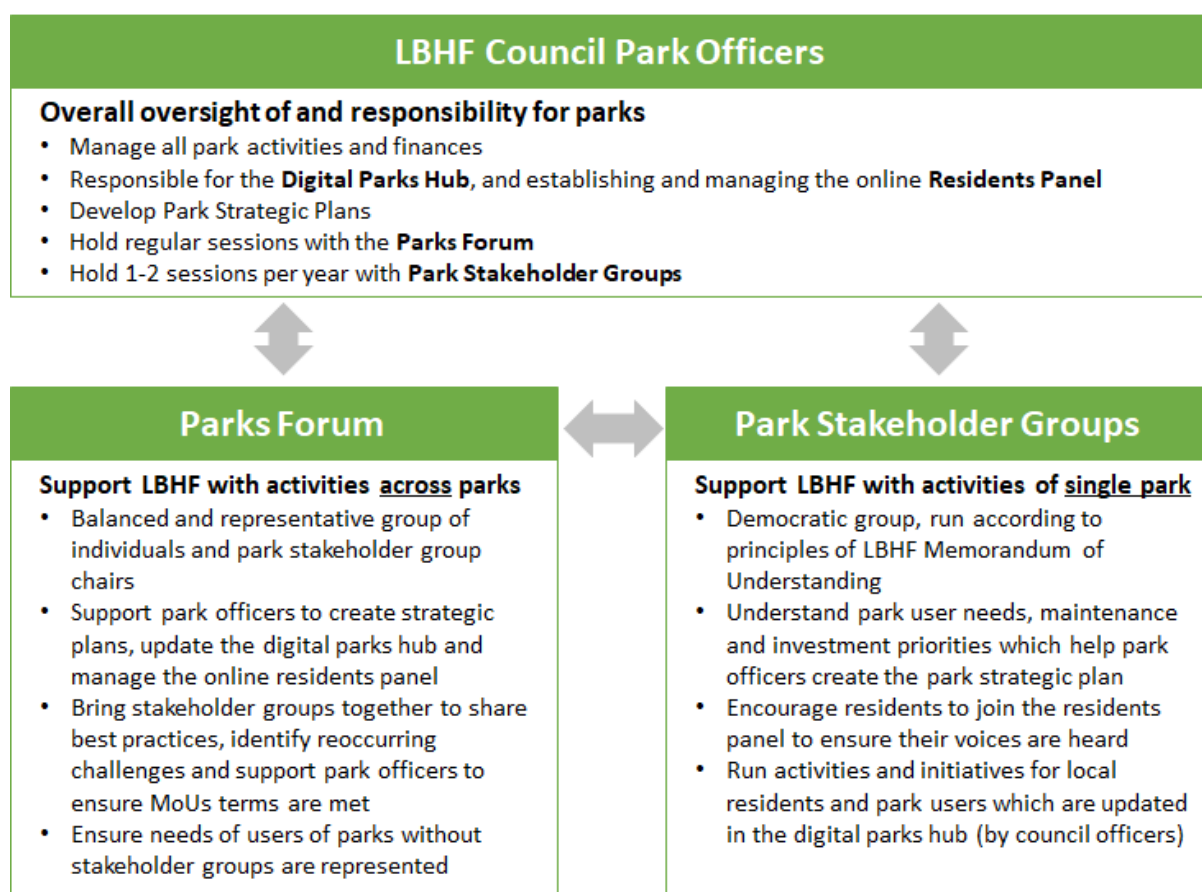
The Parks Forum On-Line Panel

Finally, in the survey we conducted, many residents requested future consultations be online; other residents expressed concern about the insularity of some of the park stakeholder groups. The Commission suggests that the Forum can help to ensure residents' views and concerns are more widely represented by setting up a residents' panel online, through which residents can feed back their thoughts to the Forum and Council.

This panel would be open to all residents of the borough. Residents would register via the new Digital Park Hub (see recommendation 4).

Implementation:

- The initial set-up of the Parks Forum, its memorandum of understanding and governance should be undertaken by Council Officers. Two members of the Parks Commission will help officers set up and establish the Parks Forum as required.
- Establishment of the Parks Forum within 2 to 3 months of the Parks Commission's report, to include appointment of an independent Chair and diverse members, including representatives of park stakeholder groups.
- Establish a minimum number of formal meetings of the Forum with the lead Council member, the Parks Department and maintenance contractor within 3 months.
- Support the Park Officer team with review of existing park stakeholder groups alongside a full refresh of MoUs within 4 months of report publication.
- Criteria for recognising park stakeholder groups agreed between Council and Parks Forum published within 6 months.





2. Park Stakeholder Groups

Headline recommendation

Parks should be encouraged and supported by the Council to have an inclusive and active volunteer-led stakeholder or Friends group to represent users and residents given the positive impact such groups can have on the surrounding community. The criteria used for recognition as a park stakeholder or Friends group should be clearly laid out through a refreshed “memorandum of understanding” and be applied consistently across the borough. Council Officers, with regular Council and Parks Forum oversight, should ensure the terms of the MOU are being met. In return, these park stakeholder or Friends groups should be supported by Council officers, and actively be consulted about maintenance, plans for use and priorities for investment in their respective parks.

Detailed recommendation

Park stakeholder or Friends groups can be an effective way to enhance public engagement in the way parks are run. Many parks in LBHF have benefitted from a group of local volunteers, made up of residents and users who support and care about their park, are inclusive and representative of local needs and have regular communication and support from the Council. Such groups have greatly contributed to the health and vibrancy of their park communities.

The Council has not always provided consistent and regular support and oversight of these groups, and our survey has shown that many residents in the borough are unaware of their existence and/or how to get involved with them.

To enable these volunteer-led groups to achieve their full potential, we recommend the Memorandum of Understanding (MoU) between the council and the groups should be reviewed and refreshed, agreed with all recognised groups, and monitored on an ongoing basis. As part of this, a commitment should be made by Council Officers to regularly engage with recognised park stakeholder and Friends groups to encourage active involvement in decisions for their park.

Park stakeholder or Friends groups can be constituted as they prefer, for example as a voluntary committee, as a charity or as a social enterprise. Expectations of the groups should include things such as:

- Evidence that the group is able to consult and represent a wide range of residents and park users.
- Rotation of leadership with term limits.
- Easy to access contact details and ways to join (including, but not necessarily limited to the Digital Park Hub).
- Meetings open to the public with agendas advertised well in advance.

In return, the Council will make reasonable efforts to include the stakeholder group in planning for their park including (but not limited to):

- Decisions about land usage
- Maintenance focus areas
- Priorities for investment
- Creation and updates of the Park Strategic Plan
- Information and updates in the Digital Park Hub

We recognise that not all parks and open spaces in LBHF will have stakeholder representation. In these cases, the Parks Forum should ensure that the needs of their users are considered in all policy and funding discussions.

Implementation:

- A review and refresh of MoUs including criteria for recognising park stakeholder groups agreed between Council and Parks Forum within 12 months of report publication.
-

3. Park affordability and pricing policies

Headline recommendation

The Council should immediately review its charging and pricing policies for park land use to ensure that residents, in particular schools and young people, are not prevented from using park facilities because of prohibitive costs. Pricing should be simple, transparent, and consistent and offer good value for money, with some means of access for those who cannot pay.

Detailed Recommendation

Parks should be affordable for all residents, schools and community groups to use, with fair and accessible policies in place to encourage their use, in particular by young people in the borough.

Through the research we have done as a commission over the past 18 months we have found multiple examples of schools, groups and individuals being unable to use – or being put off using - LBHF park facilities because of its pricing policies. This was both because the price itself is too high and because the quality and nature of the facility being rented does not merit the fee.

Comparing the LBHF's current fees against other neighbouring boroughs has made clear our facilities are too highly priced (with like-for-like prices from 30% to 300% higher); offer poor value for money, particularly when it comes to LBHF's unmarked "sport areas" in open grassy spaces; and that our pricing grid is too complex with least 70 different prices depending on variables such as sport, pitch type, park, user type, booking duration and time of week.

We recommend that the Council immediately undertakes a review of pricing policies and fees to deliver a fresh approach to pricing that meets four key principles:

1. **Simple and Transparent:** Residents should be able to find and easily understand rental prices for facilities and land. Only exceptional events should need to be individually priced. Pricing should vary by as few dimensions as possible, such as facility category, time of day, number of bookings and user type.
2. **Consistent:** Prices for rental categories (as defined above) should be the same across all parks. For example, renting a tennis court for 1 hour should cost the same as rental of a 5-a-side astroturf and an 11-a-side football pitch (at equivalent times and by equivalent user groups).
3. **Good Value for Money:** Where fees are applicable, facilities should be good quality, well-maintained, and reflect the amount paid. For example, where groups pay to use unmarked, unspecific grassy areas in a park, fees should reflect this.
4. **Accessible:** No one should be unable to use park facilities. Concessions should apply to particular groups e.g. state schools, time of day and/or age.

Implementation:

- [Park Officers should draft new charging policies by Q4 2021](#)

- The Parks Forum and park stakeholder groups should be given 3 months to validate these policies and/or suggest changes
- Pricing policies should be reviewed periodically, at least once per annum

Fulham Palace: An Ancient Site

The earliest archaeological finds from Fulham Palace are from the Late Mesolithic to Early Neolithic, around 4,000 BC, and digs have found evidence of life until the Early Iron Age, around 300 BC.

Excavations have uncovered Roman coins, pottery, building materials and evidence of paths and roadways from the occupation of Britain from AD 43 to 410. A Viking settlement later stood on the site, and prior to the late 14th century, the Palace became the largest domestic moated site in England. The first manor house may have stood close to the Thames.

Records show bishops lived at the palace from 1141. Bishop Grindal (1559-1570) is credited with establishing a botanic garden while Bishop Compton (1675-1713) collected rare plants. The site was opened to the public in 1976.



4. Digital Park Hub and park information boards

Headline recommendation

The LBHF should create a centralised digital platform (Digital Parks Hub) that brings all information and activities around parks into one easy to access location. It should include basic information on all the borough's parks, enable users to book and pay for all facilities, provide up-to-date information on forthcoming events, help residents get involved, and allow users to report concerns and suggest ideas. This will also provide improved data on park usage for the Council and generate meaningful cost efficiencies. Large up to date notice boards at the main gates of parks should supplement the Digital Hub so everyone can access basic information.

Detailed recommendation

It should be easy to find out information about the parks and book activities within them. If residents are to fully engage with the activities available, they need to know what is happening, how to book facilities, and how to provide feedback that will be dealt with. Equally, if businesses and community groups are to be encouraged to run programmes in our parks it needs to be simple and efficient for them.

Currently there are multiple ways of communicating and interacting with the Council about park related matters. Information is not always easy to find, and many things are not digitally enabled, which goes against the expectations and habits of many users and residents today.

We recommend investment in a simple Digital Parks Hub which should help everyone to engage quickly and efficiently. The Hub should be the main go-to source for all park information, supplemented with appropriate physical information devices for those who need it, including large, regularly maintained, notice boards at the main entrances to parks.

The digital platform should provide:

- Basic information about all parks and facilities including opening hours and contact details (e.g. for the park warden)
- The ability for residents and users to book all sports and other facilities (including deep links to bookings run via other 3rd parties, such as ClubSpark for tennis and PlayFootball for Hammersmith Park)
- Similarly, the ability for businesses and community groups to book park facilities for their programmes, and then for their users to book and pay for these programmes
- Ways to engage with park activities and groups, including up-to-date information on upcoming events
- Ways for residents to 'have your say', contact Park Wardens, report problems, join consultations
- Links to other sources of information – e.g. the London Gardens trust

An example of the Digital Parks Hub and the type of information and functionality it could contain is below. Where possible, the Digital Hub and information boards should be updated and refreshed in consultation with park stakeholder groups and the Parks Forum.

A further benefit of the Digital Parks Hub will be the extensive data that it will bring together, allowing the Council and businesses to better understand user demand (by location, time of day, etc) and pricing sensitivity. It should also make running the parks much more cost efficient for the Council, automating many processes that are heavily manual today.

It may also be possible for stakeholder groups to have their own dedicated pages within the Hub that they edit directly, replacing existing stakeholder websites. This could help overcome any perceived IT barriers for the groups.

Implementation:

- Park Officers (with Commissioner support if helpful) to draft key functionality requirements release an RFP (request for proposal) to potential partners
- Completion of a Digital Hub minimum viable product by Q4 2022
- New releases on a regular basis to continually improve functionality

We have proposed the creation of a H&F Digital Park Hub that joins together all things park-related



- 1 Provide basic information on all borough parks, including
 - Opening Hours
 - Facilities
 - Park warden contact
 - Stakeholder group details
 - 5 year park plan
- 2 Allow all sports grounds to be booked, including
 - Booking calendar & availability
 - Pricing
 - Payment
 - Cancellation
- 3 Provide up-to-date information on upcoming Events
- 4 Allow users and residents to report concerns about Parks
 - Maintenance & repair needs
 - Ideas for improvement
- 5 Help residents find ways to get involved, including:
 - Community group contacts
 - Volunteer projects
 - Crowdfunding projects

5. Park wardens

Headline recommendation

Each park should have a designated and named park warden. The park warden should be the direct contact for all residents regarding all issues pertaining to their park, and provide oversight for the activities, facilities bookings and maintenance in their park ensuring any issues or disputes that arise are resolved quickly.

Detailed recommendation

Both anecdotal evidence and the parks' Commonplace survey suggests a return to named park wardens and the oversight functions they perform would be welcomed by residents. Residents often struggle to engage with the Council on matters pertaining to their park. They feel helpless to report, repair, or improve their parks. They do not know whom to contact. A park warden for each park, or cluster of parks, would increase engagement and accessibility in parks and ensure any issues that arise are resolved quickly.

The park warden should be responsible for understanding and overseeing the full workings for each park (maintenance, facilities, usage) and become a single point of contact for residents. A warden would greatly improve park efficiency and responsiveness and give all residents a greater sense of ownership in their parks.

How Parks Help Health

The use of gardens and natural green space as a therapeutic or healing intervention in Europe is recorded as early as 11th Century monastery gardens, but recent evidence confirms humans have likely always known the benefits.

Exercise helps to develop strength, agility and aerobic fitness, and to prevent chronic illnesses often associated with stress and physical inactivity. Being outdoors in a natural setting enhances these benefits. Accessible, well-maintained, and good quality green spaces produce better health outcomes,² when enhanced with structural complexity, a natural environment and a high degree of biodiversity.

Humans have colour vision, which enhances our experience of the natural world, predominantly the green of plants and the blue of sky and water, restful colours. Exposure to sunlight, even on a dull winter day, produces vitamin D, boosts immunity, regulates sleep and improves mood. Molecules released by trees, soil fungi and bacteria can provoke immune responses to allergies, asthma and even illnesses such as cancer and diabetes.

The UK derives an estimated value of £34.2bn from visiting parks, according to Fields in Trust, calculated to save the NHS £111mn in visits to GPs.

The warden should also provide badly needed oversight for maintenance teams and service providers, such as sports groups and coaches, helping them resolve booking issues, disputes or safety concerns. They can address concerns and problems immediately.

Residents should be given a mobile phone number to call this named person to make enquiries, suggestions or report concerns.

A park warden who is a named and known figure in the local area creates a sense of safety for residents and fosters local community engagement and a sense of broader ownership of the residents' amenity. They should work with and help support and provide oversight to park stakeholder groups.

This recommendation was first made in the Parks Commission's Interim report and is amended. The Council's response and suggestions can be found [here](#).

Implementation:

- Named park wardens should be put in place by Q1 2022.
- A park warden can be assigned to a single park or a cluster of small parks depending on the size and demands of the park(s) in question.

6. Park Officer Team

Headline recommendation

The LBHF park officer team should be reviewed to ensure it contains the right capability and expertise to enable effective and efficient management of the park estate.

Detailed recommendation

The LBHF park officer team should be evaluated to ensure it contains the right capabilities and skills to efficiently and effectively manage the park estate. As part of this exercise, the team's responsibilities should be more clearly defined to include oversight of all park-related activities (including property and events) to allow for more joined up and optimised plans.

Skills on the team should include:

- The ability to work closely with and engage a diverse range of residents and users
- The ability to negotiate and manage commercially competitive contracts
- The ability to efficiently manage multiple park operators and performance criteria
- The ability to develop and update strategic plans
- The ability to set simple and transparent pricing policies based on relevant benchmarks.
- Fundraising experience and dedicated time to secure external grants

The Council's Park Officer team should have sufficient resources to work with the Parks Forum and park stakeholder groups to provide support and oversight.

The Council should also continue to employ a dedicated Ecology officer to ensure sufficient environmental focus.

Implementation:

- Refreshed park officer team responsibilities and capability requirements created within 12 months of publication
 - Revamped team fully in place within 24 months of publication
-

7. Transparent park funding

Headline recommendation

The Council should provide transparent information on how parks are funded to all residents. This should include all sources of funding, including: money generated from the parks directly and through the annual council budget; available Section 106 (S106) and Community Infrastructure Levy (CIL) funding; approved grants.

Detailed Recommendation

Trying to piece together a complete view of total funds available for our parks is a challenge, with the income generated by and raised for park land and properties highly fragmented across different council departments and decision-making bodies.

There are concerns that some parks do not always receive their 'fair share' of available funds and that some money intended for parks (e.g. via S106 grants) never gets invested. This is almost impossible for residents to validate given limited or no information made available. The Council's 2017 promise to regularly publish and update S106 funds has unfortunately gone unmet.

Furthermore, commendable national innovations aiming to improve park funding, such as Space Hive, are poorly promoted by the Council.

To address this lack of transparency, we recommend the Council produces a simple annual summary of funds generated and available for parks across 5 broad areas:

- **Income generated by parks** (into broad categories, for example this may be: private land leases, individual sport bookings, group sports bookings, events, etc.. that allows anonymity to be retained)
- **Investment funding available for parks and open spaces** via S106 and CIL funds, including where the money is from and any restrictions on its use; this should indicate spend to date against
- **Grant funds approved for LBHF parks** including details on usage and restrictions
- **Other funds made available**, including via SpaceHive, community initiatives and/or donations; the Parks Forum could potentially help with the collation of these sources given their disparate nature
- **Basic funding** made available to the parks department from the LBHF budget to run and maintain the parks, as outlined in recommendation 9

The Parks Forum could play a useful role in overseeing the fair and transparent allocation of these funds.

Implementation:

- Council to create and publish annual park funding summaries, starting in 2022, outlining funding available across the broad areas outlined.
- Quarterly publication of S106 and CIL funds for park-related uses within 12 months of publication.

Palingswick Manor and today's Ravenscourt Park

Palingswick (sometimes Paddenswick) Manor, a moated manor house, is first mentioned in the Domesday Book, and then in court records in the days of Henry IV, V and VI. Granted to royal favourite Alice Perrers in 1373 by the Plantagenet king Edward III, a 1377 survey 1377 described the estate as containing "forty acres of land, sixty of pasture and one and a half of meadow" while the manor house itself was said to be "well-built, as in halls, chapels, kitchens, bakehouses, stables, granges, gates."

In Georgian times, the house was renovated and extended. In 1887, the Metropolitan Board of Works bought it as a public park. By then the grounds had become a tangled wilderness that needed landscaping by the new London County Council, with the public allowed in 1888.

The house was opened as Hammersmith's first public library in 1890. It was destroyed by an incendiary bomb in January 1941 and subsequently demolished. This shows today as a small mound in the picnic area by the lake.



8. Ongoing commitment to basic park funding

Headline recommendation

Regardless of total income and funding generated by and for parks in any given year, the Council should provide basic park maintenance and repairs from its annual budget on a continual, long-term basis. The Commission suggests the Council should acknowledge the many benefits of parks for residents and users and make a clear commitment to support park funding over the long term.

Detailed Recommendation

Parks are an important amenity for residents and users and play an essential role in the LBHF community. Over the years, investments have been made in some remarkable spaces and facilities for residents, which provide immeasurable benefits.

LBHF parks also generate a significant source of direct revenue, ranging from land used for sports to events and car-parking. Whilst such commercial activity is not unique to our borough – and the commission believes it to be reasonable to charge appropriate prices and rates to land users and lessees (please refer to recommendations 3 and 10) – parks should not be regarded first and foremost as a profit centre for the borough. In other words, parks should not be managed as an asset that *must* provide funding to support wider LBHF activities, with revenue maximised as a primary objective.

To continue to provide the many benefits, all of our parks and open spaces require basic maintenance and cyclical improvements. As the commission outlined in its interim report, management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned and the parks run as a whole and as efficiently as possible. However, regardless of the income that may or may not be generated, the basic funding requirements of parks should continue to be met.

We would like to see the Council directly acknowledge the many benefits of parks to residents and users and make a clear commitment to their funding.

Implementation:

- The Council to introduce a statement to its vision and annual budget strategy, reinforcing their commitment to local parks and funding them into the future.
-

9. Park Strategic Plans

Headline recommendation

All major parks (i.e. those that are large in size and/or have high footfall) should have a dedicated strategic plan which includes focus areas for maintenance and priorities for investment for the next several years. These plans should be written in collaboration with the local recognised park stakeholder group and the Parks Forum, and reviewed and refreshed annually. Their facilities should be reviewed and basic amenities, for example toilets; their maintenance and cleaning, should be included in strategic plans. Smaller and lower footfall parks should have a combined plan, which outlines focus areas and priorities amongst them. Decisions about investment allocation across parks should be based on these plans, transparent, and balanced.

Detailed Recommendation

Existing park management plans are largely centred around the Green Flag award process. Whilst necessary for maintaining or gaining award status (the merits of which this Commission has not evaluated in detail), these plans do not clearly lay out park maintenance plans and focus areas for the contractors, nor do they include investment needs and priorities.

Indeed, there is no single, consistent source of park financial information and spend priorities within and across parks. Park stakeholder groups, where they exist, typically have no access to information about funding available from the Council for their park. The stakeholder groups,

along with residents and users have shared a significant number of examples of a mismatch between the investment needs of a particular park and the expenditure decisions made.

In order to bridge this divide within single parks – i.e. to have one, aligned version of park needs informed by both Council Officers and users – and also to allow for improved balancing of investment priorities across parks, the Commission recommends the creation of a simple 'Park Strategic Plan' document for all major parks in the borough. These plans should be created by Park Officers, with input from the Parks Forum and local stakeholder group. We recommend they are reviewed and refreshed (as needed) 2x a year.

Green Flags in Hammersmith & Fulham

Launched in 1996, the international Green Flag award recognises parks whose horticulture, cleanliness and facilities have reached the highest standard.

Over 1000 judges visit applicants' sites across the world and assess them against strict criteria. Within Hammersmith & Fulham, 18 have been awarded a Green Flag, while Parsons Green has also applied for Green Flag status. These include larger parks like Bishop's Park and Fulham Palace, and smaller open spaces such as Marcus Garvey and Parnell (Pineapple) Parks.

The 2000 international winners include parks in the Netherlands, Germany, Australia, New Zealand, Republic of Ireland and United Arab Emirates.

<https://www.greenflagaward.org/award-winners/>

LBHF Green Flag Parks: Bishop's Park and Fulham Palace, Brook Green, Frank Banfield Park, Furnivall Gardens, Hammersmith Park, Hurlingham Park, Margravine Cemetery, Norland North Open Space, Normand Park, Ravenscourt Park, South Park, St Peter's Square, Wormholt Park, Marcus Garvey Park, William Parnell Park (Pineapple Park), St Paul's Gardens, Wendell Park and Cathnor Park.

The strategic plans should include:

- An annual assessment of all park facilities and grounds, including toilets.
- A park-specific maintenance plan, with criteria and focus areas (to be shared regularly with the maintenance contractor)
- A prioritised set of investment projects, for when funding becomes available; these projects should be clearly linked to an up-to-date understanding of resident and user needs (with supporting evidence)
- A summary of specific investments made in the park over the previous 5 years
- A summary of all grounds used for commercial purposes, with clarity on booking and usage criteria (including rules for the number and frequency of events)

Smaller parks should be covered by a single, joint plan, indicating priorities for investment.

Several areas calling out for investment were consistently mentioned in our parks' Commonplace survey and in discussions with users and residents. This list should not replace a full evaluation of investment needs and priorities but may be useful in the meantime. (More detail can be found in the appendix)

- Safe, clean facilities such as toilets, play and dog-free grass areas
- Well maintained and safe pathways
- Improved litter management so bins do not overflow
- Safe, easy-access seating in mixed locations, for different users

- Improved playground equipment
- A range of refreshment outlets where footfall is high
- Improved signage on ecology and biodiversity
- More imaginative design
- Increased number of water refill points

Funding, when available, should be balanced across parks and their priority needs; no funding should be allocated that does not match an identified need within one of these plans outside of exceptional circumstances.

Implementation:

- LBHF Parks Team to produce a draft understanding of current park needs across the borough and basic standards for facilities within 12 months. The Parks Forum and Stakeholder Groups should have up to 3 months to validate and/or suggest changes.
- Draft 5 year plans for all relevant parks should then be created within 18 months of report submission.
- Biannual review meetings to monitor and refresh strategic plans with Council officer, stakeholder group and Parks Forum for all relevant parks should be implemented



10. Contracts for leasing park land

Headline recommendation

Contracts for use of park land or long-term delivery of services on park land should benefit residents and the community. In particular, contracts that exclusively lease land to privately run businesses should be commercially competitive, appropriately account for the value of the land, not be linked solely to operator profit, be subject to rent review clauses and offer provisions for access to those who cannot pay (where appropriate).

Detailed Recommendation

There are several types of contract that the commission has identified in our parks. This specific recommendation covers long term leases for park land and property, though many of the principles should apply to all long-term contracts the Council enters into for park land.

The Commission found some contracts to lease park land in the Council have not always been in residents' best interests. In some instances, land has effectively been given away to private operators over long (10 years+) time periods under poor commercial terms with little-to-no benefit for residents. For example:

- Under one contract, payment is linked solely to operator profit. As the business is part of a bigger group, with multi-site operations, no profit is claimed at the site leased from LBHF and therefore no payment is made. The operator effectively leases the site for free.
- In another contract, there is no community right to access and the land is effectively privatised. "Non-members" who can't pay a membership fee are only given access to bookings a few days in advance, leaving little to no access at peak times.
- One lessee pays the Council an equivalent amount for year-round exclusive use of nearly half a hectare of land as a different community sport provider pays for non-exclusive access to various sites around the borough for limited hours each week.

The Commission believes that there needs to be a far more commercial approach to contracts involving park land, particularly when it comes to negotiations with larger, for-profit organisations. This requires staff who have the appropriate negotiation skills with experience of different structures of contracts, including within the private sector, to better evaluate the best options. We recommend all contracts follow 3 principles:

1. Contracts should be commercially competitive and subject to regular review
2. Contracts should reflect the value of the land and intent
3. Contracts should ensure provision for those who are not able to pay

Existing contracts should be brought in line with new requirements as soon as legally possible. The Council must also put in place policies that ensure that personal relationships do not override value for the park under discussion.

Implementation:

- Council Officers to draft a simple set of commercial park land lease requirements by Q3 2022 and review them with the Parks Forum
- The Council should look to approve and publish the guidelines within 12 months

11. Policies to encourage entrepreneurship and innovation

Headline recommendation

Park and Council policies should encourage new partnership structures that support the local community and generate income for reinvestment.

Detailed Recommendation

The Commission recognises there are a variety of ways to raise funds for parks to supplement what is available from direct council sources, ranging from crowdfunding to specific grants (e.g. Nesta, Sports England). Given the competing demands for limited council resources and the wider economic climate in the second year of the coronavirus pandemic, the commission believes the Council should seek to broaden its funding base and longer-term income generation for park improvements through a greater focus on existing and new innovative funding mechanisms. Parks offer ample opportunities for such ventures.

Of particular interest are public-private partnerships and social enterprises that allow new expertise to be brought in and funds to be raised to create facilities, programmes and opportunities for parks and residents

Indeed, several public-private initiatives have already demonstrated success within the borough and the commission believes that by setting policies to encourage new partnership structures, LBHF can become a national leader in this space.

For example:

- **In Ravenscourt Park**, the local community group (HCGA) ran a successful campaign to raise £100,000 and refurbish two unused glasshouses. It now uses these spaces to run community programmes.
- **Fulham Reach Boat Club** was built with S106 funding from the Fulham Reach scheme and set up as a charity with a vision of “Rowing for All” to unlock the potential of young people through the sport. The initial objective was to create a sustainable and successful rowing club in all 12 LBHF state schools by 2021; it has now exceeded this expectation and opened access to neighbouring boroughs.

Yet there are likely to be further opportunities and looking further afield, there are numerous examples of innovative approaches that offer different perspectives and fresh ideas through which we can view our own park management. For instance,

- Is there a middle ground between fully privatised and fully public schemes for our many tennis facilities that could better benefit residents and finances, in a similar way to Hackney Tennis, a non-for-profit whose focus is “*Making tennis accessible and affordable for all members of the community*”? <https://www.hackneytennis.co.uk/>
- Greenspace Scotland and local councils have helped local authorities install heat pumps under larger tracts of parkland and park buildings; is there a similar opportunity in LBHF parks? [Please see separate recommendation].
- Green Estate Management Solutions (GEMS), Plymouth’s Future Parks Accelerator programme, works with several partners including Active Neighbourhoods, Poole Farm, Plymouth Tree Plan, Climate Emergency Action Plan and Green Minds as well as capital investment programmes for sports, outdoor play, and natural infrastructure. Can we do more in partnership with other bodies?

With the support of the Parks Forum and park stakeholder groups, the Council has an opportunity to champion an innovative approach to fundraising and community involvement in the running of the borough’s parks. The Parks Forum should take a leading role in supporting the Council to do this.

Implementation:

- By 12 months following the establishment of the Parks Forum, the Council and Parks Forum should outline an approach to encourage more innovation and community involvement in our parks
- The Parks Forum should support stakeholder groups in engaging with potential partners, particularly where there is scope for programmes to be multi-site

12. Powering parks

Headline recommendation

The Commissioners believe there is scope to investigate the feasibility of installing Ground Source Heat Pumps (GSHPs) under land and/or buildings in some of the borough’s parks and open spaces to generate carbon-free energy. We recommend the Council consults with independent engineering consultancies and draws up a borough-wide open space green energy strategy. The installation of GSHPs should be considered whenever refurbishment projects in LBHF parks are under discussion and must be included in the Council’s green energy strategy.

Detailed recommendation

In 2019 LBHF declared a climate and ecological emergency and set a target of net zero carbon emissions by 2030. This is an ambitious target. However, the borough's parks and open spaces could play an important role in helping to bring this about.

Green spaces and parks can be prime spaces for green energy infrastructure for two primary reasons. Most parks enjoy land, water and wind resources, all potential sources of renewable energy. Moreover, many parks and open spaces are close to other public spaces consuming large amounts of heat and electricity.

Greenspace Scotland and Powering Parks, pilot projects backed by the Rethinking Parks programme, have explored the potential of public parks to become widely used sources of renewable energy. In 2019, as part of a project led by the climate change charity Possible, Hackney Council and Scene, a local enterprise showed that [30GW of heat](#)¹ could potentially be supplied from parks and other green spaces - enough to heat 5 million British homes.

Nesta's [Harnessing Renewable Energy in Parks](#) report estimated that there are potentially 88 hectares available across the parks and open spaces in London Borough of Hammersmith & Fulham which could generate a renewable heat supply of 20 MW.

While certain sites, such as cemeteries or woodland are unsuitable, other opportunities are present. The resurfacing of a tennis court, for instance, provides an ideal opportunity to install a heat pump under the new surface. The refurbishment of park cafes, halls and toilets may present others.

The most practical way to do this is through the installation of Ground Source Heat Pumps (GSHP)s. Already GSHPs have been in parks to create renewable energy, as at [Saughton Park in Edinburgh](#). Closer to home, at [Abney Park in Hackney](#), ground source heat pumps are being installed as part of a multi-million pound National Lottery award, which is funding the construction of a new building featuring a café and community space.

The Commission accepts that installing similar schemes will require substantial amounts of capital. A coherent energy strategy will require long-term vision and buy-in from Council Officers in many different fields; the importance of parks and open spaces as potential sources of green energy should be considered in all borough planning and redevelopment schemes - for instance, it could be included in schemes such as the development of [White City](#).

Implementation:

- Council to consult independent engineers with the view to delivering low-carbon energy where practicable from the borough's parks and open spaces and buildings and facilities within six months of this report.

¹ <https://media.nesta.org.uk/documents/Renewables-FINAL.pdf>

- The possibility to generate low carbon energy from open spaces should be considered in all LBHF redevelopment and development plans and in all park building refurbishment from Q4 in 2021.

13. Park activities and involvement – including apprenticeships and volunteering

Headline recommendation

In the interim report the Commission proposed that the creation of a park maintenance apprenticeship scheme as well as work placements for young people and people with disabilities should be rewarded and written into the new maintenance contract. There are also broader opportunities for developing skills, interests and social relationships in the parks. Where possible, parks should have an activities plan, addressing community needs and aspirations to help support this.

Detailed recommendation

Residents told the Commission about their different expectations and wishes for park activities. For some, just a quiet walk in the park will restore well-being, while for others it means play or physical or artistic activity. Parks also offer the chance to contribute to society by volunteering, gardening, clearing up litter, or helping to combat climate change. There is an opportunity here to develop vital local skills and knowledge to deal with the latter and to help develop a green economy. We recommend that where possible, parks should have activities plans addressing a wide range of needs and aspirations, enhancing opportunities for apprenticeships and volunteering.

Many activities are volunteer led, but still need support and facilities. Community social enterprises and park vendors can help create opportunities to engage and learn. The ecology officer can lead parks' volunteers' programmes relating to biodiversity. Young people should be encouraged to join park stakeholder and volunteer groups so that those groups can better represent a more accurate cross section of their communities.

Not all parks can have all facilities and all activities, but the Parks Forum should work with the Council parks department and local park stakeholder groups to get a balance across the borough. This should be about facilitating relationships between nearby parks, not rigidly controlling from the centre.

Urban architecture and children at play

Urban landscape architects are increasingly recognising that many children today have become divorced from the natural environment. Parks can help counter this, especially where there is the chance to collect and explore.

Studies have shown where there are trees, children will tend to move towards shady areas, which helps protect their skin from cancer. Play helps children to learn about taking turns and interaction with others. Many motor problems in young children can be helped by physical play, which also provides a counter to time spent in buggies or inside or over computer screens. All children are most mobile while they are young, even those with neurological or motor-skill impairing conditions and need tasks to solve and things to climb over to develop.

Implementation:

- Parks encouraged to have an activities plan enhancing opportunities for apprenticeships and volunteering, or a review summarising the reasons where this isn't achievable.
- Park stakeholder groups should work with the Council to create a plan of activities by Q3 2022, liaising with the ecology officer on schemes to help deal with climate change.

14. Park land use

Headline recommendation

The Council should seek to better understand the range of park needs from our specific resident demographic, as well as schools and other community groups within LBHF who rely on parks. This understanding should be updated at a reasonable interval (e.g. every 5 years) to reflect changes. The resulting information should be used to make informed decisions about the fair allocation of park space. Residents and park stakeholder groups should be consulted on proposed changes to this balance.

Detailed Recommendation

Research done by the Commission has indicated a clear tension across residents, schools and community groups over the use of open spaces for sports and for instance, skate parks or outdoor gyms as well as quiet areas, wild meadows and trees.

Whilst the Commission undertook qualitative research with residents and user groups, limited detailed data was available on which recommendations could be made about land use and priorities.

In some instances, the use of park land has been changed without a full, transparent consultation process. For example, a consultation in Hammersmith park offered 4 options for the future of a dedicated sports ground where the bowling green was but none involved sport and the list of options appears to have been generated without consultation. Since this consultation, the LBHF has since reneged on its original commitment and given away a portion of the land for a Corporate tiny forest initiative, without consultation.

The commission recommends the following three steps to manage and involve residents better in critical decisions:

1. **The Council needs to understand usage needs:** The Council, supported by the Parks Forum, should conduct representative, quantitative study on the needs for open spaces in the borough, covering the balance of demographics and school / community groups in LBHF. This study should be repeated on a regular basis (for example every 5 years) to account for changing needs and demographics.

2. **Data should inform the allocation of space for different uses:** The results of this study should be used to inform park plans and land use allocation at a total level across the borough.
3. **Consult with residents & users on substantial changes:** Any proposed changes that result in a significant change to park land usage (such as the removal of a dedicated sports ground, or the change of land from open meadow to a forest) should be done in open consultation, with residents and the park stakeholder groups generating options for change of use with the Council. There must be clear information about the impact of such decisions

Implementation:

- Council Officers should seek to understand the broad range of LBHF park user needs by Q1 2023.
- The process for consulting regarding park land use changes should be revised by Q3 2022, with clear indications as to how park stakeholder groups and the Parks Forum will be involved.

15. Ensure existing open space is protected

Headline recommendation

The Council should ensure that existing open space is strongly protected from encroachment and inappropriate development. The guiding principle should be that no publicly owned open space – including allotments, cemeteries and open space on school land - be lost without providing equivalent new open space in the borough.

Detailed recommendation

In 2014 the administration made a commitment in their ‘The Change We Need Manifesto’ that if elected they would seek to afford the Borough’s parks and open spaces with better protection. ‘The Council should be a trusted custodian of our parks, put our parks in a residents’ trust to prevent them being sold off.’

From 2014, Council Officers looked at the various options to deliver this commitment, such as Individual Parks Trusts and a Borough-Wide Parks Trust. A number of local authorities have set up Arm’s Length Management Organisations (ALMOS), some of which include parks and open spaces. However, following Council Officers recommendations, the Council decided not to proceed with these options.

'In order for such a trust to operate successfully it needs a certain amount of autonomy as well as a board of trustees....Potential objectivity, including political neutrality could be lost and the works of the trust could be subject to individual and political influence.'

The History of Bishops Park

From the late 13th century until 1973, Fulham Palace was a residence of the Bishop of London.

In 1884 Bishop Jackson persuaded the Ecclesiastical Commissioners to donate Bishop's Meadow, a two-hectare strip of land between the moat, the south-west boundary of the grounds of Fulham Palace, and the River Thames. The meadow was to be laid out as a recreation ground and maintained in perpetuity.

By the late 19th century, the formerly picturesque osier and grazing ground had become a refuse tip. The low-lying land was marshy, flooded regularly by the river. On the proviso that an embankment was added, the bishop offered additional land. There was space for exercise, paths and seats and a tree-lined river walk. The park's name was changed to Fulham Park in 1902 and then back to Bishops Park four years later. The remainder of the meadow was used, as now, for sport. In 1902 a nursery and greenhouses were built next to the lodge, and the Pryor's Bank pavilion opened in 1900.

As London County Council sought to create more space for sport, the Ecclesiastical Commissioners donated the meadow between the park and Craven Cottage in 1899. The western section was turfed for a cricket pitch. In the 1920s, the bishop of London filled in the moat, and offered the land between the King's Head pub and Bishops Avenue, while a children's playground was added. Part of the garden became school in 1954 and in 1971 an adventure playground was opened.

There is a hierarchy of protection relating to parks. Metropolitan Open Spaces (eg Wormwood Scrubs) are defined by Acts of Parliament, Common Land, (eg. Eel Brook Common, Brook Green, Parson's Green) have a certain level of protection as do Historic Parks and Gardens (eg. Bishop's Park, Fulham Palace and St Peter's Square). Others have no such protection.

In 2017 the Council set up a Parks Commission, and subsequently approved the Commission's recommendation to enter Deeds of Dedication with Fields in Trust (FIT). These act like covenants to protect public open space in perpetuity without impinging on the Council's ability to carry out day-to-day management, continue investment and provide a range of recreational facilities and activities.

Since 2017, three Borough parks and open spaces have received FIT

protection. These are Wendell Park, Lillie Road Recreation Ground and Shepherd's Bush Green. In 2019, the Council made the decision to first concentrate on the largest unprotected parks (Ravenscourt Park, Hammersmith Park, South Park, Wormholt Park and Normand Park).

The view of this Commission is that progress has been too slow, and a target should be set for each year.

Reference: In 2011, Glasgow City Council took the decision to safeguard its 27 parks and open spaces with FIT protection and completed the process within five years.

Implementation:

- Four Fields in Trust to be completed each year, including Ravenscourt Park in 2022.

16. New open space creation

Headline recommendation

The Council should use planning policy to create more publicly accessible usable open space. As part of this, the Council should rewrite its planning guidelines requiring new developments to provide more usable public and public/private open space. New open space should be environmentally friendly (in terms of layout, type of landscaping materials and planting) and provide public connectivity with other open spaces and green corridors.

Detailed recommendation

Research has found that the distance residents have to travel to parks and open spaces is a major consideration in how much they use them. The Borough has a high population density, particularly in the north of the borough where it is rapidly growing. The provision of parks and open spaces throughout the Borough is comparatively low, except close to Wormwood Scrubs.

New public provision within the Borough can be provided by:

1. Community access to private land (e.g. rooftop gardens, private sports facilities).
2. Housing estate land repurposed for community use ((possibly Bayonne Road Estate).
3. Parklets (tiny open spaces created from former car parking bays – e.g. Hammersmith Grove)
4. Road closures (creating small open spaces – e.g. Bridget Joyce Square)
5. New public open space created over railway lines (e.g. Olympia and Beadon Road)
6. Linear Open Space.
7. The development of large brownfield sites and the creation of public/private open spaces (e.g. Westfield and St. James's developments on Wood Lane).

Items 1-4. These are within the direct control of the Council, and some have proved to be successful initiatives. They are, by nature, comparatively small in scale.

Item 5. Olympia. This could be a public/private initiative using Section 106 and Community Infrastructure levy funds from the redevelopment of Olympia, and contribution from the developer, to create a new park over the adjacent railway lines. A major development costing £30 million+

Item 5. Beadon Road. The Hammersmith Business Innovation District sponsored a competition in 2019 to create a Hammersmith Hi-Line with public/private funding. The winning entry proposed building over the railway lines between King's Mall and the Glenthorne Road car parking and residential development. A major development costing £10m+

Item 6. Linear Open Space. See 23. Riverfront Strategic Concept.

Item 7. Brownfield Sites and the creation of public/private open space.

The quality and standard of provision of these spaces vary considerably. Some, such as 245 Hammersmith Grove and the Helios Courtyard at the Television Centre provide high quality environments that meet the needs of those who use them, and are environmentally friendly in terms of layout, materials and planting. Other developments are disappointing, particularly those where public access appears to be discouraged and there is little provision of park facilities.

It is the considered view of the Commission that insufficient guidance is given to developers, and that the planning guidelines need to be strengthened, particularly in view of the increased concerns relating to biodiversity and ecological sustainability. Planning decisions should be evidence-based.

In addition, developers should be held to account. In some cases, design proposals put forward at public exhibition have been substantially diluted, and in others the planned provision of trees has not been carried out and the Council has taken no action against the developer.

Implementation:

- [Planning guidelines to be rewritten by Q1 2023, referencing LBHF Parks and Open Spaces Strategy 2008-2018, the Local Plan 2018 and Supplementary Planning Documents.](#)



17. Biodiversity statistics

Headline recommendation

The Council should monitor and report biodiversity enhancements carried out in the Borough. The Council should use the information from the biodiversity survey it is currently conducting to inform strategy, while the Commission recommends that annual biodiversity statistics should be published.

Detailed recommendation

In 2020, the Council accepted the recommendations of its [Biodiversity Commission](#)'s report. The Commission's main findings relating to parks and open spaces can be summarised as:

1. Improving horticultural practice for wildlife, minimising harm from pesticides and incorporating biodiversity as a key deliverable with clear targets as part of ongoing maintenance contracts.
2. The appointment of an ecology officer and establishment of an Ecology Centre.
3. Promotion of volunteering initiatives led by the Ecology Officer.
4. Promotion of good biodiversity practice in parks, open spaces and cemeteries including the provision of 'wild areas.'
5. Replacement of unused areas of asphalt with planting.
6. Avoidance of artificial turf.
7. Incorporation of biodiversity recommendations in the new parks maintenance contract.

Recommendations 2-4 are specifically addressed in another section of this report – 19. Meadow and wild habitat creation.

Recommendations 5-6 are good practice, and recommendation 6 has already been implemented.

This is an issue that has generated considerable public interest, and the Commission considered that there was a need for the annual publication of biodiversity statistics that include the number of new trees planted, replacement trees planted, new areas of meadow, new orchards, 'grey to green projects', hedgerows, bulbs, bird and bat boxes and swales in parks with drainage issues. The Council is currently conducting an audit which will enable it to put together the appropriate statistics.

What is biodiversity?

Biodiversity refers to the variety of life on earth from mammals, birds and reptiles to plants, fungi and micro-organisms. The term is broader than wildlife since it also encompasses the variety and complexity of communities of organisms or *ecosystems*, the specialised habitats or *niches* in which they live, and even genetic diversity within species.

A thriving, biodiverse site will be beneficial to human health and social wellbeing, resilient to environmental stresses like flooding and heatwaves, cost effective to maintain, contribute to the local character of a place and support familiar well-loved wildlife like blackbirds, foxes, mallards, frogs and bats, as well as thousands of species of invertebrates, plants, fungi and bacteria.

Dynamic, changing landscapes tend to improve biodiversity, such as trees of different ages, including dead or decaying wood, as well as indigenous plants, and humble species such as weeds which provide forage for butterflies and pollinators.

Reference: London Borough of Ealing, the winner of London in Bloom's 2017 Biodiversity Award (best practice example) publishes such biodiversity statistics.

Implementation:

- Biodiversity statistics published annually by the end of 2022.

18. Meadow and wild habitat creation

Headline recommendation

To improve biodiversity in parks and open spaces, the Council should introduce a rolling programme of new wildflower meadows, mown twice annually with specialised machinery. This should be part of an initiative to increase and enhance wildlife habitats and support biodiversity in parks and open spaces carried out following consultation with users and local stakeholders.

Detailed recommendation

There is a popular movement towards more natural planting in parks and open spaces which is perceived as increasing biodiversity and reducing CO2 emissions in response to the climate and ecological emergency.

A radical approach to park management is proposed that would see:

- The introduction of wildflower meadows and natural habitat areas wherever there is scope in parks and open spaces, based on areas of lesser usage and the aesthetics of each park. In addition, other wild habitats such as hedgerows around fenced areas and rain gardens, swales and ponds to help manage heavy rainfall in parks should be introduced where possible.
- These are to be balanced by continued careful mowing of perimeters, grass lawn areas and pathways. Mowing machines should be updated to ensure minimal damage to wildlife.
- Conversion of areas of annual bedding to perennial planting, leading to reduced levels of maintenance.
- Creation of a 'Volunteers in Parks' programme under the supervision of the Ecology Officer.
- Support for bee and other pollinator populations in parks.

It is important to note that unmown grass areas in parks are not meadow. Removal of the hay crop is required twice in summer by specialised small-scale mowers. This allows wild flowers to seed and proliferate, greatly increasing both the flowering season and the biodiversity.

This approach to park maintenance has been shown to reduce park maintenance costs, encourage greater community involvement and allow limited staff resources to maintain high horticultural standards.

Public response has been very positive, and few complaints have been made about the aesthetic changes in the parks, moving over from areas of formal grass to wildflower meadow. It is the next logical step up from 'No-Mow May.'

Reference: www.burnley.gov.uk 'Go to the Park' and various conversations with Simon Goff, Head of Green Spaces and Amenities, Burnley Borough Council.

Implementation:

- The Council should identify appropriate areas, following consultation with residents and local park stakeholder groups, by the end of 2022 and make necessary arrangements for implementation.



19. Tree planting

Headline recommendation

The Council should greatly accelerate its rolling programme of tree-planting to improve biodiversity and CO2 absorption. This proposal should not just include the parks but pavement

and road closure sites and decommissioned car parking spaces. Usage of park land for this purpose should always be done in consultation with residents and users.

Detailed recommendation

The Council's vision is to be the greenest borough by 2035. The most effective way to meet this target is by greatly accelerating the rolling programme of tree planting including pavement and road closure sites and decommissioned car parking spaces.

Planting trees has many benefits including:

- storing carbon.
- soaking up carbon dioxide,
- cleaning the air of other pollutants and toxins,
- keeping cities cool,
- providing a habitat for wildlife,
- benefits for mental health and well-being of residents and visitors.

The Borough has approximately 16,000 trees, of which 20% are in parks and open spaces, and 80% roadside within residential and commercial areas. The principal varieties are plane, lime, ornamental cherry, rowan, birch, whitebeam and ornamental pear.

Counters Creek flows north-south through a low-lying water catchment area in the Borough, where the presence of underlying impermeable London clay causes the combined sewer network to be overwhelmed at times of peak flow.

Trees draw moisture from the water table and can help protect against flooding, therefore contributing to surface water management objectives. Some locations already have comprehensive schemes combining permeable paving, planted basins, rain gardens, tree planting and downpipe disconnection. In street locations, permeable paving to street parking bays, combined with water retention systems and rain gardens can make a significant difference.

Wormwood Scrubs – a habitat for wildlife

Wormwood Scrubs is the largest open space in the Borough and is designated Common Land and Metropolitan Open Space. It is protected by the Metropolitan Commons Act of 1866 and several later Acts of Parliament.

The western portion is part of Old Oak Common, much of which was taken over by the railways prior to 1866 Act. Stamford Brook ran between the two Commons, marking the old boundary between Acton and Hammersmith. The combined area is 42 Hectares. The east of the Scrubs is mostly sports field. Along the southern edge are a variety of sports facilities, including the Linford Christie stadium, a BMX cycling arena, street workout and children's play equipment. Further play equipment stands on the western edge. Wormwood Scrubs has an area to fly model aircraft with its own runway.

Wormwood Scrubs provides a valuable nature reserve. Half of the Scrubs, to the west and north and along Scrubs Lane is managed as woodland and rough natural grass land. The wooded areas are designated Local Nature Reserves. Over 100 species of bird have been spotted on the Scrubs. There are 250 species of native plants and about 20 species of butterfly.

There are also many species of other insects. Common Lizards are found on the Scrubs, originally near the railway embankment but have since spread south. The Scrubs are a winter roosting site for Red Necked Parakeet whose arrival at dusk in winter is a remarkable sight.

New sites for pavement and street trees can be identified by electronic trackers for telephone and broadband in pavements, and gas, electricity, and water utility plans in roads. Residents can request a street tree to be planted by going to treesenquiries@lbhf.gov.uk.

However, the Commission recommends that high density planting should be only carried out in parkland following full consultation with local residents and weighed against other potential uses of the land.

In many cities, 22-27% of the total urban area is private gardens, representing half of urban green space, and although the Borough's average garden size is only 30 sq.m – one of the smallest in London - residents should be encouraged to plant trees of an appropriate size. Next year marks the Queen's Platinum Jubilee. The Commission recommends that the Council marks a new era of tree planting by playing a proactive part in The Queen's Green Canopy, the scheme inviting people across the UK to plant trees in Autumn 2022. It would be fitting to plant 70 across the borough to mark this perhaps with a signposted trail between each tree.

Implementation:

- Details of new tree planting and their sites published annually by end of 2022.
- The Council should mark the Queen's Platinum Jubilee in 2022 by planting an initial 70 trees across the borough to mark each year of Her Majesty's reign during Q4 2022.



20. Vegetative pollution barriers

Headline recommendation

With air pollution from vehicle emissions a serious problem in the borough on its six-lane highways (including Talgarth Road/Great West Road, the West Cross Route and the A40), the Council should undertake extensive tree planting to restrict the spread of pollutants and consider hedges for localised shielding of pedestrians and walkers

Detailed recommendation

Unlike greenhouse gases which are principally carbon dioxide and methane, pollution from motor vehicles is nitrogen dioxide and particulates from brakes and tyres. Children who attend schools or live close to roads with high pollution levels are particularly at risk of developing asthma, and in one landmark case a child's death has been attributed to this cause. Some 80% of traffic on the main six-lane arterial roads in the borough is through traffic – not locally generated.

The introduction and proposed extension of the Central London Ultra Low Emission Zone has the potential to reduce overall volumes of traffic. Electric cars do not reduce levels of particulates.

Vegetative pollution barriers are of three types – green hedges, green walls and trees, or a combination of all three. Green roofs have little effect on dispersal of pollutants and a minor effect on deposition.

Deposition: When pollutants land on leaves they are removed from the air. Certain leaves are more effective than others, such as hairy leaves, large leaves, and ivies. However, compared to the benefits of dispersion, deposition is of minor benefit, and deposition of nitrogen oxide on leaves is partially cancelled out by subsequent NO₂ emissions from soil.

Dispersal: This is of primary importance, and the most important way of dispersing pollutants is to keep traffic moving. Sequencing of lights can play a part, but at peak times traffic is reduced to a crawl, and pollution levels soar.

Urban vegetation can be used to contain traffic pollutants reducing transmission to adjacent areas. For example, a 10m high barrier can protect up to 27m downwind, and a 2m high one 3m downwind. Densely planted avenues of trees and localised hedges are recommended.

The Commission proposes a report by environmental consultants advising on the location of trees and hedges, resistance of species to salt spray, drought, high wind turbulence, and that soil conditions ensure successful long-term growth.

Implementation:

- The Council should commission environmental consultants to produce and publish proposals to combat air pollution from traffic fumes by the end of 2022.



21. Best horticultural practices

Headline recommendation

The Council should aim to raise horticultural standards throughout its parks and open spaces. Good horticultural and ecological management must be specified and delivered by the maintenance contractor. The best horticultural practice notes should include soil care, best practice in tree and plant pruning, planting for pollinators, and use of integrated weed/pest management. It should also give up-to-date advice relating to the spread of newly introduced pests and diseases and new research on pollinators.

Detailed recommendation

The appearance and biodiversity value of planting in parks is a high priority for many residents. Good design and maintenance are crucial for many of the social benefits of parks: creating a comfortable, relaxing environment and a sense of connection with nature. Volunteer involvement benefits participants and the wider community.

Threats and risks include climate change, plant pathogens and incompetent maintenance. Unavoidable damage caused by heavy use, anti-social behaviour and dogs has an impact which must be managed.

Most horticultural work is carried out by the grounds maintenance contractor, therefore contract monitoring is essential for raising standards and ensuring value for money.

Park users and stakeholder groups have detailed knowledge of the changing situation on the ground and are an important resource for monitoring, planning, fundraising, and co-ordinating and carrying out volunteer work.

The objectives of good horticultural practice in parks should include:

- aesthetics
- serving the needs of park users
- good value for money
- planting that is resilient and sustainable in itself,
- and contributes to wider environmental resilience and sustainability in the context of climate and ecological crisis.

The contemporary movement towards naturalistic and ecological horticulture provides examples, evidence, advice and inspiration.

Park managers must keep abreast of the latest information, particularly relating to developing threats like climate change and new plant pathogens, and ensure that contractors and volunteers are aware of current best practice.

We recommend the Council sets out a series of evidence-based guidance notes. These can also be used to promote sustainable wildlife-friendly gardening to residents and commercial landowners.

These notes should cover:

Planting - species selection, planting methods and aftercare

Soil care - conserving soil carbon, composting, mulch and no-dig

Integrated pest and weed management

Pruning of shrubs, trees and perennials

Pollinator conservation - key points are planting a diverse range of flowering plants across all seasons, understanding the value of self-seeded and wild plants, pruning flowering shrubs and trees at the correct time.

Implementation:

- New good practice notes to be published by the Council by the end of 2022.

22. Riverside strategic concept

Headline recommendation

With completion of the Thames Riverside Walk and new developments increasing the popularity of the riverfront, the Council should seek to develop a unified plan for the area. It should be considered in its entirety to improve provision and biodiversity.

Detailed recommendation

It is noted in the LBHF [Parks and Open Spaces Strategy 2008-2018](#) that the Council 'shall, in partnership with Thames Strategy (Kew to Chelsea), coordinate a programme of open space and green corridor improvements to improve Stevenage Park, Rowberry Mead, Furnival Gardens and Upper Mall.....and with a large proportion of the borough 10 minutes from the Thames establishing a network of green links to this space is very important to increase use and enjoyment of this space. Removing barriers to access will also address identified deficiency areas as described in "Parks and Open Spaces Strategy 2008-2018", item 6.4g.

In 2017 the remaining section of the Riverside Walk was completed, and this has since become one of the most vibrant open spaces in the Borough. Public use has greatly increased by dog walkers, runners, cyclists, public access to the soft landscape areas of Fulham Reach, customers to riverside pubs and restaurants, small local shops, the Riverside Studios and usage of the Fulham Rowing Club. Heritage credentials have been enhanced by the statue to Lancelot 'Capability' Brown.

We recommend that the Council, working with the Parks Forum, should appoint landscape architects to envision and produce proposals that might include:

- Upper Mall (repaving, planters, possible summer sand beach in the promontory)
- Furnival Gardens (improved pollution screening to the Great West Road)
- Hammersmith Bridge/Queen Caroline Estate (improvements to raised area, possibly summer beach).
- Draw Dock (improved levels of clearance of river debris)
- Fulham Reach (tree planting)
- Betfair site (LBHF lease arrangement for the sloping grass bank)
- Rowberry Mead (improved access from the Riverside Walk)
- Stevenage Park (improved access and redesign)
- Improvements to hard landscaping, seating and planting to the connecting sections of the Riverside Walk, with particular emphasis on encouraging green corridor biodiversity.

Implementation:

- [The Council should appoint landscape architects to envision and produce proposals by the end of 2022.](#)



London Borough of Hammersmith & Fulham

Independent Parks Commission

Commissioners and acknowledgements

Commissioners

Timothy Prager (Chair)
Heather Farmbrough
John Goodier
Judy Hargadon OBE
Richard Jackson
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Rosemary Mortimer
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Acknowledgements

***The Independent Parks Commission
would like to express its enormous gratitude to Council Officer
Stephen Hollingworth, Assistant Director Leisure, Sport & Culture, for his
assistance, insight, and clarity in providing information to the Commission
and explaining the challenges that he has inherited, Council Officer Peter
Smith, Head of Policy and Strategy, Public Services Reform and Jim
Cunningham, Climate Policy & Strategy Lead, Environment Department for
their guidance and help in facilitating the work of the Commission.***



Photos courtesy of Richard Jackson; the London Borough of Hammersmith & Fulham, and the Friends of the Walled Garden in Ravenscourt Park.

Implementation Chart - Suggested schedule

For action by:
Council
Planning/Environment/other
LBHF Parks
GM Contractor
Park Stakeholder Groups
Park Forum

LBHF Parks Commission

		2021		2022		2023				2024				
Recommendation	Implementation	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Report approval by Council														
Publication of Report														
1. Parks Forum	Establish the Parks Forum and appointment Chair and members													
2. Park Stakeholder Groups	Review existing park stakeholder groups, memoranda of understanding and criteria for recognition													

		2021		2022		2023				2024				
Recommendation	Implementation	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Complete the recognition process for new and current park stakeholder groups.													
3. Park Strategic Plans	Audit park facilities and areas of need across the borough, validate findings with forum and stakeholder groups													
	Draft 5-year plans for all relevant parks, meet biannually to review													
4. Digital Hub	Create a digital hub for sports bookings and to provide centralised accessible information about parks													
5. Park Wardens	Deploy named park wardens													
6. Parks Officer Team	Refresh park officer team responsibilities and competencies, revamp team by Q4 2023													
7. Park funding	Publish annual park investment summaries covering operational and maintenance expenditure, priorities for capital funding, and allocations from S106 and CIL funds.													
8. Ongoing commitment to basic park funding	Reinforce the commitment to parks and their funding in the Council's vision statement and annual budget strategy													

		2021		2022		2023				2024				
Recommendation	Implementation	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
9 Park Affordability and Pricing	Draft new charging policies, validated by the Parks Forum and stakeholders													
10 Contract for leasing park land	Draft a simple set of commercial park land lease requirements, reviewed by the Parks Forum.													
11 Policies to encourage entrepreneurship and innovation	Outline an approach to encourage innovation in fundraising, partnerships and community involvement and provide ongoing support to stakeholders													
12 Powering Parks	Consult independent low-carbon energy engineers to appraise feasibility and incorporate this option for consideration in all future development plans													
13. Park activities - apprenticeships and volunteering	Prepare volunteer action plans including projects to tackle climate change													
14. Park land use	Revise the process for consulting stakeholder groups and the Parks Forum on changes to use of land.													
15. Existing open space protection	Complete four Fields in Trust deeds each year, including Ravenscourt Park in 2022.													

		2021		2022		2023				2024				
Recommendation	Implementation	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
16. New open space creation	Rewrite Planning guidelines to strengthen requirements for new public open space.													
17. Biodiversity statistics	Publish annual statistics on biodiversity enhancements.													
18. Meadow and habitat creation	Identify appropriate areas for establishing meadows and purchase the required machinery													
19. Tree Planting	Publish details of new tree planting and their sites annually. Plant 70 trees in 2022 to mark the Queen's Platinum Jubilee													
20. Vegetative pollution barriers	Commission environmental consultants to produce plans to combat air pollution with suitable planting													
21. Best horticultural practice	Publish best practice guidelines to improve horticultural standards													
22.Riverside strategic concept	Appoint landscape architects to generate proposals for a unified Thames Riverside Walk													

Glossary of terms and abbreviations

Biodiversity	The variety of plant, animal, and other species present within a particular location. The Council has declared a climate and ecological emergency, and aims to increase the biodiversity of the borough.
CIL / Community Infrastructure Levy	Funding obtained from developers through planning agreements, to be spent on specified local improvements – see also Section 106 .
Facilities	The range of physical furniture and services offered to residents in parks, such as benches, toilets, play areas, water fountains, and sports facilities. These include free and charged facilities, including those run by private operators .
Fields in Trust	A charity and scheme to protect green spaces for people to enjoy in perpetuity.
‘Friends of’ groups	Voluntary organisations involved with particular parks and open spaces.
GM / Grounds Maintenance	Works to maintain and improve green spaces. The main contractor currently responsible for this work in LBHF is idverde.
Green Flag	An award scheme that recognises well managed, publicly accessible green spaces.
GSHP / Ground source heat pump	A low-carbon, electric heat source used to heat buildings as an alternative to gas boilers or other fossil fuel heat source.
Horticulture	The cultivation and management of plants in parks and open spaces.
MOU / Memorandum of Understanding	An outline agreement between two or more parties, such as those currently in place between the Council and ‘Friends of’ groups.
Net zero carbon	This refers to the Council’s ambition to reduce the borough’s greenhouse gas emissions to as close to zero as possible, and emit no more than it removes.

Open spaces	See Parks and open spaces .
Operators	Businesses and organisations with commercial contracts to provide revenue-generating services in council parks, such as the hiring of sports facilities.
Parks and open spaces	In this report either term refers to any publicly accessible open green space for which the Council is responsible, including cemeteries. The Council does not in practice distinguish between parks and other green open spaces that it manages.
Parks Commission	An independent, temporary body of Hammersmith & Fulham residents, tasked with making recommendations to the Council for how to improve, protect and sustain our open spaces; the authors of this report.
Parks Forum	A proposed body to enhance transparency and support the Council and park stakeholder groups to set priorities and make decisions about parks – see recommendation 1 .
Park Officers	Council Officers responsible for the strategic management of parks, and park projects and improvements.
Park Stakeholder Groups	The proposed generic term for the single lead voluntary organisations involved with particular parks and open spaces – see recommendation 2 .
Park strategic plans	Proposed plans for each park which set out focus areas for maintenance and priorities for investment over several years – see recommendation 3 .
Park users	All individuals and organisations who make use of parks and park facilities, including residents and schools.
Park wardens	A proposed role to be a direct contact for all residents regarding particular parks, and providing oversight of activities, bookings and maintenance – see recommendation 5 .
Public-private partnership	A collaboration between a public body such as the Council, and a private company, to deliver facilities or services.

S106 / Section 106	Funding obtained from developers through planning agreements, to be spent on specified local improvements – see also Community Infrastructure Levy.
Social enterprise	A business with specific social objectives as its primary purpose, whose profits mainly fund initiatives to achieve these.
Stakeholders	Any individuals or organisations with an interest in a park or parks, such as residents, schools, other park users, contractors and operators.
ToR / Terms of reference	An agreed purpose and approach to be taken by a group. The Parks Commission's terms of reference is at appendix 1 .



London Borough of Hammersmith & Fulham

Parks Commission Appendices

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Appendix 1.

H&F Parks Commission terms of reference

Introduction

Hammersmith & Fulham is blessed with a patchwork of ornate parks, green and open spaces.

Starting at the ancient common land of Wormwood Scrubs in the north, one could meander south through pockets of life-affirming nature travelling through a stunning collection of over 40 borough parks, public gardens and green spaces, ending up on the riverfront with all its wildlife and colour.

Our open spaces offer our residents a chance to play, exercise and breath easier and provide opportunity for the borough to facilitate good physical and mental health, civic renewal and a strengthening of our community life.

The Independent Parks Commission will consider all of the above focusing on how our residents get the most from our open spaces, what we do to improve them, while protecting them and making them sustainable for future generations and for the enhanced biodiversity of the borough.

It will report its independent findings to the borough's Community Safety and Environment Policy and Accountability Committee.

Review scope

What is the vision for our parks, green and open spaces?

How can they facilitate the achievement of the council's stated public policy objectives of: improving physical and mental health, enhanced biodiversity, civic renewal and strengthening community life?

What is the best way to involve local people in the decisions made about our parks?

- How do we ensure the council engages a full and wide diversity of people in the decisions we make about our parks?
- How can we devolve powers to residents, so decisions are made expediently, with probity and in the interests of all the parks current and potential users?

- How should the management of: sports bookings, parks buildings, and rental of public areas operate in a way that ensures good value to both the council and the users; probity, and affordability?

What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?

- What's the best way to manage our parks?
- What's the best way of ensuring our parks are financially sustainable and have the resources to deliver the improvements our residents want?
- What's the best way to ensure that residents feel safe in our parks?
- What's the best way of keeping our parks safe and open for use during the maximum number of hours?
- How can increased use of technology be employed to encourage greater residents use of our parks?
- How can we enhance the biodiversity and environmental sustainability of our parks?

Composition of the independent Parks Commission

The membership size and membership recruitment criteria of the independent Parks Commission will be agreed between the commission Chair, the executive of the council, and the chair of its Community Safety and Environment Policy and Accountability Committee.



London Borough of Hammersmith and Fulham Independent Parks Commission

Interim Report and Recommendations
12 May 2020

The Independent Parks Commission, convened in January 2020, was asked to provide recommendations to the Cabinet Member for the Environment and Cabinet as they consider their procurement strategy for the Ground Maintenance of Parks, Public Open Spaces and Housing Estates. Further recommendations, that may not directly impact this procurement, will be developed as the Independent Parks Commission continues its work.

We have found that many of our aspirations in terms of quality thresholds, biodiversity and social value are shared with the Council and the new strategic Council Officers. We have considered concerns raised by Hammersmith and Fulham residents, inconsistencies in the application of policy and inefficiencies in the way that the parks have previously been managed which led us to believe that during the length of the existing contract, variations have occurred which have resulted in unexpected and undesirable outcomes. We believe many of these can be remedied in the next procurement of Grounds Maintenance, which we understand is commencing shortly.

1. General Principles

The contract for general maintenance, and indeed other contracts for parks related activity, should be structured to ensure that the behaviours incentivised are in keeping with the overall objectives of the Council and are in the interests of residents. In particular, income earning targets should not conflict with encouraging and enabling local residents to easily access health and wellbeing promoting facilities and activities in their parks.

In order to advance the Council's already established policy objectives of improving physical and mental health, enhanced biodiversity, civic renewal and strengthening community life, we recommend that parks are accessible to all, affordable for all, and funded as a basic amenity so that all residents have access to space and facilities to maintain mental and physical health and wellbeing.

2. Summary of Recommendations

◆ Improving Parks Environmental Impact

- **Biodiversity:** The General Maintenance Contract should incentivise biodiversity through planting and maintenance. We recommend that a Biodiversity Survey be carried out throughout H&F's parks and Open Spaces in order to identify areas that can be set aside for biodiversity planting

- **Onsite Composting:** The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review whether on-site composting and recycling is feasible and advantageous, and set up composting areas in some or all parks

◆ **Improving Parks Maintenance and Management**

- **Tree Maintenance:** The General Maintenance Contract should include tree work in parks and open spaces.
- ***Trial Extended Opening of Parks:*** The Council should consider the feasibility of extending the opening hours of parks and look to introduce automatic locking and unlocking of park gates.
- **Reimagining the Park Warden:** Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a “ Park Warden”. This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park. The Council should consider repurposing the Parks Police and their budget.

◆ **Improving Community Involvement:**

- **Delivering Social Value through Engagement with Residents and Volunteers:** The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park.
- **Delivering Social Value through Apprentices:** We recommend that the procurement strategy for the Grounds Maintenance Contract actively rewards the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities.

◆ **Rethinking the Parks Commercial Strategy**

- Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by LBHF.
- It is understood that private enterprises can often do a better and more efficient job of running sports programmes than the Council directly. We should encourage entrepreneurial persons to run market-leading, community-centred activities for the benefit of our residents. However, management and usage of park land for commercial purposes by any non-Council owned body (including all leases) should only be done on a set of very clear terms which include appropriate reflection of land value, some degree of free community access, clear Council sight on all income and costs, and regular contractual reviews.

- Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned and the parks run as a whole and as efficiently as possible.
- Parks should be affordable to all schools and all residents to use. The use of parks by young people both in and out of school should be encouraged. Engaging young people in outdoor activity is an essential part of education.

3. Detailed Recommendations

◆ Improving Parks Environmental Impact

3.1 Biodiversity in our Parks¹

The General Maintenance Contract should incentivise biodiversity through planting and maintenance.

We recommend that a Biodiversity Survey be carried out throughout H&F's parks and open spaces in order to identify areas that can be set aside for biodiversity planting that would not affect the other uses, or existing planting maintained by the Maintenance Contractor. This would allow Officers to identify sites for habitat creation projects or 're-wilding' with relaxed maintenance.²

In larger parks and open spaces areas of grass should be set aside and cut twice-yearly, returning to meadow, particular under large trees. Planting of early daffodils (for bees) and wildflower plugs to be carried out.³

Replacement and additional tree and shrub planting should take into account native wildlife requirements in terms of nectar, pollen, berries, support of invertebrates, and in some instances, carbon capture.

A clear distinction should be drawn between the replacement of dead and dying plants by the Maintenance Contractor, and new planting schemes based on biodiversity carried out under the supervision of H&F's parks horticultural team.

3.2 On-site Composting

The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review current practice in managing green waste and evaluate whether on-site composting and recycling is feasible and advantageous. Practically this would involve setting up a composting area in some or all parks.

The Commission expects that this would:

¹ Parks Commissioners Richard Jackson, John Goodier and Jen Riley are happy to provide further detailed

² Many of these sites have already been identified in the Parks Commission Data Base. Some are large (eg. Fulham Cemetery), some medium sized (eg. One of the three dog-walking areas in Ravenscourt Park), and some small (eg. New hedging between Furnival Gardens and the Great West Road).

³ Planting could be carried out by Maintenance contractors or volunteers

- a. Improve quality control - (the currently used composted mulch is heavily contaminated with litter and sometimes apparent industrial waste). There is no control over herbicide contamination or other toxins which can be an issue if the feedstock is uncontrolled.
- b. Reduce emissions and labour for transport to and from depot.
- c. Compost heaps and fresh woodchip mulch are excellent biodiversity habitat and benefit the soil with improved structure, fungal life, water retention etc. Many of these benefits are lost if its done at an 'industrial' facility. Composting also emits methane, which needs to be offset by optimising the advantages.
- d. All types of natural organic waste are best processed as close to natural decomposition cycles as possible while maintaining horticultural standards. Woodchip, leaf mould, grass clippings and mixed compost all have value. Surplus could be made available to residents and community gardeners.
- e. A good composting system provides re-enforcement/ public education on sustainability, particularly since home composting is the policy for residential green waste.

◆ **Improving Parks Maintenance and Management**

3.3 Tree Maintenance

The General Maintenance Contract should consider including all tree work in parks and open spaces.⁴

The existing maintenance contract covers tree work up to two metres. Anything above this height requires an outside contractor at additional expense to the Council. A single contractor overseeing the maintenance of trees in parks is desirable.

3.4 Trial Extended Opening of Parks

Many if not most parks throughout London are either not locked or not lockable.⁵ Nineteen of LBHF Parks (and 2 cemeteries) are opened at sunrise and locked at sunset, with attendant costs to the Maintenance Contract and/or Parks Police.

We recommend that the Council consult with stakeholders and the Police with a view toward a trial of extending summer opening hours to midnight from June 1 – 31 August 2021. (subject to covid-19 restrictions) This would benefit residents by allowing more time for picnics, running, dog-walking and sports. The Council can then assess any increased anti-social behaviour and revenue from sports facilities.

If successful, the Council could evaluate further park opening extensions as supported by local residents and the Metropolitan police.

⁴ The Parks Department propose to do this in their GMC strategy.

⁵ Precise data is still being gathered by Steve Hollingworth.

As part of this move to extended opening hours we suggest that LBHF trial the automatic unlocking and locking of parks in areas where it is feasible.

3.5 Re-imagining the Park Warden

We encourage the Council to reimagine the “Park Warden” through an oversight provision in the Grounds Maintenance Contract and a redeployment of resources that presently fund the Parks Police⁶.

Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a “Park Warden”. This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park. This would increase engagement and accessibility in parks and ensure any issues that arise are resolved quickly.

- a. Residents often struggle to engage with the Council on matters pertaining to their park. They feel helpless to report, repair, or improve their parks. They do not know whom to contact.
- b. The Maintenance Contractor is not empowered to engage with residents. Park Officers are not present – possibly because they are overstretched.
- c. While there are examples of excellent Friends Groups within our parks, some have become small clubs or cliques and proprietorial over the park, which places another barrier between a resident and the question they may have or the outcome they hope to achieve.

A “Park Warden” who is responsible for the workings of each park: maintenance, facilities, usage, becomes a single point of contact for residents and will improve efficiency and responsiveness and give all residents a greater sense of ownership in their parks. A “Park Warden” will also provide much needed oversight for maintenance teams and for client businesses who provide services to residents in the park and can ensure higher standards of maintenance are achieved. This named figure will have a mobile phone number which residents can call to make enquiries, suggestions or report concerns.

Replacing the Parks Police, who have no powers of arrest, with a Park Warden who is a named and known figure in the respective local area maintains a sense of safety for residents but replaces a negative anonymous and punitive policing function with a positive local community engagement function.

There is precedent for this: The London County Council invented the concept of the Parks Police in 1889. They had a rethink 16 years later and, in 1905, The Parks

⁶ The Parks Police budget is £625k per year and is entirely funded by the Council out of the general fund. The budget sits in the Community Safety & Regulatory Services cost centre.

Police were replaced by... “Park Keepers” - or “Wardens”.⁷

3.6 Delivering Social Value through engagement with Residents and Volunteers

The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park in order to develop a greater sense of ownership among members of the community.

3.7 Delivering Social Value through Apprentices and Work Placement

We recommend that the procurement strategy for the Grounds Maintenance Contract actively rewards the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities. We would look for the procurement strategy to reward commitment to local recruitment and skills development with quantifiable targets for apprenticeships, in-service training, minimum qualification and skills requirements at all staff levels

3.8 Rethinking the Parks Commercial Strategy

Whilst Hammersmith and Fulham benefits from numerous parks and open spaces, given the density of its urban population, the actual space offered per resident (1.35ha per 1000 residents) sits below the London average. Despite this limitation, the park space in the borough is ‘worked’ very hard to generate income for the Council, which by all measurements it does very successfully. According to financial information available, park land generates between £1.5 to £2m every year, when income from all sports bookings, events, property lettings and profit from private enterprises is accounted for. *(This includes c. £750k p.a. in sports bookings collected by IdVerde, £110k collected from Linford Christie, £450k from parks property and events, £100k of income in the parks budget from markets, park lodges, community rooms and donations, as well as an estimated £300k to £500k in profit generated by private tennis enterprises, the majority of which sits with TFC Leisure (Rocks Lane)).*

However, the majority of this income is unlikely to be visible (or available) to the Council – and therefore challenging to optimise directly – given a number of factors which include:

- a. Separation of income lines across multiple Council budgets (and therefore may make it challenging to align incentives across all parks-related cost and profit centres).
- b. At least two commercial agreements account for approximately half of this income, which do not necessarily reflect the best interest of Council residents or the value of the land (and therefore limit the benefit the council receives from its park land).

⁷ There are several other Parks Police in London: Hampstead Heath, Epping Forest, Kew Gardens, Royal Parks but the only London boroughs still with a Parks Police force are RBKC, LBHF and Wandsworth, Islington, Ealing and Richmond are using “Park Guard” a private security firm. (Information provided by Council Officer Steve Hollingworth)

- c. A cost allocation to oversee this income, which is highly fragmented and inefficient (and therefore reduces actual income to the Council to use for services back to residents).

Furthermore, despite this level of income generation, a number of issues and inconsistencies have been identified, which lead us to believe that usage of the park land is not always on an equitable basis, and not always serving the best interests of our residents.

3.8.1 There are significant inconsistencies in land usage and monetisation.

TFC Leisure makes >£1m in profit over its 3 sites p.a. (based on its Companies House filings and declared tax amounts). With 1 of these sites in H&F, a simple assumption would imply the land generates this for-profit business **c. £350k of profit** every year. In return for this exclusive year-round land access (to a large piece of highly valuable land in Bishops Park), the Council signed an agreement in 2012 to receive only £30k per annum for these privileges.

In contrast, H&F collects £33k from Little Foxes - a children's football club - for non exclusive use of Ravenscourt Park land (approx.. 10 – 20 hours per week during term time.)

3.8.2 Rather than offering equal access to all, park land exacerbates inequality in our borough. We have created a situation where publicly owned parkland is generating substantial profits for companies, whilst many schools in the borough cannot afford to use the parks⁸ – and offer simple recreational activities to their students – because the cost of access is too prohibitive.

- a. In addition to the TFC leisure example mentioned above, IdVerde retains c. 35% - or nearly £250k per annum in sports booking income park land has generated, as a result of a contract signed in 2018. It is unclear how these IdVerde 'cost's are allocated, and whether there is sufficient oversight to be certain they are efficiently allocated and improving residents' park usage.
- b. In contrast, state schools-in borough, pay c. £30k to the Council per year for usage of park land, which for many is a struggle – and as such many schools have had to reduce usage of the land.

3.8.3 Finally, despite the substantial costs being removed by private bodies for management and oversight of commercial activities, there is no indication that the service being offered our residents is efficient, easily accessible (both financially and physically), and 'the best' we can do.

⁸ The Independent Parks Commission made an appeal for evidence to schools in the Borough on the quality and affordability of Parks. The responses we've received are available to review. Four of the five Secondary Schools that responded were concerned about price and/or access.

- a. Indeed, surveys and feedback (of IdVerde overseen facilities) indicate the service is often poor – with long lead times to responses to bookings, difficulty accessing grounds even when booked and paid for, and pricing that proves a barrier to a large portion of our residents, public and charitable bodies. It appears, in many cases, that historic contracts were hugely opportunistic, (See Appendix One) and agreed based on the offer on the table being better than what was currently in place.

3.8.4 *Given the above we have four broad Commercial Strategy recommendations for the Council which may affect the Procurement Strategy of the Grounds Maintenance of Parks, Public Open Spaces and Housing Estates:*

➤ **Commercial Strategy Recommendation 1:**

Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by LBHF. This platform should be able to accommodate:

- a. Online bookings of all chargeable and non-chargeable park facilities used by residents, businesses, public services and not-for-profits.
- b. Communications to engage residents, businesses, public services and not-for-profits in all matters pertaining to the delivery of objectives for parks and open spaces and the rationale for the management of each park.
- c. Feedback by residents and park users to the Council and land management bodies on areas requiring maintenance and suggestions for areas of improvement including horticultural and biodiversity improvements.

The data and insights generated from the above platform will enable the council to continuously improve the facilities it offers to park users and ensure costs and capital investments are allocated as efficiently as possible. We believe the efficiencies gained from implementation of this platform, both from current booking management and pricing optimization, will rapidly pay back the cost of platform development. (*assuming a return to normal park activity following the Covid-19 crisis).

We believe that this technological solution could resolve current Issues identified with sports bookings and management in H&F.
(See Appendix Two)

Overall it is our believe that a more efficient, comprehensive and agile solution will encourage resident engagement with parks, bookings of facilities and income generated from parks as well as enable the Council to manage decisions to optimize park land for community benefit.

Benefits/Objectives:

- a. Transparent central platform for all key stakeholders to communicate with park's management and make bookings of facilities.
- b. Self-serve marketplace functionality – like an Airbnb for parks facilities – which outlines availability, pricing, conditions specific to each stakeholder.
- c. Data analytics on usage for council to optimise availability/pricing with demand with commercial and community objectives in real time.
- d. Streamline distributed costs across different H&F departments and contractors and build-in true visibility and accountability of cost centres to facilities.
- e. Enables the Council to take cost out of the Sports Bookings component of the General Maintenance contract, whilst being able to receive the full financial benefit of bookings.
- f. Centralized communications point with aim of increasing engagement with residents and responding to issues quickly. Residents and stakeholders engaged in self-regulating our parks conditions.

A centralized platform could help with creating opportunities in parks and open spaces for all residents to improve their physical and mental well-being and improving access for more vulnerable residents by making it easier to get information on what is happening in the parks, facilitate booking and one platform for dealing with issues/concerns.

Additionally it would help improve access to recreational facilities for residents, whilst enabling the Council to promote its activities in biodiversity and carbon capture, and working with local business to improve access and facilities.

Feasibility and Cost estimate

The Commission believes that the creation of an online system is completely feasible at a very manageable cost and light investment. Information can be held in the cloud making the system scalable and allowing for an inexpensive trial should that be required. Software exists or a bespoke application can be developed at a low cost. The pace we believe it would pay back is less than the present single year cost of the Sports Booking System.

We acknowledge that this significant change in approach will have implementation considerations and challenges which we have identified. (See Appendix Three)

➤ **Commercial Strategy Recommendation 2:**

It is understood that private enterprises can often do a better and more efficient job of running sports programmes than the Council directly. And we should encourage entrepreneurial persons to run market-leading, community-centred activities for the benefit of our residents. However, management and usage of park land for commercial purposes by any non-council owned body (including all leases) should only be done on very clear terms, which include the following:

- a. The value of the land is appropriately reflected in the terms of the lease, exactly how any commercial property or land lease with a private body would be construed.
- b. The Council has clear sight on all charging policy and income collection.
- c. Land is never managed under 'exclusive' contracts, ie. There should always be some amount of free, public access.
- d. Applications for leasing park buildings and facilities should be evaluated with a holistic view of public benefit.

➤ **Commercial Strategy Recommendation 3:**

Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned and the parks run as a whole and as efficiently as possible.

- a. Park income and expenditure is presently spread across four independently functioning departmental groups: Sports Booking (IdVerde), Events Team, Property Services, Parks. This creates duplication, inefficiency, a failure of oversight, and a propensity to pass responsibility from one department to another.
- b. By centralising control one can more readily track income and expenditure and allow for more efficient management of the Council's park resources and facilities.
- c. Income earned from activities in the parks should go to the parks department enabling them to run high quality parks with regular improvements and enhancements in facilities and properties to increase use by local residents.

➤ **Commercial Strategy Recommendation 4:**

Parks should be affordable to all schools and all residents to use.

The use of parks by young people both in and out of school should be encouraged. The Council should work with schools to find an equitable way to provide green, open space for children's sporting activities as part of their essential education.

- a. The Council should work with local state schools to ensure they have sufficient free access to parks.⁹ This needs to be managed and shared between schools and residents fairly.
- b. Concessions to enable affordable sport should be employed. Children from low income families are reported to struggle with affordability. Youth sports coaching have to charge higher fees to accommodate the high charges they have to pay. The very cohort of people we are trying to encourage to use our parks are often the ones who are being denied access. Inhibiting access foments a lack of cohesion in communities.
- c. There should be a coherent charging policy, with clear underpinning principles for charging that reinforce the adopted objectives of the Council of improving physical and mental health, and strengthening community life. No one should be unable to afford to use the borough's parks.



The Independent Parks Commission would like to express its enormous gratitude to Council Officer Stephen Hollingworth, Assistant Director Leisure, Sport & Culture, for his assistance, insight, and clarity in providing information to the Commission and explaining the challenges that he has inherited, and Council Officer Peter Smith, Head of Policy and Strategy, Public Services Reform for his guidance and help in facilitating the work of the Commission.



⁹ Where Schools cause additional costs, there should be some means for covering these costs.

Appendix One

Analysis of the opportunistic outcome of the variation to the Sports Bookings component of the present Grounds Maintenance Contract.

This information was provided by Council Officers at the request of the Commission. We believe this to be an accurate description of the situation based on the information provided. Figures are from when the sport income guarantee began in January 2018. For the first year and up to March 2019, the guarantee was £450k. However, this was renegotiated to £520k from April 2019.

The first income guarantee period started from January 2018 to March 2019 accounts. It was agreed that the first year of the contract would run for 15 months. For the first 15 months of the contract the guaranteed minimum payment was set at £450K and the profit share threshold was at £561K.

Total income for the period: £896.5k.

The attached accounts show £562k returned under the guaranteed minimum payment for 5 periods i.e. (£450k/12x15) and £14.5K still owing to LBHF, after the Contractor's costs. (Please note that the profit share threshold had not been reached. (i.e. $561/12 \times 15 = £712k$. £712k had to be reached to trigger the profit share.) A total repayment for the 15 months is £562.5k, plus the balance of £14.5k = a total of £577k.

In May 2019, LBHF confirmed that they required the guaranteed minimum payment to increase to £520k per annum from the 1st of January 2019 rather than the 1st April 19. A provision in the May 2019 accounts was made to allow for this.

The agreement for year two and subsequent years is that the guaranteed minimum payment increase to £520k and the profit share threshold was matched to this.

Contractor Costs and 6.5% margin

Agreed costs including the guaranteed minimum payment are deducted from revenue. If there is a balance, then the Contractor deducts a 6.5% margin on income. The margin on this contract is not guaranteed. If there is any surplus following this then it is shared on a 50/50 basis.

- there is approximately £54k management and Administration costs taken by the Contractor.
- £190.5k staff costs (3 staff plus on costs: i.e. pension contributions)
- £11.5k over heads
- £5k vehicles and materials

£260k total costs taken

Plus an additional 6.5% on the gross sum of £896,500

- 6.5% x £896,500 gross income = £58,272

Total taken by the Contractor (IdVerde) in costs and 6.5% margin: £318.5k

Total revenue earned: 896,500
 Revenue to Council: 577,000 64.4% guarantee plus
 Revenue retained by IdVerde: 318,500 35.5% costs and fixed margin

LBHF Sports Bookings Summary January 2018 - March 2019

	Q1	Q2	Q3	Q4	Total 2018	Q5	Total to 31/3/19
Income Received	£ 22,122	£ 192,944	£ 243,499	£ 163,192	£ 621,757	£ 137,000	£ 758,757
Debtors Movement	£ 59,099	£ 59,728	-£ 8,185	-£ 16,424	£ 94,218	-£ 30,804	£ 63,415
Accrual re sales not invoiced	£ -	£ -	£ -	£ 25,000	£ 25,000	£ 54,000	£ 79,000
Stripe Fees paid	-£ 160	-£ 422	-£ 1,776	-£ 1,540	-£ 3,899	-£ 721	-£ 4,620
Total Income	£ 81,060	£ 252,250	£ 233,538	£ 170,228	£ 737,076	£ 159,475	£ 896,551
Costs							
Management & Admin	£ 10,502	£ 10,502	£ 10,502	£ 10,502	£ 42,007	£ 11,666	£ 53,674
Staffing costs	£ 30,522	£ 35,914	£ 42,636	£ 41,256	£ 150,328	£ 39,974	£ 190,302
Materials	£ -	£ -	£ 815	£ 37	£ 852	£ 324	£ 1,176
Vehicles & Plant	£ 780	£ 799	£ 837	£ 893	£ 3,309	£ 921	£ 4,230
Overheads	£ 1,652	£ 2,773	£ 267	£ 5,563	£ 10,253	£ 1,284	£ 11,537
Total Costs	£ 43,455	£ 49,987	£ 55,057	£ 58,250	£ 206,750	£ 54,169	£ 260,919
Profit Total in Period	£ 37,605	£ 202,263	£ 178,481	£ 111,978	£ 530,326	£ 105,305	£ 635,632
Less IDV 6.5%							-£ 58,576
Less: GMP already paid to LBHF							-£ 562,500
Balance - all owing to LBHF as threshold profit-share level of £561k in year (so £701k in 5 Quarters) was not achieved							£ 14,556

Appendix Two

We believe that this technological solution could resolve current Issues identified with sports bookings and management in LBHF.

1. **Fragmented & Confusing for Users:** Systems that run bookings and communications around parks facilities are fragmented across online platforms, call centers and email addresses under the control of multiple parties e.g. 4 different H&F council departments, IdVerde, LTA (for some tennis courts) and third party software services. This is confusing and prevents stakeholder (residents, businesses, public services and not-for-profits) engagement.
2. **Inefficient and Lacking Transparency:** Stakeholders (residents, businesses, public services and not-for-profits) are not aware of the general information and facilities they can lease or book for their usage of park facilities in any easy to access or easily bookable way. The current system is not consolidated or automated, and in some cases it is an inefficient process which adds staff costs for the council and its contractor, whilst creating a time-consuming and frustrating process for park users. Additionally, it does not facilitate competitive bidding for potentially high value leases of facilities.
3. **Misaligned Incentives and Outcomes:** Current terms with the contractor optimise for a flat fee returned to the council with a profit share above a certain threshold (once the contractor has allocated their costs). Given the complexity of the interests that the council needs to navigate and the varied considerations of stakeholders involved who should be given fair access to parks facilities, incentives under the current contract are not aligned to the council's objectives (e.g. gives rise to unfair/putative pricing to public services such as schools or small commercial enterprises or small residential gatherings, whilst not enabling efficient charging for commercial charges).
4. **Limited Optimisation of Public Land Use:** The council has no control to lever how parks' facilities are used for all stakeholders (residents, businesses, public services and not-for-profits) – be this optimizing availability for different stakeholders or optimizing pricing to ensure they monetise demand for services whilst balancing access for public services, not-for-profits or vulnerable residents. Whilst the council can request access to the booking data, it is currently not set up to do so (& the data is no longer transferred to the council), as such opportunities to improve and optimize commercial terms for residents and users (and balance their interests with that of the council) are not being explored.
5. **Income Leakage and Cost Inefficiency:** The nature of the contract with the Contractor means that c. 35% of income generated by sports bookings is 'lost' to the council, with the contractor spending c. £250k p.a. to manage the bookings. Given the inefficient nature of the bookings (which could be easily optimized through technology), and poor feedback from facility users about ease of access and availability, it is not clear that this "cost" is being efficiently allocated.

6. **No Direct Feedback System:** The fragmented nature of bookings and management means that any issues, challenges or suggestions for improvement by residents and users are challenging to collect by the council. Correspondingly, it is also challenging for residents to know who to contact to improve facilities and access – and it is likely many well-intended ideas do not end up with the right people.

Appendix Three

Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by LBHF.

Implementation Considerations

- a. Evaluate whether third party software currently used by the council can meet the objectives.
- b. Evaluate whether a bespoke platform should be built specifically for the council's objectives or whether a specialist white labelled software allows for enough customization and flexibility to meet the objectives.
- c. Determine the upfront investment required by the council to achieve these objectives.

Determine the cost savings and income optimization achievable through this new platform, and therefore how quickly the council would achieve a return on its investment.

Implementation Challenges and Mitigation

- A. **Viability:** Clear potential benefits of bringing this in-house highlighted above but an evaluation of cost of implementation vs. potential financial upside required.

Mitigation: High level opportunity cost analysis as a starting point.

- B. **Investment:** Upfront cost will need to be lump sum investment in this infrastructure (though if largely off-the-shelf solutions can be identified, this investment is likely to be limited)

Mitigation: Evaluate costs of implementation and how much of this is offset by cutting cost out of the Idverde contract.

- C. **Execution:** Consider whether this is best built as a bespoke platform for the council's needs or whether a white labelled booking platform provides adequate solution and enough flexibility to meet the goals.

Mitigation: Evaluate all potential technology options against a clear set of feature requirements and council priorities

- D. **Management:** Consider who should manage this for the best outcomes against the council's objectives.

Mitigation: Identify all possible on-going management options and assess their merits and disadvantages. Make an informed recommendation to the council, identifying challenges that might arise and a clear path for dealing with them.

- E. **Timings:** Unlikely this can be introduced prior to the new maintenance contract. Could be introduced at a later stage in which case determine what should be requested in the contract to facilitate the transition and allow switching mid contract.

Mitigation: Ensure the contract is constructed in a flexible enough way to allow bookings to be removed from it. Ensure this does not result in any detrimental impact on the GM contract (i.e. additional costs being added to it due to loss of commercial income)

- F. **Integration:** How a new centralised system will Interface with various stakeholder's IT systems i.e. contractor, council, suppliers.

Mitigation: This should be thoroughly evaluated and costed as part of the viability, implementation and execution workstreams above. The team will need to understand related council IT infrastructure, what CMS systems are used, and any back-end integrations that will be required. This will depend heavily on the agreed features and requirements for the platform, which will need to be specified at the outset.

- G. **Third party apps:** Consider whether in all cases this replaces use of third party applications used by the contractor to enable online booking (e.g. tennis courts via Booker).

Recommended Interim Next Steps

1. High level opportunity cost analysis as background analysis to support return on council's investment in the project. Understand total costs currently deployed to manage bookings across the council and third parties, and what they achieve in terms of income. Identify how much of this cost is redundant (e.g. generated because two bodies are doing the same task), and how much could be better optimised through a technology solution. Identify at a high level how much cost (from ongoing software fees, to headcount and equipment required) would be needed to manage bookings with a digital system.
2. Agree the full "must have" and "should have" set of requirements and features for the platform, including what must be within an MVP, and what its longer term objectives should be. This will then determine what software solutions are feasible.
3. Understand the current (relevant) council and 3rd party software infrastructure, and what systems require integration to enable a full end-to-end booking process. This should include how data records and user accounts need to be stored, managed and de-duplicated across existing systems, and what financial payment and processing system integrations are needed.

4. High level research into software solutions and fixed/variable costs that would enable the council to efficiently meet this objective.
5. Comparative research into best practices i.e. how other councils/parks/governments have tackled this issue (after all this is not new) – and possibly how private enterprise booking systems have delivered savings. Evaluate the opportunity to co-invest in this solution with other councils who have similar needs.

London Borough of Hammersmith and Fulham Independent Parks Commissioners:

- Tim Prager (Chair)
- Paul Appleton
- Heather Farmbrough
- John Goodier
- Judy Hargadon
- Richard Jackson
- Kevin McIntosh
- Rosemary Mortimer
- Jennifer O'Riley
- Lindsay Tethal Wright
- Isabella Thomas

**The London Borough of Hammersmith & Fulham
Independent Parks Commission
Terms of Reference**

Timothy Prager
Chair of the Independent Parks Commission

Introduction

Hammersmith & Fulham is blessed with a patchwork of ornate parks, green and open spaces.

Starting at the ancient common land of Wormwood Scrubs in the north, one could meander south through pockets of life-affirming nature travelling through a stunning collection of over 40 borough parks, public gardens and green spaces, ending up on the riverfront with all its wildlife and colour.

Our open spaces offer our residents a chance to play, exercise and breath easier and provide opportunity for the borough to facilitate good physical and mental health, civic renewal and a strengthening of our community life.

The Independent Parks Commission will consider all of the above focusing on how our residents get the most from our open spaces, what we do to improve them, while protecting them and making them sustainable for future generations and for the enhanced biodiversity of the borough.

It will report its independent findings to the Borough's Community Safety and Environment Policy and Accountability Committee.

Review scope

- What is the vision for our parks, green and open spaces?
 - How can they facilitate the achievement of the Council's stated public policy objectives of: improving physical and mental health, enhanced biodiversity, civic renewal and strengthening community life?
- What is the best way to involve local people in the decisions made about our parks?
 - How do we ensure the council engages a full and wide diversity of people in the decisions we make about our parks?

- How can we devolve powers to residents, so decisions are made expediently, with probity and in the interests of all the parks current and potential users?
- How should the management of: sports bookings, parks buildings, and rental of public areas operate in a way that ensures good value to both the council and the users; probity, and affordability?
- What currently works, what could be better, and what doesn't work in the way our parks and open spaces are managed?
 - What's the best way to manage our parks?
 - What's the best way of ensuring our parks are financially sustainable and have the resources to deliver the improvements our residents want?
 - What's the best way to ensure that residents feel safe in our parks?
 - What's the best way of keeping our parks safe and open for use during the maximum number of hours?
 - How can increased use of technology be employed to encourage greater residents use of our parks.
 - How can we enhance the biodiversity and environmental sustainability of our parks?

Appendix 4.

Parks Commission interim report recommendations: H&F Council officer responses and July 2021 update on progress.

Recommendation 1. Biodiversity: The General Maintenance Contract should incentivise biodiversity through planting and maintenance. We recommend that a Biodiversity Survey be carried out throughout H&F's Parks and Open Spaces in order to identify areas that can be set aside for biodiversity planting.

Response - Increasing biodiversity will be included in the Procurement Strategy Report.

July 2021 Update:-

Greater areas of biodiversity have been included in the specification and a baseline biodiversity survey is being commissioned by the Climate and Ecological Emergency Team across the borough, so we can, demonstrate year on year improvement.

Recommendation 2. Onsite Composting: The General Maintenance Contract should encourage the Council, contractors and other stakeholders to review whether on-site composting and recycling is feasible and advantageous, and set up composting areas in some or all parks.

Response - On site composting will be included as part of bidder proposals and included in the Procurement Strategy Report.

July 2021 Update:-

Composting was included in the specification and contractors have come up with proposals as part of their method statements are part of their bids.

Recommendation 3. Tree Maintenance: The General Maintenance Contract should include tree work in parks and open spaces.

Response - Tree Maintenance will be included in the Procurement Strategy Report.

July 2021 Update:-

A tree maintenance contract has been included in the procurement for all trees in the borough and tenders are being evaluated. General pruning is included within the grounds maintenance contract.

Recommendation 4. Trial Extended Opening of Parks: The Council should consider the feasibility of extending the opening hours of parks and look to introduce automatic locking and unlocking of park gates.

Response - The proposed trial of extended opening hours will be addressed by Cabinet, when considering the Parks Commission's final report.

Recommendation 5. Reimagining the Park Warden: Each park should have a designated and named contact provided by the Council or Grounds Maintenance Contractor - a "Park Warden". This person should be the direct contact for residents regarding issues and matters pertaining to their park and provide oversight for the maintenance and activities that occur in the park.

Response - Reimagining Park Wardens will be addressed by including a requirement within a new contract, that the contractor must have a named person responsible for each park as a point of contact. This will be included in the Procurement Strategy Report.

July 2021 Update:-

This is a requirement of the new specification and contractors have submitted their proposals for named contacts per park. These will be included on the website and on the parks notice boards.

Recommendation 6. The Council should consider repurposing the Parks Police and their budget.

Response - The Parks Police and their budget will be considered by Cabinet, when taking into account the Parks Commission's final report.

July 2021 Update:-

In April 2021 the council commenced employment of its new Law Enforcement Team (LET). The LET comprises of 72 staff creating one of the biggest environmental enforcement teams in the country. The team are responsible for providing high visibility presence in our parks and green spaces, housing estates, commercial areas, and residential roads.

Each ward will have an allocated officer who will ensure they know all the key partners in that ward.

Currently officers are undergoing an intense training period and transitioning onto their shift patterns. The LET service is a uniformed service with all officers easily identifiable to the public. More information on the team can be found via our webpage - [Law Enforcement Team | LBHF](#)

Residents are encouraged to share intelligence with the LET and you can do so via LET.HF@lbhf.gov.uk and, as you see the LET officers in parks, residents are encourage approach them and engage with them to share knowledge, passion and equally any concerns .

Recommendation 7. Delivering Social Value through Engagement with Residents and Volunteers: The Grounds Maintenance Contractor should be incentivised to actively engage with residents and volunteers within each park.

Response - The social value proposal, regarding incentivising engagement with volunteers and local people, will be included in the Procurement Strategy Report.

July 2021 Update:-

Volunteering is included as part of the social value of the contract and proposals have been submitted as part of the contractors submissions.

Recommendation 8. Delivering Social Value through Apprentices:

The procurement strategy for the Grounds Maintenance Contract should actively reward the creation of an apprenticeship scheme as well as work placements for young people and people with disabilities.

Response - The social value proposal, regarding apprenticeships and work placements for young people and disabled people will be included in the Procurement Strategy Report.

July 2021 Update:-

Apprenticeships are included as part of the social value of the contract and proposals have been submitted as part of the contractor's submissions.

Recommendation 9. Bookings for all sports facilities and land should be brought in-house and run through a single, centralised digital platform, owned and controlled by H&F.

Response - This will be included in the Procurement Strategy Report.

July 2021 Update:-

Sports bookings are not included in the contract and officers are currently investigating improved booking platforms to be in place by February next year.

Recommendation 10. The management and usage of parks land for commercial purposes by any non-council owned body (including all leases) should only be done on very clear terms which include appropriate reflection of land value, some degree of free community access, clear Council sight on all income and costs and regular contractual reviews.

Response – The management and usage of parks land for commercial purposes by any non-council owned body (including leases), will be addressed by Cabinet, when considering the Parks Commission's final report.

Recommendation 11. Management of park-related costs and income should be joined-up, so priorities and incentives can be clearly aligned, and the parks run as a whole and as efficiently as possible.

Response - The management of parks-related costs and income will be addressed by Cabinet, when considering the Parks Commission's final report.

July 2021 Update:-

Parks budgets for expenditure and income have been pulled together into one place to provide greater transparency and ease to access this information.

Recommendation 12. Parks should be affordable to all schools and all residents to use. The use of parks by young people both in and out of school

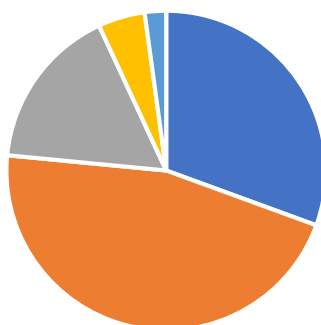
should be encouraged. Engaging young people in outdoor activity is an essential part of education.

Response - This will be addressed by Cabinet when considering the Parks Commission's final report.

Appendix 5. H&F Parks Commission resident consultation - summary of responses

Average respondent sentiment


Average respondent sentiment



■ positive ■ mostly positive ■ neutral ■ mostly negative ■ negative

Question	Issues categories	Detailed issues	Number of responses	Particular parks/areas	Additional info
How do you think we could improve parks and open spaces?	Maintenance	Better care of lawns / grass	17	Eel Brook Common, Frank Banfield, the cemeteries, Brook Green, Ravenscourt Park	
		Litter/recycling - more information / campaigns	19		
		Litter - more bins / litter collections	46	All	
		Path - improve maintenance	10	Ravenscourt Park, Wormwood Scrubs, South Park, Fulham Cemetery	Particular concern for those with mobility issues
		Enforcing responsible dog ownership	27		
	Facilities	More places to sit	9	Wormwood Scrubs, Brook Green, Bishops Park, Margravine Cemetery, Hammersmith Park, Bayonne Park	
		Toilets - improvements or new facilities	41	Wendell Park, Normand Park, Eel Brook Common, South Park, Hurlingham Park, Ravenscourt Park, wormwood Scrubs	South Park particularly highlighted as a health hazard. At Eel Brook Common, school kids are using bushes.
		Sports - would like outdoor gym	15	Frank Banfield, Furnivall Gardens, Hammersmith Park, Ravenscourt Park, Lillie Rd Rec	
		Sports - improvements to pitches / courts / changing facilities	21	Eel Brook Common tennis courts, Ravenscourt Park courts, South Park	
		New / better café facilities	18	Wendell Park, Normand Park, Ravenscourt Park, South Park, Wormwood Scrubs	Repeated concerns about the state of the pizza hut in South Park
		Playground equipment improvements	15	Normand Park, Ravenscourt Park, Wormholt Park, South Park, Wormwood Scrubs	
		Water fountains	4		
		Water play areas	6		
	Greening and biodiversity	Encourage more biodiversity	25		Install bug hotels
		Plant more flowers	11	Ravenscourt Park, Normand Park, Brook Green	
		Plant more trees	10	Shepherds Bush Green	
		Water young trees	4		
		Information boards about nature	4		
		Nature activities - walks, bird spotting etc	2		
		More community gardens / allotments	11		
		More hedge-planting	1	Along the A4 corridor	
	Safety and security	Cyclists need controlling / banning	18		
		Greater police presence	9		
		Better control of gangs and drug-dealers/takers	16	Hammersmith Park, Eel Brook Common, Margravine Cemetery, Wormholt Park, Marcus Garvey, Normand Park	
		Reinstate park wardens	10		
		Lock all parks at night	4		
	Dogs	Create dedicated dog play areas	2		
		Create dog-free zones	9		
		More water points for dogs	2		

What is the best way to involved local people in the decision made about our parks?	Friends groups	Friends groups being more proactive in engaging wider community	23		Often described as non-representative and insular
	Leaflets / flyers / newsletter		21	1	
	Notices and display boards		21		
	Online surveys like this one		96		
	Get local schools involved		20		
	Better use of council / other social media and e-news		40		
	Going out to parks to talk to users		39		
	Community forum		27		
	Involve more community organisations, eg. HCGA, Mutual Aid Groups, Fulham Good Neighbours, TRAs		18		
	Other ideas:				
		Provide guided walks around parks	3		
	Organise litter picks	1			
	Suggestion boxes in parks	2			
How do you think the council can ensure a diverse group of people make decisions about our parks?	Friends groups	Should represent local demographics	7		
	Council	Employ more diverse maintenance and decision-making staff	2		
	Direct engagement	Talk to park users themselves	30		
		Pro-active engagement of diverse groups	44		Via faith groups, community organisaaitons etc
		More direct engagement with neighbours around parks	19		
	Other ideas	Don't rely on people attending meetings - be more imaginative	1		
Council/public health/communitiy partnership campaign to promote use of parks		4			
Additional info/ideas	Create green corridors from main roads and parks and green spaces				
	Funfairs detract from parks and cause a lot of damage - need to pay		3		
	All new developments should include requirement for a sports pitch to				
	Council should focus resources on parks in less wealthy areas				
	Limit court bookings to 1 hour / once a week to allow more people to play. Many people don't turn up and the courts are left empty		14	Ravenscourt Park, South Park and others	
	Mixed equipment for kids and adults - eg. pull-up bars at different				
	Adult table tennis				
	Pet-free picnic areas				
	More bicycle parking at park entrances		3		
	Promote food markets or BBQs to encourage people to get out and		5		
	More skateboard facilities				
	More sculptures / art in parks		3		
	Encourage community fundraising for equipment and other				
	Give people options about how to spend the available funds				
	Allow schools to book sports facilities for free during school hours				
	Prohibit the use of amplified sound in smaller parks				
	Create diversity and inclusion playgrounds - get the community to				
	More safe crossing points to get to park gates				
	Create 'parks champions' for each park				

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>4 DECEMBER 2017</p>		
PROTECTING THE BOROUGH'S PARKS AND OPEN SPACES		
Report of the Cabinet Member for Environment, Transport and Residents Services: Councillor Wesley Harcourt		
Open Report		
<p>Classification - For Decision</p> <p>Key Decision - Yes</p>		
Wards Affected: All		
Accountable Director: Mahmood Siddiqi, Director for Transport and Highways		
<p>Report Author: Ullash Karia, Head of Leisure & Parks</p>		<p>Contact Details: Tel: 020 7938 8170 E-mail: Ullash.karia@rbkc.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet approval for the Council to enter into individual site Deeds of Dedication (where appropriate) with Fields in Trust (FiT) to provide additional protection for the borough's parks and open spaces in perpetuity.
- 1.2 This proposal and the way forward was supported by the recent Parks Commission, chaired by Councillor Guy Vincent, and endorsed by the Community Safety, Environment and Residents Service Policy and Accountability Committee on 28 June 2017.
- 1.3 Cabinet fully understands that under the Deed of Dedication the ownership and management of the park firmly remains under the authority of the Council. To confirm FiT would have no jurisdiction or influence on how the Council operates or wish to run their parks. FiT would have no active management role or decision making powers in the operational running of the parks.
- 1.4 The protection of the borough's green spaces reflects the Council's determination to be the best in the country. It has strong links to our community sport and physical activity strategy (2017-21), and the health and

wellbeing strategy aiming to be a Healthy, Caring Place. Specifically, this will support a life course approach - “start well, stay well and age well” and will seek to reinforce ‘health prevention is better than cure’. This will enable the Council: -

- to build social, economic and physical environments that create the necessary conditions to protect, promote and support health and well-being.
- to ensure that all public policies contribute to protecting and improving people’s health and well-being.

2. RECOMMENDATIONS

- 2.1 To endorse the recommendation of the Parks Commission and the Community Safety, Environment and Residents Service Policy and Accountability Committee that the Council protect the borough’s parks and open spaces via entering into individual site Deeds of Dedication with Fields in Trust as appropriate.
- 2.2 To delegate authority to the Director for Transport and Highways, in consultation with the Cabinet Member for Environment, Transport and Residents Services, the Cabinet Member for Finance and the Strategic Director of Finance to work with the Parks Commission and individual park groups to progress their specific deed of dedication with Fields in Trust.
- 2.3 To acknowledge the positive input from all those involved in the Parks Commission in reaching a common consensus.

3. BACKGROUND

- 3.1 In 2014 the administration made a commitment in their ‘The change we need’ manifesto that if elected they would seek to afford the borough’s parks and open spaces with better protection:

Protecting our parks

The council should be a trusted custodian of our parks, put our parks in a residents trust to prevent them being sold off

- *Maintain fair access that keeps our parks open to all and restricts their use for private events and by out-of-borough schools.*

- 3.2 Since Autumn 2014 officers have been looking at the various options available to deliver this commitment; namely .to identify a solution that will not impinge on the Council’s ability to carry out day-to-day management, but also provide protection in perpetuity for the future benefit of residents.
- 3.3 FiT maintains relationships with a network of trusts and foundations across the country and are continuously raising money to offer grants to other protected sites. FiT have also launched a new pilot programme with London Marathon Charitable Trust (LMCT) called ‘Active Spaces’. This programme combines increasing activity on green spaces with protection. Should Cabinet approve this proposal, one of the direct benefits would be that a nominated

park of Council's choice would be included in this programme and receive a guaranteed £5,000 revenue grant aimed at creating a project to get inactive community members more active.

- 3.4 FiT also sustain positive associations with a number of national organisations across the country. These formal partnerships include; The Lawn Tennis Association (LTA), Rugby Football Union (RFU), Football Association (FA), Sport England and the Heritage Lottery fund.

4. OPTIONS CONSIDERED, DELIBERATED AND THEN DISCOUNTED

4.1 Do nothing

- 4.2 This option maintains the current status quo.

- 4.3 With this option the governance and strategic vision of parks and open spaces is limited and remains the same. Therefore, it is not in line with the administration's aims and aspirations to further protect parks and open spaces.

- 4.4 This option also limits access to potential external funding available to the Council. With this option, any reduction in financial contribution from the Council is unlikely to be replaced by third party funding.

4.5 A borough-wide Parks Trust

- 4.6 A number of authorities have now set-up 'Arm's Length Management Organisations' (ALMOs) some of which include parks and open spaces. Some examples in London are the London Borough of Redbridge, who have created Vision Redbridge and the London Borough of Wandsworth, who have created Enable Leisure and Culture.

- 4.7 In order for such a trust to operate successfully it needs a certain amount of autonomy as well as a board of trustees. Ultimately the trustees will set the direction of any organisation and have a high degree of autonomy. It is entirely possible these trustees may come with distinct and individual views and wish to exercise their influence. Potential objectivity, including political neutrality, could be lost and the works of the trust could be subject to individual and political influence.

- 4.8 In addition while savings can be achieved through this option, it is likely such an organisation would want their own staff and therefore there would be costs and liabilities associated with this.

- 4.9 To date the only recognised independent area wide trust to exist is the Milton Keynes. The Milton Keynes Parks Trust was created in 1992 to care for most of the city's green space and was endowed with a substantial property and investment portfolio, giving the trust a net asset value of circa £85,000,000. The income from this portfolio pays for the vital work of nurturing and enhancing the landscape. It is entirely self-financing. The majority of land managed by the Parks Trust is covered by a 999-year lease; Milton Keynes Council retains the freehold.

4.10 Granting a lease like that of the Milton Keynes Parks Trust would give the Council almost no influence going forward. The Council is also not in a position to offer an endowment to that provided in Milton Keynes and therefore continued support from the Council would be required.

4.11 The advantage to such an organisation is that it is likely to be able to access external funding, which is not available to the Council.

4.12 Individual Parks Trusts

4.13 Individual park trusts are likely to put much more onus on the individual trustees because of the size of each organisation. They are unlikely to generate or guarantee enough income to cover staffing costs and therefore continued support from the Council will be required.

4.14 Having multiple parks trusts is also likely to make it difficult to find enough individuals to fill the required positions on multiple trusts.

4.15 Some sites by their very nature offer more commercial and income generation opportunities and therefore this would put some sites at an advantage against those where such opportunities are not available. These commercial and income generation opportunities may also be of the nature, which the administration is seeking to provide protection from.

4.16 The advantage to this option is that those directly involved are likely to be local residents and therefore the management and operation of sites would hopefully be more tailored to that of the local community and residents.

4.17 Conclusions

4.18 For the reasons outlined above and after detailed discussions at the public parks commission meetings noting the administration's commitment to provide additional protection to the borough's parks and open spaces, all of above options were discounted.

5. THE PARKS COMMISSION

5.1 The Parks Commission was formed by the administration with the purpose of considering how to provide additional protection to the borough's parks and open spaces.

5.2 The commission held its first meeting on the 17 January 2017 and then subsequently two further meetings on the 7 March 2017 and 23 May 2017. The commission was chaired by Cllr Vincent.

5.3 The meetings were well attended with representatives from over 15 of the borough's parks and open spaces. There were also attendees who have a general interest in the borough's parks and open spaces rather than specific sites.

- 5.4 David Sharman, Fields in Trust Development Manager, presented at the second meeting (the presentation is attached in *Appendix One*).
- 5.5 The Deed of Dedication offers protection to sites by acting as a covenant; the deed is registered with the Land Registry.
- 5.6 It is proposed each site has its own Deed of Dedication and therefore each one will be tailored to individual sites. Within the deed will be a list prohibited acts including the sale or grant of a long term lease of the green space and prohibited activities (these will be bespoke for each site but may for instance be a limit on the number or type of events held at a site each year). Any proposals in the future that fall within the prohibited acts or activities would require the consent of the independent body, FiT, to execute and would be considered by the Fields in Trust trustees.
- 5.7 The Fields in Trust committee would not unreasonably refuse permission for activity outside the Deed of Dedication but would seek to ensure the Council has adequately consulted and the proposed activity is broadly in line with their aims and objectives and beneficial to the individual site concerned.
- 5.8 A copy of Fields in Trust's Local Authority Draft Non-Charitable Deed of Dedication is attached in *Appendix Two*.

6. FIELDS IN TRUST (FiT)

- 6.1 FiT were founded by King George V in 1925 as the National Playing Fields Association (changing their name to Fields in Trust in 2007). Their mission is to ensure that everyone – young or old, able or disabled and wherever they live – has access to free, local outdoor space for sport, play and recreation. These spaces are vital to building happy and healthy communities and sadly continue to be threatened by all kinds of development.
- 6.2 FiT are a national charity and operate throughout the UK to safeguard recreational spaces and campaign for better statutory protection for all kinds of outdoor sites.
- 6.3 FiT are governed by an independent board of trustees who bring together a wide range of expertise and knowledge in relation to parks and open spaces.
- 6.4 Over 2,600 sites are now safeguarded by FiT. Glasgow City Council undertook a similar exercise to the one being done in Hammersmith & Fulham and are looking to provide protection/safeguard to 27 sites.
- 6.5 FiT run their own funding programmes, which are open to sites with a Deed of Dedication. Any borough sites that have a Deed of Dedication would therefore become eligible to bid for this funding.

7. DEED OF DEDICATION

- 7.1 A Deed of Dedication via FiT would permanently safeguard outdoor recreational spaces in perpetuity. FiT would act as a guarantor to ensure the sites are protected from future development. They would be independent of

the Council and as a charity, are governed by the Charities Commission. FIT will have no active management role or decision making powers in the running of the parks and open spaces.

- 7.2 Site specific covenants can be made on sites about what is acceptable and what is not acceptable e.g. who should be consulted. A degree of flexibility is offered and site specific individual user clauses can be implemented.
- 7.3 There will be positive public health implications as the sites will be guaranteed as exercise space for generations to come.
- 7.4 Deeds are separate from planning process. Any planning proposal that did not fall into the usage clause relating to recreation would need to seek FIT consent. This includes wayleaves and easements. The only exception being Compulsory Purchase Orders.

8. NEXT STEPS

- 8.1 Further work will be required to identify all the restrictions and covenants associated with individual sites.
- 8.2 Some sites already benefitting from 'enhanced' covenants may not need the Deed of Dedication but this judgement will be made on a case-by-case basis in consultation with Legal Services and both the Cabinet Members for Environment, Transport and Residents Services, plus Cabinet Member for Finance.
- 8.3 With the positive contribution of the Parks Commission in mind, it is intended that as part of the process individual meetings will be held with interested parties from specific sites to agree what should be included in the final deed.
- 8.4 Once the content of each Deed of Dedication has been agreed the legal documents will be agreed by each party and a short report presented to the Cabinet Member for Environment, Transport and Residents Services recommending adoption.

9. LEGAL IMPLICATIONS

- 9.1 The registration of the Deed of Dedication on the relevant playing fields will restrict the land to the use outlined in the Deed for each selected site.
- 9.2 All day to day decisions will continue to be the responsibility of the Council. However, FIT would need to approve any change of uses, alterations, building works, construction, leases, wayleaves, transfers and sales etc.
- 9.3 Section 1 of the Localism Act 2011 enables a local authority to do anything that an individual generally may do. Securing Fields in Trust status would ensure residents throughout the borough would be given the chance to use these facilities for physical activities and provide improvements to the local environment and link in the Councils community sport and physical activity

strategy (2017-21), and the health and wellbeing strategy aiming to be a Healthy, Caring Place.

- 9.4 Implications verified/completed by: *Dermot Rayner, Senior Property Solicitor, tel. 020 8753 2715*

10. FINANCIAL IMPLICATIONS

- 10.1 There would be legal costs involved in setting up the proposed arrangement alongside minimal land registry fees. These total costs are currently estimated to be no more than £2,000 As the Parks and Open Spaces budget is currently fully committed, additional funding would need to be identified. No ongoing future costs are anticipated following the completion of each deed of dedication.
- 10.2 Implications verified/completed by: *Lucy Varenne, Finance Manager, tel. 020 7341 5777.*

BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1	Minutes from the Community Safety, Environment and Residents Service Policy and Accountability Committee on 28 June 2017 - <i>published</i>	Ainsley Gilbert	Committee Services/ Hammersmith Town Hall

LIST OF APPENDICES:

APPENDIX ONE

Fields in Trust presentation:

APPENDIX TWO

An Example of Fields in Trust – Local Authority Draft Non-Charitable Deed of Dedication



fit
fields in trust

Fields in Trust

- Founded in 1925 by King George V
- Operating name of the National Playing Fields Association
- Patron: HM The Queen
- President: HRH The Duke of Cambridge



This slide has a green header with the 'fit fields in trust' logo. The title 'Fields in Trust' is centered. Below the title is a list of four bullet points. To the right of the first two bullet points is a photograph of HM The Queen and HRH The Duke of Cambridge sitting on a bench. At the bottom right, there is a silhouette of a dog jumping for a ball. The background features a light green field and a city skyline.

Our mission



To safeguard and improve outdoor
recreational spaces for sport and play
for future generations

The Fields in Trust Effect

1946



2010



King George V Field, Drayton, Norfolk – protected 1938

Total sites protected

**2,817
sites**



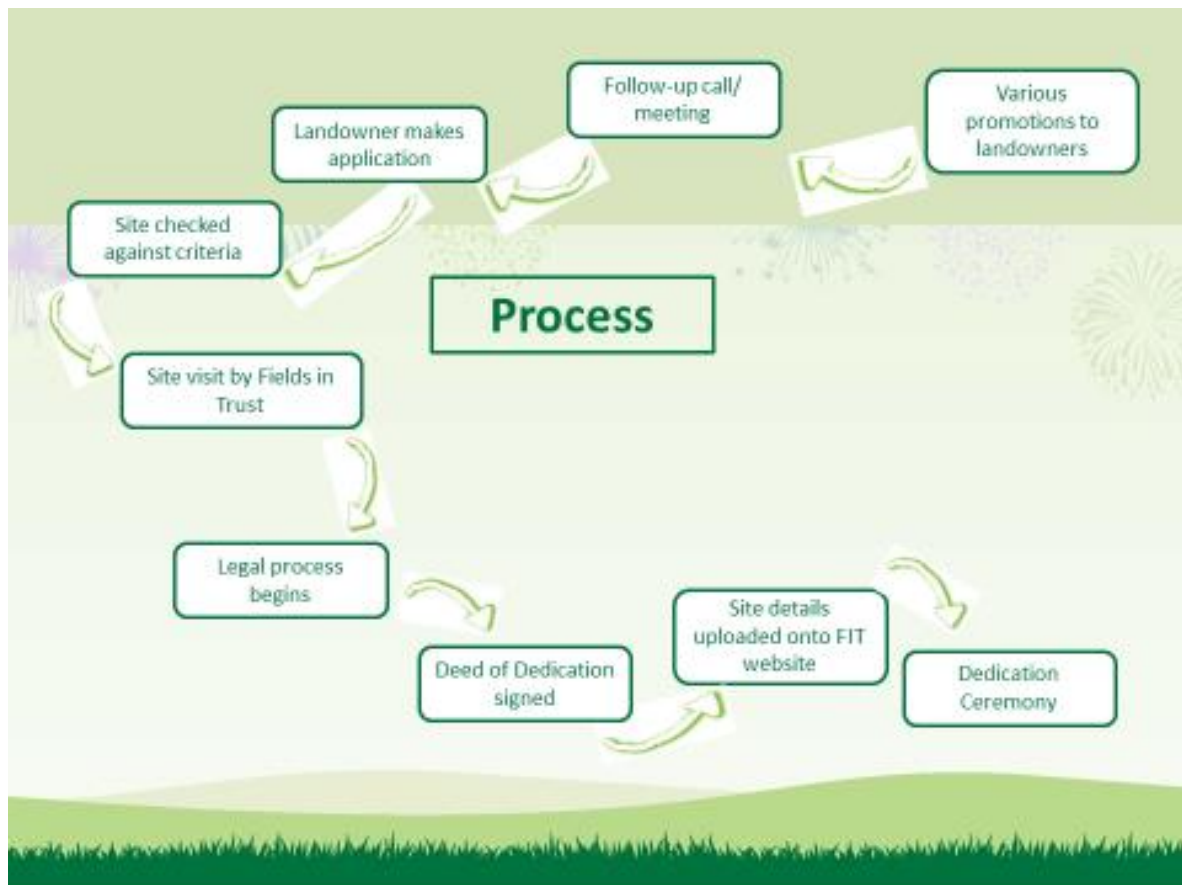
**31,000
acres**

Criteria for Applications

A site to be protected by Fields in Trust should be:

- Used principally for outdoor recreation, sport or play.
- Accessible to the public.
- Affordable for the local community.

FIT Fields can include facilities such as pavilions, village halls, indoor leisure or heritage facilities that are used for community recreation



London sites



Gillespie Park, Islington



Burgess Park, Southwark



King Edward VII Park,
Brent



Mile End Park,
Tower Hamlets

Fun and Activities – Have a Field Day



"The Park comes
alive with laughter
and fun," Cllr Reid,
East Ayrshire



Policy and Guidance



Fields in Trust Awards



#LoveYourLocalPark



Summary of the benefits of FIT protection

- Flexible yet strong protection of green spaces, in perpetuity
- Straightforward and transparent process that won't put excessive strain on the council, or other stakeholders
- Access to FIT funding, and recognition with other funders
- Opportunity to utilise the FIT participation programme, our support and advice service and our Awards
- Protection seeks to receive buy-in and feedback from Friends groups and community members

Thank You

Any Questions?

www.fieldsintrust.org



@fieldsintrust



FieldsInTrust

#LoveYourLocalPark



APPENDIX TWO

An Example of Fields in Trust – Local Authority Draft Non-Charitable Deed of Dedication

**FIELDS IN TRUST – PROTECTED FIELDS
Draft Non-Charitable Deed of Dedication
Local Authority Protected**

[NAME OF LOCAL AUTHORITY] (1)

and

NATIONAL PLAYING FIELDS ASSOCIATION (2)

[NAME OF THE SITE]

Annotations in red

THIS DEED OF DEDICATION is made on the day of 20

BETWEEN

- (1) [] and its successors in title of [address] (the **Council**); and
- (2) **NATIONAL PLAYING FIELDS ASSOCIATION**, operating as Fields in Trust, of Unit 2D Woodstock Studios, 36 Woodstock Grove, London , W12 8LE a Royal Charter Organisation established for charitable purposes (registered charity number 306070) and its successors in title (**FIT**)

(the Council and FIT being together called the **Parties**)

WHEREAS:

The property more particularly specified in the Schedule (the Property) forms part of the corporate property of the Council.

The Parties hereby agree that the Property will be dedicated in perpetuity in the manner and for the purposes set out below (but without any intention to create any charitable trust), and in accordance with the mutual undertakings given by the Parties.

Clause 2 establishes the contract.

3. The Council gives the following undertakings:
- 3.1 Not to use the Property or permit the Property to be used for any purpose other than as a [public playing field and recreation ground];
- 3.2 Not to grant, allow, suffer or permit the Property to be used or is permitted to be used for any purpose outside clause 3.1 including for any occasional or specific period of time without the consent of FIT;

The user clause refers to the property being for “a public playing field and recreation ground”. Depending on the property’s current or future use, the user clause can be amended by mutual agreement. For example it could also reference buildings or facilities if the use is ancillary to the outdoor space.

- 3.3 Subject to clause 4 or clause 5, not (in so far as it has the power to do so) to dispose of the Property without the consent of FIT;

This clause establishes additional protection through FIT by requiring FIT’s prior consent to any proposed disposal.

- 3.4 Not to erect, allow, permit or suffer any buildings, structures or alterations on the Property, the use of which is outside the permitted uses as stated in Clause 3.1 without the consent of FIT;
- 3.5 Not to grant, allow, suffer or permit the erection of any buildings, structures or alterations on the Property that would result in the total structural and building footprint of such buildings or structures to exceed twenty per cent of the total square footage of the Property;

Decisions relating to new buildings and structures, or alterations of the same, which fall within the user clause are solely in the control of the landowner or its tenant(s).

- 3.6 To inform FIT without delay of any proposals, intentions or decisions to grant, allow, suffer or permit:
 - 3.6.1 Disposals of the whole or part of the Property;
 - 3.6.2 The erection of any buildings, structures or alterations on the whole or part of the Property whether inside or outside the user clause at clause 3.1;
 - 3.6.3 The temporary closures or uses of the whole or part of the Property;
- 3.7 To provide FIT with information in response to any reasonable request by FIT relating to the use at clause 3.1;

This clause supports the objective of protecting the site's recreational use. Please refer to our Field Change Request Procedure which is published on our website <http://www.fieldsintrust.org/>

- 3.8 To maintain the Property and so far as is consistent with its duties as a local authority to have regard to any advice given from time to time by FIT on the management and running of the Property;

This clause establishes an advisory role for FIT without interfering with the management rights and responsibilities of the authority.

- 3.9 To erect notices on the Property in the form of signage provided by FIT relating to the background of FIT and its protection of this field, giving recognition of financial support where required;
- 3.10 To apply within three months of the date of this Deed on form RX1 annexed hereto for the registration in the proprietorship register of the registered title of the Property at the Land Registry of a restriction to the following effect:

/ **Whole**

"No disposition of the registered estate by the proprietor of the registered estate is to be registered without a certificate signed by National Playing Fields Association of Unit 2D, Woodstock Studios, 36 Woodstock Grove, London, W12 8LE or by its conveyancer that the provisions of clause 4 of The Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) have been complied with"; and

/ **Part**

"No disposition of part of the registered estate identified on the plan outlined in red annexed to a Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) by the proprietor of the registered estate is to be registered without a certificate signed by National Playing Fields Association of Unit 2D, Woodstock Studios, 36 Woodstock Grove, London, W12 8LE or by its conveyancer that the provisions of paragraph 4 of The Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) have been complied with"; and

This is an essential part of the land registration and protection process.

- 3.11 To apply within three months of the date of this Deed on form AN1 annexed hereto for the registration in the charges register of the registered title of the Property at the Land Registry of a notice to the following effect:

“By a Deed of Dedication dated [] between [] (1) and National Playing Fields Association (2) /**Whole** [the land in this title] /**Part** [the part of registered estate identified on the plan outlined in red annexed to a Deed of Dedication dated [] was dedicated for use as a [].”

This is an essential part of the land registration and protection process.

- 3.12 To supply FIT with evidence that the registrations referred to in clauses 3.7 and 3.8 have been completed within a reasonable period of time after completion.
4. Pursuant to clause 3.2, FIT shall not unreasonably withhold consent to any disposal of the Property provided that the Council at the request of FIT:
- 4.1 Replaces or agrees to replace the Property with a piece of freehold land approved by FIT which is of equivalent or better quality than the Property, with equivalent or better facilities than the Property, of the same or greater dimensions than the Property, in the same catchment area as the Property, and as accessible to the public as the Property (the **Replacement Site**) and applies such of the proceeds of any sale of the Property as are necessary to do so; and
- 4.2 Enters into another deed of dedication on the same terms as this Deed in respect of the Replacement Site.

Clauses 4.1 and 4.2 take account of potential future change by guaranteeing flexibility in terms of specific location provided the specified criteria are met.

- 5 FIT undertakes that it will not unreasonably withhold consent to any disposal of the Property at nil cost to any local authority or non-profit making organisation which will hold the Property and ensure that its use is compatible with clause 3.1, provided that the new landowner enters into another Deed of Dedication with Fields in Trust on the same terms as this Deed in respect of the Property.

This allows for asset transfer.

6. FIT undertakes that it will:
- 6.1 Not unreasonably withhold consent to disposal of the Property or the erection of any structures upon it, subject to its duty to perform its charitable objects and provided that the provisions of clause 4 or clause 5 of this Deed have been complied with;
- 6.2 Respond without delay to any notifications of intended disposal or erection of structures, or to any requests for advice; and
- 6.3 Notify the Council without delay of any concerns or matters of advice to which it requires the Council to have regard.

7. The Council DEDICATES the Property as a public playing field and recreation ground for the benefit of the inhabitants of [] and thereabouts and the site will be titled Field in Trust Protected site, [].

This is the essential clause referring to the dedication of the site and confirming its name. The user definition (given as 'playing field and recreation ground here) can be varied according to the site.

IN WITNESS whereof this Deed of Dedication is executed the day and year first before written

SCHEDULE

/Registered

[All of] / [Part of] that freehold property known as land at [] which is identified on the plan outlined in red and annexed to this Deed being [all] / [part] of H M Land Registry Title Number [].

/Unregistered

[All of] / [Part of] that freehold property known as land at [description of the land in the document] described in the [enter type of document i.e. conveyance] dated [insert date] and made between [enter party] of the one part and [enter party] of the other part which is identified on the plan outlined in red and annexed to this Deed.

EXECUTED as a **DEED** by affixing the
The **COMMON SEAL** of
[]
in the presence of:

Councillor

Councillor

EXECUTED as a **DEED** by affixing

The **COMMON SEAL** of **NATIONAL PLAYING FIELDS ASSOCIATION**

under an authority conferred by s.260(2) Charities Act 2011 in the presence of:

Trustee

Trustee

Appendix 7.

Memorandum of Understanding Between The Friends of Gwendwr Gardens (“the Friends”) and The London Borough of Hammersmith & Fulham (LBHF)

1. The Friends of Gwendwr Gardens has been established as an independent voluntary local user group with the purpose of being the principal forum for formulating users’ views about the Gardens, particularly in respect of its restoration and regeneration, and promoting more effective beneficial usage of the Gardens to the wider community.
2. LBHF recognises the Friends as the principal user group for Gwendwr Gardens.
3. The Friends and staff of LBHF will work together cooperatively and strive to achieve shared goals and objectives that are defined in a Park Management Plan (Where applicable) and the Parks and Open Strategy.
4. LBHF will keep the Friends fully briefed on all significant matters affecting the Park and will consult the Friends on all potential changes or improvements.
5. LBHF will take due notice of recommendations and concerns from the Friends and provide a written explanation of their view on these recommendations.
6. LBHF will appoint a Liaison Officer who will be the nominated single point of contact for all formal representation from the Friends.
7. LBHF will provide additional officer contacts and procedures for queries and complaints regarding
 - a. Maintenance problems
 - b. Urgent security issues
 - c. Arboriculture issues
 - d. Dogs, pest control and management
 - e. Graffiti, vandalism and noise
8. LBHF staff or their contractors will attend a minimum of one open (evening) meetings per year, and will attend a minimum of two park walkabouts during normal working hours with representatives of the Friends.
9. LBHF will provide technical advice and make available ‘in kind’ resources where feasible to support activities organised by the Friends that are beneficial to the Gardens, but will not provide any direct financial support.

10. The Friends will endeavor to be inclusive of the local community and all Gardens' users and fairly represent their views and concerns to LBHF.

11. LBHF and The Friends will work together to develop funding applications to third parties, as appropriate.

12. The Friends will produce an Annual Report to provide evidence of how inclusive, participatory and representative their activities are of Gwendwr Gardens users in order to retain the support of LBHF.

13. Any changes to the Friends' constitution will require prior approval from LBHF to ensure compliance to the principals set out above. Failure to comply with the Memorandum of Understanding may result in LBHF withdrawing support and recognition of the group as representing the best interests of the Park Users.

For the Friends of Gwendwr Gardens

Signed

Position

Date

For the London Borough of Hammersmith and Fulham

Signed

Position

Date

LBHF Park Users Survey

How can we improve parks and open spaces in Hammersmith & Fulham

172 Responses

2. There are sufficient pitches, courts or space to hire in the borough

Strongly agree	11
Agree	42
Neither or disagree	28
disagree	66
strongly disagree	25



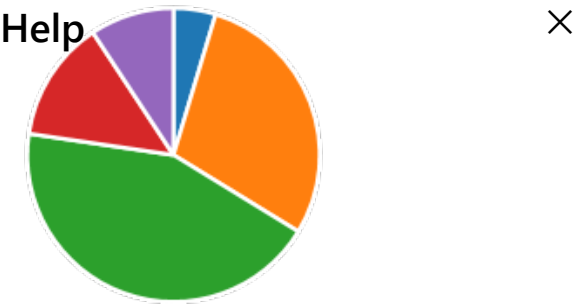
3. There is too much sport provision in parks across the borough

Strongly agree	2
Agree	5
Disagree	57
Strongly disagree	103
Neutral	5



4. The park and sports facilities fulfil my needs

Strongly agree	8
Agree	50
Disagree	75
Strongly disagree	23
Neutral	16



5. How efficient do you feel the booking system is for parks?

Very efficient	18
Somewhat efficient	61
Neither efficient nor inefficient	60
Somewhat inefficient	24
Very inefficient	8



6. How satisfied are you with the level of customer service when dealing with Parks staff and their contractors when making a booking?

Very satisfied	23
Somewhat satisfied	42
Neither satisfied nor dissatisfied	85
Somewhat dissatisfied	18
Very dissatisfied	1



7. How satisfied are you with the quality of the pitch, court or space?

Very satisfied	12
Somewhat satisfied	36
Neither satisfied nor dissatisfied	17
Somewhat dissatisfied	66
Very dissatisfied	41



8. The booking fees and charges for facilities are just right

Strongly agree	10
Agree	74
Disagree	27
Strongly disagree	5
Neutral	54



9. The fees and charges don't prevent me from booking further activities

Strongly agree	19
Agree	86
Disagree	18
Strongly disagree	3
Neutral	42



10. My potential customers are not being excluded because of cost

Strongly agree	13
Agree	48
Disagree	15
Strongly disagree	5
Neutral	86



11. What other facilities would you wish to hire in parks if made available?

78
Responses

Help ×
Latest Responses

12. Any other comments, especially if you have selected strongly disagree to any of the above.

100
Responses

Latest Responses
"Q3 There is too much sport provision in parks across the borough I str...

13. Would you be willing to be contacted by the Parks Commission to discuss your answers?

● Yes 73
● No 96



Appendix 9. Parks Fees and charges 2021/22

Fee Description	2021/22 Charge (£)
HIRE OF PARKS & OPEN SPACES FOR EVENTS - CHARGES PER DAY (based on 8 hours)	
Community events under 100 people	£149.10
Promotional activity - fixed per space	£1,473.00
Sports event e.g. Race for Life (per head)	£3.10
Damage deposit (reinstatement costs)	POA % based on risk
Events under 3000 people (new fee)	£1,472.68
Events under 3,000 people - Charity or Community Event (50% discount)	£736.34
Events over 3,000 people	
Ticketed events under 1000 people	£1,423.00
Ticketed events over 1000 people	POA
non-ticketed events (25% discount for charities)	£1,423.00
Circuses under 1,000 people	£1,000.00
Circus over 1,000 people	£2,142.45
Vintage funfairs/shows	£1,000.00
small children's funfairs	£300.00
add ons bars/ infrastructure community/charity events	£250.00
FILMING/PHOTOGRAPHY	
FILMING/PHOTOGRAPHY IN PARKS	
Full scale features all park locations (approval needed from Ward Councillors)	POA
PARKS - Professional Dog Walkers	
Professional Dog Walkers Resident	175.00
professional Dog Walkers Non Resident	300.00
PARKS - Leisure in Parks	
FOOTBALL (GRASS PITCHES) - LBHF	
<i>Inclusive of Changing Rooms & Nets/Flags</i>	
Full-Size Pitch Per Game	£99.60
Full-Size Pitch Per Day	£398.95
Junior-Size Pitch Per Game	£60.45
7-A-Side Size Pitch Per Game	£49.15
5-side pitch per hour	£40.95
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.45
11-A-SIDE ALL-WEATHER PITCHES (11AWP)	
<i>Inclusive of Pitch Hire Only</i>	
Per Pitch Per Hour	£99.60
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£89.10
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.45
Per Pitch Per Hour - H&F Primary Schools Sports association (1pm-3.30pm) - Session	£45.15
Per Pitch Per Hour - H&F Primary Schools Sports association (9am-3.30pm) - 5 times a year	£141.55
5-A-SIDE ALL-WEATHER PITCHES (5AWP)	
<i>Inclusive of Pitch Hire Only</i>	
Per Pitch Per Hour	£49.15
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£38.60
Per Pitch Per Hour - In Borough State Schools	£28.10
Per Pitch Per Hour - Out of Borough & Private Schools	£44.70
RUGBY / GAELIC FOOTBALL / LA CROSSE / HOCKEY / AUSTRALIAN RULES	
<i>Inclusive of Changing Rooms</i>	
Per Pitch Per game - In Borough State Schools	£99.65
Junior Size pitch - Game	£62.25
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.45
CRICKET PITCH - LBHF	
<i>Inclusive of Changing Rooms.</i>	
Per pitch (weekend and bank holiday)	£134.20
Per pitch (Group training/coaching everyday)	£51.75
Per pitch plus nets (weekend and bank holiday)	£145.45
Per pitch plus net (Group training/coaching everyday)	£62.10
Per pitch (weekday)	£110.85
Per pitch plus nets (weekday)	£122.20
Per pitch - In-Borough State School	£45.10
Per pitch - Out of Borough and Private School	£69.45
CRICKET (NETS)	
<i>Inclusive of Net Hire only, where requested without a pitch.</i>	
Per pair - Hour	£17.30
Per pair - In-Borough State School - Hour	£13.30
Per pair - Out of Borough and Private School - Hour	£16.90
Per pair (pre-booked for 5 bookings) - Hour	£62.25
ROUNDERS/BASEBALL/SOFTBALL	

Fee Description	2021/22 Charge (£)
<i>Inclusive of Changing Rooms.</i>	
Per pitch - adult	£99.70
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.60
TOUCH/TAG RUGBY	
<i>Inclusive of Pitch Hire Only</i>	
Per Pitch Per Game	£52.65
Per Pitch Per Hour - In Borough State Schools	£45.10
Per Pitch Per Hour - Out of Borough & Private Schools	£69.60
ATHLETICS & SPORTS DAYS - HURLINGHAM PARK & SOUTH PARK	
<i>Inclusive of Line Markings (100m Track) & Changing Rooms</i>	
Per Space Per Hour	£69.80
Per Space Per Hour - In Borough State Schools	£45.10
Per Space Per Hour - Out of Borough & Private Schools	£69.60
ATHLETICS & SPORTS DAYS - All Other Sites	
<i>Inclusive of Pitch Hire Only</i>	
Per Space Per Hour	£32.65
Per Space Per Hour - In Borough State Schools	£28.15
Per Space Per Hour - Out of Borough & Private Schools	£46.35
PARKS - Leisure in Parks (continued)	
TENNIS - LBHF	
Pay and play - Hour	£11.00
Pay and play - Youth (under 18) - Hour	£3.85
Pre-booked - school - Hour	£3.85
Pre-booked (minimum of 5 bookings) - Hour	£40.55
Pre-booked (minimum of 10 bookings) - Hour	£81.30
Floodlights - Hour	£3.35
Coaches licence fee - Annual	£1,315.50
NETBALL - LBHF	
Per Court Per Hour - Daytime	£23.35
Per Court (Group training/coaching daytime)	£25.90
Per Court Per Hour - Floodlit	£35.05
Per Court (Group training/coaching floodlit)	£37.25
Per Court Per Hour - In Borough State Schools	£19.10
Per Court Per Hour - Out of Borough & Private Schools	£26.05
Netball - Per Court Per Hour - In Borough State Schools - Floodlit	£24.60
Netball - Per Court Per Hour - Out of Borough & Private Schools - Floodlit	£31.15
COMMUNITY ROOM - Hurlingham Park Only	
Room Hire	£36.25
Room Hire - Hammersmith And Fulham RFC (2 Hours)	£82.80
BOWLS	
<i>Operation of Bowling Greens is carried out by local Bowling Clubs</i>	
Adult - per person per round	£2.40
OAP/Youth - per person per round	£1.20
Adult season ticket	£50.25
OAP/Youth season ticket	£25.15
Locker rent	£11.30
TRAINING AREAS	
HURLINGHAM PARK	
<i>Inclusive of Changing Rooms & Floodlights (Where Available)</i>	
Training Area Per Hour	£46.35
Training Area Per Hour - In Borough State Schools	£44.80
Training Area Per Hour - Out of Borough & Private Schools	£58.85
Per area - Hammersmith & Fulham RFC (90 minutes) - Session	£92.80
Training Area Per Day - Fulham Football Club Foundation	£146.65
LILLIE ROAD, BISHOPS PARK, SOUTH PARK & EEL BROOK COMMON	
<i>Inclusive of Pitch Hire Only</i>	
Training Area Per Hour	£46.35
Training Area Per Hour - Fulham Football Club Foundation (School Holidays Only)	£105.30
PARKS - Leisure in Parks (continued)	
PITCHES & ANCILLARY HIRE SERVICES - LBHF	
11-A-SIDE ALL-WEATHER PITCH	
<i>Bookings for 10 or more games are exempt from VAT - Inclusive of changing rooms if desired</i>	
Per Pitch	£105.30
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£66.05
Per Pitch - In-Borough State School	£54.10
Per Pitch - Out Of Borough And Private School	£70.80
Per Pitch - Adult (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£60.45
Per Pitch - Junior (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£35.25
5-A-SIDE ALL WEATHER PITCH	
<i>Inclusive of changing rooms if desired</i>	
Per Pitch (Peak from 5pm onwards Monday-Thursday)	£49.15
Per Pitch (off-peak 9am-5pm Monday-Thursday, all day Friday and weekends)	£32.50
Per Pitch - In-Borough State School	£28.00
Per Pitch - Out Of Borough And Private School	£37.35
Per Pitch - Adult (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£32.80
Per Pitch - Junior (Special Price For QPR/ Chelsea FC/ Chiswick Hockey)	£29.35

Fee Description	2021/22 Charge (£)
Per Pitch - QPR FC (School Holidays Only)	£63.35
GRASS CENTRE PITCH	
<i>Bookings for 10 or more games are exempt from VAT - Inclusive of changing rooms if desired</i>	
Centre Pitch Per Game Without Floodlighting	£122.55
Centre Pitch Per Hour Without Floodlighting	£105.30
Centre Pitch Per Hour Without Floodlighting - In-Borough State School	£72.95
Centre Pitch Per Hour Without Floodlighting - Out-of-Borough & Private School	£105.30
Centre Pitch Per Hour With Floodlighting	£134.85
Centre Pitch Per Hour With Floodlighting - In-Borough State School	£84.95
Centre Pitch Per Hour With Floodlighting - Out-of-Borough & Private School	£134.85
Rugby Training Area - Top or Bottom	£44.45
Rugby Training Area - Top or Bottom - In-Borough State School	£42.95
Rugby Training Area - Top or Bottom - Out-of-Borough & Private School	£53.75
BASEBALL BATTING CAGES	
Per Cage	£16.90
Per Cage - In Borough State School	£13.65
Per Cage - Out Of Borough And Private School	£17.40
ROOMS / STORAGE HIRE	
Community room - Hour	£29.15
Announcers box - Hour	£29.15
Changing room per team - Game	£29.15
Storage container - Annual	£2,164.85
Community room - School - Hour	£23.25
Announcers box - School - Hour	£23.25
Changing room per team - School - Game	£23.25
Storage container - School - Annual	£1,518.95
DONATED BENCHES & TREES	
Donated Tree	POA + Admin
Donated Benches - New Earth Anchor 'Meridian' bench	POA + Admin
Donated Benches - Existing Earth Anchor 'Meridian' bench	POA + Admin
Donated Benches - New Furnitubes 'Palace' bench with base	POA + Admin
Donated Benches - New Furnitubes 'Palace' bench	POA + Admin
Donated Benches - Existing Furnitubes 'Palace' bench	POA + Admin
Donated Benches - New Lost Art 'Cartmel' bench with base	POA + Admin
Donated Benches - New Lost Art 'Cartmel' bench	POA + Admin
Donated Benches - Existing Lost Art 'Cartmel' bench	POA + Admin
<i>Or at cost plus admin. charge if larger than standard size</i>	

Appendix 10. Schedule of parks income (restricted)

**Appendix 11. Schedule of land leases to private operators
(restricted)**

Parks and open spaces strategy 2008-2018

Technical Document
July 2008

Parks and Open Spaces Strategy 2008-2018

London Borough of
Hammersmith and Fulham

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Parks & Open Spaces Strategy 2008-2018

1. Introduction

Hammersmith and Fulham is small, densely populated West London Borough where parks and open spaces are fundamental to residents' quality of life. People who live, work and play in Hammersmith and Fulham use the borough's parks and open spaces extensively to escape city life, enjoy peaceful relaxation, play with their children, spend time with each other, appreciate nature and enjoy games and physical activity.

It is a borough of contrasts: with some of the wealthiest households in the country and some of the poorest in significant pockets of deprivation, where reducing crime and improving the environment are key to improving residents' quality of life. According to the 1998 survey of residents regarding parks and open spaces, whilst 56% of people in the borough had access to a private garden, this accessibility to private open space decreases the further residents live from public open space. With high density living increasing, a commitment to improving the borough's parks and open spaces for all will make the most of what the borough has to offer.

Clean, green and award winning parks and open spaces where residents can relax and enjoy a variety of activities and events in an attractive and safe setting are key to delivering the London Borough of Hammersmith and Fulham's vision of a 'Borough of Opportunity' for all residents. In particular to delivering on the Community Plan priority of a cleaner, greener borough.

1.1 Strategic background

The Parks and Open Spaces Strategy is an informative document for the emerging Local Development Framework (which determines the borough's planning framework) and will form part of the evidence base for future development plans. The content and structure of the Strategy is based on guidance in the London Plan Best Practice Guidance for the preparation of Open Space Strategies.

The Strategy will also be important for delivering 'The Borough of Opportunity' envisaged in the Borough's Community Strategy (2007-14), in particular the following key objectives:

- *Tackling Crime and Antisocial Behaviour,*
- *Delivering a Cleaner Greener Borough,*
- *Setting the framework for a healthy borough,*
- *Delivering high quality, value for money public services and*
- *Regenerating the most deprived parts of the borough.*

The Parks and Open Spaces Strategy has links to other Council strategies, including those for the local environment, sport and recreation, culture and children's play. The document will be essential for attracting external funding to improve the open space network of the borough and for providing supporting evidence for the development of the Community Infrastructure Levy and negotiated planning (Section 106) contributions linked to open space.

1.2 Definition of Open Space

Though a wider definition of open space would encompass all accessible open space (such as town squares etc), the focus of this Strategy will be on green open spaces and will include the following:

- Parks;
- Playing Fields and Sports Pitches;
- Allotments;
- Nature Conservation Sites;
- Cemeteries and Churchyards;
- Ecological Corridors (River Thames, Grand Union Canal and Railway corridors);
- Public Squares and Streetscapes;
- Play areas;
- Housing Open Spaces.

1.3 Open Space Study 2006

A comprehensive study of the **supply** of open space in Hammersmith and Fulham was undertaken in 2006 by the Environment Services Department of the London Borough of Hammersmith and Fulham. This study concluded that all Hammersmith and Fulham's open spaces would benefit from improvements to the provision of facilities and management. Parks projects and regeneration schemes should address as a priority:

- Deficiencies in the amount of open space;
- Improvements to key parks within identified deficiency areas (including Furnivall Gardens, Frank Banfield Park, Cathnor Park and Wendell Park);
- Improving signage and landscaping along the Thames Path;
- Balancing conflicting community uses of open spaces;
- Improving accessibility of existing sites: through improvements to access for disabled people, provision of cycle parking and safer street crossings around open spaces.
- Improve the linkages between open spaces for people and wildlife;
- Raise awareness of open spaces and recreational opportunities through promotion and directional signage;
- Enabling community access to sports facilities at school sites
- Investigating alternative forms of provision – such as indoor facilities to supplement outdoor facilities.

1.4 Resident's Open Space Needs

The last major survey of borough residents' open space **needs** was undertaken in 1996 and a report published in 1998. The survey sought opinions and information from a cross section of residents and examined whether these varied across different sectors of the local community. The Parks and Open Spaces Strategy 2008 – 2018 outlines actions to undertake an update of the 1998 survey and to implement an extensive programme of user surveys to understand how open spaces are used, what people like and dislike about their parks, 10 years on from the original survey.

1.5 The Parks & Open Spaces Strategy 2008 - 2018

Hammersmith and Fulham's Parks & Open Spaces Strategy encompasses all public and private open spaces across the borough including parks, open spaces, housing open land and civic spaces. It is based on the results of audits, surveys and ongoing consultation and is aligned with key national and regional guidance on open space.

The purpose of the Strategy is to coordinate improvements in provision, quality, management, and accessibility and to promote the use and enjoyment of parks and open spaces to more individuals and groups in the community. Facilities will be improved in response to areas of deficiency identified in the 2006 Open Space Study (Supply) and the Residents Survey (2008).

The Parks and Open Spaces Strategy will provide a framework for the delivery of services and future improvement actions for the London Borough of Hammersmith and Fulham, and our community partners and stakeholders involved in providing, managing and enjoying open spaces across the borough. This will involve working in partnership both within the council and with external partners and stakeholders, including local residents' and friends' groups. The Strategy will be monitored and reviewed annually to ensure we are working towards the Parks and Open Spaces vision.

The Strategy will be essential in:

- Presenting a framework for protecting and improving Hammersmith and Fulham's parks and open spaces network;
- Raising standards of open space management and maintenance;
- Informing decision-making for the future of parks and open spaces;
- Supporting policy development for open space in the borough's Local Development Framework and when negotiating planning obligations;
- Determining capital expenditure on parks and open spaces;
- Linking into borough wide programmes such as Building Schools for the Future, the Play Builders project; Neighbourhood Renewal Areas and the Local Area Agreements;
- Working with partners such as Groundwork West London, and the Thames Strategy(Kew to Chelsea).

1.6 The Vision for Parks and Open Spaces in Hammersmith and Fulham

A vision and six key priorities have been developed from the results of consultation, the Open Space Study and the Council's wider priorities. These are outlined below:

To improve the quality of life for all people in Hammersmith and Fulham through the provision of award winning parks and open spaces that are clean, green, safe and sustainable, by:

- **Protecting existing open space.**
- **Providing open spaces, play spaces and access to local biodiversity.**
- **Creating safe, attractive and accessible spaces for all**
- **Improving the standard of management and maintenance.**
- **Actively involving the community in their local open spaces.**
- **Increasing participation in open spaces.**

2. Legislative and Policy Context for Parks and Open Spaces

Parks and open spaces are planned for, managed and maintained by a variety of agencies operating in a complex legislative and policy context. This section of the Strategy summarises the National, Greater London and local open space policies and guidance and how they relate to the development and implementation of the Strategy.

2.1 The National Planning Policy Framework

Planning Policy Guidance 17 – Planning for open space, sport and recreation

PPG17 states that local authorities should:

- Carry out assessments of existing and future needs of the community for open space, sports and recreational facilities. Local Authorities need to cover differing needs of the population for open space and sports and recreational facilities;
- Undertake audits of existing open space and facilities, use of existing facilities, access in terms of location and cost, and opportunities for new open space and facilities. Audits should consider quantitative and qualitative elements of open space, sports and recreational facilities;
- Standards should be set locally. Local authorities should use the information gained to set standards for the provision of open spaces and sports and recreational facilities in their areas. These standards should include quantitative elements, a qualitative component and accessibility. These will help redress deficiencies through the planning process, and should be included in the local authority's Development Plan;
- Adopt a strategic approach and plan positively for provision, enhancement and maintenance of open space.

Planning Policy Statement 3 – Housing

PPS 3 states that new residential environments should provide or enable good access to, community and green and open amenity and recreational space (including play space). The needs of children are given new emphasis: *Particularly where family housing is proposed, it will be important to ensure that the needs of children are taken into account and that there is good provision of recreational areas, including private gardens, play areas and informal play space. These should be well-designed safe, secure and stimulating areas with safe pedestrian access.*

2.2 The London Plan (Greater London Authority)

The London Plan sets out an integrated social, economic and environmental framework to develop London as a sustainable world city over the next 15-20 years. It provides a London wide context for boroughs to align their local planning policies.

The London Plan seeks to protect and promote open spaces and recognises that the value of these spaces will increase as London becomes more compact and intensive in its built form. The Plan encourages boroughs to prepare open spaces strategies and ensure everyone has equal access to facilities, supporting the creation of networks such as green chains.

The London Plan (with amendments since 2004) sets out an Open Space Hierarchy to ensure that a range of open spaces of different size, type and function are accessible to all.

Table 2.1 London Open Space Hierarchy

Open Space Categorisation	Size Guidelines	Distance from homes to open spaces
Regional Parks	400 hectares	3.2 to 8 km
Metropolitan Parks	60 hectares	3.2 km
District Parks	20 hectares	1.2 km
Local Parks and Open Spaces	2 hectares	400 m
Small Open Spaces	Under 2 hectares	Less than 400 m

Source: Table 3D1 from London Plan pg 146

2.3 The Mayor of London's Biodiversity Strategy

Connecting with London's Nature: The Mayor's Biodiversity Strategy (GLA, July 2002) is linked closely to the London Plan and aims to provide a London wide framework for maintaining London's diversity of wildlife. It has two overall targets; no overall loss of wildlife habitats in London, and secondly that more open spaces are created and made accessible, so that all Londoners are within walking distance of a quality natural space. The Mayor's Strategy has taken account of the local Biodiversity Action Plans, which have been published by local authorities in London. Guidance is provided by *Parks, People and Nature* (GLA March 2008).

2.4 London Plan Guidance – Providing for Children and Young People's Play SPG

This document sets out a recommended benchmark standard of a minimum of 10m² of dedicated play space per child as a basis for assessing existing provision. It also sets out how to assess deficiencies in play spaces.

2.5 Hammersmith and Fulham Community Strategy 2007 - 2014

The Hammersmith and Fulham Community Strategy focuses on making improvements that matter to the local community. Developed in partnership with residents, local businesses, voluntary and community groups and the public sector, the Community Strategy puts residents first and provides a vision and framework for the future of the borough: to work with the Borough Partnership to **create a borough of opportunity for all**.

The key priorities are to:

- Provide a top quality education for all;
- Tackle crime and antisocial behaviour;
- Deliver a cleaner, greener borough;
- Promote home ownership;
- Set the framework for a healthy borough;
- Deliver high quality value for money public services;
- Regenerate the most deprived part of the borough.

2.6 Unitary Development Plan (See Appendix 2 for more detail)

The Council's existing Unitary Development Plan outlines specific policies around the provision of parks and open spaces in the borough including:

Protection of open spaces.

Open spaces in the borough are protected from development and from competing land uses through specific UDP policies. The policies and proposals of the plan also promote the provision of additional, as well as the enhancement of existing, open space in all development proposals so as to meet borough needs;

Schedule of protected open spaces.

A schedule of protected open spaces of borough-wide importance is included in the UDP;

Increasing provision, access and improving existing open space.

The borough's UDP policies encourage the provision of new and enhanced open spaces in new developments with detailed standards on amenity and play space as well as addressing deficiencies and biodiversity protection.

2.8 Local Development Framework

The LDF will replace the UDP and will:

- Include policies that address the issues outlined in this Strategy, London Plan policies and government guidance on open spaces. In particular the LDF will identify a hierarchy of open spaces, including Metropolitan Open Land and open space of borough wide importance;
- Set out criteria for protecting existing open spaces and seek an increase in the provision of open space including children's play space;
- Include policy to implement the Government's proposed Community Infrastructure Levy and policy on S106 contributions which will include open space provision and enhancements and access arrangements;
- Seek new open space provision in site proposals;
- Seek improved accessibility to open spaces for all residents, together with improved linkages between open spaces;
- Protect, maintain and enhance biodiversity in all parks, including designation of nature conservation areas.

3. Parks and Open Spaces in Hammersmith and Fulham

3.1 Introduction

A comprehensive study of the **supply** of open space in Hammersmith and Fulham was undertaken in 2006 by the Environment Services Department of the London Borough of Hammersmith and Fulham and this identified provision, including quality and deficiency of space, is outlined below.

3.2 General open space provision and need

Hammersmith and Fulham has a total of 386 hectares of open space (excluding the area of the River Thames and the Grand Union Canal). 231 hectares (60% of the total) are publicly accessible open spaces (53 spaces in total). The remainder (155 ha) is within housing estates, sports clubs, school grounds or areas such as railway sidings. The National Playing Field Association standard for the provision of accessible open space is **1.6ha per 1000** population. For a residential population of 171,400 people (ONS Mid Year Estimate 2006), Hammersmith and Fulham has **1.35ha per 1000** head of population.

However, the amount of open space available to individuals will vary across the borough. Map 1 illustrates how provision varies across the borough.

The borough has a mix of open spaces with much of the area (159ha) within parks. However, only 34 sites are parks. By contrast 188 sites are amenity green spaces (including spaces around housing estates), totalling 60.5ha. A large proportion of open space is also within cemeteries and churchyards (52.5ha).

3.3 Hammersmith and Fulham Open Spaces by size

The London Plan presents an Open Space Hierarchy that forms the basis of estimates of open space deficiency. Additional categories of "Small Local Parks" and "Pocket Parks" have been added to create Hammersmith and Fulham's Open Space Hierarchy, reflecting the fact that many public open spaces in the borough are small.

Table 3.1 Hierarchy of Open Spaces in Hammersmith and Fulham

Public Open Space Category	No.	Size Guide	Examples
Regional	0	> 400	n/a
Metropolitan	1	60-400	Wormwood Scrubs
District	1	20-60	Ravenscourt, Bishops Parks
Local Parks	17	2-20	Normand Park
Small Local Parks	18	0.4-2	Frank Banfield Park
Pocket Parks	56	<0.4	Rowberry Mead
Linear Open Spaces	2	Variable	Thames Path

3.4 Hammersmith and Fulham Open Spaces by type

The borough's open spaces take on a variety of different forms. Table 3.2 gives a breakdown of the different open space typologies within the borough, based on those defined in PPG17, with refinements to take into account local circumstances, and grouped into 11 main categories. The distribution of the different types of open spaces within the borough is illustrated on Maps 1, 1A, 1B and 1C.

Table 3.2 Hammersmith and Fulham Open Space Typology

	Category	Type	No.	Area	
1	Parks	Public Park	27	70.1	
		Common Land	7	88.9	
		Total	34	159	
2	Gardens and Squares	Formal Garden	2	6.0	
		Garden Square	6	1.7	
		Community Garden	2	0.2	
		Total	10	7.9	
3	Amenity Greenspace	Greenspace Around Premises	144	45.0	
		Greenspace in educational grounds	23	11.4	
		Greenspace in hospitals	3	1.7	
		Back Garden Land	7	1.1	
		Mid-Block Greenspace	2	0.3	
		Pocket Greenspace	9	1.0	
		Total	188	60.5	
4	Cemeteries and Churchyards	Cemeteries	4	50.8	
		Churchyard	8	1.8	
		Total	12	52.6	
5	Outdoor Recreation Facilities	Outdoor Sports Facility (not in a park)	20	34.0	
		Children/Teenagers Space	22	2.4	
		Total	42	36.4	
6	Allotments	Allotments	Total	3	6.6
7	Nature Reserve	Nature Reserve	Total	2	1.0
	Green Links	Canalside Green Corridor	1	1.7	
		Railway Embankment	6	23.8	
		Riverside Green Corridor	0		
		Road Island/Verge	15	2.7	
		Walking/cycling Green Corridor	0		
		Total	22	29.2	
8	Waterspace	Waterspace	Total	4	
9	Civic Spaces	Civic Space / Square	3	0.4	
		Other hard surfaced Civic Space	33	6.1	
		Total	36	6.5	
10	School Yards	School Yards (hard surface)	Total	46	13.6
11	Vacant Land/Construction Sites	Vacant Land	12	9.6	
		Construction Site	5	3.8	
		Total	17	13.4	

Notes:

The new park at Imperial Wharf and public spaces within the BBC Media Village at White City have been included. The Thames Path is included within the "Other hard Surfaced Civic Space typology. Each section of path is recorded as a separate file. School playing fields not within main school grounds are included within the "Outdoor Recreation Facilities" category.

Hammersmith and Fulham's 159ha of parks account for the largest area of open space in the borough. However, there are relatively few parks sites compared to other types of open space. Amenity green space accounts for more than half the open spaces in the borough. However, in terms of area this accounts less than 10% of all open land surveyed. Most sites in this category are green space in housing estates and schools which tend to be fragmented and smaller in size.

3.5 Specific Provision

3.5.1 Nature Conservation

There are 28 sites currently recognised (and designated within the UDP) as Nature Conservation Areas. Such areas are recognised as particularly valuable both as habitat and a community resource and need specific protection. Within the borough, there are 13 sites of Metropolitan or Borough importance that are accessible by the general public (excluding waterways). Map 5 shows the location of these sites and areas of the borough deficient in nature conservation areas.

3.5.2 Cultural Heritage

Most of the borough's parks are located within the 45 designated conservation areas in the borough which vary greatly in their nature and character. They range from centers of historic settlement, examples of industrial and commercial heritage, 18th- and 19th-century suburbs, model housing estates, and houses set in their historic grounds, to historic transport links and their environs, such as stretches of canal.

The special character of these areas does not just come from the quality of their buildings. The historic layout of roads, paths and boundaries; characteristic building and paving materials; a particular 'mix' of building uses; public and private spaces, such as gardens, parks and greens; and trees and street furniture, which contribute to particular views - all these and more make up the familiar local scene.

3.5.2 Play Areas

There are 114 children's play spaces in the borough, across 84 sites. These play spaces include equipped playgrounds, supervised facilities and unequipped / kick-about areas (usually on housing estates). Most parks in the borough have equipped playgrounds but most of the play spaces in the borough are unsupervised equipped playgrounds on housing estates. Housing estate playgrounds tend to be smaller in size than those in parks.

Most of the playgrounds in the borough cater for children under 8 years old. However a number provide equipment suitable for older children. Some playgrounds were assessed as catering for a mix of age groups; actual use by different age groups is currently unknown.

The majority of play spaces across the borough were assessed as being in satisfactory condition.

Maps 9, 10, 11 and 12 show the location of and access to play grounds across the borough.

3.5.3 Sports Facilities

Within the borough, there are more than 315 outdoor sport facilities across 69 sites:

20 Parks	20 school sites
4 playcentres/community centres	6 sports clubs
16 housing estates	3 stadia for professional football teams

There are two large private clubs in the borough providing outdoor sports facilities: the Queens Club and the Hurlingham Club.

Most sports are provided for across the borough. The most common facilities available are tennis courts, followed by sports pitches and basketball/netball courts and Multi-use games areas (MUGAs).

Residents have unrestricted access to approximately 40% of the outdoor sports facilities in the borough (sometimes a booking fee applies). Limited public access is provided to a further 49 facilities, including those within sports clubs or schools which allow public access at certain times. 16 facilities are located in housing estates, for use by estate residents.

The location of outdoor recreation facilities both inside and outside the borough are displayed on Map 13.

3.5.4 *Facilities for Young People*

Whilst play areas provide opportunities for young children, there are comparatively few facilities that cater specifically for older children and teenagers. Provision for sports activities is also important for these age groups. This can take the form of both formal (in the form of pitches and sports centres) and informal provision (kick about areas and Multi Use Games Areas (MUGAs)).

3.5.5 *Housing Land*

There are over 70 housing estates in the borough with substantial areas of open space within their grounds. This open space is often only accessible by residents, but provides an important communal resource, particularly in areas where there are few public spaces. The distribution of housing open space can be seen in Maps 1, 1A, 1B and 1C.

3.6 Assessment of Deficiency – Priority Areas

The London Plan sets out a hierarchy of public open spaces, largely based on size. Each of these is assigned a catchment – the likely distance a person would be willing to travel to an open space of that size. The Open Space Study 2006 shows that open space is present throughout Hammersmith and Fulham at all levels of the hierarchy, apart from regional parks.

A study by the Greater London Authority found that 68% of the population of the borough is not within the indicative catchment of a **District Park**. There is no deficiency of access to **Regional or Metropolitan** sized parks.

There are 17 **local parks** (2-20ha) and 18 **small local parks** (0.4-2ha) in the borough. Access to these spaces is very good. There are only small areas of the borough where residents are more than 400m from publicly accessible **Local Parks** (2-20ha) and **Small Local Parks** (0.4-2ha) when using the London Plan Hierarchy based on the size of an open space.

However, additional analysis reveals that many areas in the borough are more than 400m from local parks with a good range of facilities (play areas, pitches and court, seating etc). Maps 2, 3, 3A and 3B display priority areas for addressing open space deficiency through the provision of new open space and improving facilities across the network.

Pocket Parks, (spaces smaller than 2ha) could address some deficiency in the priority areas by increasing the provision of facilities in Furnivall Gardens, Frank Banfield Park, Cathnor Park, Wendell Park, William Parnell Park and Brompton Park as well as within housing estates in areas of deficiency.

The Thames Path is Hammersmith and Fulham's most important **Linear Open Space**. With a large proportion of the borough "10 minutes from the Thames" establishing a network of green links to this space is very important to increase use and enjoyment of this space. Removing barriers to access will also address identified deficiency areas.

There is a comparative lack of **play spaces** for children aged 0-12 in many areas of the borough. This is illustrated in Maps 10 and 11. Priority areas for improving access to children's playspace have been defined according to levels of deprivation and number of children. The main priority areas for children under 8 are around White City (north of Wormholt Park) and in Fulham (around Parsons Green). However, much of the borough between Wormwood Scrubs and the Great West Road is within a priority area. Deficiency areas for children over 8 are similar to under 8s but with greater concentrations in the Hammersmith / Shepherd's Bush and White City areas.

3.7 Future Needs

The demand for open space will rise as the borough population rises. The ONS Mid Year Estimate for 2018 predicts 190,000 residents in Hammersmith and Fulham. This would reduce the ratio of Public Open Space from an already low **1.35ha per 1000** people to **1.22ha per 1000**. It is considered important to continue to protect open spaces while creating more publicly accessible open spaces. The implication for play space will also be an issue that needs addressing as the number of children is likely to rise.

3.8 Addressing Deficiency and Future Needs

Map 4 shows priority areas for addressing deficiency in terms of access to local parks, small local parks and pocket parks. Priority areas have been identified along the Westway corridor, through central Hammersmith from Uxbridge Road to the Thames and along the boundary between Fulham and the Royal Borough of Kensington and Chelsea.

Hammersmith and Fulham residents also have access to public open spaces outside the borough (which they share with residents from neighbouring boroughs). If publicly accessible open spaces within 400m of the borough boundary are added to the total supply, the level of provision increases to approximately 1.7ha /1000 population.

3.8.1 Protecting existing open space

The Local Development Framework needs to set out criteria that will provide protection to open space at a level appropriate to its level of designation.

3.8.2 Securing new open space where possible

The Council should consider the possibility of providing new open space in the borough to meet the projected growth in population and improve the current ratio of public open space through planning policy frameworks and briefs, LDF site policies and Section 106 planning obligation agreements. This will be reflected within the Local Development Framework .

A formula for seeking S106 contributions should be developed which includes provision for negotiating open space provision, open space improvements, access improvements and studies. In addition open space needs should be included as part of the proposed Community Infrastructure Levy.

3.8.3 Improving access to existing open space

Where it is not possible to create new open space in the borough, improvements to existing open spaces or improvements to access will be the most effective way of improving Hammersmith and Fulham's open space network.

This will be addressed by the Parks and Open Spaces Strategy priorities and actions. It may also be possible to use Section 106 Agreements to gain public access to new developments' open spaces. Opportunities should be identified for designating and

extending green routes (chains and corridors) to create a more integrated and accessible network of open spaces.

Improvements to the riverside walk will be required in new riverside developments.

4. Public Consultation and Surveys

A comprehensive residents' survey of the use of parks and open spaces was conducted in 1998. The results of this study have been used to inform the development of this Strategy. This survey will be reviewed and re-commissioned in the summer of 2008 as a priority action for this Strategy to ensure that Hammersmith and Fulham's open space priorities are based on the current views and needs of residents and open space users.

4.1 Methodology

Resident Survey (1998)

A postal questionnaire was distributed to 17% of borough households and a 42% response was achieved. The objectives of the survey were to:

- Measure current levels of usage of parks and open space within the borough;
- Determine a profile of visitors using the open spaces;
- Identify current travel patterns
- Gauge current opinion of and level of satisfaction with, park provision and facilities;
- Identify needs and expectations of park-users and potential park users;
- Identify the reasons some residents don't use parks
- Identify potential changes or introductions that users feel could be made to improve the parks service.

Resident Satisfaction Survey (MORI)

This triennial survey measures residents' satisfaction with a range of council services including satisfaction with parks. In 2003, 61% of residents were satisfied with Hammersmith and Fulham's parks and open spaces. In 2006, this had improved to 67% - but the top quartile of London councils had 78% of residents satisfied with parks in 2006. Hammersmith and Fulham must improve significantly to meet those standards.

Stakeholder Consultation

In preparing this Parks and Open Space Strategy, a second round of consultation took place, inviting comment from partners and stakeholders on the Strategy document. A summary leaflet was distributed to community and volunteer groups, and stakeholders (including members of the Cleaner Greener and Local Neighbourhood Committees) were provided with a copy of the Strategy and offered the opportunity to participate in consultation events. Statutory and relevant consultees (for example the Greater London Authority, Port of London Authority, Ministry of Defence) were sent the full draft Strategy.

The purpose of the consultation was to:

- Confirm support for the open space vision for Hammersmith and Fulham;
- Find out priority open space issues important to community and volunteer Groups;
- Understand what residents and visitors like or dislike about Hammersmith and Fulham's parks and open spaces;
- Establish residents' priorities for expenditure on open space improvements.

4.2 Highlights from Consultation

Park Location, Catchment Area and Frequency of Visits

- There are approximately 5 million visits made to parks by around 120,000 residents
- 83% of respondents use a park at least once in the past year;
- The proportion of respondents not using parks increases significantly the further they live from certain parks and open spaces;
- Bishops Park and Ravenscourt are the most popular open spaces in the borough
- Smaller open spaces are very important with 30% of users visiting these most frequently;

Reasons for Visiting, Likes, Dislikes and Suggestions for New Facilities

- Most common reasons for visiting open space are to walk or sit quietly, to take the children and use the play area or to take a short cut;
- 20% of all trips to parks are by dog walkers;
- Close to home, peace and quiet, appearance and layout are the main reasons people like a particular space;
- Dog mess and behaviour, litter / glass and street drinking are the main dislikes;
- The highest rated facilities are bowling greens, tennis courts and children's play areas.
- Top suggestions for new or improved facilities are toilets, cafes, seating and children's play areas;
- Satisfaction with facilities varies considerably from park to park.
- Across the borough the maintenance and appearance of trees, shrubs, lawns and grassed areas are regarded as good or excellent by between 74% - 90% of respondents.

Getting to the park

- People who don't use parks state that it is difficulty reaching the park that make it inaccessible rather than the environment of the park itself.
- Most people (76%) walk to parks, taking 10 minutes to reach their main park;
- 9% drive, 8% regularly cycle and 5% take public transport.

The 1998 survey revealed that some spaces were used more than others. 24.3% of residents use Bishops Park as their main park whilst 23.8% use Ravenscourt Park, the boroughs two district parks. Residents also typically travel further to visit these parks.

Four other parks are used by more than 5% of Borough residents as their main park. These parks are termed **Flagship Parks** to reflect their importance and catchment, and consequently the need to develop a range of enhanced facilities and staffing.

5. Strategy Priorities for Hammersmith and Fulham

5.1 Priorities for Improvement

Aligning the needs and aspirations of residents and open space users with wider council, London and national policies and priorities is a major challenge when improving open space. Feedback from surveys, project development, consultation with partner agencies, Friends and Resident Groups and officers across the council has produced a variety of priorities for improving the open spaces in the borough.

Suggestions from the 1998 survey included:

- Provision of better facilities including toilets, cafés, bench seating, and drinking fountains;
- Better, more exciting play opportunities for younger and older children including adventure play, sandpits, water play etc;
- Providing imaginative facilities, equipment and activities for teenagers and young adults;
- Improving visitor safety in parks through increased staffing, better design and enforcement against anti-social behaviour;
- Developing new wildlife nature areas (including aquatic environments) while managing and promoting existing sites;
- Improving sporting facilities (cricket, tennis, football, basketball, artificial surfaces, floodlighting etc) and clarifying access and charging policies;
- Providing informal exercise opportunities with quality equipment and useful information;
- Improving horticultural standards and creating attractive spaces with imaginative flower beds, well maintained lawns, shrubs and tree planting;
- More organised entertainment and community events and providing the facilities (eg bandstands) to host them;
- Opportunities to get involved through Friends Groups and organised volunteering;
- Controlling dogs (educating their owners) and sustainably managing dog waste;
- Actively promoting parks and open spaces, their features, facilities and heritage;
- Understanding and addressing the needs of all ages and people living with illness and disabilities;
- Improving access to parks by providing directional signage, cycle racks, safe walking routes and developing green corridors;

Regional and national policies that affect open space are outlined in Section 2 of this Strategy. The major national and London priorities are:

- Protecting open space from inappropriate development;
- Overcoming deficiencies in open space, play space and biodiversity;
- Conserving and enhancing historic spaces;
- Increasing opportunities for access to the natural world;
- Enhancing opportunities for all to access open space including children and young people, older people, and people with disabilities.

The Council's Community Strategy and a number of other Strategies and Plans outline the wider priorities for the council for future years. Objectives relevant to Open Space include:

- Health, wellbeing and tackling obesity;
- Improving access for all;
- Creating a borough of opportunity;
- Listening to residents;
- Improving safety and proactively addressing anti-social behaviour.

5.2 Strategic Vision for Parks and Open Spaces

As a result, a vision for the future of Hammersmith and Fulham's Parks and Open Spaces and six key priorities have been developed:

To improve the quality of life for all people in Hammersmith and Fulham through the provision of award winning parks and open spaces that are clean, green, safe and sustainable, by:

- 1. Protecting Hammersmith and Fulham's existing parks and open spaces.**
 - Contributing to the social, environmental, health, recreation, and economic value of the borough.
 - Encouraging awareness of the borough's unique and rich natural and cultural heritage
- 2. Providing open spaces, play spaces and access to local biodiversity.**
 - Improving provision of open spaces where possible.
 - Enhancing existing parks and open spaces and the links between them.
 - Promoting awareness of local nature conservation sites.
- 3. Creating safe, attractive and accessible spaces for all.**
 - Creating inspirational spaces.
 - Reducing physical and other barriers to using parks and open spaces.
 - Reducing the incidence and perception of crime and anti-social behaviour in open spaces.
 - Improving local information about parks and open spaces.
 - Opening up private spaces.
- 4. Improving the standard of management and maintenance**
 - Creating award winning spaces that are safe and sustainable
 - Renewing soft landscaping.
 - Increasing diversity with species adaptable to climate change.
 - Reducing pesticide use and incorporating environmentally sustainable management.
- 5. Actively involving the community in their local open spaces.**
 - Supporting existing Friends groups to increase and diversify their membership.
 - Encouraging and support the establishment of new Friends of Parks groups
 - Promoting the sharing of ideas and experiences between community and amenity groups.
- 6. Increasing participation in open spaces.**
 - Encouraging active recreation, formal and informal sport
 - Opening up parks and open spaces for formal and informal education
 - Encouraging community and other events

6. Parks & Open Spaces Strategy Actions

This section describes how the Hammersmith and Fulham Council will address the open space priorities.

6.1 Protecting existing open space.

The London Borough of Hammersmith and Fulham will:

- a. Protect all open spaces through policies included within the London Plan, the Unitary Development Plan and the Local Development Framework;
- b. Work with H&F Homes to improve the quality, management and use of housing open spaces.
- c. Develop an informative map of parks, open spaces and green corridors in the borough that links with the borough walking maps to provide information about the heritage, conservation value, features and facilities and proposals for enhancement across the network.

6.2 Providing open spaces, play spaces and access to local biodiversity.

The London Borough of Hammersmith and Fulham will:

- a. Seek further provision and enhancement of, and increased accessibility to, open space and other facilities, such as children's play areas through the application of policies with development plans.
- b. Address identified areas of deficiencies (Map 4) by negotiating accessible public open space in, or near, new developments where possible.
- c. Where practical, negotiate public access to private open spaces in schools, housing estates etc.
- d. Improve the protection, management, and promotion of nature conservation sites throughout the borough.
- e. Improve the wildlife habitat of Margravine Cemetery with the assistance of the Friends of Margravine and promote the space to a wider audience.
- f. Work in partnership with the Hammersmith and Fulham Biodiversity Partnership to implement the Biodiversity Action Plan and maintain and enhance all Sites of Nature Conservation Importance.
- g. Ensure that parks development schemes include elements that protect, promote or enhance wildlife habitats.
- h. Establish priorities for refurbishing play areas across the borough's parks
- i. Redevelop at least two park play areas to be fully accessible for disabled children responding to the 3 year Disability Discrimination Act (DDA) Action Plan.

6.3 Creating safe, attractive, and accessible spaces for all.

The London Borough of Hammersmith and Fulham will:

- a. Promote the Borough's parks and open spaces through a variety of media, including the internet, brochures, posters and signs, to make residents aware of opportunities for recreation in the borough.
- b. Survey access to open space across the borough and, where barriers to open spaces exist, develop an improvement programme to remove these barriers.

- c. Improve informational, interpretive and directional signage across the borough's parks and open spaces with an attractive and consistent format
- d. Investigate opportunities for public access to private open spaces.
- e. Identify potential green corridors and implement an improvement programme to improve accessibility between open spaces working closely with the Thames Strategy Kew to Chelsea and Street Scene enhancements.
- f. Ensure all open spaces, especially play areas are compliant in terms of access for those with disabilities (DDA compliance).
- g. Design parks and play improvements to take into account the needs of residents with disabilities and their carers.
- h. Establish a disabled user task group lead by disabled stakeholders (including young people, older people and carers) with staff support to co-ordinate meetings, visit exemplar sites and record and action group findings.
- i. Coordinate the provision of disabled parking facilities with the availability of accessible facilities including good paths, a mix of seating, play facilities, toilets and cafes.
- j. Review the quality of paving and the limited provision of seating through the 2008 Open Space Resident Survey and individual parks user surveys.
- k. Work with the Thames Strategy Kew to Chelsea to resolve pedestrian cyclist conflict along the Thames Path, providing safe bypasses especially at Upper Mall, Furnivall Gardens, Rowberry Mead, Stevenage Park and Bishops Park.
- l. Provide good quality, safe cycle parking at key sites.

6.4 Improving the standard of management and maintenance.

The London Borough of Hammersmith and Fulham will:

- a. Establish an officer steering group (including Parks Operations, Parks Development, Sports Development, Parks Constabulary) to develop enhancement proposals, deliver improvements and share information.
- b. Work closely with Quadron (grounds maintenance contractor) to raise the standards of maintenance across the network.
- c. Enhance and improve open spaces across the network particularly where there is an identified deficiency of provision or quality.
- d. Attain Green Flag awards for 6 Flagship Parks including Normand Park, Bishops Parks, South Park, Ravenscourt Park, Wormholt Park and Hammersmith Park.
- e. Enhance the attractiveness of the borough's commons and key open spaces (Shepherds Bush Common, Brook Green, Eel Brook Common, Margravine Cemetery, Furnivall Gardens and Parsons Green) to create *Inspirational Spaces* that celebrate the borough's rich natural and cultural heritage.
- f. Collaborate with community partners to undertake open space improvement projects that will contribute to the regeneration of the borough.
- g. In partnership with the Thames Strategy (Kew to Chelsea), coordinate a programme of open space and green corridor improvements to improve Stevenage Park, Rowberry Mead, Furnivall Gardens and Upper Mall.

- h. Work with the Thames Strategy Kew to Chelsea, Ports of London Authority, Borough Highways, and the Environment Agency to enhance and promote the biodiversity, amenity, accessibility and safety of the River Thames.
- i. Review the provision and effectiveness of dog exercise areas in parks and open spaces
- j. Liaise with community groups, the Parks Constabulary, Neighbourhood Area Police Teams and Council officers to address safety and security issues.
- k. Develop a Service Level Agreement with Parks Constabulary for parks patrols and security.

6.5 Actively involving the community in their local open spaces.

The London Borough of Hammersmith and Fulham will:

- a. Establish partnership agreements between the Council and new or existing Friends Groups to align priorities, attract funding, share information and resources and encourage volunteering.
- b. Hold a bi-annual Friends Forum where Friends Groups can share experiences, attract new members and promote their activities.
- c. Continue to develop involvement in community gardens at Ravenscourt Park, Godolphin Road Open Space, Loris Gardens and Normand Park and explore opportunities for additional community garden space.

6.6 Increasing participation in open spaces.

The London Borough of Hammersmith and Fulham will:

- a. Increase participation in sports by improving the standards of sports pitches and facilities and streamline booking and charging procedures.
- b. Coordinate work with the PCT, Sports Development, and community health organisations to tackle childhood and adult obesity and other health problems through the provision of facilities and structured activities and events in Parks and Open Spaces.
- c. Investigate the provision of group fitness classes in parks.
- d. Provide outdoor exercise equipment, running surfaces and information about availability to promote a healthier borough.
- e. Develop policy and advice for residents wishing to hold community events in their local park.
- f. Identify (through the review of the Sports Strategy and School Sports Zones) required access to outdoor sports provision for the proposed Hammersmith Academy and develop a Memorandum of Understanding for capital improvement and ongoing maintenance.
- g. Work in partnership with the Building Schools for the Future team to improve PE and sports provision for all with structured access for schools at Ravenscourt, Hurlingham, South Park, Wormwood Scrubs and Linford Christie Stadium.
- h. Provide dedicated Playing Fields for a whole year group in the North and South of the Borough to help meet the PE and School Sport Public Service Agreement target and assist with the transformation required in secondary education.
- i. Where possible, allow structured community access to school sports facilities outside of hours.

7 Implementing the Parks and Open Spaces Strategy

Successful implementation of this Strategy is dependent both on adherence to the framework outlined in the document and the establishment of a dedicated team to administer the implementation plans and monitor progress against the priorities outlined above.

7.1 Work to date

Work has already begun on the process of implementing improvements across the borough:

- The Parks and Recreation Service unit has been established bringing together services in parks and other open spaces such as cemeteries alongside sports development and leisure centres to ensure coordination of provision across the borough and achieve efficiencies through joint contract monitoring, sports and pitch booking, etc;
- A new Grounds Maintenance Contract with Quadron Ltd commenced in mid 2008 and will deliver improved grounds maintenance across the borough;
- A design masterplan has been developed for Bishops Park and submitted to the Heritage Lottery Fund outlining substantial improvement plans for the park and the grounds of Fulham Palace
- Normand Park has been completely redesigned and refurbished in partnership with the people of North Fulham and funded by the North Fulham New Deal for Communities;
- Responsibility for Little Wormwood Scrubs has been passed to the Royal Borough of Kensington and Chelsea as it is very close to the borough boundaries and serves a high proportion of RBKC residents in that area. Kensington & Chelsea have undertaken to make improvements to the facilities and maintenance of the park
- Shepherds Bush Common is undergoing complete redesign and refurbishment in consultation with local communities and funded by development gain monies to provide an oasis of green and calm in the middle of this busy area, with enhanced play and café areas.

7.2 Key Actions 2008- 2009 (Year 1)

7.2.1 Establish a Parks & Open Spaces Steering Group

This group will be established in 2008 and will meet regularly to review, develop, implement and monitor actions against the priorities and actions in section 6. Where necessary, staff from other departments and agencies will be invited to join or report to this group.

7.2.2 Develop an Annual Implementation Plan

This will be the key tool for taking forward the Parks and Open Spaces Strategy actions and to allocate existing and future capital funding for improvement actions. The annual implementation plan will be in place by November 2008. All projects across the council that have an open space element will be included and progress against key actions monitored. The implementation plan will be updated annually to reflect completed projects and emerging priorities. Each project will outline specific timescales, milestones, resource implications and completion targets.

7.2.3 Ensure that two major parks are maintained and managed to Green Flag standards

Work will commence to ensure that two of Hammersmith & Fulham's major parks will be judged against Green Flag Award standards of maintenance and management in the first year of the strategy with a further four parks in years 2 to 4.

7.2.4 Ensure that the Bishops Park Master Plan reaches Stage 2 of the Heritage Lottery Fund process

Officers will work closely with the Heritage Lottery fund, designers and the community to maximise the opportunity to achieve significant grant funding for this major project. This will entail ensuring that the Master Plan application is approved at Stage 1 by the Heritage Lottery Fund in September 2008 (subject to HLF timescales) and is submitted for Stage 2 consideration within the following year.

7.2.5 Develop a Master Plan for South Park

Officers will develop a Master Plan for South Park in consultation with key stakeholders and residents by September 2008 to identify key improvements, action existing funds for the Park and prepare for external funding applications. A number of key improvements will be made to the park in 2008-09 including renovation of the tennis court area and further conservation works to the perimeter wall.

7.2.6 Resident Survey update.

The 1998 Parks and Open Spaces Resident Survey will be updated with a random survey of 10,000 households in 2008. The results of the survey will inform future improvements and the overall implementation of the Parks and Open Spaces Strategy.

7.2.7 Increase users satisfaction with parks

Improvements will be undertaken to ensure that users' and residents' satisfaction with parks increases within the first year of the strategy from the baseline figure of 67% in 2006 and this will be measured annually to achieve the target of the top London quartile (78% plus).

7.3 Further Work and Research

There are number of projects that need further work before they can be advanced into implementation plans for the future, such as background research, ongoing consultation and partnership working. These projects will be identified as a work programme by the Steering Group with designated responsibilities and resources.

7.4 Monitoring and Review

Ongoing monitoring of the implementation of the Strategy is key to its success as a focused and responsive tool for improving the borough's environment and the lives of local residents. The monitoring framework will identify Key Performance Indicators (KPIs) including those negotiated as part of the Grounds Maintenance contract (2008), national, regional and local targets; the results of surveys and consultations; and those identified as part of the implementation plans. These KPIs will be reported back to the Parks and Open Space Steering Group at regular intervals.

The Strategy Action Plan and Implementation plans will be reviewed annually.

- Completed projects and actions will be removed;
- New projects and actions costed and added as appropriate.

The Strategy will be fully reviewed every 10 years.

APPENDIX 1 Unitary Development Plan

Protection of Open spaces

Open spaces in the borough are protected from development through policies in the council's UDP. The policies seek to protect existing open space from the pressures of competing land uses. The policies and proposals of the plan also promote the provision of additional, as well as the enhancement of existing, open space in all development proposals so as to meet borough needs.

The Borough's UDP policy EN22 emphasizes the council's aims for open space. It seeks to protect open space by only permitting development, on identified public open space and other green space of borough-wide importance, where it can be shown that it would preserve or enhance open character, its function as a sport, leisure or recreation resource and for biodiversity and visual amenity.

In addition, policy EN22X seeks to protect public and private open space of local importance subject to the same criteria as EN22, but development proposals may be permitted where open space to the equivalent amount is provided elsewhere or where proposals would release a development site needed to realise a qualitative gain for the community.

Open spaces in the borough are further protected by specific UDP policies on Childrens' Play Areas (Policy EN23B), Metropolitan Open Land (Policy EN24), Nature Conservation Areas (Policy EN27), Green Corridors (Policy EN28), and Nature Conservation on Development Sites (Policy EN29).

List of protected open spaces

A schedule of protected open spaces of borough wide importance is included in the UDP. Also included are sites protected under the London Squares Preservation Act (1931) those included in English Heritage's Register of Historic Parks and Gardens. Nature conservation areas are listed separately.

Increasing provision, access and improving existing open space

The borough's UDP policies encourage the provision of new and enhanced open spaces in new developments.

Policy **EN23** requires all new development to make provision for open space to meet the needs of occupiers and users. This should be on site or where not practical contribution to a new open space or enhancement of nearby open space. Proposals should include open land provision beyond that that required to meet the needs of the development itself, particularly where:

- The locality is identified as an area of general open space deficiency;
- New open space would contribute to the improvement of town centres, employment zones and regeneration areas;
- There is potential to enhance nature features of strategic importance such as the riverside;
- The open space would create, or contribute to, provision of pedestrian links between existing open space, town centres, entertainment venues or other, established pedestrian routes;

- There is potential to enhance the biodiversity value of an area, including the creation of new habitats for wildlife.

Policy **EN23B** requires new development that provides family dwellings to provide, or contribute towards, new or enhanced children's play facilities in the neighbourhood. There are also detailed standards on amenity space and childrens play space which provide details of the amount of open space to be provided in new developments, namely:

- S5A Residential Amenity Space in New Developments
- S7.1 Children's Play Space Development on sites over 0.2 Hectares.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 06/12/2021

Subject: Health and Wellbeing - Harm Reduction, Treatment and Prevention
Procurement Strategy

Report of: Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care

Report author: Julia Woodman, Programme Lead

Responsible Director: Lisa Redfern, Strategic Director of Social Care

Summary

The council plans to recommission its substance misuse services for adults and integrated substance misuse and sexual health wellbeing services for young people. The current contracts give provision for core drug and alcohol services, peer support and young people's health and wellbeing services covering substance misuse and psychosexual support.

This report seeks approval of the Procurement Strategy which sets out the intention to tender the delivery of a more efficient and high-quality substance misuse services through:

- an adults' substance misuse service
 - an integrated young peoples' sexual health and substance misuse service
-

Recommendations

To approve the Procurement Strategy for the re-procurement of two contracts commencing October 2022 as follows:

- Lot 1 - an adults integrated substance misuse service, with a contract value up to £2,925,000 per annum. The total value of the contract is £20,475,000 over 7 years
 - Lot 2 - a young peoples integrated substance misuse and sexual health service, with a contract value up to £200,000 per annum. The total value of the contract is £1,400,000 over 7 years.
 - The contracts are reviewed by the Cabinet Member for Health and Adult Social Care after two years.
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The services support the recovery of residents with substance misuse issues and in relation to young people, those who need support with their sexual and reproductive health decisions. As individuals recover from their addiction or problem use, they improve their health, increase their ability to access education, training, and employment, sustain appropriate housing, commit fewer crimes (for those who are offending) and improve relationships often reconnecting with their families and gain positive social networks. The service aims are to reduce health inequalities. Sexual health problems disproportionately affect young people experiencing poverty and social exclusion. Individuals and groups who find it most difficult to access services include asylum seekers and refugees, sex workers and their clients, those who are homeless and young people in, or leaving, care.
Creating a compassionate council	Supporting residents to recover demonstrates compassion offering a chance at a lifestyle change for residents who misuse substances.
Doing things with local residents, not to them	Re-commissioning will be co-produced with our substance misuse user groups. The provision of Peer led work will be embedded in the contract specifications.
Being ruthlessly financially efficient	Substance misuse recovery promotes resident's wider wellbeing which reduces costs to other service areas.
Taking pride in H&F	Maintaining and supporting high quality services for our residents. Enabling positive health outcomes for all our residents via universal and targeted specialist services.
Rising to the challenge of the climate and ecological emergency	Providers will be expected to commit to environmental outcomes as part of their social value offer. There will

	also be an opportunity to retain some newer ways of delivering this service as a result of COVID-19; increased use of digital platforms will reduce the need for staff / user travel and office space.
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Financial Impact

Services are currently funded from the ringfenced Public Health Grant and will continue to be funded from this grant after re-procurement. The future of the Public Health grant in the medium is uncertain and in the event of continued grant funding reductions, public health services will need to be managed within the grant envelope.

	Year 1 October 2022– September 2023	Year 2 October 2023– September 2024	Year 3 October 2024– September 2025	Year 4 -year 5 (two year extension and variation option) October 2025– September 2027	Year 6 -year 7 (further 2 year extension and variation option) October 2027– September 2029
Lot 1 -Adults Integrated Substance Misuse Service	2,925,000	2,925,000	2,925,000	5,850,000	5,850,000
Lot 2 – Young Peoples Integrated Sexual Health and Substance Misuse Service	200,000	200,000	200,000	400,000	400,000
Total maximum for award	Lot 1 total = 20,475,000 Lot 2 total = £1,400,000 Total Value = £21,875,000				

Legal Implications

This report seeks approval for a Procurement Strategy for the re-procurement of 2 contracts commencing on 1st October 2022, an adults integrated substance misuse and alcohol service and a young people's integrated substance misuse and sexual health service. The estimated contract value is £20,475,000 and £1,400,000 respectively with terms of 3 + 2 +2 years. The contracts are above the threshold for services in the Public Contracts Regulations ('PCR') and must be procured in accordance with Part 2 of the PCR i.e. tendered using one of the 'procedures'. The proposal is to use the open procedure – a one stage process which covers exclusion grounds, selection criteria and award criteria

The Contracts are High Value under the Council's Contracts Standing Orders. Prior to starting any tender exercise, the Service Review Team must prepare a report for the approval of the Procurement Strategy. All high value contracts are required to:

- have a Service Review Team established to oversee the procurement (CSO 17);
- have a Procurement Strategy reviewed at the Contracts Assurance Board and approved by the relevant decision maker before the procurement process commences (CSO 18); and
- have a Tender Appraisal Panel established following approval of the procurement strategy (CSO 19.3).

Under CSO 19, a High Value Contract (HVC) requires the use of either an existing framework agreement or to publish a contract notice (the proposal here) to be published in the UK Find a Tender service together with an opportunity listing on the Council's e-tendering portal and publication of a contract notice on Contracts Finder. The award of HVCs must be on the basis of the most economically advantageous tender. The CSOs recommend a quality/price split of 60:40. This report proposes a quality/price split of 70:30 in favour of quality. Deviations from the recommended split can be approved but justification to changes should be included in the award report subsequently submitted.

The appropriate decision maker for the procurement strategy of Lot 1 is the Cabinet and for Lot 2, the relevant Cabinet Member (CSO 18.1).

Since the procurement strategy concerns contracts with an estimated value in excess of £300,000, it is a Key Decision (see Article 12 of the Constitution) and the report must be submitted to Committee Services for publication on the Council's website.

Social Value

The Council is under an obligation in the Public Services (Social Value) Act 2012 to consider how the letting of these contracts can benefit the social, economic and environmental well-being of their area. These are factors which will be considered and built into the contract and procurement documents. The Council has recently adopted a Social Value policy which requires that 10% of the total scoring is for social value, which will be subject to assessment by an external assessor, a company called Social Value Portal. The requirements of the assessor and the Council's policy will need to be built into the tender documents.

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Background Papers Used in Preparing This Report – none

DETAILED ANALYSIS

Proposals and Analysis of Options

1. Hammersmith & Fulham provide well performing drug and alcohol services. The model is one of continuing improvement and coproduction. The services from the most current reporting (quarter 3 2020-21) are top quartile in three out of the four Public Health England measures on successful treatment completions and not re-presenting in non-opiates, alcohol and alcohol and non-opiates. The services are second quartile for opiate misusing treatment population successfully completing and not re-presenting. Opiate treatment completions continue to improve and are area key focus for the substance misuse service with a new post covid operating model focused around improving performance in this area.
2. In Hammersmith & Fulham, the substance misuse and treatment trend data is showing decreasing presentation rates for opiate use. Re-presentation rates for opiate use is 11%, however re-presentation rates for alcohol is high at 47%. Services moving forwards will need to ensure a greater focus on alcohol as a growing issue.

More detailed analysis is showing:

- That substance misuse and associated risk factors are complex. Nationally research has shown that 72% of people attending drug treatment service are experiencing mental health issues. In Hammersmith & Fulham 27.4% of those who entered specialist drug misuse services were currently in receipt of treatment from mental health services. Services will need to improve the detection of wider risk factors such as mental health conditions.
- Between 2018-20, there was a rate of 8 deaths from drug misuse per 100,000 population in Hammersmith & Fulham. This was higher than the regional average, with 3.5 deaths per 100,000 occurring in London. Across treatment providers and stakeholders such as the coroner, community safety, police, NHS, rough sleeping and hostels, and other local authority services, there needs to be a greater understanding of these trends. This will help to inform better harm reduction and prevention, referral and support systems.

3. A proposed integrated service across substance misuse and alcohol services, would help to streamline referral pathways and reduce the potential for duplication. An integrated young peoples' sexual health and substance misuse service is currently performing well after 24 months of operation and provides a solid evidence base for the integrated nature of sexual health and substance misuse services for young people under an umbrella of health and wellbeing.
4. It is key that, within the offer, specialist elements are retained and that there is a targeted offer to those with complex needs and most at risk of harm. The pandemic has increased health inequalities and therefore the need for these targeted services has become more acute.
5. A new model will need to recognise and support mental health needs of its service users. There is already significant evidence around the comorbidities of mental health and substance misuse. The pandemic and the resulting economic recession have negatively affected many people's mental health and created new barriers for people already suffering from mental illness and substance use.
6. The current contracted services are well embedded in a wider network of substance misuse service provision with longstanding collaborative and integrated relationships. It will be essential that partners and existing user groups are involved in the re-design of the current offer. Hammersmith & Fulham has several active and involved service user groups who commissioners will co-produce the new integrated model with.
7. The services will include the integration of stop smoking support for targeted cohorts based on those residents who are already accessing substance misuse services or where there are higher risks attached. The strategy ensures there are streamlined systems and offers a more efficient, evidenced based approach for the delivery of stop smoking services as part of our substance misuse response.

Current services and contracts

8. The Drug and Alcohol Service (DAWS) provided by Turning Point deliver:
 - recovery focussed drug and alcohol open access services,
 - harm reduction services including blood borne virus provision and needle exchange,
 - prescribing, community detox, psychosocial interventions,
 - criminal justice workers for courts and police stations,
 - a peer mentoring service,
 - an Education, Training and Employment service,
 - targeted workers to support joint work with Children and Family Services and the Violence Against Women and Girls (VAWG) partnership.
9. The current contract with Turning Point is due to expire on 30th September 2022.

10. The Resilience Service provided by Turning Point provide an integrated holistic wellbeing offer of advice and support for young people specialising in issues of substance use, sexual health and relationships. The service also provides, where necessary, access to clinical sexual health services for young people via an external clinical provider as well as specialist substance misuse treatment from within this service. Resilience also works locally with the Integrated Gangs Unit and the Youth Offending Service providing specialist 1:1s and training and support for professionals.
11. The current contract with Turning Point is due to expire on 30th September 2022.
12. The Alcohol Service provided by Change, Grow, Live (CGL) deliver targeted recovery focussed services for different cohorts of alcohol users including older drinkers, those drinking at harmful levels and those looking to reduce their levels but continue drinking. Services are targeted in primary care and GP settings, hospitals (accident and emergency specialist nurses), and community settings.
13. The current contract with CGL is due to expire on 30th September 2022.

Reasons for Decision

14. The recommendation is to provide an integrated adults substance misuse and alcohol service and an integrated sexual health and substance service for young people.
15. The reasons for this are as follows:
 - To protect residents from harm and promote health and wellbeing, harm reduction, prevention and treatment through integrated and high performing substance misuse and alcohol services offer.
 - To deliver a model that aligns well with national and local priorities and has the flexibility to meet changes in local need.
 - Ameliorating the pandemic impact of increasing health inequalities.
 - The adults and young peoples' model will continue to make use of specialists within the system.
 - It will develop the way in which adult drug and alcohol services work, meeting a range of complex needs, in a more financially efficient and effective manner, while also ensuring that overall health and well-being is improved.
 - The wider social impacts - There is a significant and growing body of evidence showing that investing in the prevention and treatment of drug and alcohol misuse improves social, physical, human and recovery capital.

- To streamline contracts and make more efficient use of experts in the system.
- To make one ‘front door’ for those with multiple complex needs while ensuring that everyone with needs across the spectrum of prevention to treatment can still access easily through different ways of accessing provision.
- To provide a stop smoking pathway, including targeted smoking cessation services for those at higher health risks: women smoking during pregnancy, adults with complex dual diagnosis issues. In addition, supporting prison healthcare services in delivering targeted interventions for the prison population.

Contract Specifications Summary

Contract	Core elements	Enhanced elements
An integrated substance misuse service for adults as a single contract for 3+2+2 years with an annual contract value of £2,925, 000	<ul style="list-style-type: none"> •recovery focussed drug and alcohol open access services •access to detox and rehab placements •harm reduction services including blood borne virus provision and needle exchange •prescribing, community detox, psychosocial interventions •criminal justice workers for courts and police stations and Integrated Offender management support •Education, Training and Employment service •targeted workers to support joint work with Children and Family Services and the Violence Against Women and Girls (VAWG) partnership •outreach/in-reach – street outreach with partners and in-reach to hostels etc •Novel psychoactive substances pathways and 	<ul style="list-style-type: none"> •Expanding digitalisation and virtual offer where appropriate •Expanding user group involvement in re-designing services •Broadening women’s wellness offer •Options to deliver general practice services specific to substance misuse issues

	<p>support including specialist support for men who have sex with men (MSM)</p> <ul style="list-style-type: none"> •resident access to an innovation fund •Hospital substance misuse liaison •Support for GP Shared Care Service •Groupwork •A stop smoking pathway 	
<p>An integrated sexual health and substance misuse service for young people as a single contract for 3+2+2 years with an annual contract value of £200,000</p>	<ul style="list-style-type: none"> •An integrated holistic wellbeing offer of advice and support for children and young people, specialising in sexual health, relationships, drugs and alcohol at <ul style="list-style-type: none"> ○ Tier 2 – via short term focussed key working ○ Tier 3 – via committed goal-oriented care plans reportable to National Drug Treatment Monitoring System •access to clinical sexual health services via the external clinical providers, as well as specialist substance misuse treatment from within this service •A wider training support to linked professional engagement activities with YP and linked professionals •Stop smoking support 	<ul style="list-style-type: none"> •Virtual on-line safety and risk awareness support for young people •a peer mentoring programme

Procurement Route Analysis of Options

Option	Analysis	Recommended
<p>1. Recommission of new model of an integrated substance misuse and alcohol service for adults.</p> <p>Retain the integrated substance misuse and sexual health services for young people.</p> <p>Procurement route: Open procedure - It is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting with a floor and ceiling pricing bracket to ensure the delivery of clinically safe, quality services</p>	<p>An integrated model would retain the specialist elements across all the services.</p> <p>The added benefits would be to reduce duplication and streamline referral pathways. It is also to recognise that services need to more seamlessly tackle co-occurring harms related to sexual activity and substance misuse.</p> <p>In addition to consider a joined-up approach to the social value and wider health and wellbeing aspects that the services offer and continue to build upon.</p>	Yes
<p>2. Recommission the current model as 3 separate contracts</p> <ul style="list-style-type: none"> • Substance Misuse Treatment services • Alcohol Services • A young people's integrated sexual health and substance misuse service <p>Procurement route: Open procedure - It is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting to ensure</p>	<p>The current services are well regarded across London and there is evidence of flexibility across service to meet changing local need.</p> <p>Services could be more joined-up particularly targeting at risk groups where there are co-occurring harms relating to sexual activity and drug use e.g. MSM, Sex Workers.</p>	No

the delivery of quality services		
3. Let contracts lapse	<p>The adult substance misuse, alcohol and the integrated young people's integrated sexual health and substance services contracts provide critical services by protecting resident's health through harm reduction and minimisation. It would be unprecedented to not have these services in place.</p> <p>Evidence suggests the pandemic has adversely effected levels of substance misuse and sexual health particularly amongst the most vulnerable and at-risk groups.</p>	No

Market Analysis, Local Economy and Social Value

16. The market for substance misuse providers is well developed and mature. As both contract lots contain specialist service elements for substance misuse services, the contracts will not be reserved for Greater London businesses. The recommissioning process will recognise the approach advocated by the Government's Drug Strategy in 2017. The strategy emphasised community-based recovery, promoting partnerships, service-user involvement and increased support for families. Sub-contracting with local voluntary organisations will therefore be encouraged.
17. Successful Substance Misuse services will have positive impact on local care and support, social housing providers and retail businesses. Tenders will be assessed for their innovative approaches to promoting employment opportunities and volunteering for local residents, improved health and well-being and social inclusion.

Risk Assessment and Proposed Mitigations

18. A table of risks and mitigations during the procurement process is outlined below:

Risk	Mitigation
The programme does not meet procurement deadlines to ensure continuity of service to users	A timetable is set out with key decision-making milestones. Management of the progression of the re-commissioning will be monitored and RAG rated via Harm Reduction and Prevention Portfolio meetings.
Insufficient consideration is given to the impacts of COVID 19 in	Discussions are held at contract monitoring meeting with existing providers regarding changes that

designing the service model and specification	will need to be embedded longer term. User consultation meetings are programmed to look at future service considerations.
User/ professional voices in shaping services is limited	Separate user and themed professionals meetings arranged, in interactive sessions. There will be introductory sessions followed by workshop opportunities in the development of service specifications.

Timetable

Key Decision Entry (Strategy)	May 2021
Contracts Assurance Board (CAB) (Strategy)	1 September 2021
Cabinet	6 th December 2021
Find a Tender Service Notice	February 2022
Closing date for clarifications	February 2022
Closing date for submissions	March 2022
Evaluation of Tenders	March 2022
Key Decision Entry (Award)	April 2022
CAB (Award)	May 2022
Cabinet Member (Award)	May 2022
Find a Tender Service Contract Award Notice	June 2022
Contract engrossment	June 2022
Contract mobilisation and implementation	July -Sept 2022
Contract commencement	1 st October 2022

Selection and Award Criteria

19. An evaluation panel will be formed to review and score the submitted tender documents. The panel will be made up of health and social care commissioners and key stakeholders e.g. community safety officers, children's services officers, clinical staff, etc. Service user representation on the panel will be facilitated if possible and requested by the service user group.

Social Value

20. Public Sector organisations have an obligation under the Public Services (social value) Act 2012 (SVA) to consider how each procurement might improve the economic, social and environmental well-being in a way that achieves value for money as well as generating benefits to society and the economy, whilst minimising damage to the environment.

21. As part of this procurement to ensure the Bidder provides added social value, we will attribute a tender weighting of 15% to social value within the quality element, in line with our Social value strategy. Social value KPI commitments will form part of contractual obligations

Technical and commercial weighting

22. It is recommended that the evaluation for the procurement of the contract uses a 30% price and 70% quality weighting to ensure the delivery of quality services. As part of the open tender there will be a Qualification stage and only those tenderers who pass all aspects of this will have their quality and price submissions evaluated. The tenderer who submits the lowest price will be awarded the full 30% available.

Price

23. There will be no inflationary uplifts to the contracts.

Price sub-criteria	Award weightings	Rationale
Lot 1 Adults Integrated Substance Misuse and alcohol Service	30%	Tenders that are submitted below £2.7 -& 2.925 million pa
Lot 2 Young Peoples Integrated Substance Misuse and Sexual Health Service	30%	Tenders that are submitted between £175-200K pa

Quality

24. The maximum score available for Quality will be 70%. Tenderers will be assessed against several award criteria. The table below outlines the criteria/factors to be used to score quality, along with their individual weightings and rationale for each.

25. Lot 1 – An integrated adults’ substance misuse and alcohol service.

Quality sub-criterion	Award weightings	Rationale
Implementation Plan	15%	<p>The tenderers proposal will need to demonstrate that they have a robust mobilisation plan for mobilising the Service. The plan should include, without limitation and take the form of;</p> <ul style="list-style-type: none"> • A Gantt chart – setting out the activities required to establish the Services, timescales

		<p>and who / the roles that would be accountable for delivery;</p> <ul style="list-style-type: none"> • A risk log – identifying and quantifying risk, and proposing actions to reduce the likelihood and / or mitigate the impact of identified risks; • An explanatory narrative supporting the above and detail of any resources the tenderer is willing to commit prior to the commencement date; • Outline plans for the locations and where they will deliver services
Service Plan for Service Development and Continuous Improvement	10%	<p>The Tenderer's proposal for the service plan, including without limitation; the evidence it is based on, how it will be imaginative and innovative in the provision of the integrated substance misuse and alcohol service for adults. In addition, how services will reduce health inequalities. The proposal should include how they think the landscape of substance misuse services are changing and what they will do to innovate accordingly</p> <p>The proposal should include how it will achieve all the outcome targets stated in the service specifications. The submission must include a quarterly breakdown of their submitted outcomes, how they will achieve those over the 5 year contract period.</p>
Partnership working with Health, Social Care, linked partnerships and the voluntary sector	12%	<p>The tenderer's proposal will need to demonstrate how it will work with the Health, Social Care and Children's professionals, linked partnerships (Community Safety, VAWG, Criminal Justice) and the local voluntary and community sectors to maximize improvement in health outcomes.</p>
Service Plan for Data Management	10%	<p>The Tenderer's proposal for data collection and management, which should cover (but not be limited to) the following:</p> <ul style="list-style-type: none"> • How data will be collected; • How data quality will be ensured; • How data will be stored; • How data will be provided to commissioners (please refer to KPIs and the service specification); • How data on outputs and outcomes will be recorded and reported; • What data sharing arrangements the provider will plan to put in place; • How will existing client records will be transferred from the current provider; • How data will be used to evaluate the effectiveness of the service; and • How will data be used to improve health outcomes at the key transitions between services: young people and adults services, criminal justice and treatment services.
Staffing – structure, management, retention,	10%	<p>Staff are critical to successful services. The tenderers proposal will explain how it will be organised and</p>

qualifications, terms, and conditions London Living Wage (LLW)		structure their staffing resources, including training, staff progression and retention.
Complex Needs	10%	The tenderer should submit its proposal for how it will manage residents complex substance misuse needs including co-occurring harms for those at risk. This should include demonstration of joined-up pathways and referral routes within a local context.
Recovery	11%	The Tenderers proposals on how it will support individual recovery. Demonstrating the wide range of interventions such as groupwork and a training and employment offer.
Added/social value	15%	We want to understand what organisational and financial added value providers will bring to meet the service specification requirements.
Coproduction and social inclusion	7%	We want to see innovative approaches to co-production to include Peers Support Groups.
Contingency plan which considers Brexit and COVID-19.	n/a	This are is not weighted as part of the evaluation but will be required as part of the tenderers submission.
Total	100%	n/a

Lot 2 - a young peoples integrated substance misuse and sexual health service

Quality criterion	sub-	Award weightings	Rationale
Implementation Plan		15%	<p>The tenderers proposal will need to demonstrate that they have a robust mobilisation plan for mobilising the Service. The plan should include, without limitation and take the form of;</p> <ul style="list-style-type: none"> • A Gantt chart – setting out the activities required to establish the Services, timescales and who / the roles that would be accountable for delivery; • A risk log – identifying and quantifying risk, and proposing actions to reduce the likelihood and / or mitigate the impact of identified risks; • An explanatory narrative supporting the above and detail of any resources the tenderer is willing to commit prior to the commencement date; • Outline plans for the locations and where they will deliver services.
Service Plan for Service Development and Continuous Improvement		10%	The Tenderer's proposal for the service plan, including without limitation; the evidence it is based on, how it will be imaginative and innovative in the provision of the integrated substance misuse and sexual health service for young people. In addition, how services will

		<p>reduce health inequalities. The proposal should include how they think the landscape of substance misuse and sexual health services are changing and what they will do to innovate accordingly.</p> <p>The proposal should include how it will achieve all the outcome targets stated in the service specifications.</p> <p>The submission must include a quarterly breakdown of their submitted outcomes, how they will achieve those over the 5 year contract period.</p>
Partnership working with Health, Children's Services, Schools, Colleges and linked partnerships and the voluntary sector	12%	The tenderer's proposal will need to demonstrate as to how it will work with the Children's Services, Health and educational professionals and the local voluntary and community sector to maximize improvement in health outcomes.
Service Plan for Data Management	10%	<p>The Tenderer's proposal for data collection and management, which should cover (but not be limited to) the following:</p> <ul style="list-style-type: none"> • How data will be collected; • How data quality will be ensured; • How data will be stored; • How data will be provided to commissioners (please refer to KPIs and the service specification); • How data on outputs and outcomes will be recorded and reported; • What data sharing arrangements the provider will plan to put in place; • How will data be used to improve health outcomes at the key transitions between services: young people and adults services, criminal justice and treatment services.
Staffing – structure, management, retention, qualifications, terms, and conditions LLW	10%	Staff are critical to successful services. The tenderers proposal will explain how it will organised and structure their staffing resources, including training, staff progression and retention.
Improve resident employment, education, and training opportunities	10%	The tenderers proposal must demonstrate how they will work in partnership with other local statutory and community and voluntary sector providers to deliver improved outcomes for residents
Health and Safety of Service Users and Staff including Safeguarding (and approach to risk)	11%	The Tenderers proposals on how it will fulfil the safeguarding requirements as set out in the Specification.
Added/social value	15%	We want to understand what organisational and financial added value providers will bring to meet the service specification requirements.

Coproduction and social inclusion	7%	We want to see innovative approaches to continued co-production
Contingency plan which considers Brexit and COVID-19.	n/a	This is not weighted as part of the evaluation but will be required as part of the tenderers submission.
Total	100%	n/a

Contract Management

26. Provider performance will be measured against high level performance objectives, consisting of clearly defined targets set by Hammersmith & Fulham and Public Health England. The objectives are linked to locally identified priorities and Public Health England's Public Health Outcome Framework. Targets will be set to ensure alignment with local and national strategies and to reflect changes in demographics, drug use and sexual health.
27. These Key Performance Indicators will evidence minimum standards around Services' delivery and monitor the provision of an inclusive service with the full breadth of interventions available. Contract performance will be assessed via quarterly monitoring meetings. As the contract progresses, further monitoring requirements will be developed with the successful provider as changing needs will need to be addressed.
28. There will be clauses in the contract terms and conditions covering breaches in performance. These will relate to a number of factors including critical performance defaults and non-critical performance defaults. Remedies include warnings, withholding of payments or part-payments. The contract will also include a clause relating to the Public Health ring fence budget meaning should funding be pulled during the term of this contract; the council are able to terminate each contract with 3 months' notice.

Equality Implications

29. There are no anticipated negative implications for groups with protected characteristics, under the Equality Act 2010, by the approval of the procurement strategy outlined in this report. An Equality Impact Analysis is attached at Appendix 1.

Risk Management Implications

30. The services being commissioned are being tendered to ensure that a high-quality service continues to be delivered at the best cost to taxpayers. This is in accordance with the Council's approach in Being Ruthlessly Financially Efficient.
31. A timetable has been set out to ensure that a re-procurement is undertaken in an orderly manner and with appropriate governance. Consideration will be given to the pandemic impacts and its effects on service provision. Services delivered will be expected to act within HM Government, Health and Safety

Executive, and Service Specific Covid safe operating guidance and any applicable regulations.

Implications verified by: David Hughes - Director of Audit, Fraud, Risk and Insurance Tel: 020 7361 2389

Climate and Ecological Emergency Implications

- 32. Providers will need to demonstrate organisational policies that reflect their respective organisational commitment to responding to the climate emergency.
- 33. In addition, providers will be expected to commit to environmental outcomes as part of their social value offer. There will also be an opportunity to retain some newer ways of delivering this service as a result of COVID-19; for instance; less travel of staff due to the delivery of some appointments virtually.

Implications verified by: Hinesh Mehta - Strategic Lead – Climate Emergency. Tel: 07960 470125

Local Economy and Social Value Implications

- 34. The council's Social Value Strategy became effective on the 15 May 2020 and introduced a mandatory requirement for all procurement activities over £100,000 to generate a minimum 10% in social value.
- 35. As part of this procurement, Social Value will be weighted at a minimum total of 15% of the technical envelope, in order to achieve the 10% overall, which is in line with our Social value strategy. Social Value commitments will form part of contractual obligations.
- 36. Bidders will be required to register on the Social Value Portal to enter social value commitments from H&F Themes Outcomes and Measures (TOMs) framework. The Successful Bidder is responsible for paying the Social Value Portal for Management Fee for the term of the contract.
- 37. Commissioners and the contract manager will need to work with the Council's Social Value Officer to ensure commitments are being effectively monitored and delivered. The final contract should contain appropriate social value clauses so that the Council can enforce its right to compensation if social value commitments are not delivered.

Implications by: Ilaria Agueci, Social Value Officer, tel. 0777 667 2878.

Consultation

- 38. Existing users of services will be invited to participate in initial consultation events and this will inform future user participation in the recommissioning process.

39. External partners linked to community safety, criminal justice and youth services will be key to establishing improved and new pathways.

Digital Services and Information Management Implications

40. IT Implications: No IT implications are considered to arise from the proposal in this report. However, if the new contract results in a requirement for the service provider(s) to have interoperability with H&F systems or applications Digital Services must be consulted to ensure that IT requirements are met and that all necessary safeguards, permissions and budgets are in place.
41. IM Implications: A Privacy Impact Assessment will need to be completed to ensure all potential data protection risks are properly assessed with mitigating actions agreed and implemented.
42. The contract arising from this procurement will need to include H&F's data protection and processing schedule. This is compliant with the General Data Protection Regulation (GDPR). The supplier will be expected to have a GDPR policy in place and all staff will be expected to have received GDPR training.

Implications completed by: Karen Barry, Strategic Relationship Manager, IT Services, Tel : 0208 753 3481

Property Implications

43. The existing provider Turning Point currently leases 370-376 Uxbridge Road W12 (Coach House) from the council on a short-term lease and expiring on 31st March 2022. It is anticipated that any new Provider will take over the lease from the incumbent provider if unsuccessful in their bid .

Implications verified/completed by: (Ade Sule, Senior Valuer and 0208-7532831)

List of Appendices

Appendix 1 The Equality Impact Analysis

APPENDIX 1 - H&F Equality Impact Analysis Tool



Conducting an Equality Impact Analysis

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

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

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

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

General points

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

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

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

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

H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2021-22
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Recommissioning - Health and Wellbeing -Harm Reduction, Treatment and Prevention Services Procurement Strategy</p> <p>The council plans to recommission its substance misuse and sexual health services for young people and adults. The contracts will give provision for adults alcohol specific services, peer support, core drug and alcohol services, psycho-sexual services and young people's health and wellbeing services covering substance misuse and psychosexual support with options for the inclusion of other health and wellbeing support.</p> <p>The Procurement Strategy sets out the intention to tender the delivery of:</p> <ul style="list-style-type: none"> • an integrated adults' substance misuse service. • an integrated young peoples' sexual health and substance misuse service <p>It is proposed that the contracts will run for 5 years with options to extend for a further 2 years. Both contracts will commence on 1st July 2022.</p> <p>Note: If your proposed strategy will require you to assess impact on staff, please consult your HR Relationship Manager.</p>
Lead Officer	<p>Name: Julia Woodman</p> <p>Position: Programme Lead</p> <p>Email: julia.woodman@lbhf.gov.uk</p> <p>Telephone No: 07979708413</p>
Date of completion of final EIA	XX / XX / XX

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing:</p> <p>Resources:</p>

Analyse the impact of the policy, strategy, function, project, activity, or programme

Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
Age	<p><u>Children and young people:</u> Parental substance misuse is a factor in 29% of all serious case reviews and 27% of SCRs mention alcohol misuse.</p> <p>Pupil absence, NEET and first-time entrants into the Youth Justice system are negatively affected by young people's substance misuse issues.</p> <p>The proposed service model will respond to the needs of families through early identification and prevention work prior to reaching crisis. Specialists will work alongside family services and lead or contribute to joint needs assessments. The services will maintain a focus on hidden harm and prevention work with provision of bespoke training.</p> <p>Young people aged 15 to 24 years old experience the highest diagnosis rates of the most common STIs, likely due to higher rates of partner change. 61% (132,324 out of 218,095 cases) of chlamydia and 36% (20,453 out of 56,259 cases) of gonorrhoea diagnoses are among young people.</p> <p>The service model will ensure increased uptake of sexual health services by young people.</p> <p>International evidence is clear that comprehensive relationships and sex education (RSE) protects young people from STIs and unplanned pregnancy, as well as some of the behaviours that make them more at risk, including non-consensual sex. Young people who cite school as their main source of RSE were less likely to acquire an STI or experience an unplanned pregnancy. work with high need local residents, particularly young people. Services will work with schools and linked partners around RSE training.</p>	Positive

		<p><u>Older people</u></p> <p>The services have widened their remit to include those drug and alcohol misusers previously unidentified and unlikely to access more traditional drug and alcohol provision, this includes older people. The 'why invest' Public Health England evidence shows that investing in drug and alcohol services leads to a decrease in preventable illness and falls particularly in older people.</p>	
	Disability		Neutral
	Gender reassignment	The offer will include support and advice for sex workers. In Hammersmith and Fulham there is evidence of support needed for transgender sex workers.	Positive
	Marriage and Civil Partnership		Neutral
	Pregnancy and maternity	<p>Drinking alcohol can increase a risk of miscarriage and may result in a number of development issues in a child such as foetal alcohol syndrome (FAS)—the most severe example on the spectrum of foetal alcohol disorders. All foetal alcohol spectrum disorders involve negative consequences affecting a child's physical, mental, and behavioural health.</p> <p>Maternal drug abuse can affect pregnancy outcomes as well as childhood health and development. Children born to women who used substances during pregnancy are at greater risk for prematurity, low birth weight, impaired physical growth and development, behavioural problems and learning disabilities.</p> <p>The services early intervention and prevention focus will have a positive impact on reducing incident and impact of drinking and substance misuse during pregnancy and breastfeeding.</p>	
	Race	BME groups – the proposed model will widen targeted work with alcohol misusers previously unidentified and unlikely to access more traditional drug and alcohol provision, this includes BME groups.	Positive

	Religion/belief (including non-belief)		Neutral
	Sex	<p>Alcohol use increases incidences of heart disease, stroke, depression and anxiety, breast cancer in women. The services early intervention and prevention focus will have a positive impact on reducing incident and impact of drinking.</p> <p>Nationally men receiving treatment outnumber women in all categories. Around 38% of those receiving treatment for alcohol alone are women. In other categories they represent about a quarter of those receiving treatment. To avoid unintended consequences for women, such as male-dominated environments providers must be alert to their needs and to raised risks. Women with childcare responsibilities may not seek treatment without a suitable environment, or easy access to one for their children. A service model which includes satellite clinics, outreach working and home treatment will help to address these barriers.</p> <p>Sexual Health - Young women are more likely to be diagnosed with an STI than young men, partly due to greater uptake of chlamydia screening through the NCSP, as well as sexual mixing between younger women and older male partners. An integrated young peoples model will help to targeted vulnerable young people who engage in high risk behaviours.</p> <p>There is evidence that young men do not routinely engage with sexual health services and the offer will provide an outreach offer to young men.</p>	Positive
	Sexual Orientation	<p>There are barriers preventing people who are LGBT from getting help or staying in treatment, such as concern about disclosing their sexual orientation. Providers also need to know potential different patterns of use. The service offer will include a club drug clinic and targeted work to provide improved interventions for users of novel psychoactive substances.</p> <p>The new model will continue to include a dedicated offer for LGBT populations across H&F. The aim will be to increase referrals of LGBT people into LBHF integrated young peoples substance misuse and sexual health services and adults substance misuse services. This will include a training and advice offer to schools to help tackle homophobia.</p>	Positive

	<p>Human Rights or Children's Rights</p> <p>If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?</p> <p>No</p>
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Section 03	Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.
Documents and data reviewed	Why Invest – Public Health England (2018) Safeguarding and promoting the welfare of children affected by parental alcohol and drug use: a guide for local authorities –Public Health England (2018) Sexual and Reproductive Health Epidemiology Report – Hammersmith and Fulham – 2019
New research	If new research is required, please complete this section

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Section 04	Consultation
Consultation	Details of consultation findings (if consultation is required. If not, please move to section 06)
Analysis of consultation outcomes	

Section 05	Analysis of impact and outcomes
Analysis	What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal, or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.

Section 07	Action Plan					
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	Name: Position: Email: Telephone No: Considered at relevant DMT:
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: XX / XX / XX Key equalities issues have been included: Yes/No
Equalities Advice (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:

Agenda Item 7

London Borough of Hammersmith & Fulham

Report to: Cabinet

Date: 06/12/2021

Subject: Improving private sector housing through discretionary property licensing

Report of: Councillor Lisa Homan, Cabinet Member for Housing / Councillor Wesley Harcourt, Cabinet Member for the Environment

Report author: Debbie Ricketts, Private Housing Enforcement Manager

Responsible Director: Sharon Lea, Strategic Director of Environment

Summary

The council has two discretionary property licensing schemes which require landlords of privately rented houses and flats which meet the criteria of the schemes to apply to the council for a licence for each property. These schemes expire in June 2022.

Cabinet is asked to approve that officers should implement new property licensing schemes from June 2022 for a further 5 years, focussing on the types of properties and streets where there are the most significant problems, as follows:

- Additional Licensing for Houses and Flats in Multiple Occupation (“HMOs”) which are outside the scope of Mandatory HMO Licensing
 - Selective Licensing for rented dwellings in 24 specified streets
-

Recommendations

That Cabinet approves:

1. Designation of an Additional HMO Licensing scheme from 5 June 2022 in accordance with the designation document in **Appendix 1**.
2. Designation of a Selective Licensing scheme for rented houses and flats which are not HMOs from 5 June 2022 in accordance with the designation document in **Appendix 2**.
3. Delegation of authority to the Strategic Director of Environment to set licence fees, and to amend these fees from time to time as is necessary to reflect the actual costs of administering and managing the schemes.

4. Delegation of authority to the Strategic Director of Environment (in relation to licensed dwellings) to set (and amend from time to time)
 - a. minimum standards for amenities and management, and
 - b. licence conditions

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The council aims to encourage private landlords to provide accommodation for renters to live and work in the area
Creating a compassionate council	The council supports tenants in private rented accommodation to live in safe and healthy conditions
Doing things with local residents, not to them	The council provides advice for tenants and guidance to landlords and regularly seeks the views of landlords and tenants
Being ruthlessly financially efficient	Income from licensing schemes is used to improve conditions in the private rented sector through education and (where necessary) enforcement
Taking pride in H&F	The council's aims for satisfaction with living conditions in H&F to be above the national average
Rising to the challenge of the climate and ecological emergency	Licensed properties will be required to have a minimum energy efficiency rating, and landlords can be required to make improvements where they do not.

Financial Impact

6. The council is permitted to charge for property licences in order to recover its costs only – it is not permitted to generate a surplus from licensing activities. Licensing fees must be charged in two parts:
 - Part 1 – a fee levied at the point of application, to cover the costs of the scheme's authorisation procedures and formalities, i.e. the costs of processing the application; and
 - Part 2 – if the application is successful, a further fee to cover the costs of general enforcement and management of the scheme.
7. In Hammersmith & Fulham, the fee calculation in respect of Additional HMO Licensing and Selective Licensing shows that the proportion of fee is split equally between Part 1 and Part 2, as the time and resources required to run the licensing schemes have been calculated to be 50% for administration and processing and 50% for management and enforcement.
8. The council is mindful of the requirement to charge fees in two parts. However, only a small number of applications submitted with full payment do

not proceed to licence issue (less than 1%) and so a single fee covering both Parts 1 and 2 is charged at the application stage. To split fees into two stages requiring two separate payment administration processes would impose extra cost to both the license applicants and the council. To comply with the law as it stands (as per the judgement in R (Hemming) (t/a Simply Pleasure Ltd) v Westminster CC [2015]), the council will refund the “Part 2” fee where the full fee has been paid in advance but the application does not proceed to licence issue (for example due to a change of applicant circumstances on the part of the applicant or a refusal to issue a licence on the part of the council).

9. The proposed fees are in Appendix 3.
10. The online application process and licensing database is provided by a software provider under contract. The costs of software development and annual user licences can be met from income from licensing fees.
11. The recommendation to continue the existing licensing scheme (with some variations as noted) is not expected to have any significant impact on existing costs and income budgets.

Legal Implications

12. The judgements in the case of R (Hemming) (t/a Simply Pleasure Ltd) v Westminster CC [2017] UKSC 50 and the two High Court decisions in R (Gaskin) v Richmond upon Thames LBC [2017] EWHC 3234 (Admin) and [2018] EWHC 1996 (Admin) give clarity to the UK statutory instrument “The Provision of Services Regulations 2009” S.I. 2009/2999. The key points are:
 - a. Property licensing is an “authorisation scheme” for the purposes of the Regulations, and
 - b. Licensing fees can be used for both “administration and processing” and the “general enforcement and management” of the licensing schemes
13. Under Part 2 of the Housing Act 2004 (“the Act”), the council, as a local housing authority, must licence large HMOs; this is called “Mandatory HMO Licensing”. In October 2018, the statutory definition of a dwelling which requires a Mandatory HMO licence was widened to include a dwelling of less than three storeys, provided it is occupied by five or more persons living in two or more separate households (ie are not all related to each other or partners). Exceptions include purpose-built flats situated in a block comprising three or more self-contained flats.
14. A local housing authority may designate the whole or part of its area for “Additional HMO Licensing” in relation to a description of HMOs specified in the designation. The designation can be made if the council considers that a significant proportion of the HMOs in the area are being managed sufficiently ineffectively to be likely to give rise to particular problems either for those

occupying the HMOs or for members of the public. For example, a designation could include HMOs occupied by less than 5 persons and purpose built flats in blocks.

15. Under Part 3 of the Act, a local housing authority may introduce Selective Licensing of privately rented homes to address problems in the area caused by significant anti-social behaviour, poor property conditions, an influx of migration, a high level of deprivation or high levels of crime. If the number of private rented households in streets designated for Selective Licensing exceeds 20% of the borough's total private rented sector, approval for the scheme is needed from the Secretary of State.
16. Sections 56(3) and Section 80(9) of the Act state that before making a designation for additional or selective licensing the Local Housing Authority must take reasonable steps to consult persons who are likely to be affected by the designation, and consider any representations made in accordance with the consultation and not withdrawn. Prior to commencing the consultation, the council should produce a draft proposal identifying what is to be designated and its consequences. The consultation should last for a minimum 10-week period and be informative, clear and to the point so that the proposal can be readily understood by local residents, landlords, letting agents and businesses. It should be more than a general listening and engagement exercise.
17. According to section 57 and 81 of the Act, the council has considered whether there are any other courses of action available that might provide an effective method of dealing with the problems and objectives in question, and considers that making the designation will significantly assist it to deal with the problems and objectives.

Contact Officers:

Name: Ed Shaylor
Position: Private Sector Housing Manager
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Email: ed.shaylor@lbhf.gov.uk

Name: Kellie Gooch
Position: Head of finance – the environment
Telephone: 020 8753 2203
Email: kellie.gooch@lbhf.gov.uk
Verified by: Emily Hill, Director of Finance

Name: Grant Deg
Position: Chief Solicitor (litigation)
Telephone: 07798588766
Email: grant.deg@lbhf.gov.uk

Background Papers Used in Preparing This Report – *ALL PUBLISHED*

[Report](#) for Cabinet 5 December 2016 “Improving Private Renting”

Hammersmith & Fulham [Borough Profile](#) 2018

[Report](#) for Cabinet 1 March 2021

[Report](#) for Community Safety and Environment / Economy, Housing and the Arts Policy & Accountability Committees on 19 and 20 July 2021

[Housing Strategy](#)

Gaskin v Richmond-upon-Thames full judgement:

<https://www.casemine.com/judgement/uk/5cb02e822c94e02c1b892e36>

Hemmings v Westminster City Council full judgement

<http://www.bailii.org/uk/cases/UKSC/2017/50.html>

[Selective licensing in the private rented sector A Guide for local authorities](#)

March 2015 Department for Communities and Local Government

Proposals and Analysis of Options

Background

19. The private rented sector in Hammersmith & Fulham is the sixth highest in London and eighth highest in the country and accounts for 30% of all households in the borough according to the 2011 census, a 10% increase since 2001. It is expected that the 2021 census will show a further increase in the proportion of residential addresses in the borough which are privately rented.
20. The 24 streets in the new Selective Licensing scheme are in a range of the borough's districts so will provide wide coverage of the rental sector:
 - 4 streets are in W6
 - 4 in W14
 - 9 in W12
 - 6 in SW6 and
 - 1 in NW10
21. HMO licensing being Borough wide will also ensure that all areas of the Borough are properly supported by the private sector housing team.
22. The 2017-2022 scheme has been evaluated and this was reported on in:
 - a. the Cabinet Report 1 March 2021 "Improving private sector housing through discretionary property licensing" and
 - b. reports to the Community Safety & Environment, and Economy, Housing & the Arts Policy and Accountability Committees on 19 and 20 July 2021
23. Some of the successes from the 2017-2022 scheme include:
 - a. A house in a Selective Licensing street, converted into 14 self-contained units – a tenant who knew about the licensing scheme reported the flats to be too small. Inspections revealed beds on raised platforms, hampering means of escape in the event of fire, cramped floor space and kitchen units, noise transference between the flats. Prohibition Orders were discussed with the owner who agreed to reconfigure and modernise several of the flats to remove the hazards to occupiers
 - b. An application for an HMO licence revealed an open plan layout and no safe means of escape in the event of fire. Inspection revealed the building to be a former laundry converted into commercial units with overnight accommodation. Prohibition Orders were served to prevent commercial rental to sharing tenants (ie HMO use)
 - c. Another HMO licence application revealed a basement previously used for storage underneath a shop converted into living accommodation. The conversion was inadequate and dangerous, and the premises will be prohibited for use as accommodation
 - d. A report of an unlicensed HMO led to an inspection followed by a co-ordinated enforcement visit by council officers, police and fire services.

The 6 flats in the converted house were of poor standard with no fire detection system and a dangerous electrical supply. Prohibition Orders were served and Notices of Intention to impose Financial Penalties served on the owner

- e. HMO licensing and searches for flats which should have Selective Licences has revealed several properties in Selective Licensing streets which have been converted into self-contained flats without the Licence Holder notifying environmental health or planning or building control. Correct council tax payments were being avoided. Remedial action can now be taken

24. The council's Business Intelligence service has evaluated the data used to support the 2017-22 designation against more recent data, and this data has been used to inform the selection of streets in the new scheme. The [underpinning data sheet](#) is available on the council's website.

Reasons for Decisions

1 Additional HMO Licensing

25. Although officers have found many smaller HMOs to be of a good standard, inspections have uncovered significant problems which can be improved through licensing conditions, such as:

- Lack of fire doors or inadequate fire detection systems
- Undersized kitchen for the number of occupiers
- Overcrowding
- HMOs offering a bedroom which is too small
- HMOs where the only reception room is used as a bedroom, so that there is no shared living space apart from the kitchen
- Flats formerly owned by the council but now in leasehold ownership, altered internally and in some cases unsuitable for multiple occupancy in terms of space, amenities and pressure on services and utilities.

26. The proposed Additional HMO licensing scheme will include Houses and Flats in Multiple Occupation, which are not covered by Mandatory HMO licensing, namely those with 3 or 4 occupants in 2 or more households, or any number of occupants in purpose-built flats in blocks of three or more flats.

2 Selective Licensing

27. Issues relating to antisocial behaviour, noise nuisance, poor waste management and public health nuisance, are easier to address if specific streets are designated, so that dedicated resource can be focussed on targeted enforcement interventions in those areas. The council believes that focussing on specific streets is a more targeted approach than applying the scheme to the whole borough or to whole wards.

28. Consultation and the council's research has shown that a number of streets in the 2017 to 2022 scheme no longer meet the threshold of need for inclusion in a Selective Licensing scheme, hence the selection of streets for the new scheme has been amended so as not to include them, and to include 8 new streets which do meet the threshold of need.
29. Antisocial behaviour (ASB) including noise nuisance, poor waste management and public health nuisance in 24 selected streets in the borough is above average.
30. The new selection of streets has been calculated by multiplying
- the number of private rented sector (PRS) properties on the street
 - the % of properties on the street which are PRS
 - the ratio of ASB reports per household in the street and
 - the % of the boroughs total ASB recorded on the street.
31. This provides a score to rank the borough's streets. The decision uses this score combined with intelligence derived from street level surveys and interviews with residents. The [underpinning data sheet](#) is available on the council's website.
32. Street level surveys have been undertaken in all the streets proposed for inclusion in the new Selective Licensing scheme. These surveys have provided valuable information about unlicensed properties and the current levels of problems with housing conditions in the private rented sector and associated antisocial behaviour, by speaking to residents and workers and assessing the general condition of properties.
33. The streets included in the new Selective Licensing scheme are in **Appendix 4**. These streets represent 1.95% of the borough's streets but account for 19.2% of the boroughs ASB reports.

3 The delegation of authority to set licence fees to the Strategic Director of Environment

34. In accordance with sections 63 and 87 Housing Act 2004, when fixing licensing fees the council may take into account all costs incurred in carrying out their functions under licensing schemes. Charges must be reasonable and proportionate to the cost of the procedures and formalities under the scheme and must not exceed the cost of those procedures and formalities ¹. Licence fee income cannot be diverted to other council activity not related to the licensing schemes.
35. For these reasons, fees must be kept under review by the Strategic Director of Environment to ensure that licence fees accurately reflect costs incurred by

¹ UK statutory instrument "The Provision of Services Regulations 2009" S.I. 2009/2999

the council in carrying out its functions under licensing schemes. The proposed fees for 2022/23 are in **Appendix 3**.

4 Setting and review of minimum standards for amenities and management, and licence conditions

36. With regard to Additional HMO Licensing, the council must be satisfied that licensed HMOs are suitable for occupation by the prescribed number of occupants (or can be made suitable by the addition of conditions to licences under section 67 of the Act) and that there are no housing hazards present which warrant formal intervention by the council. However, it is not intended that all licensed HMOs under this scheme would be inspected (unless there is a specific complaint), as landlords are expected to take note of detailed minimum standards, fire precaution advice and conditions attached to licences which were revised and re-issued in 2020. The [new minimum standards and licence conditions](#) are clearer and easier to enforce and can be found on the council's website. It is necessary to keep these up to date in relation to technical guidance with regard to amenity standards, fire safety and legal obligations.
37. Conditions in Selective Licences are allowed by section 90 of the Act with regard to the management, use and occupation of the dwelling.

Equality Implications

38. An [Equality Impact Analysis](#) has been undertaken. A summary is that the overall effect of new licensing schemes is neutral.
39. Property licensing is intended to raise the standards of condition and management by landlords of rented properties. Therefore, tenants with a disability should benefit from the licensing regime as there are minimum standards set for amenities and licence conditions relating to the property which landlords must comply with.
40. There is no known impact on landlords due to age or disability, except in as much as assistance is available by phone and email from council officers for those having difficulty using on line application and payment systems.
41. There is no known impact on tenants due to race, except that one of the benefits of licensing schemes is to reduce the incidence of harassment of tenants by landlords or attempts by landlords to unlawfully evict tenants. Landlords in providing a service are not allowed to discriminate against tenants or prospective tenants for any protected characteristic including race.
42. There is no known impact on landlords due to race, except that the enforcement regime could work against Asian landlords disproportionately due to conscious or unconscious bias. The mitigation measure in place are:
- a. To make advice and guidance available to landlords according to their needs, such as where English is not the first language

- b. To only take enforcement action in line with the Enforcement Policy, which means that action must be proportionate and reasonable. The first approach will usually be advice and guidance
- c. To monitor equalities data through customer surveys
- d. To keep records of equalities data when enforcement action is taken, so that it can be seen if there is any unconscious bias
- e. To provide advice and guidance as well as an enforcement element, and the advice and guidance should be of value to landlords of all ages and races, especially those who may be anxious about complying with new regulations

43. The proposed Selective Licensing streets mainly cover these wards:

- a. Addison and Shepherd's Bush Green (5 streets)
- b. Askew, Avonmore & Brook Green (4)
- c. North End (3)
- d. Ravenscourt Park, College Park & Old Oak, Fulham Reach, Parson's Green & Walham, Wormholt & White City, Town (2)
- e. Fulham Broadway, Munster and Sands End (1)
- f. Only Hammersmith Broadway and Palace Riverside have no proposed streets in the new scheme.

44. Some of the proposed streets fall into the 20% most deprived areas in England and most are in the top half (see Appendix 5).

45. The housing stock of the borough is characterised by a large proportion of flats and maisonettes. They account for 73% of all dwellings compared to a London average of 52% and England average of 21%. The highest concentration of private rented sector households is in Avonmore & Brook Green and North End wards (43% of all households).

Risk Management Implications

46. The report sets out recommendations to amend the existing Licensing schemes to ensure compliance with relevant legislation and to manage the risk of challenge based on previous case law. The approach set out in the report is intended to ensure the safety of residents occupying private sector accommodation covered by the scheme. This is in line with the council's objectives. The determination of fees to be applied to the running of the service is consistent with the objective of being ruthlessly financially efficient.

Implications completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, tel: 07817 507 695

Other Implications

47. The proposal to re-designate the schemes is consistent with the council's strategic aims, namely the Local Development Plan, Community Safety Partnership Plan, the Housing Strategy and HMO Policy (in relation to leasehold houses and flats where the council is the freeholder).

Information Management

48. Personal data about landlords and tenants is held securely on a database procured specifically for the purpose in 2017. Information about how the data is used can be found in the [Private Housing Privacy Notice](#).

Consultation

49. Cabinet approved in March 2021 that officers should conduct public consultation from May to August 2021 about new licensing schemes.
50. The [public consultation](#) documents are on the council's website. The results of the consultation can be seen in a [Response to Consultation Document](#)
51. The consultation was publicised by:
- a. Emails sent to 2,900 landlords and agents who had applied for a property licence between 2017 and 2021
 - b. Emails to the following organisations representing private tenants: Flat Justice; Justice 4 Tenants; Advice for Renters; The Tenants Voice; Renters Rights London; London Tenants Federation; Generation Rent; London Renters Union
 - c. Emails to Citizens' Advice (CAB); Hammersmith Law Centre; East European Resource Centre; Glass Door Homeless Charity; Hammersmith & Fulham Advice; Hammersmith & Fulham Foodbank; Hammersmith & Fulham MIND; Maggie's Cancer Caring Centres; Shelter; Shepherd's Bush Families Project & Children's Centre
 - d. West London Chambers of Commerce (Ealing, Hounslow and Hammersmith & Fulham)
 - e. Leaflets distributed to 13,000 addresses in the 23 roads proposed to be part of the Selective Licensing scheme, combined with a press release the same weekend (22/23 May 2021)
 - f. Leaflet emailed to all H&F councillors for them to forward to constituents
 - g. Commissioned advertising on the London Property Licensing website and newsletter; notification to neighbouring boroughs
52. In contrast to landlords, privately renting tenants have a high level of support for licensing schemes (around 80%).
53. A survey of licence holder landlords was conducted in September / October 2020 and received 250 responses. The survey found that nearly two thirds of the landlords and agents who responded believe licensing schemes make little difference in improving standards and are regarded by them as unnecessary and an unwelcome financial burden on landlords. Preliminary findings from the current consultation are that a similar number of landlords do not agree with the proposal to renew Additional HMO Licensing and three quarters do not agree with renewed Selective Licensing.

54. However, one third of landlords believe licensing schemes help to raise standards and enable Councils to deal with rogue landlords who fail to apply for licences.

55. A survey of private renting tenants in the borough from December to February 2021 received 99 responses. Although the satisfaction levels among tenants were more positive than negative, it is a cause for concern that there were significant minorities of tenants who were dissatisfied with their landlords and / or stated deficiencies in safety or amenity standards in their rented property.

List of Appendices:

Appendix 1

Additional HMO Licensing designation document

Appendix 2

Selective Licensing designation document

Appendix 3

Licence fees

Appendix 4

Streets included in the new designated scheme

DESIGNATION OF AN AREA FOR ADDITIONAL LICENSING OF HOUSES IN MULTIPLE OCCUPATION (HMOs)

NOTICE IS HEREBY GIVEN in accordance with Section 59 Housing Act 2004 (Notification Requirements Relating to Designation) that the London Borough of Hammersmith & Fulham (“the council”) acting as local housing authority in exercise of its powers under Section 56 of the Housing Act 2004 (“the Act”) has designated for additional licensing of Houses in Multiple Occupation (“HMOs”) the area described in paragraph 4.

CITATION, COMMENCEMENT AND DURATION

1. This designation may be cited as the London Borough of Hammersmith & Fulham Designation for an Area for Additional Licensing of Houses in Multiple Occupation 2022.
2. This designation is made on **6 December 2021** and shall come into force on **5 June 2022**.
3. This designation shall cease to have effect on **4 June 2027** or earlier if the council revokes the scheme under section 60 of the Act.

AREA TO WHICH THE DESIGNATION APPLIES

4. The designation shall apply to the whole area of the district of the London Borough of Hammersmith & Fulham

APPLICATION OF THE DESIGNATION

5. This designation applies to all HMOs which are of a type defined in any one of the five categories below:

Category 1:

A building or a part of a building which meets the standard test, as defined in section 254(2) of the Act, namely:

- (a) it consists of one or more units of living accommodation not consisting of a self-contained flat or flats
- (b) the living accommodation is occupied by persons who do not form a single household (see section 258)
- (c) the living accommodation is occupied by those persons as their only or main residence or they are to be treated as so occupying it (see section 259)
- (d) their occupation of the living accommodation constitutes the only use of that accommodation

(e) rents are payable or other consideration is to be provided in respect of at least one of those persons' occupation of the living accommodation; and

(f) two or more of the households who occupy the living accommodation share one or more basic amenities or the living accommodation is lacking in one or more basic amenities.

Category 2:

Part of a building which meets the self-contained flat test, as defined in section 254(3) of the Act, namely:

(a) it consists of a self-contained flat; and

paragraphs (b) to (f) of Category 1 above apply (reading references to the living accommodation concerned as references to the flat)

Category 3:

A building or a part of a building which meets the converted building test, as defined in section 254(4) of the Act, namely:

(a) it is a converted building

(b) it contains one or more units of living accommodation that do not consist of a self-contained flat or flats (whether or not it also contains any such flat or flats)

and paragraphs (b) to (f) of Category 1 above apply

Reference is drawn to section 254(4)(b) of the Act, where it states that a converted building may contain self-contained flats which may themselves be HMOs by virtue of section 254 (3) above. In such a case, both the building and the individual flat(s) would be licensable as separate HMOs.

Category 4:

A building or a part of a building to which section 254(1)(d) of the Act applies, i.e. the council has served an HMO declaration in respect of it, in accordance with section 255 of the Act, which has come into force.

Category 5:

A building or a part of a building to which section 254(1)(e) of the Act applies, i.e. it is a converted block of flats as defined in section 257 of the Act (a “section 257 HMO” – see Appendix A), and the following additional criteria all apply:

- None of the flats within the building are owner-occupied, and
- (2) The building is not owned or managed by two or more of the leasehold owners of individual flats within it, either acting individually or through a management company of which they are directors or officers, and

- The address of the building is not in a street which is designated for Selective Licensing under a Selective Licensing Scheme which the council has designated under Part 3 Housing Act 2004 (and which is currently in force).

THE DESIGNATION DOES NOT APPLY WHERE:

- (a) the HMO is subject to an Interim or Final Management Order under Part 4 of the Act
- (b) the HMO is subject to a temporary exemption under section 62 of the Act; or
- (c) the HMO is required to be licensed under section 55(2)(a) of the Act (mandatory licensing), namely an HMO occupied by 5 or more persons who do not form a single household, which is not a purpose-built flat in a block of three or more purpose-built flats
- (d) the building is not an HMO for the purposes of the Act (see Appendix B).

EFFECT OF THE DESIGNATION

- 6. Subject to paragraph 5 above, every HMO of the description specified in that paragraph in the area specified in paragraph 4 shall be required to be licensed under section 61 of the Act.

The designation falls within a description of designations in relation to which the Secretary of State has given a general approval under section 58 of the Housing Act 2004, namely The Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2015 which came into force on the 1 April 2015.

A person having control of or managing a prescribed HMO must apply to the London Borough of Hammersmith & Fulham for a licence.

INSPECTION OF DOCUMENTS/APPLICATION FOR LICENCE

- 7. Any landlord, managing agent or other person managing a HMO or any tenant within the Borough may inspect the designation, apply for a licence or seek further information or advice as to whether their property is affected by the designation by contacting **Private Housing, Environmental Health**
London Borough of Hammersmith & Fulham
Town Hall, King Street, Hammersmith, London W6 9JU
Email: phs@lbhf.gov.uk Tel: 020 8753 1703

ENFORCEMENT

Upon the Designation coming into force on **5 June 2022** any person who fails to apply for a licence in the designated area shall be guilty of an offence under

Section 72(1) of the Act, and shall be liable to prosecution and liable to an unlimited fine or to a financial penalty imposed by the council.

In addition, they may be required to repay up to 12 months' rent if the tenant or the council, in the case of housing benefit or universal credit payments, apply to the First Tier Tribunal (Property Chamber) under the provisions of section 73 and section 74 of the Housing Act 2004 for a rent repayment order.

Appendix A:

A section 257 HMO is a building or part of a building which has been converted into, and consists of, self-contained flats, and building work undertaken in connection with the conversion did not comply with the appropriate building standards and still does not comply with them.

“Appropriate building standards” means,

- in the case of a converted block of flats on which building work was completed before 1st June 1992 and which would not have been exempt under Building Regulations 1991 (S.I. 1991/2768), building standards equivalent to those imposed by those Regulations as they had effect on 1st June 1992; and
- in the case of any other converted block of flats, the requirements imposed at the time by regulations under section 1 of the Building Act 1984 (c. 55).

Appendix B: Buildings that are not HMOs for the purpose of the Act other than Part 1, as defined by [Schedule 14](#) of the Act

DESIGNATION OF AN AREA FOR SELECTIVE LICENSING 2022

NOTICE IS HEREBY GIVEN in accordance with Section 83 Housing Act 2004 (Notification Requirements Relating to Designation) that the London Borough of Hammersmith & Fulham ("the council") acting as local housing authority in exercise of its powers under Section 80 of the Housing Act 2004 has designated the area described in paragraph 4 for selective licensing.

CITATION, COMMENCEMENT AND DURATION

1. This designation may be cited as the London Borough of Hammersmith & Fulham Designation for an Area for Selective Licensing 2022.
2. This designation is made on **6 December 2021** and shall come into force on **5 June 2022**.
3. This designation shall cease to have effect on **4 June 2027** or earlier if the council revokes the scheme under section 84 of the Act.

AREA TO WHICH THE DESIGNATION APPLIES

4. The designation applies to the following streets as listed at Annex A.

APPLICATION OF THE DESIGNATION

5. This designation applies to any flat or house which is let or occupied under a tenancy or licence within the area described in paragraph 4 unless:
 - (a) the house is a house in multiple occupation and is required to be licensed under Part 2 of the Act or by a designation made by the council under Section 56 Housing Act 2004;
 - (b) the tenancy or licence of the house has been granted by a registered social landlord;
 - (c) the house is subject to an Interim or Final Management Order under Part 4 of the Act;
 - (d) the house is subject to a temporary exemption under section 86 of the Act;or
 - (e) the house is occupied under a tenancy or licence which is exempt under the Act or the occupation is of a building or part of a building so exempt as defined in The Selective Licensing of Houses (Specified Exemptions) (England) Order 2006 SI 370/2006

EFFECT OF THE DESIGNATION

Subject to sub paragraphs 5(a) to (e) every house in the area specified in paragraph 4 that is occupied under a tenancy or licence shall be required to be licensed under section 85 of the Act.

INSPECTION OF DOCUMENTS/APPLICATION FOR LICENCE

If you are a landlord, managing agent, or a tenant, and wish to inspect this designation, apply for a licence or require further information, this is available from:

**Private Housing, Environmental Health
London Borough of Hammersmith & Fulham
Town Hall, King Street,
Hammersmith, London W6 9JU**

Email: phs@lbhf.gov.uk Tel: 020 8753 1703

The designation does not require confirmation by the Secretary of State and falls within a general approval issued by the Secretary of State under Section 82 of the Act, namely the Housing Act 2004: Licensing of Houses in Multiple Occupation and Selective Licensing of Other Residential Accommodation (England) General Approval 2010.

Any private landlord, property manager or tenant owning, managing or occupying a property within this area is advised to seek advice from the council's Housing Standards Team by telephone on **020 8753 1703** by email to **phs@lbhf.gov.uk** or in writing to London Borough of Hammersmith & Fulham, Town Hall, King Street, Hammersmith, London W6 9JU to determine whether their property is affected by the designation. Private landlords who own property in the area or any person that controls or manages property in the area will be required from **5 June 2022** to apply for a licence.

ENFORCEMENT

8. Upon the Designation coming into force on **5 June 2022** any person who operates a licensable property without a licence shall be guilty of an offence under Section 95(1) of the Act. A person who breaches a condition of a licence is liable to prosecution and upon summary conviction liable to an unlimited fine or to a financial penalty imposed by the council.

London Borough of Hammersmith & Fulham Executive approval 6 December 2022

Annex A: Streets in Hammersmith & Fulham where Selective Licensing applies

Greyhound Road	Woodstock Grove
Shepherd's Bush Road	Lime Grove
Dalling Road	Bloemfontein Road
King Street	Wood Lane
Talgarth Road	Uxbridge Road
Baron's Court Road	Crookham Road
Sinclair Road	Dawes Road
Blythe Road	New King's Road
Askew Road	Wandsworth Bridge Road
Coningham Road	Fulham Road
Richmond Way	North End Road
Goldhawk Road	Scrubs Lane

Licence fees

	Mandatory HMO Licences				Selective and Additional HMO Licences	
	Per 5 unit HMO 2020/21	Proposed increase 2022/23	Per additional bedroom 2020/21	Proposed increase 2022/23	2020/21	Proposed increase 2022/23
Hammersmith and Fulham	£1215	+£85 = £1,300	£16	+£144 = £160	£555	+£5 = £560
London Average 2020/21	£1292		£160		£555	

Streets included in the new designated scheme

The selection of streets has been decided by street level surveys and interviews with residents, together with a score calculated by multiplying:

- the number of PRS properties on the street
- the % of properties on the street which are PRS
- the ratio of ASB per household on the street, and
- the % of the borough's total ASB recorded on the street.

With this selection, 1.95% of the borough's streets account for 19.2% of the boroughs ASB reports.

Street	Post code	Private Rented Sector Number Estimate	% of PRS on Street	Wards affected	IMD range around the street ²
Greyhound Road	W6	161	40.36	Fulham Reach	60-70
Shepherd's Bush Road	W6	338	37.59	Addison; Avonmore & Brook Green	10-20 to 50-60
Dalling Road	W6	68	32.82	Ravenscourt Park	40-50 to 60-70
King Street	W6	208	33.83	Ravenscourt Park	30-40
Talgarth Road	W14	126	44.48	Avonmore & Brook Green; Fulham Reach; North End	10-20 to 60-70
Baron's Court Road	W14	174	46.44	North End	40-50
Sinclair Road	W14	332	42.84	Addison	40-50 to 70-80

² Index of Multiple Deprivation for Lower Super Output Areas – expressed in comparison to other areas in England. For example, an IMD 10-20 means the area is one of the 20% most deprived areas in England; an IMD of 70-80 means the area is one of the 80% most deprived areas (in other words one of the 30% least deprived).

Blythe Road	W14	195	35.52	Avonmore & Brook Green; Addison	30-40 to 60-70
Askew Road	W12	167	41.33	Askew	20-30
Coningham Road	W12	172	36.59	Askew	20-30
Richmond Way	W12	73	45.12	Addison	10-20 to 50-60
Goldhawk Road	W12	491	40.95	Shepherd's Bush Green; Askew; Ravenscourt Park	20-30
Woodstock Grove	W12	79	44.12	Addison	50-60
Lime Grove	W12	68	36.04	Shepherd's Bush Green	20-30
Bloemfontein Road	W12	95	26.09	Wormholt & White City; Shepherd's Bush Green	10-20 to 30-40
Wood Lane	W12	332	33.74	Shepherd's Bush Green; College Park & Old Oak	20-30 to 30-40
Uxbridge Road	W12	348	40.27	Shepherd's Bush Green; Wormholt & White City; Askew	20-30 to 30-40
Crookham Road	SW6	51	39.23	Town	50-60
Dawes Road	SW6	189	39.67	Munster; Fulham Broadway	30-40 to 60-70
New King's Road	SW6	238	38.94	Parsons Green & Walham	50-60 to 70-80

Wandsworth Bridge Road	SW6	266	36.35	Sand's End; Parson's Green & Walham	20-30 to 70-80
Fulham Road	SW6	583	36.35	Town; Parsons Green & Walham	20-30 to 70-80
North End Road	SW6	268	31.52	Avonmore & Brook Green; North End	10-20 to 60-70
Scrubs Lane	NW10	35	38.76	College Park & Old Oak	10-20 to 30-40

Agenda Item 8

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 06/12/2021

Subject: Hammersmith Bridge – Stabilisation Project Approval

Report of: Councillor Wesley Harcourt, Cabinet Member for the Environment

Report Author: Bram Kainth, Chief Officer for Public Realm

Responsible Director: Sharon Lea, Strategic Director of Environment

SUMMARY

Hammersmith Bridge is one of the oldest suspension bridges in the world and is a unique part of our national engineering heritage. The Grade II* listed bridge was closed to motor vehicles in April 2019 and to all users in August 2020 on public safety grounds. Following an 11-month closure and extensive investigations by LBHF engineers and the introduction of a pioneering temperature control scheme, it re-opened to pedestrians, cyclists and river traffic on 17 July 2021.

The re-opening, with strict conditions, was recommended by the Board for the Continued Case for the Safe Operation (CCSO) of Hammersmith Bridge. One condition was that for the bridge to remain open, it must be properly and permanently stabilised as soon as possible.

At the time of its full closure in August 2020, it was estimated by Transport for London (TfL) that the cost of stabilisation was £46m and would be £141m for stabilisation, strengthening and restoration. The cost of repairing other Thames bridges, in comparison, is far smaller. For instance, Chiswick Bridge cost £9m to repair and Albert Bridge £9.7m. In these cases, the responsibility for funding the repairs lay largely with TfL, which as the strategic transport authority, and according to precedent, would fund 85% to 100% of local authority expenditure on bridge repairs.

Following the establishment of the Government Taskforce in September 2021, TfL proposed that one-third of costs should be borne by LBHF. This is an exceptional proposal that seeks to place unprecedented cost onto a Borough Council.

In order to protect and minimise the impact, LBHF has been seeking alternative design solutions for the stabilisation of Hammersmith Bridge. These were developed and independently evaluated by engineers working for LBHF, and the preferred option was approved by the Leader of the Council on 16 August 2021. That report also detailed the potential procurement strategy and approved the capital expenditure (these matters are not replicated in this report).

This report sets out a proposal and rationale for the award of the stabilisation construction project for Hammersmith Bridge following detailed cost analysis (estimated value of £8.9m including indirect costs, preliminaries and contingencies).

This investment compares favourably with the alternative business case estimate of £30m and results in a saving of £21m that will provide significantly better value for local and national taxpayers. This work is to be completed expeditiously (anticipated by September 2022) so that users can continue to use the Bridge safely.

The Council is continuing to work on alternative options for the full strengthening and restoration programme which will see the bridge re-opened to motor vehicles and that provide best value for taxpayers and the least inconvenience to local residents.

RECOMMENDATIONS

1. To note that Appendices 1 and 2 are not for publication on the basis that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) and/or information in respect of which a claim to legal professional privilege could be maintained in legal proceedings as set out in paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve an additional capital budget of £2.9m to reflect the revised cost, to be funded by Council borrowing (increase to the Capital Financing Requirement).
3. To approve the procurement of the stabilisation works by means of a task order to the preferred contractors (as set out in paragraph 5).

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The commencement of the stabilisation work will promote the confidence of businesses that are based in the Borough and support economic growth
Being ruthlessly financially efficient	The task order is significantly less costly than previous alternatives under consideration
Taking pride in H&F	It will restore a historic asset that is much valued and appreciated by residents
Rising to the challenge of the climate and ecological emergency	The current diversion of traffic (with greater consequential carbon emissions will be reduced) as will long term levels of traffic through a potential future road charge

Financial Impact

The total estimated costs of the stabilisation project are set out in Exempt Appendix 1 (including preliminaries and estimated provisions for risk/cost inflation and contingencies). Of this sum, the actual construction works are estimated at £6.7m. An initial capital budget of £6m was approved in the Leader's Urgency Report on 16 August and a further £2.9m is required following a further review of total project costs. The initial £6m was an estimate based on the design and the updated estimate is based on a contractor submission. The change is due to a combination of factors including material and labour price volatility, site facilities, security services and contingencies.

The work on this stabilisation project is stand alone and does not commit the Council to the funding of the full restoration at this stage.

In line with government announcements, central government and TfL are expected to fund two-thirds of the total project costs and this is expected to be formalised in a proposed Memorandum of Understanding (MoU). There is a risk that the Council will need to fund the total stabilisation project costs if the MoU and subsequent grant agreements are not agreed.

The Council will fund its share of the stabilisation project costs through borrowing (an increase in the Council's Capital Financing Requirement). The revenue costs of this increased borrowing (of £1m - one third of £2.9m) based on expected Public Works Loan Board rates and Minimum Revenue Provision are estimated at £40,000 per annum but could be up to £120,000 if the central government contributions are not received (£120,000 and £360,000 respectively in relation to the revised total project costs of £8.9m).

The Council is developing the Outline Business Case for submission to the DfT and TfL for the full stabilisation, strengthening and restoration of the Bridge. This seeks to justify the expenditure of public funds and the development of a toll or road charging scheme to finance the Council's entire contribution to the project. In the event such a scheme is implemented, the additional revenue costs set out above may be funded by a future toll or road charging arrangement. In the absence of a toll or charge, these costs will need to be met through general fund and incorporated into the Council's Medium-Term Financial Planning process.

The project team will need to monitor and control project costs to manage financial risks within this budget envelope (including any construction sector supply pressures). These will be substantially mitigated by the proposed award to the preferred contractors.

Legal Implications

The actual construction element for the stabilisation works is above the threshold of £4.733m for the purposes of the Public Contracts Regulations 2015 (PCR) and is therefore a "public works contract" for the purposes of these regulations. The Council is therefore required to comply with the advertising and competition requirements set out in these regulations.

The proposal is to award the contract as a task order under an existing contract (the Term Service Contract) with FM Conway which is used to carry out highway works. This contract is derived from a framework agreement which was let by the Royal Borough of Kensington and Chelsea and could be used by other parties including LBHF.

Further legal implications are contained in Exempt Appendix 2.

Contact Officers

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Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

1. The Leader's Decision Report of 16th August set out the context and outcomes of the independent external evaluation of the options that had been developed for the stabilisation. The options have also been reviewed by the Technical Approval Authority for Hammersmith Bridge and the Approval in Principle (AIP) Document for the Mott Macdonald solution has been accepted.
2. It is important that the stabilisation work, elements subject to Listed Building Consent (and consultation with Historic England), proceeds as expeditiously as possible to minimise the potential risks for the Council and specifically to ensure:
 - compliance with the CCSO requirement that stabilisation works are completed as swiftly as possible to enable the Bridge to remain open
 - the safety of users (as the Bridge is now open to non-motorised traffic) is not compromised (this may be affected the longer it takes to commence and complete the work)
 - that the stabilisation works are completed during cooler parts of the year (as the Bridge is susceptible to adverse temperature variations) and ideally, the work

should be substantially undertaken before next summer to reduce the risks of further temporary closures

- the completion of the work will reduce the Council's exposure to unnecessary expenditure in the monitoring of the safety of the Bridge and potential temporary remedial repairs
 - that macro-economic supply pressures and consequential financial impacts are minimised (there are significant labour and materials volatility in the current market and securing a fixed price in the near future would provide commercial and economic benefits)
3. The initial estimated costs of the works of the preferred option have been subject to intense evaluation and re-assessment and have been revised to £6.7m. This is considered entirely appropriate given the project uncertainties and complexity and it is important that this iconic project is completed safely and avoids any cost overruns. The key elements of the project expenditure are set out in Exempt Appendix 1. A detailed evaluation of the estimates submitted has been undertaken with the proposed contractor in consultation with external sector experts (including scrutiny of the key work components, labour and materials expenditure, preliminaries spend, supervision and project management). An independent engineering expert was also commissioned to review the proposal, and if appropriate benchmark any costs to demonstrate value for money. This will be supplemented by additional 'open book accounting' measures to ensure rigorous oversight and control of costs.
 4. In this regard, value for money has been substantially established and any further competitive process is unlikely to secure any major financial benefits. It may indeed expose the Council to a greater delivery and financial risk.
 5. The proposed works are of a very specific and technical nature with a limited range of potential contractors that are suitably experienced or have the technical capability to complete the works. It is proposed that the project is awarded (through the framework and via a Task Order) to FM Conway.
 6. The proposed contractor has been undertaking highway works for LBHF since 2017 and has been delivering a range of major structural maintenance works on London's bridges for the past 30 years. They have a dedicated Structures Division responsible for the inspection, maintenance and improvement of more than 850 bridges and highway structures across London including key Thames River crossings such as Waterloo Bridge, the Golden Jubilee Footbridges, Chelsea Bridge and Albert Bridge. In addition, the proposed contractor is currently responsible for the Temperature Control System, Traffic Marshalling and Security and uses experienced subcontractors that have worked on the bridge over the last two years undertaking similar work. This was a significant factor when assessing the quality of the proposal.

Reasons for Decision

7. The rationale for the recommendation for the task order for the completion of the work has been set out in part in paragraph 2 above and these are further supplemented by the following considerations:

- the construction costs of the option are estimated at £6.7m (excluding risk/contingencies) and this compares to the alternative proposal of £30m (as set out in the Leader's Report of 16 August). This provides considerable value for money for the Council and central government without compromising the technical aspects of project (the costs have been evaluated independently and should provide further re-assurance on the value for money of the estimates)
- the continued safe operation of the Bridge will avert other potential unnecessary public expenditure for example temporary river crossing projects
- it will also promote confidence of private sector companies that use the river for significant commercial purposes and potentially avert significant costs
- the continued operation of the re-opened bridge will provide economic benefits to users that were previously having to make alternative arrangements to cross the river

Equality Implications

8. The Bridge has only been initially opened to pedestrians and cyclists. The completion of the stabilisation project will ensure continued use by all residents/businesses/visitors of the Borough as well as wider usage from across London and nationally. Additional details on the positive/negative and neutral impacts will be set out in future reports on the full restoration of the Bridge for motorised traffic.

Risk Management Implications

9. The completion of this work will improve the safety of all users and will provide economic benefits to users that were previously having to make alternative arrangements to cross the river. There are a number of potential risks relating to construction and delivery of the project. The report also identifies financial and procurement risks which the Council should ensure are covered by appropriate mitigations. As the project is established, a Risk Register will be maintained, and risks evaluated including any necessary mitigation/recovery plans that may be required. Appropriate project oversight and governance will need to be exercised to ensure that risks and mitigations are reviewed on a regular basis, along with the delivery of the works.
10. Early consultation on insurance for the proposed works should take place with the insurance team as insurance of the existing structure needs to be in sole name of LBHF and not in joint names with contractor. Additionally, placing insurance coverage for the proposed works will be complex and take time and financial provision will need to be made by the Council when this is established.

Implications verified by: David Hughes, Director of Audit, Fraud, Risk & Insurance

Climate and Ecological Emergency Implications

11. It is likely that re-opening the Bridge (albeit to non-motorised traffic) will potentially reduce the overall impact on the environment as it should reduce the mileage and emissions from previous users that are having to use longer and alternative diversion routes to cross the Thames River.

Implications verified by: Hinesh Mehta (Strategic Lead – Climate Emergency)

Local Economy and Social Value

12. The stabilisation of the Bridge will have a major strategic and economic benefits for residents and businesses. These details will be set out more clearly in the Outline Business Case that is being compiled for the DfT.

Consultation

13. The proposals relating to the Bridge have been the subject of a Planning Consultation (with regard to the ferry crossing) and the outcomes will be separately reported in the future. There is ongoing consultation on the proposals with DfT, TfL and engagement with local residents.

LIST OF APPENDICES

Exempt Appendix 1 - Detailed Project Estimates

Exempt Appendix 2 - Commentary on Legal and Procurement Risks

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 06/12/2021

Subject: South Fulham Traffic Congestion and Pollution Reduction (TCPR) East Experimental Scheme

Report of: Cabinet Member for the Environment, Councillor Wesley Harcourt

Report author: Masum Choudhury, Head of Transport

Responsible Director: Strategic Director of Environment, Sharon Lea

SUMMARY

This report covers the outcomes and recommendations derived from the findings of the experimental South Fulham Traffic, Congestion and Pollution Reduction (TCPR) Scheme.

The scheme, developed by the council working with residents, uses the latest automated technology to allow H&F residents, as well as their visitors and trades people with day permits, to access all areas freely. It prevents out of borough motorists using residential streets as faster cut through routes.

Data collected during the trial, demonstrates the TCPR scheme has reduced traffic by 23 per cent in South Fulham since its launch in July 2020, bringing down the number of trips by motorists by 8,000 per day, and contributing to the removal of at least one tonne of CO₂ per day from the area. The air quality has improved significantly since the introduction of the East scheme and has seen NO_x pollution fall by 60% to levels below the new World Health Organisation threshold of 20 ugm³.

Following the most comprehensive engagement, monitoring and consultation process for a traffic scheme in Hammersmith and Fulham, a significant change in resident opinion over the course of the experimental period has emerged. As a result of the Council working through operational concerns and developing a greater understanding, overall residents' perception of the scheme has changed from negative during the initial launch of the experiment to positive. There is a now a consensus in favour of making the East scheme permanent, expanding the scheme to the west of Wandsworth Bridge Road (WBR) and developing further traffic, congestion, and pollution mitigation measures on Wandsworth Bridge Road.

This report provides recommendations for the future of the current TCPR, mitigation measures and expansion to a wider area.

RECOMMENDATIONS

1. To note that Appendix 5 is not for publication on the basis that it contains information relating to any individual, information which is likely to reveal the identity of an individual, or information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraphs 1 to 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. That Cabinet notes and carefully considers the consultation responses received during the South Fulham TCPR East scheme attached at Appendix 5.
3. That Cabinet approves the making of a permanent traffic management order for the South Fulham TCPR East Scheme (as detailed in the section the Experimental East Scheme) along with any necessary associated highway works subject to the outcome of the statutory consultation process.
4. That Cabinet approves the making of an experimental traffic order for the South Fulham TCPR West Scheme following a further engagement exercise with residents.
5. That Cabinet delegates authority to the Strategic Director of Environment in consultation with the Cabinet Member for the Environment to take all necessary steps to effect the decisions in recommendation 3 and 4.
6. That Cabinet notes the carrying out of a statutory consultation for the implementation of 20mph speed limits for Wandsworth Bridge Road and New Kings Road.
7. That Cabinet notes the carrying out of a further engagement exercise with residents for the development of traffic mitigation measures for Wandsworth Bridge Road.

Wards Affected: Sands End, Parsons Green & Walham

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Traffic congestion has a significant negative impact on the economy, out of borough through traffic provides no perceptible benefits to borough residents or businesses. The TCPR has reduced traffic by 23% in South Fulham.

Creating a compassionate council	Out of borough through traffic was having a detrimental effect on the lives of residents, especially their health and wellbeing. Local businesses are also impacted by congestion and through traffic that does not stop to access local trade and services.
Doing things with residents, not to them	The experimental scheme was developed in conjunction with working parties comprised of local residents and supported by council officers. Extensive online meetings and forums to discuss issues were carried out. This scheme is the most comprehensive engagement process for any traffic scheme the council has implemented before.
Being ruthlessly financially efficient	Scheme cost expenditure has been kept to a minimum and all work conducted or commissioned has been necessary to work towards delivering the Council's priorities and values. Reducing traffic, congestion and pollution also have benefits that contribute to long term economic prosperity and wellbeing of the community.
Taking pride in H&F	The TCPR scheme is an innovative scheme developed in H&F through the council working with residents and using pioneering technology. South Fulham now hosts the densest smart city air quality monitoring network in Europe. The scheme was recently awarded the "Future Places" award at the Local Government Chronicle Awards and the British Parking Association's "Future Parking" award.
Rising to the challenge of the climate and ecological emergency.	The TCPR scheme has proven to be a pioneering and successful measure to reduce traffic volume overall, notably from residential streets, significantly improving air quality and reducing carbon. The lower traffic on residential side streets enables safer walking and cycling. To date, the scheme has contributed to the removal of approximately 8,000 trips of 1 km per day across South Fulham equating to saving at least one tonne of CO2 per day. The scheme enables the reallocation of road space to be applied to increasing biodiversity, tree planting or contribute towards flood mitigation with SUDS (Sustainable Drainage Systems).

Financial Impact

The cost of making the TCPR East Scheme permanent covers advertising, notification and traffic order making process; and associated costs for upgrading signage or fixings.

The total scheme cost is estimated to be in the region of £24,000. The table below provides the identified scheme cost for implementation.

Description	Est. Cost
Advertising, notification and traffic order making process for TCPR East	£2,000
Upgrading signage and fixings for TCPR East	£10,000
Advertising, notification and experimental traffic order making process for TCPR West	£2,000
Reviewing and installing signage and fixings for TCPR West	£10,000
Total	£24,000

All costs will be contained within existing Transport and Parking capital or revenue accounts.

Legal Implications

During a Cabinet meeting held on 2 March 2020, a petition was heard on the experimental road closure of Harwood Terrace; item 113 “Petitions: Petition to re-open Harwood Terrace”.

Item 113 was considered and resolved on 2 March 2020 as follows;

- ☐ To note the petitions and deputations.
- ☐ To note that the Cabinet Member for the Environment will consider, and take any decisions, relating to future experimental traffic orders, and when any new experimental traffic order comes into effect the experimental traffic order closing Harwood Terrace will end and Harwood Terrace will reopen.
- ☐ To note that the SW6 Traffic Working Party will discuss the proposal to use the latest number-plate recognition technology to implement the experimental traffic restriction on out of borough traffic to Imperial Road, Harwood Terrace and Bagley’s Lane. This will restrict all motor vehicles except permit holders, buses, taxis, bicycles, H&F residents and their visitors, emergency services, electric vehicles, deliveries and refuse trucks.
- ☐ To note that the Sands End, Parsons Green and Walham Ward Councillors are to be invited to a full briefing meeting to discuss the above proposal.

Following resolution of item 113, a series of meetings with the SW6 Traffic Working Party were organised, during which the proposal for the traffic reduction scheme was developed and finalised. This led to the addition of access restrictions on Hazlebury Road and Broughton Road.

A subsequent decision was made by the Cabinet Member for the Environment, Cllr Wesley Harcourt on 26 June 2020 which enabled officers under the Council's scheme of delegation;

- ☐ To draft and make the necessary experimental traffic management orders to facilitate the implementation of the new SW6 Traffic Reduction Scheme as discussed and agreed with the SW6 Traffic Working Group.
- ☐ To remove the experimental closure scheme for Harwood Terrace as soon as the new experimental scheme for the SW6 area is in operation.

Section 9 of The Road Traffic Regulation Act 1984 ("the Act") gives the Council as Traffic Authority the power to make Traffic Management Orders to control the traffic on roads.

The Experimental Traffic Order currently in place for the South Fulham East scheme was made under section 9 of the Act and has been in place since 20 July 2020, which is less than the statutory maximum of 18 months.

The Council has a statutory power to make a permanent order similar to the Experimental Traffic Order in place for the South Fulham TCPR East scheme under section 6 of the Act. If recommendation 2 is approved the Council will be required to follow the notification procedures in the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996. This will require the Council to advertise the proposed order along with an intention notice and a statement of reasons. The advert will include a statutory consultation period and the Council will then be required to review and consider any objections to the order. If no objections are received then the Council may proceed to make the final order. Before making a permanent order the Council will be required to carry out a statutory consultation for the implementation of 20mph speed limits for Wandsworth Bridge Road and New Kings Road under the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulation 1996. This includes a consultation with prescribed bodies and a notice in the local newspaper. The power to make the order falls under the Road Traffic Regulation Act 1984.

In the event objections are received then the Strategic Director of Environment in consultation with the Cabinet Member for Environment will be required to carefully consider those objections and decide whether to proceed to make the order as drafted, make any amendments or not to proceed.

It is noted that the Council has carried out an extensive additional consultation process along with the experimental scheme.

A further engagement exercise will be carried out with residents for the South Fulham TCPR West Scheme and this will also be considered within the Equalities Impact Assessment, which will be taken into account in the decision-making process of the scheme. If a decision to launch an experimental scheme for South Fulham TCPR West is taken, then the process for making an experimental traffic order will need to be followed under the Road Traffic Regulation Act.

It is noted that further engagement will be carried out to develop Wandsworth Bridge Road mitigation measures before any decision is made to implement. This is necessary to assess any impact on residents.

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Background Papers Used in Preparing This Report - None

DETAILED ANALYSIS

Proposal

1. This report considers making the South Fulham TCPR East Experimental Scheme permanent based on the evidence base, engagement and feedback gathered and conducted during the trial.
2. There has been a clear reduction in traffic and air pollution across the area, which has significant health and wellbeing benefits for residents. The scheme has generated a large swell of support from local residents that would like the scheme to be made permanent and extended further to the west of Wandsworth Bridge Road.
3. The proposed permanent scheme is identical to the current experimental scheme which has access restrictions on Harwood Terrace, Imperial Road, Bagley's Lane, Broughton Road and Hazlebury Road (please refer to section The Experimental East Scheme, items 18 to 21).
4. The traffic and pollution data collected for the duration of the experiment demonstrates a significant reduction in traffic and air pollution in the whole area, a significant reduction in traffic levels on the residential roads within the experiment area and an associated reduction in traffic volumes on the residential roads in the west; and on the two main roads of Wandsworth Bridge Road and New Kings Road.
5. In addition to the data, an extensive consultation and engagement process was carried out beyond the requirements of the statutory consultation. The consultation results (analysed in Appendix 1) demonstrates that strong community support for the scheme has developed since the scheme's benefits have emerged compared to when it was first introduced.
6. Concerns raised during early stages of the scheme from residents, businesses and user groups have been addressed during the trial by providing different options to enable access for residents, their visitors, services and deliveries. In addition, businesses that have a genuine need for access through restrictions have been provided options for continued access; and all areas do remain accessible via alternative routes.
7. Data on traffic volumes and Penalty Charge Notices (PCN) issued shows a steady fall in non-compliance over time indicating that the scheme has bedded in and is now operating as expected. This is common during the initial stages of new traffic schemes, as people adjust and make changes to routes in order to avoid places where access restrictions are in place.
8. Residents to the west of the scheme and on Wandsworth Bridge Road have raised historic traffic issues and concerns on possible displacement. This report also recommends the next steps for the area including an expansion of the overall scheme area to the west of Wandsworth Bridge Road, the introduction of 20 mph roads, and subsequently followed by further mitigating actions on

Wandsworth Bridge Road. These recommendations would need to be progressed via any respective legal and governance requirements of the council.

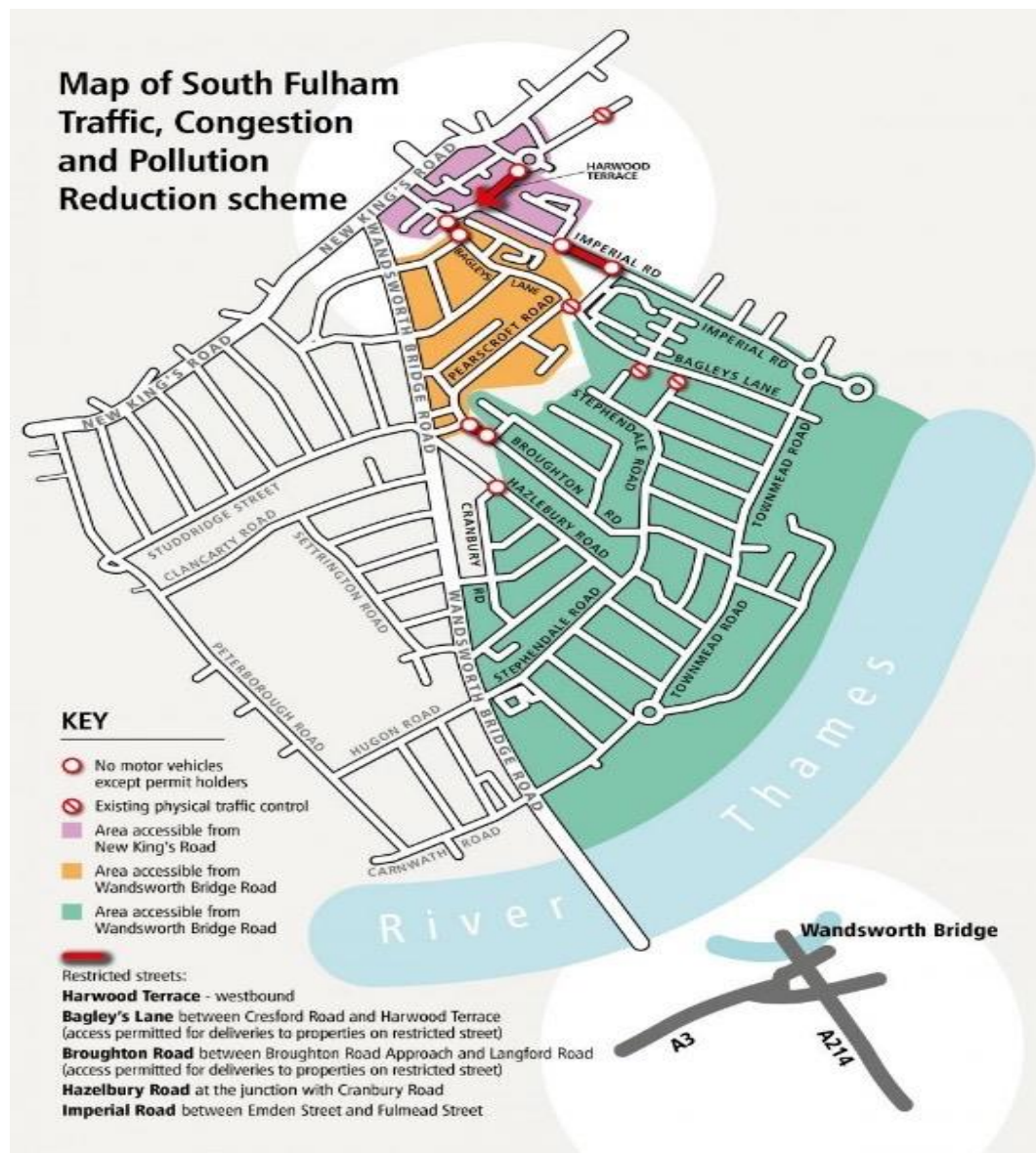
Background

9. Traffic had been a seemingly unmanageable problem in South Fulham for many decades. The proximity to a major arterial bridge made the locality a traffic funnel for motorists crossing London from Surrey and the A3 corridor, taking advantage of available road capacity in residential side streets and using them as cut-throughs to get to eventual destinations. The problem had been made significantly worse in recent years by increased use of real-time satellite navigation systems, that encourage diversions through residential areas.
10. During peak times when congestion is high on main roads, drivers pursue alternative routes that avoid traffic lights or pinch points. Satellite navigation technology assisting drivers seek out fast, but not necessarily the most appropriate routes through an area, resulting in the overuse of narrow residential streets as through routes.
11. The South Fulham TCPR East Scheme was introduced on 20 July 2020, under an experimental traffic order, after extensive consultation with local residents. The scheme was designed to reduce through traffic and address the health impacts caused by heavy traffic volumes in the locality.
12. Objectives were derived from engagement with residents, whom encouraged a technology and data driven model that was able to clearly demonstrate positive impacts and if the scheme could deliver on reducing traffic, congestion, and pollution. The engagement enabled residents to shape how their residential streets should be used thus led to allowing access for visitors, delivery drivers, carers and black cabs amongst others, but limited out of borough motorists who did not require access to the area from driving through restrictions.
13. Previous data showed that 90% of traffic in the area was made up of out of borough motorists, using local residential streets as faster through routes.
14. The experimental scheme utilised state of the art ANPR (automatic number plate recognition) cameras to filter out non-borough through traffic in residential streets, whilst allowing local residential and essential services to use the roads unimpeded. Traffic analytics cameras along with GPS tracking data provide accurate traffic profiles which were recorded and compared over time to study the change in behaviour.
15. An understanding of the relationship and effect of traffic on surrounding air quality was also needed to fully understand the impact of the scheme and emerging traffic profile. As part of the scheme, the first fully meshed hyperlocal air quality monitoring network was installed in South Fulham, consisting of 56 monitors - the highest density of air quality monitors in Europe. The data from these sensors has been combined with traffic data and local traffic models to understand climate impacts, modal shift, displacement and demand responses (where individual choices in relation to travel are made such as altering the time of travel or not making a trip at all). This is the first traffic scheme in the UK to deploy such an extensive level of data monitoring into the evaluation process.

16. The experiment was introduced after the first national lock down had been lifted and at a time when additional traffic disruption was being experienced from the closure of Hammersmith Bridge. At the same time, repair works to Wandsworth, Vauxhall, London and Tower bridges were being undertaken. In November 2020 and January 2021 two further national lockdowns started, which impacted traffic volumes further and a return to near 'normal' levels, was not observed until the end of May 2021. These changes in traffic demand gave important insight into understanding the essential local and commercial traffic movements.
17. Experimental traffic schemes can run for a maximum of 18 months, after which they can be made permanent, removed or a request can be made to the Secretary of State for Transport for an extension.

The Experimental East Scheme

Figure 1 - The Scheme Map



18. Figure 1 illustrates the scheme area and how it is broken down into accessible zones to gain access without the need to drive through an access restriction. This was an important design feature to ensure that all properties were reasonably accessible without the need to drive through a traffic restriction.
19. The access restrictions prevent vehicles without a permit from passing. Those requiring access are required to use the appropriate access route to reach desired locations or be permitted access to the area e.g. by residents enabling access via the Ring Go app.
20. The initial design consisted of restricting access on the main through traffic routes of Harwood Terrace, Imperial Road and Bagley's Lane. After consultation with residents, two further control points in Broughton Road and Hazlebury Road were added to prevent traffic on Wandsworth Bridge Road shortcutting queues.
21. The TCPR East scheme proposed to be made permanent is identical to the current experimental scheme, with restrictions at the following locations;

Harwood Terrace	the south-west bound lane at its junction with Sands End Lane
Imperial Road	between its junctions with Fulmead Street and Emden Street
Hazlebury Road	at the north-western kerb line of Cranbury Road
Bagley's Lane	between its junctions with Harwood Terrace and Cresford Road.
Broughton Road	between its junctions with Broughton Road Approach and Langford Road

Scheme inception

22. Following extensive in-person and online Town Hall gatherings, the scheme was developed with the support of a working party of 12 resident volunteers from the area, councillors and council officers. The working party robustly challenged the design of the scheme and shaped the common objectives resulting in it being renamed from SW6 Traffic Reduction scheme to the South Fulham Traffic, Congestion and Pollution Reduction Scheme to better reflect the wider aims of the scheme.
23. The views of the working party on the proposed option required clear objectives and measures to be set to ensure the scheme could demonstrate success against the core aims of reducing traffic, congestion and pollution. This led to the scheme having a comprehensive monitoring system including traffic movement and air quality sensors within the zone and surrounding areas, where there was a concern that traffic may displace.
24. The core objectives that emanated from engagement sessions were;
 - ☐ Reduce traffic across South Fulham,

- ☐ make roads safer for pedestrians and cyclists,
- ☐ remove out of borough through traffic from side streets,
- ☐ improve air quality, cut congestion,
- ☐ enhance Wandsworth Bridge Road as a place to live, work and visit,
- ☐ support local businesses, and
- ☐ ensure public transport runs smoothly.

25. The perceived benefits were;

- ☐ Significant traffic reduction in the side streets from out of borough traffic,
- ☐ safer, quieter and cleaner streets,
- ☐ improved flow on Wandsworth Bridge Road as less traffic turns out of side streets and competes for space,
- ☐ residents in control of the access for visitors through the scheme,
- ☐ making the area more attractive and bring local people to use the high street in a sustainable way, and
- ☐ enabling investment in improving the streetscape and local area.

Reasons for Decision

26. The experimental scheme meets the core objectives that arose from engagement with the working party and achieves the associated benefits identified. It also enables the long-term aspirations for the area to be realised.
27. Making the scheme permanent aligns with the Council's policies on Transport and Climate Change, and its cross disciplinary policies on Planning, Economy, Health and Wellbeing.
28. Many early issues and concerns raised with the Council were either operational in nature or attributable to a lack of understanding of the scheme parameters. These were particularly prevalent during the bedding in period, which is typical for most new traffic schemes. These have been addressed over the course of the experiment with changes made to address operational issues such as, options for booking access, enabling businesses within the area to have access, and developing software led solutions to booking.
29. Aside from PCN appeals, several complaints were lodged since July 2020 to date. Many of these were traffic, displacement or access related and the majority have been addressed over the course of the experiment (see section on Consultation, Appendix 1 and Appendix 5).
30. Extensive consultation and engagement have been carried out during the experiment with residents. After initial concerns were raised, the consensus in the local area is now positive for the scheme and there is a growing drive to expand the scheme to the west of Wandsworth Bridge Road (WBR) and to implement mitigation measures on WBR.
31. Some individuals from out of the borough that would like to be able to continue using residential streets as a cut through, do remain negative of the scheme and would like to see it removed. There remains a small number of residents within the area that do not support the scheme, which is normal with traffic schemes.

However, many residents including the five main residents' associations that initially opposed the scheme, expressed or raised concerns, or during the initial stages were the most vocal challengers, now fully support making the scheme permanent as a result of working through the operational concerns such as permit registering and/or visitor and service access.

32. The experimental scheme succeeded in reducing out of borough through traffic from the east of Wandsworth Bridge Road and the South Fulham area. Traffic volumes were reduced in the whole of the South Fulham area by 23% including Wandsworth Bridge Road and average reductions of traffic volumes of up to 75% have been demonstrated on some roads in the area east of Wandsworth Bridge Road. This data has been rationalised for Covid19 traffic reductions and disruption from road and bridge works; and therefore, normalised with general network performance during these periods.
33. The data shows air quality on residential streets previously used as through routes has significantly improved and an associated improvement in air quality across the whole area has been observed. Expanding traffic controls to a wider area would further improve air quality over a greater area.
34. The scheme does not exclude categories of vehicles defined in legislation such as buses, royal mail, emergency services and licensed taxis.
35. The scheme makes a significant positive contribution towards the Climate and Ecological Emergency and enables working towards realisation of the Council's climate action plan and achieving net-zero carbon from traffic by 2030.
36. The scheme makes a significant positive contribution to the Mayor's Transport Strategy working towards a 80% reduction in polluting traffic and a switch to active travel.

Equality Implications

37. The Council has a duty under section 149 of the Equality Act 2010 ("2010 Act") to have regard to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the 2010 Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
38. The Council has taken these factors into consideration by carrying out an Equality Impact Assessment which is appended to this report as Appendix 4.
39. The initial assessment found the Adverse Equality Impact Rating to be Low but with implemented mitigations will not have implications for Protected Groups. It is envisaged that the scheme positively impacts groups affected by high traffic

volumes near their homes, improving air quality, accessibility and lowers risk of collisions.

40. The Equality Impact Assessment therefore found the scheme will not have an adverse impact on a particular group and the Council has complied with its statutory duties.

Climate and Ecological Emergency Implications

41. South Fulham TCPR East experimental scheme is considered to have made a significant positive contribution towards tackling the Climate and Ecological Emergency due to the demonstrable reduction in traffic volumes and the resulting improvements in air quality for the duration of the trial. Making the scheme permanent would ensure the positive contributions are maintained and enable the realisation of longer-term aspirations of reallocating road space for greening, biodiversity and flood alleviation measures.
42. Several climate action plan aims are achieved through the scheme including reducing travel, supporting people to use active travel and maintaining accessibility by foot, bike or public transport.
43. There is a demonstrable reduction of traffic in the area of 23% and an associated improvement in overall air quality for the area.
44. On average 8000 trips of average distance 1km have been removed from roads per day, this equates to the removal of an estimated minimum of 1 tonne of CO2 emissions each day.
45. A permanent scheme will enable reallocating road space and increasing total green space, by planting of more trees, providing parklets and incorporating Sustainable Drainage Systems (SUDs) within the Public Realm and road space.
46. The scheme also encourages the topical dialogue around travel behaviour, travel demand, greener, biodiverse and more ecologically responsible public spaces and streets.

Implications verified by: Hinesh Mehta (Strategic Lead, Climate Change)
Hinesh.Mehta@lbhf.gov.uk

Consultation

47. The scheme was carried out and launched by utilising an experimental traffic order that can last for up to 18 months. It is common for traffic schemes to take a period to settle and therefore the order does not allow for the experimental order to be made permanent within the first six months of the date the order comes into force.
48. For the experimental traffic order to be enacted, statutory consultation and formal publication of the notice was carried out including with Emergency Services, TfL and neighbouring boroughs.

49. In addition to the statutory requirements, ongoing engagement was carried out with resident working groups and information on data provided. The traffic and operational issues were worked through and where possible, features that enabled residents and local businesses to better utilise the scheme were incorporated such as online booking and enabling residents to book more than one session for their visitors and services. Comments received by residents through the ongoing consultation process also enabled scheme improvements, including improvements to signage on approach to the scheme area.
50. A series of online meetings with five residents' associations, their members and local ward members including Cllr Matt Thorley was organised and hosted. Subsequently, the five associations sent a joint letter of support for the scheme on the east on the proviso that the scheme would also be considered for extension to the west, and traffic reduction and public realm improvements should be introduced on Wandsworth Bridge Road.
51. In addition to the Council's ordinary channels of communication and engagement sessions, an online Commonplace platform was launched, which enabled all residents, businesses and visitors affected by the scheme to make a comment. The Commonplace platform allowed the Council to work collaboratively with residents to improve the scheme throughout the trial period and immediately address any issues experienced. This was particularly important during the initial 'bedding in' period. An analysis of residents' comments and sentiments over the past 18 months demonstrates that, over time as the scheme settled, initial negative sentiment towards the scheme was reversed as the Council worked with residents to improve the scheme and they started to experience the benefits the scheme provided to the community. This is demonstrated by the bar chart and table below.

Graph - "Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?" (Answers in percentages)

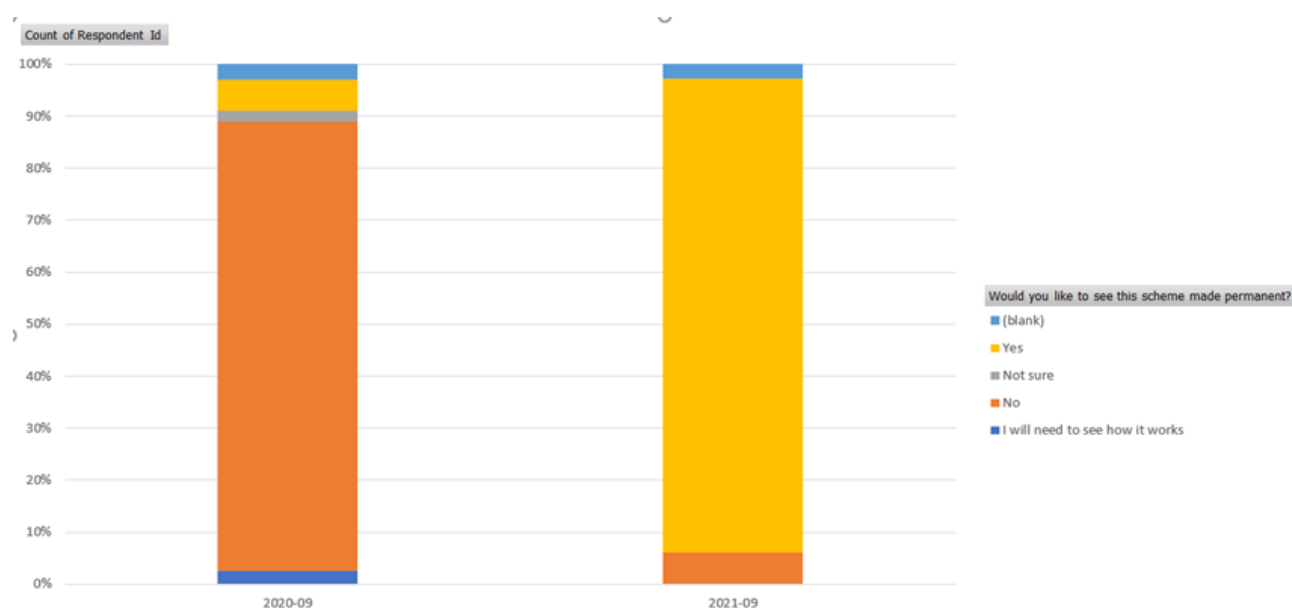


Table - Comparison of Respondents Sentiment to Permanent Measures to Reduce Traffic over a 12-month period (answers in percentages)

	I will need to see how it works	No	Not sure	Yes	Unanswered	Grand Total
Sep 2020	2.46%	86.58%	2.08%	5.86%	3.02%	100%
Sep 2021	0%	6.08%	0%	91.22%	2.70%	100%

52. As illustrated by the bar graph and table above, when asked “*Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*”, in September 2020, the majority 87% of respondents answered with ‘No’. This reflects the initial negative sentiment expected during the initial ‘bedding in’ period when a new traffic scheme is introduced. However, over the next 12 months, initial negative sentiments towards the scheme were reversed with the majority 91% of respondents answering ‘Yes’ to the same question in September 2021. The change in sentiment demonstrates how the scheme gained support once the positive impacts of the scheme had been fully realised by residents, businesses and visitors affected.
53. The scheme has had the largest consultation and engagement process the council has undertaken for a traffic scheme. During the operation of the experiment, residents and users of the scheme were able to raise feedback in the following way;
- ☐ via the residents’ working party,
 - ☐ email the dedicated email address,
 - ☐ leave comments on Commonplace,
 - ☐ via their local residents’ association,
 - ☐ attend online residents’ briefing sessions,
 - ☐ as part of their ticket appeal, or
 - ☐ on the telephone via the call centre.
54. To support the residents of the west and Wandsworth Bridge Road to understand the scheme in the east, there were a series of sessions with residents and the associations to help explain the scheme in detail and how it could be potentially expanded in South Fulham. To support understanding of the scheme, a resident briefing and update leaflet was distributed to 12,000 homes and dedicated web pages and FAQs were developed with information on how to access services. A separate Commonplace consultation was also launched specifically for residents of the west to understand how the eastern scheme may be affecting traffic levels to the west of Wandsworth Bridge Road.
55. Over the duration of the experiment, the Commonplace platform has so far received 6,020 visitors resulting in 1,466 comments from 1,552 respondents and 4,427 agreements with another’s comments in total for both the east and west. The council also received written correspondence via email or the Council’s iCasework case management system (see Appendix 1 for a more detailed

breakdown analysis and Appendix 5 for Consultation Responses and Correspondence Log).

56. A petition from residents of Oakbury Road with 43 signatories was received that requested the Council to modify or withdraw the scheme. The Council has responded to the petition and will continue to work with residents of Oakbury Road and neighbouring streets to develop further scope for traffic calming beyond the scheme parameters and engage with the school community to tackle school related traffic.
57. Some recent enquiries received from members of the public have requested the Council to do more to address the general safety for women who may be travelling at night. The Council's Law Enforcement Team are coordinating activity with the Police and developing a programme to support the community including patrol activity, raising awareness, and helping to identify areas for improvements. The Council's Highways teams are currently inspecting lighting for the area and are developing the programme to roll out intelligent lighting for South Fulham and the whole of the borough. The Council are also conducting research into exploring the link between urban planning with transport planning, therefore looking at reallocating space to enable more lighting, street furniture, green infrastructure, alleyways, and sight lines. In addition, explorative research is being conducted on 'first and last mile' which will lead to incorporating awareness and advice into journey planning.
58. Each enquiry received during the experiment was considered, grouped into themes and addressed as detailed in the table below. Following an analysis of the initial negative feedback received, several key operational issues emerged which have been addressed by the Council during the trial period of the scheme. For example, negative feedback regarding a lack of signage during the initial 'bedding in' period of the scheme has been addressed with improved signage on approach to the scheme area. Mitigating actions and changes made to the scheme during the trial period, as a result of feedback received, have been summarised and considered in the table below.

Theme of Initial Negative Comment	Mitigating actions and changes made as a result during the trial
<p>Lack of access for visitors, Ubers/minicabs and deliveries</p>	<ul style="list-style-type: none"> □ One of the key principles in the design of the scheme is that the scheme does not prevent physical access to the area, but rather virtually restricts access through the area if a driver is not a H&F permit holder. Although the scheme changes the routes non-permitted drivers should take to get to certain areas, the entire area remains accessible for all and for vehicles. A route map confirming control points and alternative routes for non-permit holders was prepared and made available online / sent to respondents with access queries. □ As a result of the above, delivery companies have amended their routes for deliveries and are now familiar with the scheme, access routes and access restrictions. □ To enable access for residents who may have been isolating during lockdown periods, and ensure those reliant on essential services such as food delivery vehicles and food bank vehicle, the council issued dispensations for food delivery vehicles and food bank vehicles to improve the logistics of servicing vulnerable and elderly residents. □ A high percentage of through traffic in the area prior to the scheme were private hire cars. The resident working party felt minicabs should not be included in the exemptions as they would still have access to service residents for pick up and drop off. However, the group also wanted to support local businesses. The Council therefore took steps to enable local minicab firms to have permitted access through the scheme. The names of confirmed local minicab firms with unrestricted access have been made available to residents initially querying minicab access to the scheme.

<p>Lack of access for visitors, Ubers/minicabs and deliveries</p>	<ul style="list-style-type: none"> ❑ Black taxis which also provide a vital service to disabled residents are considered a form of public transport and are exempt from controls. ❑ Following reports that Uber drivers were refusing to pick up or drop off residents in the area and asking passengers to alight some distance from home, the Council investigated and tested Uber services to and from the scheme zone. The investigation confirmed that the issue identified came down to individual driver choice on pick-ups and set downs in the area. The council has worked with Uber to reduce the issues residents experience whilst stressing that all streets can be accessed without going through a camera. The council has provided information packs to Uber drivers and informed those Uber drivers that are also residents that they are exempt from the controls. Uber has developed its own routing software for jobs which highlights the correct routes for drivers to pick up and set down without driving through restrictions and since its introduction the volume of issues raised to the council on this item has significantly reduced. The cameras have detected a disproportionately high presence of Toyota Prius cars during early hours which is likely to be private hire vehicles as it is the known preferred vehicle for mini cab services. ❑ To further mitigate access issues, residents can grant temporary TCPR access permits to vehicles using RingGo. This experience has been further enhanced by the introduction of the council's own TCPR app. The permit can be applied retrospectively before midnight. ❑ The council has also modified the cancellation policy so that tickets are cancelled for private hire drivers that can prove they went through a camera to set down or pick up a resident in the area.
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Visitor scheme issue/ RingGo	<ul style="list-style-type: none"> □ To help simplify the process of allowing visitors to pass a control, the existing Resident Visitor Parking (RVP) scheme was adapted so that it automatically gives access to a visitor if a parking session in the zone is booked. The RVP is restricted to one visitor at a time and only operates during parking control times. □ This left an issue for visitors or residents that parked on private land, drove a motorcycle, arrived and left outside of controlled parking hours or had multiple visitors in one day. Additionally, as the resident needed access to the RingGo parking app to book, and only one RVP account can be linked to a property, other family members had to rely on others to book a session on their behalf. □ The council introduced a new TCPR access permit, which is free, operates 24/7 and can have multiple vehicles added per day without limit. It can be booked retrospectively, before midnight on the day the vehicle passed the camera. This allowed an automated process to run over night removing visitor vehicles from the list vehicles to be issued a PCN. □ To address the multiple people and digital exclusion issues of the RingGo app, the council is creating a new TCPR app that can be used by other members of a household, nominated carers and can be accessed by the call centre if a resident phones a request in. □ This makes it possible for a resident to give access to a vehicle such as an Uber whilst travelling home and prove to the driver they are permitted to drive through a restriction.
Emergency services usage	<ul style="list-style-type: none"> □ Emergency services are part of the statutory consultation group the council engages with when implementing schemes. During that consultation it was made clear that emergency service vehicles are exempt from controls and can pass through the area if they require. □ On average there are 350 emergency vehicles detected by the ANPR cameras per day in the area. The council does note that emergency services are seen negotiating traffic on the main routes even though they have exemption and that this behaviour is not down to the scheme preventing them.

Local business access	<ul style="list-style-type: none"> <input type="checkbox"/> Local businesses that raised concerns with access were considered on a case by case basis dependent on their location in the scheme area and the nature of their business and trips required. <input type="checkbox"/> The council introduced a variety of solutions for businesses that included permission for nominated vehicles to use specific routes, designated delivery routes/times and visitor permits using the RingGo system.
Poor signage	<ul style="list-style-type: none"> <input type="checkbox"/> Poor signage was a common theme from drivers receiving tickets. Signs must be legally compliant and installed in accordance with the technical regulations, and the signage for the scheme was compliant to those regulations from the outset. <input type="checkbox"/> The council took several further measures to mitigate the risk of enforcement action to drivers, these included: <input type="checkbox"/> Yellow a-board signs warning drivers of changes. <input type="checkbox"/> Control points were situated at junctions where an alternative route was available to avoid getting a fine. To reduce confusion to drivers a minimum of three advanced warning signs exist for all restrictions. <input type="checkbox"/> To respond to the feedback, during the experiment enforcement signs were made larger and placed on bright yellow backing plates to improve visibility, more advanced warning signs were introduced in the wider area. <input type="checkbox"/> The cancellation policy treated new drivers fairly, cancelling tickets for people unfamiliar with the scheme. Some drivers did take appeals to the independent adjudicator based on the claim of poor signage, the panel found in the Council's favour. <input type="checkbox"/> The scheme being experimental meant that some of the infrastructure and signage was temporary. As part of the recommendations for making the scheme permanent, control points will require physical works to the carriageway making the restrictions more obvious to the drivers and to encourage better behaviour and compliance.

<p>Sat Navs taking me through the area</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Sat Nav routing is a common issue with new schemes, it relies on drivers reporting the restriction and being varied by the data companies. The routing algorithms take around six months to recalculate the best way to route traffic around the available space, the routing is bias towards using roads with higher speed limits. <input type="checkbox"/> Any tickets issued to drivers that were misrouted were covered by the cancellation policy that treated drivers fairly.
<p>Displaced traffic into neighbouring areas</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Initial perception of the scheme when it was first introduced was that displacement was occurring to other areas, however this is common for traffic schemes at the early stages as drivers try to work out alternative routes. As expected, this initial phase settled, and traffic volume data indicates that initial displacement did not remain. <input type="checkbox"/> Traffic volume data confirms that displacement did not occur for the duration of the trial, and the total number of vehicles crossing Wandsworth Bridge reduced on average by 8000 per day. <input type="checkbox"/> The scheme did redistribute traffic around the streets, some getting less some slightly more, but the overall volume went down. <input type="checkbox"/> It was also evident that a large proportion of the through traffic was displaced traffic from another primary route outside of the borough and the scheme forced that traffic back to the route it should have originally been using i.e. the M25 and A4.

<p>Increased congestion</p>	<ul style="list-style-type: none"> □ Congestion and network performance are volatile and influenced by many factors, some are not local or immediately visible in the vicinity, e.g. road works on the wider road network. Covid19 lockdowns and key bridge closures have fundamentally affected traffic patterns across London so comparison must be made over a longer period and averaged. □ Historical traffic congestion data suggests that congestion has remained similar on roads surrounding the scheme and reduced in roads within the scheme. Within the overall areas total congestion has fallen. □ Queue lengths in Wandsworth Bridge Road and New Kings Road have reduced slightly and queue lengths inside the East area have reduced considerably. On the West side of WBR there is a mix; some routes have improved, and others have slightly worsened as the traffic rebalanced through the road network. □ There is also a natural shift in congestion and overall network performance in London as traffic capacity is being reduced across the capital. □ Expanding a scheme to the west of WBR and introducing traffic calming on WBR would serve a longer-term strategy of reducing overall road capacity for vehicles which leads to long term behaviour responses and traffic and associated congestion reduction.
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School traffic	<ul style="list-style-type: none"> □ School related traffic has been a concern in the area prior to the launch of the experimental scheme and some residents have requested the council tackle these concerns as part of the scheme. □ Overall traffic volumes in the area has been reduced but the scheme does not remove school related traffic due to the need to ensure overall accessibility is maintained. □ Residents of Oakbury Road have submitted a petition to the council requesting that the council consider what mitigation can be provided to address school traffic or if further access restrictions can be provided. □ The Council will therefore: <ul style="list-style-type: none"> a. Install a traffic monitoring camera on Oakbury Road to determine the traffic profile and behaviour b. provide further mitigation including expansion of the scheme to the West of Wandsworth Bridge Road, this will improve on through traffic levels for the whole area. c. develop further traffic calming options for roads effected by school traffic. d. engage with the schools on travel planning and monitoring activity to support mode shift and behaviour change initiatives.
Late night traffic speeds on main roads	<ul style="list-style-type: none"> □ Speeding on main roads is not directly linked to the scheme, it is usually a sign of less congestion and the free movement of traffic. □ The average day time speeds on the main roads are 17-19mph. Speed data did indicate single instances of 40-50mph at off peak traffic times. □ The introduction of a 20mph speed limit to the surrounding main road network of Wandsworth Bridge Road, New Kings Road and Harwood Road would be beneficial.

<p>Improving safety on Wandsworth Bridge Road</p>	<ul style="list-style-type: none"> □ Wandsworth Bridge Road currently contains advisory cycle lanes and central island protected crossing points for pedestrians along the route. There are a significant number of large street trees that lean into the road space, effectively reducing the usable road width. □ There are high volumes of traffic turning from Wandsworth Bridge Road into residential streets in the west, especially at Clancarty Road and Studdridge Road. □ The council commissioned a safety audit on Wandsworth Bridge Road and it highlighted areas of pedestrian, cycle and vehicle conflict that had scope to be addressed to increase safety. To address the problem the volume of turning traffic would also need to be reduced. □ Some suggested measures for improving safety on Wandsworth Bridge Road from residents could include: <ul style="list-style-type: none"> a. removing central islands and widening the cycle lanes. b. removing informal pedestrian crossings and replacing them with art crossings c. reducing the junction space at side roads with green infrastructure such as parklets and SUDs.
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59. There remains a low level of support for the scheme from out of borough drivers that either drive through the area, or to the area for the school run. This indicates that the scheme is achieving its objective of filtering out of borough traffic and ensuring it remain on main roads. However there is a high degree of support for the scheme with residents within the scheme area and also support from residents on the west of Wandsworth Bridge Road as well as Wandsworth Bridge Road on the provision the scheme is extended to the west and that further mitigating measures can be introduced on Wandsworth Bridge Road.

LIST OF APPENDICES

Appendix 1 – Consultation Analysis

Appendix 2 – Traffic Analysis

Appendix 3 – Air Quality Analysis

Appendix 4 – EQIA (Equality Impact Assessment)

Appendix 5 – Exempt - Consultation Responses and Correspondence Log

Appendix 1 – Consultation Analysis

CONSULTATION ANALYSIS

Commonplace

The Council has undertaken continuous engagement and consultation with residents, businesses and visitors affected by the experimental Traffic, Congestion and Pollution Reduction (TCPR) scheme throughout the trial period. This includes ongoing consultation on the Commonplace platform for the existing trial TCPR scheme area to the east of Wandsworth Bridge Road, and a separate Commonplace launched for the area to the west of Wandsworth Bridge Road.

As part of the Commonplace consultation process, respondents were asked to evaluate issues in the area and voice any concerns or issues relating to the trial TCPR scheme implemented. The platform also includes a mapping function which allows residents, visitors and businesses to highlight where issues are occurring. Any comments or issues raised can be 'agreed with' by other respondents (also known as 'Agreements'). This allowed pertinent issues or comments to be easily identified and mitigated.

The Commonplace platform has been live from before the launch of the experiment and has been kept open to date, therefore has been available throughout the trial period.

Sentiment Analysis over Time

The Commonplace platform allowed the Council to work collaboratively with residents to improve the scheme throughout the trial period and immediately address any issues experienced – this was particularly important during the initial 'bedding in' period. An analysis of residents' comments received for the TCPR East scheme over the past 18 months demonstrates that over time as the scheme settled, initial negative sentiment towards the scheme was reversed as the Council worked with residents to improve the scheme. This result reflected the sentiment as residents started to experience the benefits the scheme provided to the community.

This is demonstrated by the bar chart and table below.

Graph 1 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” (Answers in percentages)

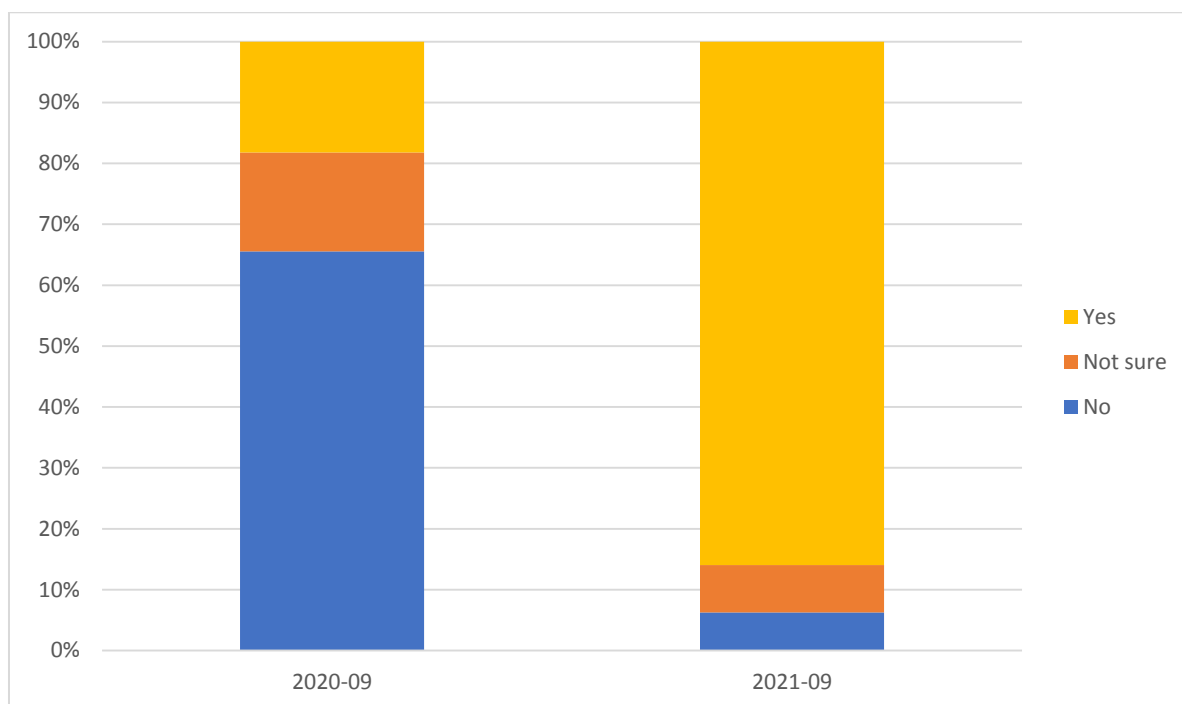


Table 1 - Comparison of Respondents Sentiment to Permanent Measures to Reduce Traffic over a 12-month period (answers in percentages)

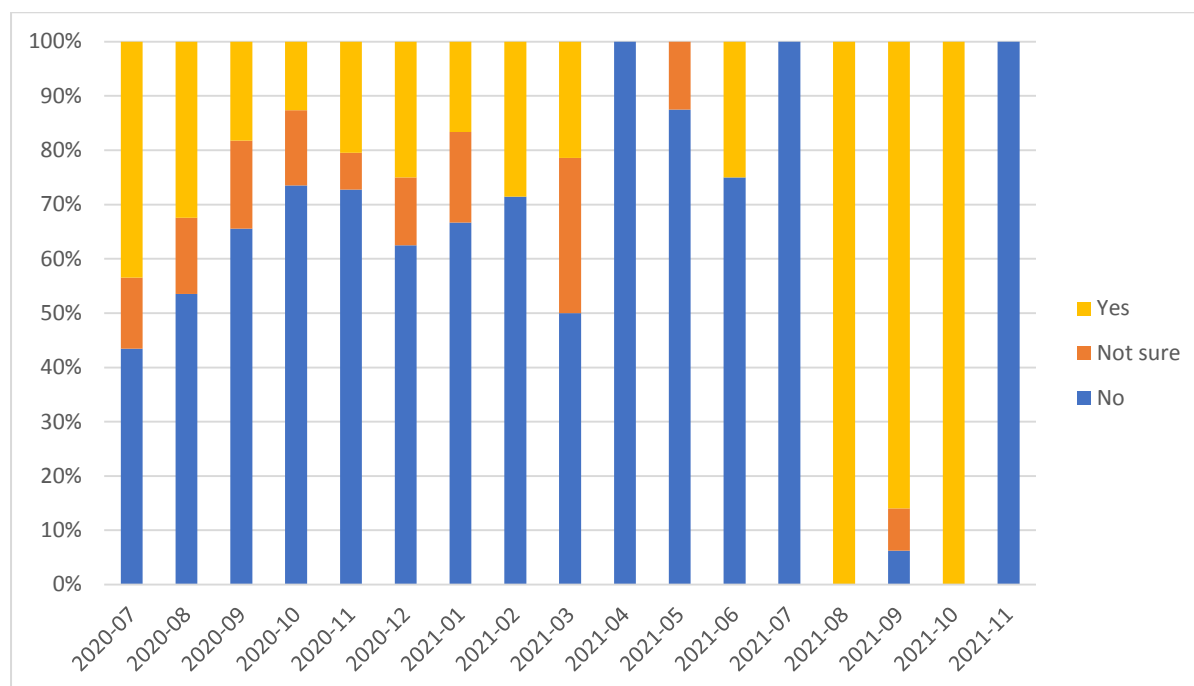
	I will need to see how it works	No	Not Sure	Yes	Unanswered	Grand Total
Sep 2020	2.46%	86.58%	2.08%	5.86%	3.02%	100%
Sep 2021	0%	6.08%	0%	91.22%	2.70%	100%

As illustrated by the bar graph and table above, when asked “*Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*”, in September 2020, the majority 87% of respondents answered with ‘No’. This reflects the initial negative sentiment expected during the initial ‘bedding in’ period when a new traffic scheme is introduced. However, over the next 12 months, initial negative sentiments towards the scheme were reversed with the majority 91% of respondents answering ‘Yes’ to the same question in September 2021. The change in sentiment demonstrates how the scheme gained support once the positive impacts of the scheme had been fully realised by residents, businesses and visitors affected.

Looking more closely at sentiment over time, Graph 2 confirms that negative sentiment towards the scheme decreased. In fact, the number of comments and responses received overall decreased significantly in recent months, compared to when the scheme was originally implemented.

This indicates that members of the public are only likely to submit a comment or feedback if they are experiencing an issue which they would like to see resolved. This was observed during the first three months of the scheme being trialled.

Graph 2 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period

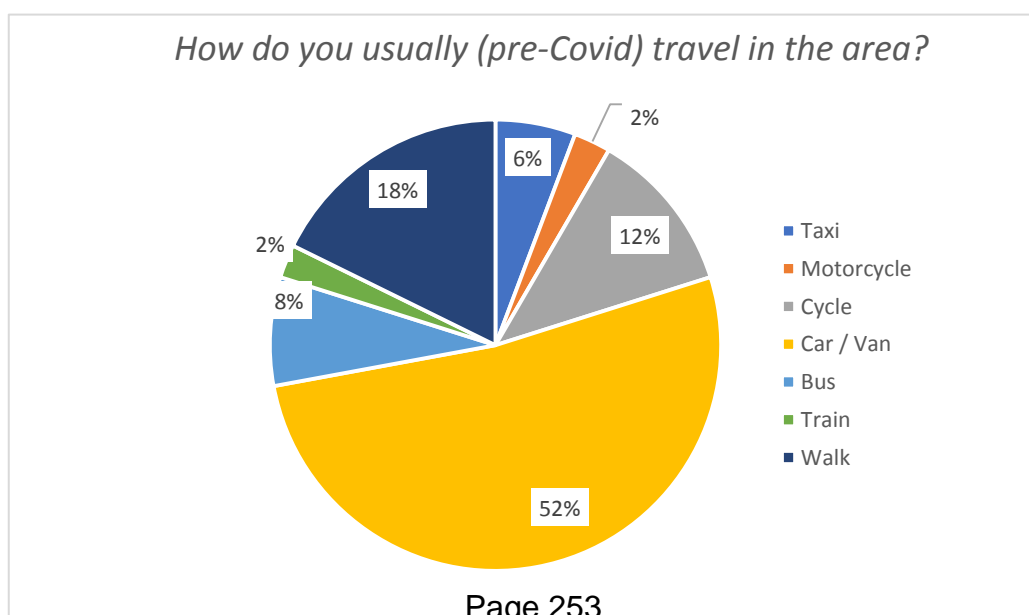


In summary, support for the scheme has significantly grown over time and the volume of comments have reduced as would be expected for traffic schemes.

Sentiment by Mode Share

The consultation and engagement process via Commonplace also allowed respondents to be grouped by mode share. When asked “How do you usually (pre-Covid) travel in the area?” the analysis demonstrates that the majority of respondents who answered this question travelled by car. The graph below sets out the modal split of respondents.

Graph 3 - “How do you usually (pre-Covid) travel in the area?” (Answers in percentages)



As illustrated by Graph 3, the majority 52% of respondents indicated that they usually travel by car. 10% travel by public transport, 18% walk, 6% travel by taxi, 2% travel by motorcycle or scooter and 12% cycle.

Looking at sentiment by mode, it is evident that respondents who already travel by active modes (i.e. public transport, walking and cycling) were considerably more in favour of the scheme than those who travel by car. Table 2 summarises sentiment by mode.

Table 2 – “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Responses by Mode for TCPR East (answers in percentages)

Response	Mode							Total
	Taxi	Motorcycle	Cycle	Car / Van	Bus	Train	Walk	
Yes	2%	2%	28%	14%	14%	4%	36%	100%
No	7%	3%	8%	60%	6%	2%	14%	100%
Not Sure	6%	0%	19%	44%	6%	6%	19%	100%
Need to See	0	0%	17%	44%	22%	6%	11%	100%

Table 2 confirms that:

- Respondents who usually travel by walking or cycling make up the majority of those who answered with ‘Yes’ when asked “*Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*” with 28% and 36% of respondents who usually travel by bike or on foot, responding positively, respectively.
- Respondents who usually travel by car (either as a driver or a passenger) make up the majority of those who answered with ‘No’ when asked “*Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*” with a total 60% of respondents who usually travel by car responding negatively.
- Respondents who usually travel by car (either as a driver or a passenger) also make up the majority of respondents who answered with ‘Not Sure’ or ‘I will need to see how it works’ when asked “*Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*”, with a total 88% indicating that they were initially unsure about the impacts on the scheme.

Based on the data summarised in Graph 3 and Table 2, it is evident that the majority of local residents have the greatest swing of positivity, with those that walk and cycle having the highest advocacy for the scheme.

As would be expected, those who travel by car / van, either as a driver or passenger through the area have the lowest advocacy for the scheme

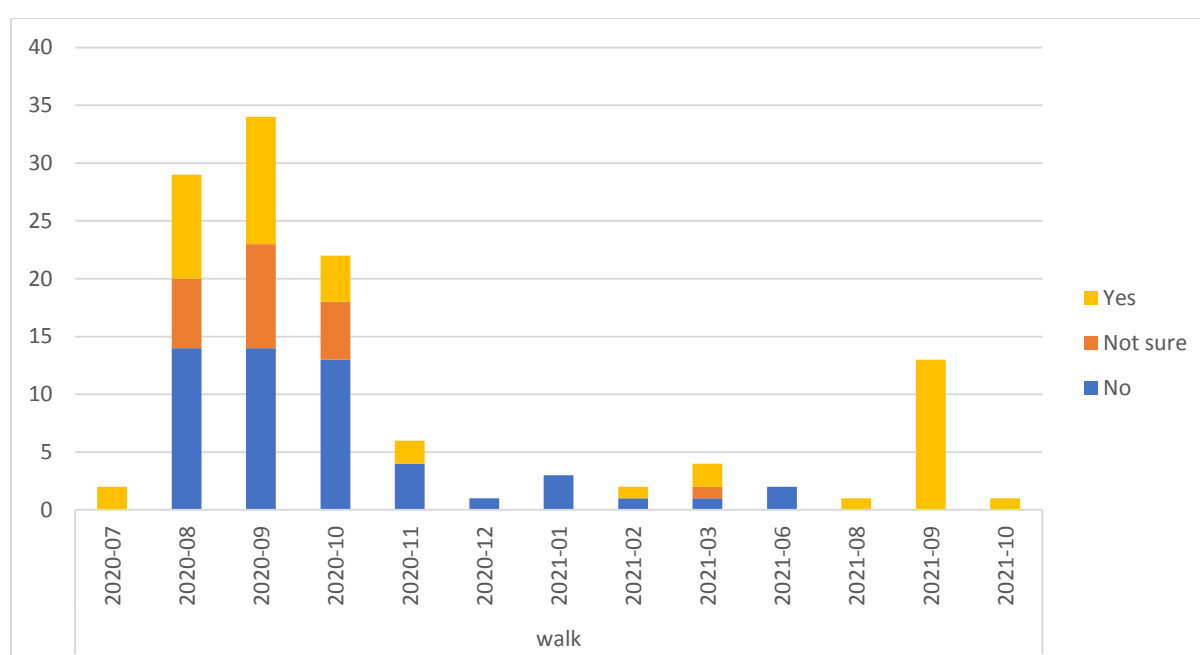
The results suggest that over time, there is high advocacy for schemes that control traffic or increase the amount of road space for other activities such as walking and cycling.

Sentiment by Mode Share and over Time

Data and comments received via the Commonplace platform for the existing trial scheme to the east of Wandsworth Bridge Road has also been analysed to determine any change in sentiment over time for specific mode users.

Graph 4 below illustrates sentiment of respondents who currently travel on foot, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

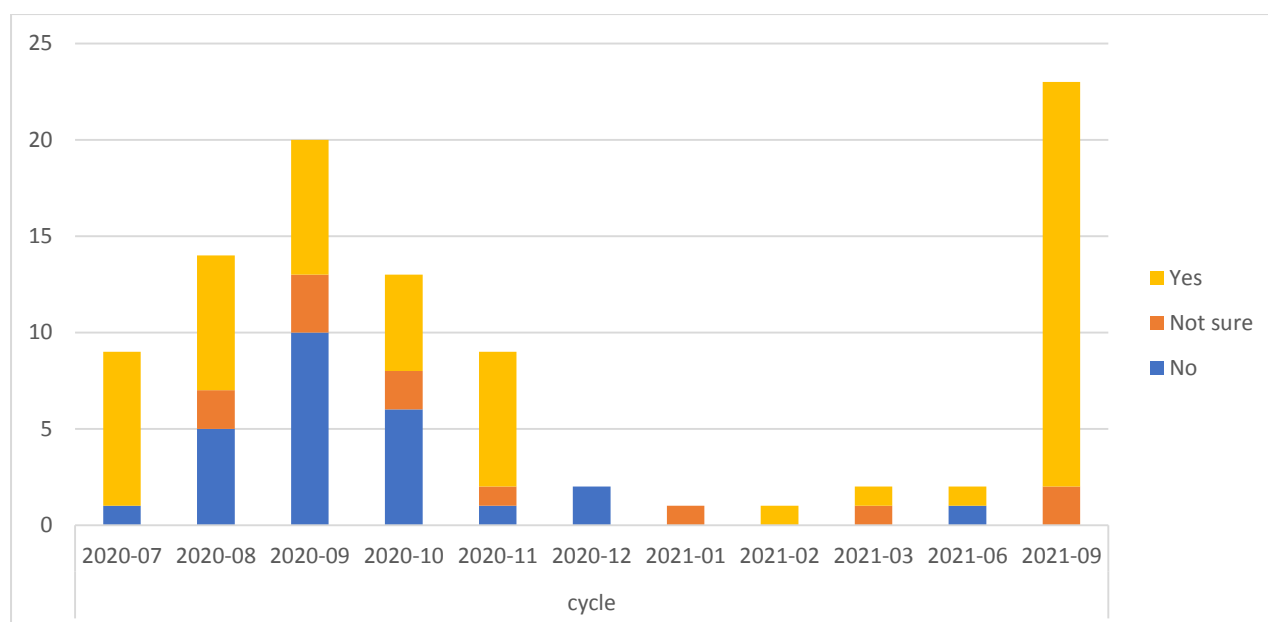
Graph 4 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents travelling by Walking



Graph 4 confirms that the majority of respondents who usually travel on foot are more positive about the scheme and have been since the trial inception. Graph 4 does confirm that there was initial discontent with the scheme during the initial three months (i.e. the ‘bedding in’ period) but that once the positive impacts of the scheme had been realised, and the environment improved for walking and cycling as a result of fewer vehicles routing through residential streets, sentiment for the scheme reversed and became more positive during the last three months.

Graph 5 below illustrates sentiment of respondents who currently travel by bike, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

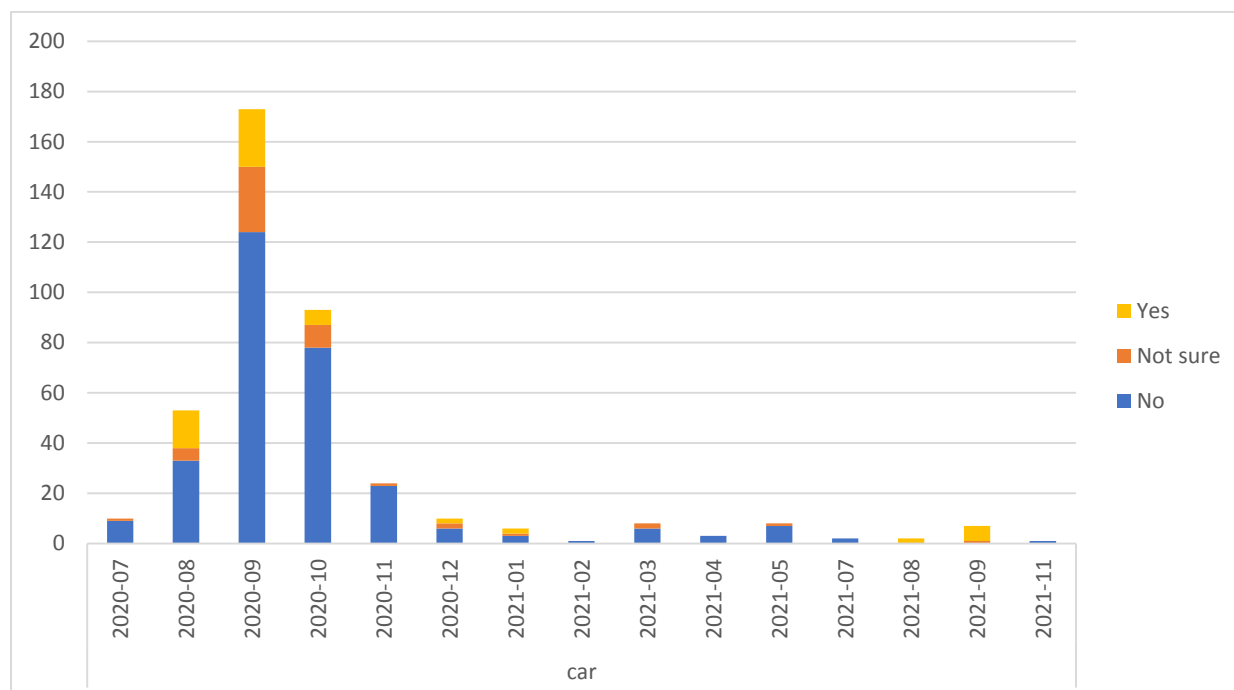
Graph 5 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents Travelling by Bike



Graph 5 confirms that the majority of respondents who usually travel by cycling have tended to have a more positive reaction to the scheme, since its introduction in July 2020. In September 2021, a majority 91% of respondents who indicated that they usually cycle through the area answered ‘Yes’ when asked “*Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*” compared to 35% of respondents who usually cycle in September 2020. It is also noted that the number of overall respondents who cycle providing feedback via the Commonplace platform was much lower after the initial ‘bedding in’ period.

Graph 6 below illustrates sentiment of respondents who currently travel by car or van, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

Graph 6 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents Travelling by Car or Van













Graph 6 confirms that the majority of respondents who usually travel by car or van (either as a passenger or a driver) have tended to have a more negative reaction to the scheme, since its introduction in July 2020. During the initial ‘bedding in’ period in the first three months of the trial for the TCPR scheme east of Wandsworth Bridge Road, the majority of respondents who usually travel by car answered ‘No’ when *Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?*. For example, a majority 72% of respondents who indicated that they usually travel by car or van through the area answered ‘No’ when asked in September 2020.

As expected, the number of responses received overall for respondents who usually travel by car, as part of the Commonplace consultation, declined significantly after the first three months of the trial. This confirms that there was initial discontent with the scheme during the initial three months (i.e. the ‘bedding in’ period) but that once the positive impacts of the scheme had been realised, sentiment for the scheme reversed and the number of issues or comments raised regarding the scheme decreased.

Key Themes

Comments and issues raised on Commonplace have also been categorised into themes. This provides a better understanding of key issues. Graph 7 sets out the top ten key issues identified, based on comments and feedback received from respondents on Commonplace for the TCPR East scheme.

*Table 7 – Issues Identified by Respondents on Commonplace for TCPR East**

#	What is the issue(s) have you identified at this location?	Sentiment
422	Signs are unclear	
374	Increased volumes of traffic	
342	Congestion	
306	Confusion of route	
302	Vehicle Access	
246	No Access	
204	Safety Concern	
150	I support this	
149	Delivery & Servicing	
98	Driver behaviour i.e. illegal maneuver	

**Graph 7 above is a direct extract from Commonplace. It should be noted that the above only indicates the 'top ten' issues, based on categorisation of comments received. The total as indicated above does not include comments by respondents who have left feedback anonymously (i.e. not verified or pending verification).*

As summarised by Graph 7 above, the majority of comments received appear to be related to operational issues and have generated a negative sentiment. These included issues relating to unclear signage, queries regarding vehicle access (primarily access for visitors, deliveries and uber or private car hire access) and initial confusion with the scheme in general.

People that expressed an operational difficulty were more likely to respond negatively to making the scheme permanent. The majority of negative comments were received during the early stages of the TCPR trial scheme and related to initial operational concerns. This is to be expected during the initial 'bedding in' period of any traffic scheme.

Key themes and issues have also been analysed over time. Comments received over a 12-month period from September 2020 to September 2021 have been grouped by theme / issue and have been summarised at Table 3. A swing to positive change over time indicating that the scheme was delivering improvements on the key traffic issues.

Table 3 – Top 10 Key Themes over a 12-month period from Commonplace for TCPR East (answers in percentages)

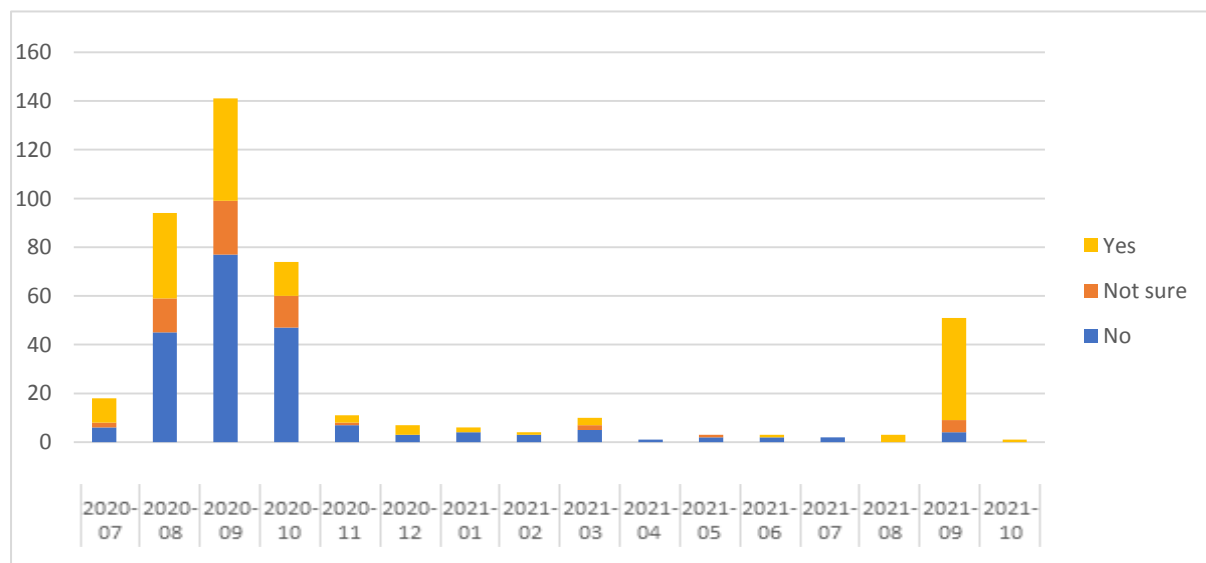
Time Period	Theme / Key Issue									
	Signage issues / confusion	Creates more congestion	Difficulty for visitor access	Difficulty for Disabled Access	Difficulty for Taxis	Ped / Cycle Safety Issues	General Support	Difficulty for deliveries	Air Quality	Quieter Streets
Sept 2020	34%	25%	24%	0%	1%	5%	1%	6%	1%	3%
Sept 2021	3%	12%	1%	0%	1%	2%	70%	0%	1%	10%

Sentiment by Respondent Type

The data has also been analysed to determine sentiment over the trial period based on different user types. This includes residents of the TCPR scheme area; visitors to the area including those taking leisure trips, shopping trips and visitors friends and family; commuter trips including business trips and those travelling to work in or through the area; and education trips including any respondents who indicate that they are transporting children to and from school.

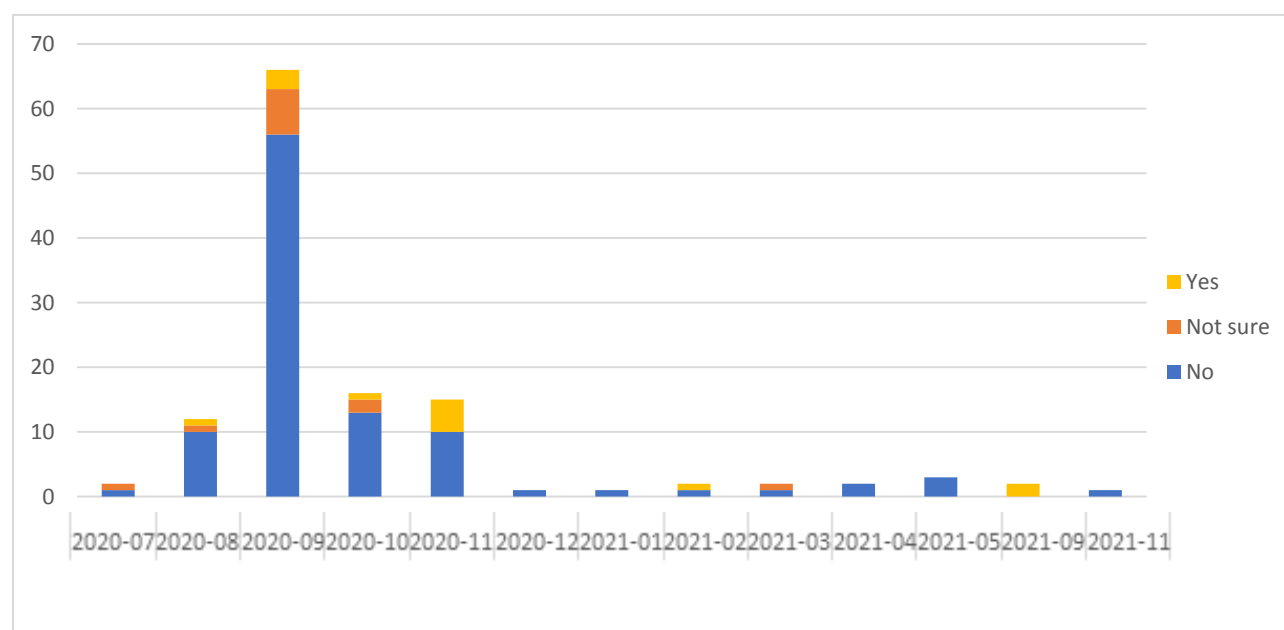
Graph 8 below illustrates sentiment of respondents who have indicated that they live in the area, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

Graph 8 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents Who Reside in the Scheme Area



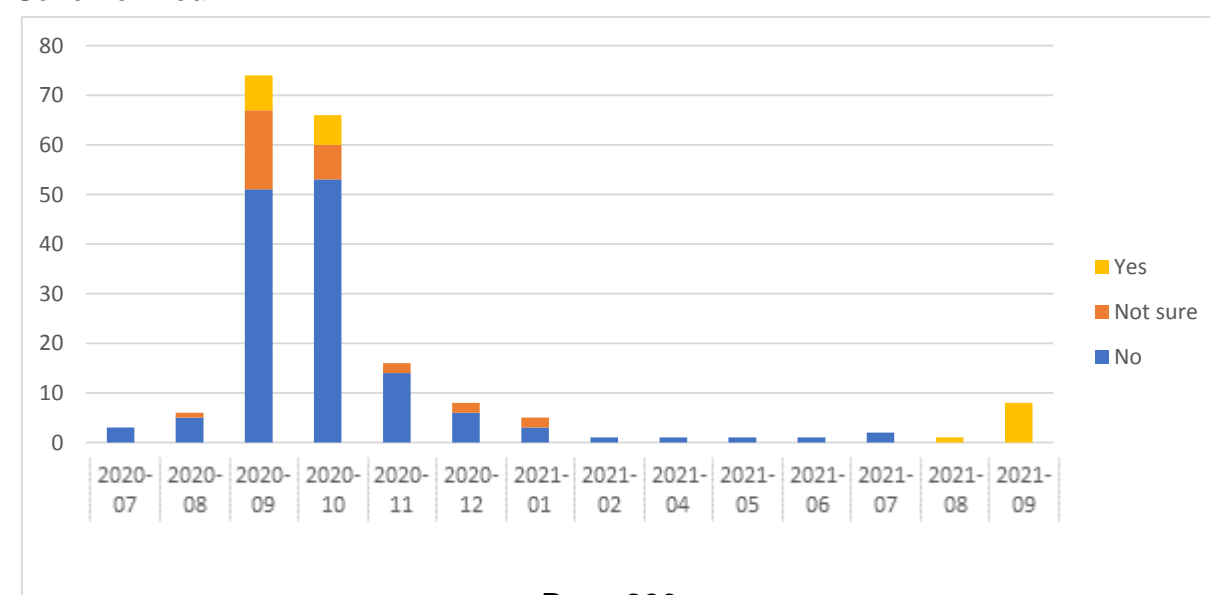
Graph 9 below illustrates sentiment of respondents who have indicated that they work in or commute through the area, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

Graph 9 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents Who Commute Through or Work in the Scheme Area



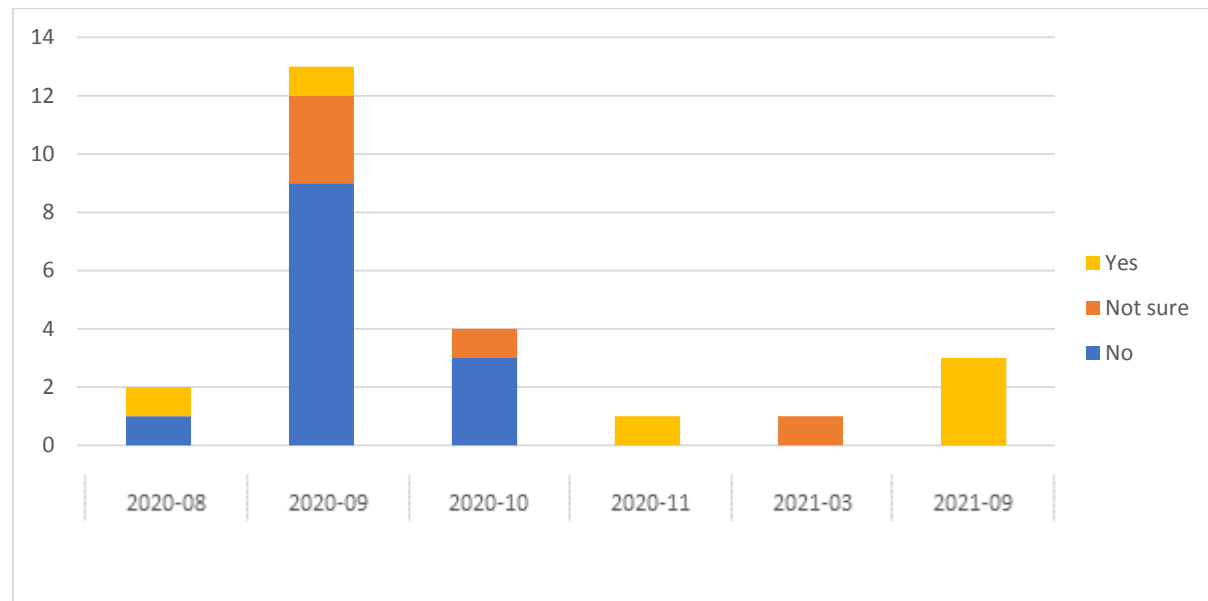
Graph 10 below illustrates sentiment of respondents who have indicated that they visit the area either to shop, visit family or friends or for leisure purposes, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

Graph 10 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents Who Visit the Scheme Area



Graph 11 below illustrates sentiment of respondents who have indicated that they travel to through or to the area to make an education trip i.e. transporting children to school, over time for the length of the consultation period (July 2020 to present) for the trial scheme being made permanent.

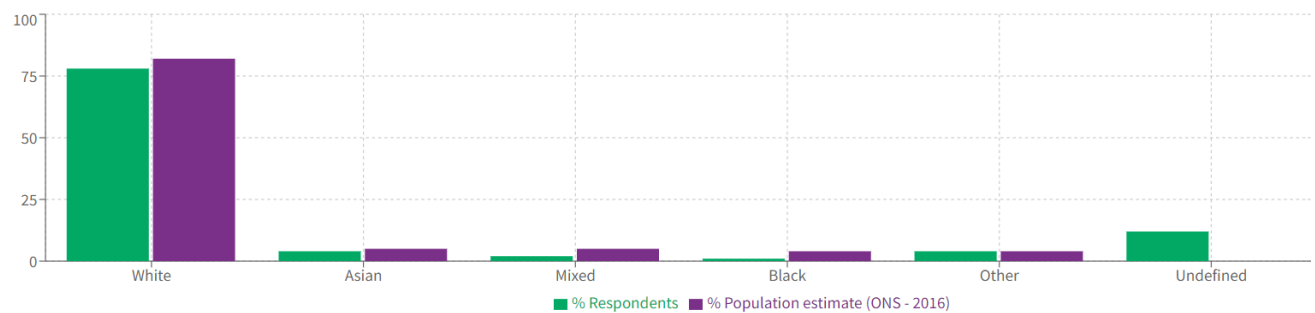
Graph 11 - “Looking forward to the next 12-24 months, would you support measures that seek to reduce traffic on residential streets more permanently?” Changes in Sentiment of Responses Over Trial Scheme Period for Respondents Travelling as part of School Trip



Respondent Demographics

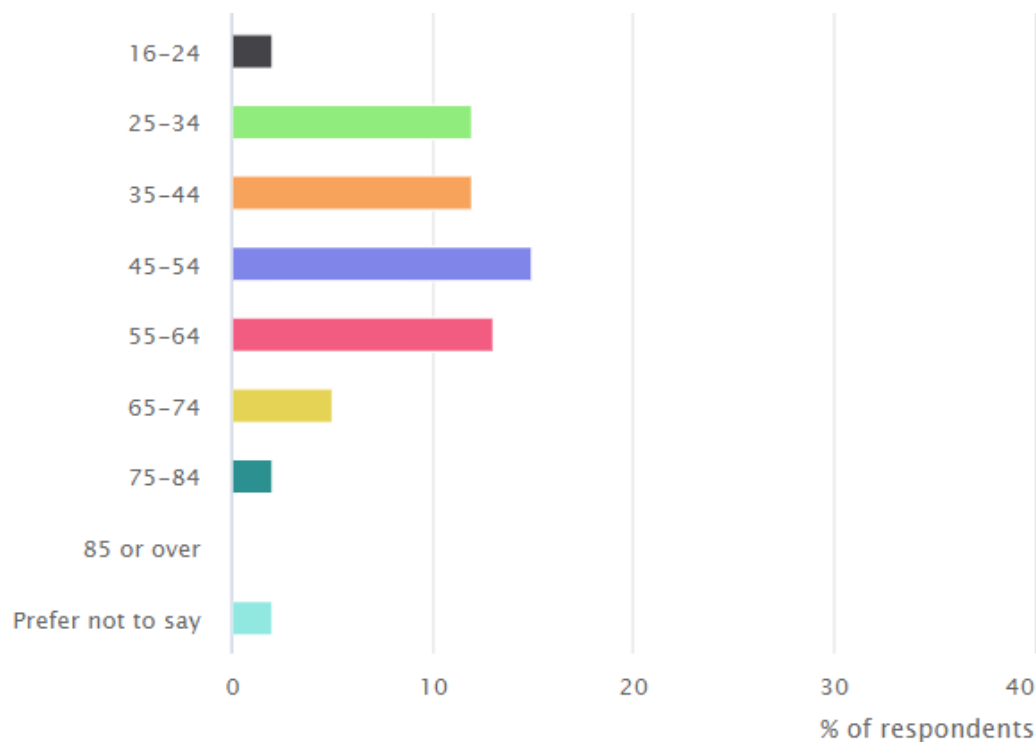
Graph 12 below shows the respondent demographics to the survey against the ONS (Office for National Statistic) 2016 data and responses to questions about connections to the area.

Graph 12 – Respondent Demographic by Ethnicity



Graph 13 below shows the respondent demographics to the survey by age. The graph shows that the Commonplace platform reached a wide group of respondents across all age groups, with the majority of respondents being aged between 45 and 54.

Graph 13 – Respondent Demographic by Age Group

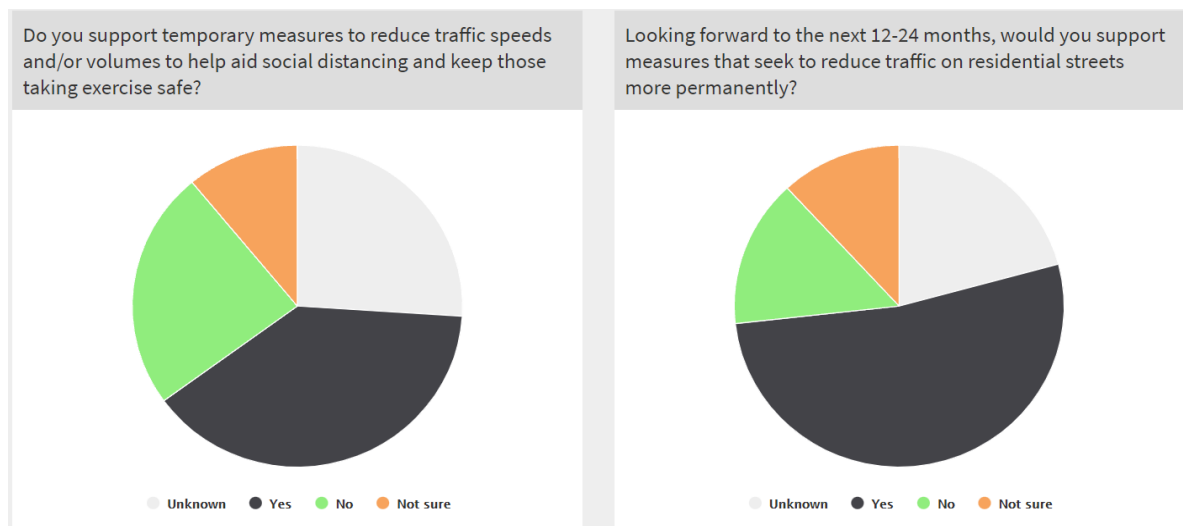


Perception of Safety

In general, the perception of safety has mostly remained neutral or slightly positive. Different primary travel users have differing views, with walkers leaning towards having more positive views than drivers.



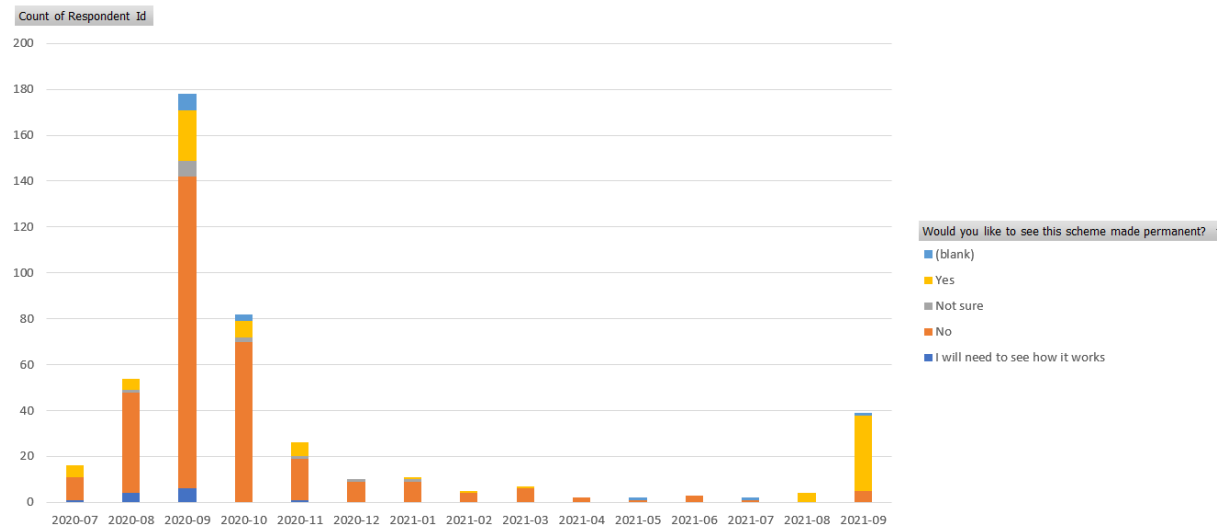
Advocacy of the objectives and the scheme



Responses based on attitude to area safety

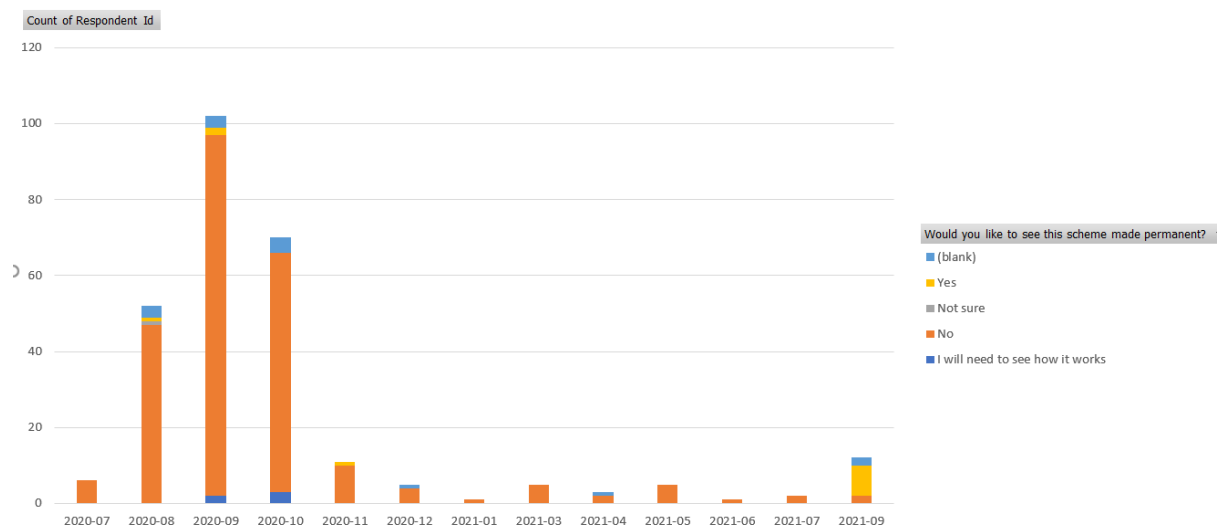
Walking safety – better or no change

If you walk, how have you felt while travelling around your local area in recent weeks? ▾



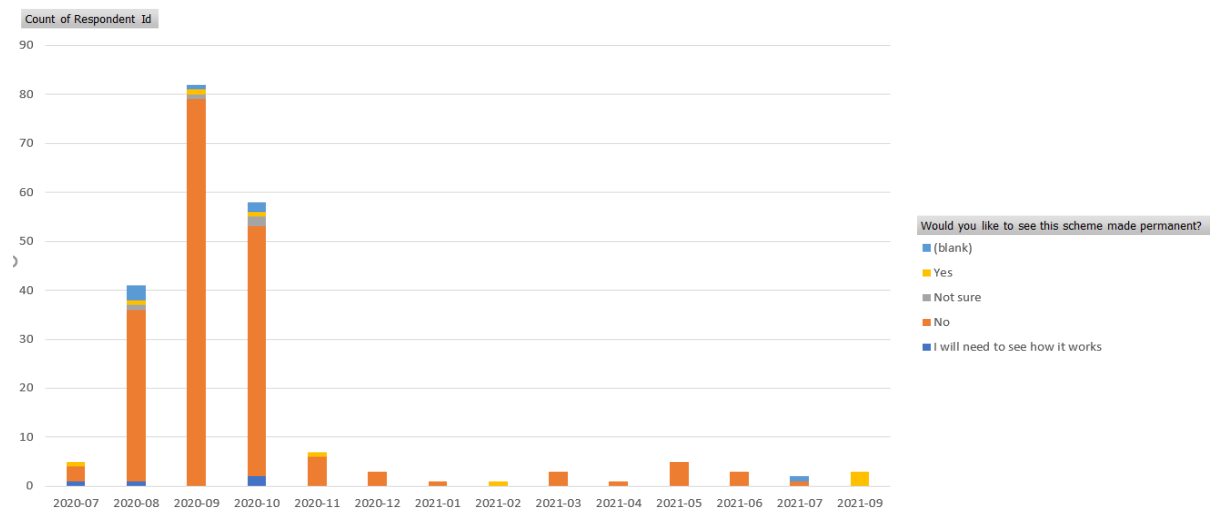
Walking safety - worse

If you walk, how have you felt while travelling around your local area in recent weeks? ▾



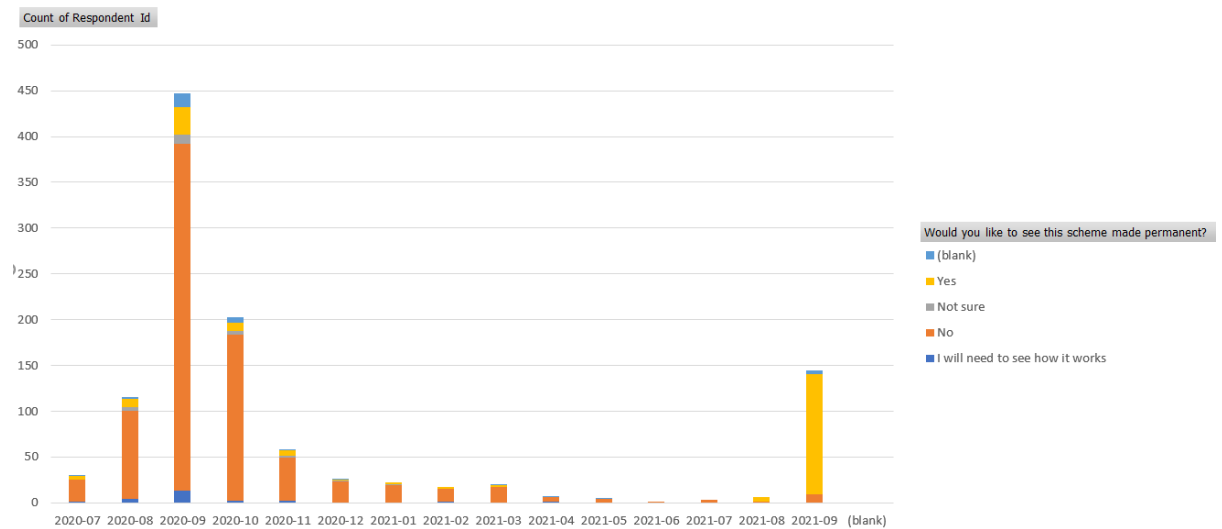
Cycling safety - worse

If you cycle, how have you felt while travelling around your local area in recent weeks? ▾



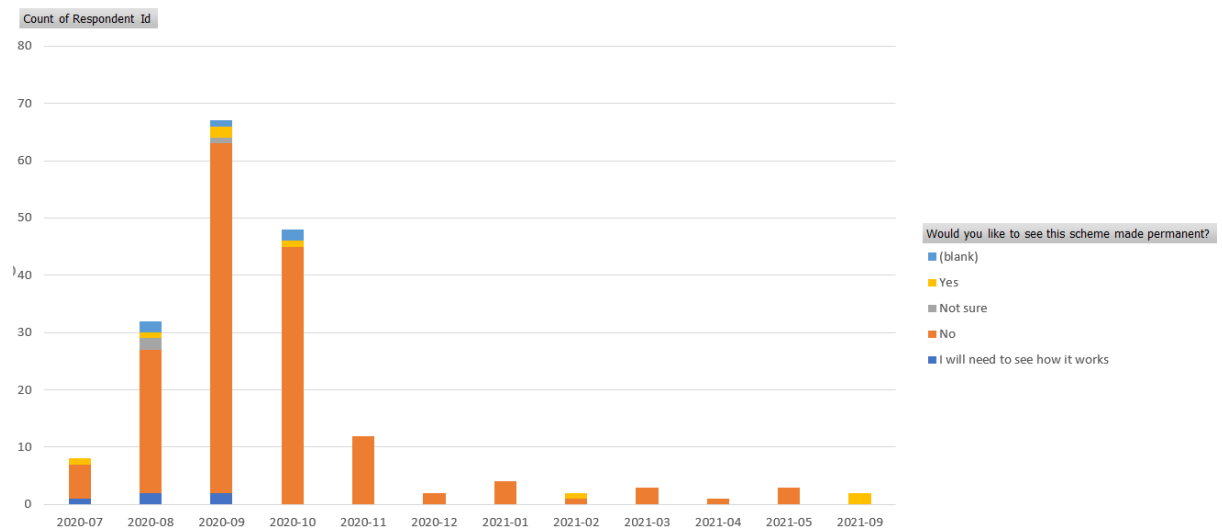
Cycle safety better or no change

If you cycle, how have you felt while travelling around your local area in recent weeks? ▼



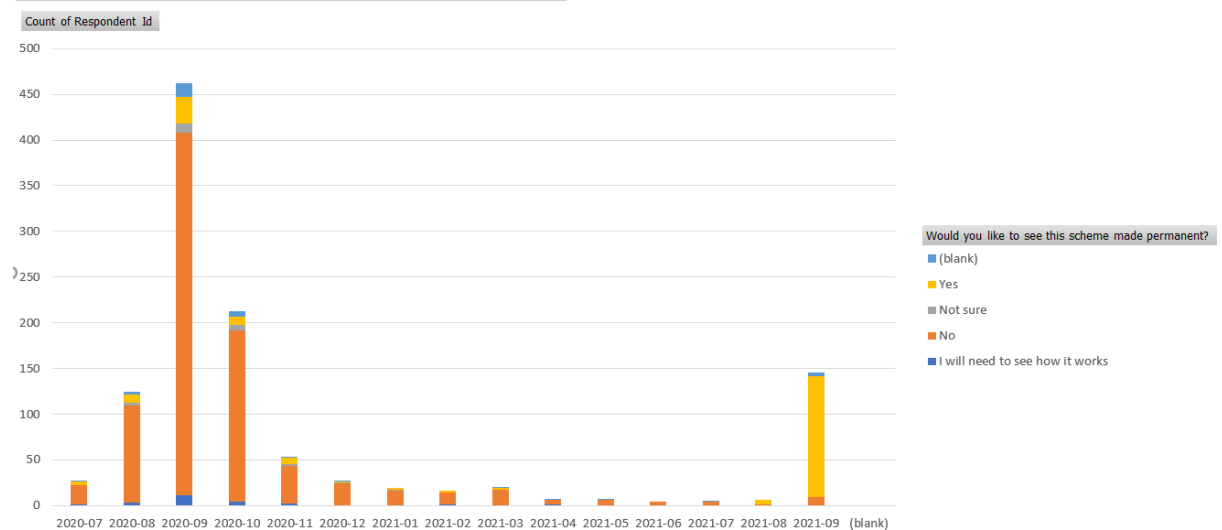
Car – drive it more in future

If you have a car, how do you expect the amount you drive it to change in the coming months? ▼



Car – drive it less

If you have a car, how do you expect the amount you drive it to change in the coming months? ▼



Letters of support for the TCPR (East) scheme from residents' associations



13 October 2021

Councillor Wesley Harcourt
Cabinet Member for the Environment
London Borough of Hammersmith & Fulham Hammersmith
Town Hall
King Street
London W6 9JU

Subject: TCPR (Traffic, Congestion and Pollution Reduction) scheme

Dear Cllr Harcourt,

I'm writing to you regarding the TCPR in South Fulham and in particular the western extension accompanied by the protections for the Wandsworth Bridge Road.

Firstly, I'd like to express my own personal position of support, which over the last year has changed as I have come to better understand the scheme and its objectives. I have written about this in detail on our website and this can be seen here.

<https://wbrassociation.org.uk/why-i-now-support-the-tcpr>

As I'm sure you're aware this scheme has sparked much heated online debate. While there are some genuine concerns, it seems much of the vitriol is either due to a lack of properly understanding the scheme, its objectives and operations or simply not wanting to see any sort of changes at all. The latter is simply not a sustainable position with the imminent climate crisis that we now all face.

As part of our High Streets for All bid to the GLA we ran a [survey](#) to the local community last Spring asking for input to our proposals as well as the public's thoughts on what more could / should be done. Overwhelmingly, the most repeated comment was that the traffic needed to be sorted out first. There was a feeling that if that can be properly addressed many of the other concerns, hopes and visions for the high street could begin to fall into place.

I understand that it is unlikely that any western extension is to be implemented before next year's council elections but I urge you to please begin all behind-the-scenes processes now to ensure as little delay as possible once the elections are past. Likewise, any protections for the Wandsworth Bridge Road itself that can be brought in sooner we enthusiastically welcome.

I must also mention that while I support this western extension with the protections for Wandsworth Bridge Road, I do of course have concerns for any unforeseen effects to the Wandsworth Bridge Road itself. This is clearly shared by many in our Association. However, we have received reassurances from the traffic engineers that they will be better able to manage traffic on WBR with the western scheme in place. We are trusting the data and models on this and simply ask for reassurances that if the scheme doesn't fully meet its predictions that LBHF

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continue to adjust and alter the TCPR provisions so that it truly meets its objectives; i.e. fewer cars, less congestion, priority for pedestrians and cyclists and better air quality for all.

We continue to encourage you to be bold with your approach. The technology behind the TCPR is impressive and could be used to further encourage more active travel and dissuade commuting through-traffic. The Wandsworth Bridge Road Association has been encouraging people to walk and cycle more and with that we welcome bold initiatives from LBHF to help implement this change, through better cycle provisions, safer pedestrian crossings and better pollution protections, etc. all of which have been promised by the engineers.

Please know that I personally have been helping people better understand the scheme and its potential benefits through the WBRA. I believe its crucial to continue to do this as the vast majority of people do support it once it is properly explained to them. Any materials you have that could be shared with the public I am more than happy to pass on, to help spread the word. I've seen some draft explainer-videos which I think could be very effective in this cause.

Thank you again for your bold vision. We welcome and encourage you in this.

Sincerely,

Gary Fannin
Chair Wandsworth Bridge Road Association

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11 October 2021

Councillor Wesley Harcourt

Cabinet Member for the Environment
London Borough of Hammersmith & Fulham
Hammersmith Town Hall
King Street
London W6 9JU

Subject: Traffic, Congestion and Pollution Reduction ("TCPR") scheme

Dear Councillor Harcourt,

On behalf of the South Fulham Residents' Alliance ("SoFRA"), we would like to reiterate our support for the TCPR scheme including the making of the East permanent, the extension of the scheme to the West of the Wandsworth Bridge Road and the implementation of the promised improvements to the Wandsworth Bridge Road itself.

Despite a rocky start, the TCPR scheme has proven to be incredibly effective in addressing the core targets established by all the residents, namely the reduction of **traffic**, **congestion**, and **pollution** in our neighbourhood. We have seen first-hand how traffic is materially down both on the local residential roads as well as on the Wandsworth Bridge Road itself. The promised traffic evaporation predicted by Traffic Officers is working, especially as the satnavs are recalibrating six months post the implementation of the scheme. In the east, the flooding of our residential roads by rat running has thankfully mostly ceased.

We fully acknowledge that there are a handful of myopic, dissenting residents that have been, and remain, extremely vocal since the closure of Harwood Terrace. However, we take great comfort that other local residents' associations (namely the WBRA and PRARA) that were anti the scheme at first, after much diligent research and engagement with the Traffic Officers and the community, have now all come out in active support of the scheme. Indeed, all five local residents' groups, (SoFRA, WBRA, PRARA, HTRA, HDRA) stretching across all of South Fulham, now support the scheme. We also have hard data and empirical evidence of support with over 95% of residents who participated in our educational sessions expressing the desire to make the scheme on the East permanent, and to extend the scheme to the West and implement improvements to the Wandsworth Bridge Road. In total, over 400 residents participated in a very lively exchange of views in four meetings ably chaired by Councillor Matt Thorley.

Our commitment to education remains unabated and the plan is to undertake more resident-led education sessions once the Western extension is implemented. Ultimately, providing education and information on the benefits of the scheme is the most effective foil to misinformation being weaponised in social media.



We commend you for having the unfaltering courage and vision to implement such an innovative scheme, the first in the country! It is clear that a technology-based solution is the only way to address a technology-based problem. Turning back to an idealised yesteryear is not a viable solution.

We thank you and the Traffic Officers for all your diligent work. The team has spent almost eighteen months engaging with the residents and assimilating, and adjusting, the scheme with all the resident inputs. The extensive attention afforded to the South Fulham area is very much appreciated.

Yours sincerely,

The members of SOFRA

Appendix 2 – Traffic Analysis Summary

Reducing out of borough through traffic from the residential streets

Traffic monitoring has demonstrated that traffic that originates from outside the borough passing through has significantly fallen during the experiment resulting in an overall reduction in traffic volumes.

There are several factors that have contributed to the change, including:

- The launch of the experimental South Fulham TCPR (East) scheme;
- Travel behaviour across London – such as active travel growth, public transport patronage;
- New hybrid flexible working patterns – changing when or if people travel to work;
- Road works in other parts of the network affecting traffic capacity; and
- Increase in home delivery activity.

Industry research established over the decades has highlighted that reducing congestion through increasing capacity, simply leads to increasing travel demand. This corresponds to network rebalances that results in any spare or new capacity being taken up. The experimental scheme focuses on removing capacity from residential streets, transferring through traffic to the wider and main road network.

As traffic is not able to fully displace to main roads, due to the majority already operating at capacity, demand responses are made at the individual journey level that lead to people changing their route, mode of transport, the time of day travelled or not to travel at all. The net effect leads to the result of lesser traffic on the network.

The data indicates there has been a positive change in the traffic profile, even in areas where displacement would have likely occurred. It is also evident from data that traffic displaces from major roads to side roads if capacity is reduced on the main road network without protecting residential streets.

To get maximum benefits with minimal disruption to residents, a logical order for interventions must be applied. Therefore, it is only possible to implement measures to reduce traffic on main roads if residential side streets are protected from through traffic beforehand.

Destination Demand

Figure 1 below illustrates the destination demand (vehicles per hectare) for distinct Office for National Statistics demographic areas in South Fulham. The educational and commercial areas have the highest destination demand.

There is a significant percentage of heavy goods vehicle traffic generated in the east area from developments such as the gas works site and the refuse collection depot when compared to the average traffic composition for the borough. This indicates the likelihood of significantly more conflict of local traffic competing for space with through traffic.

Figure 1 – vehicle destination demand measured pre scheme

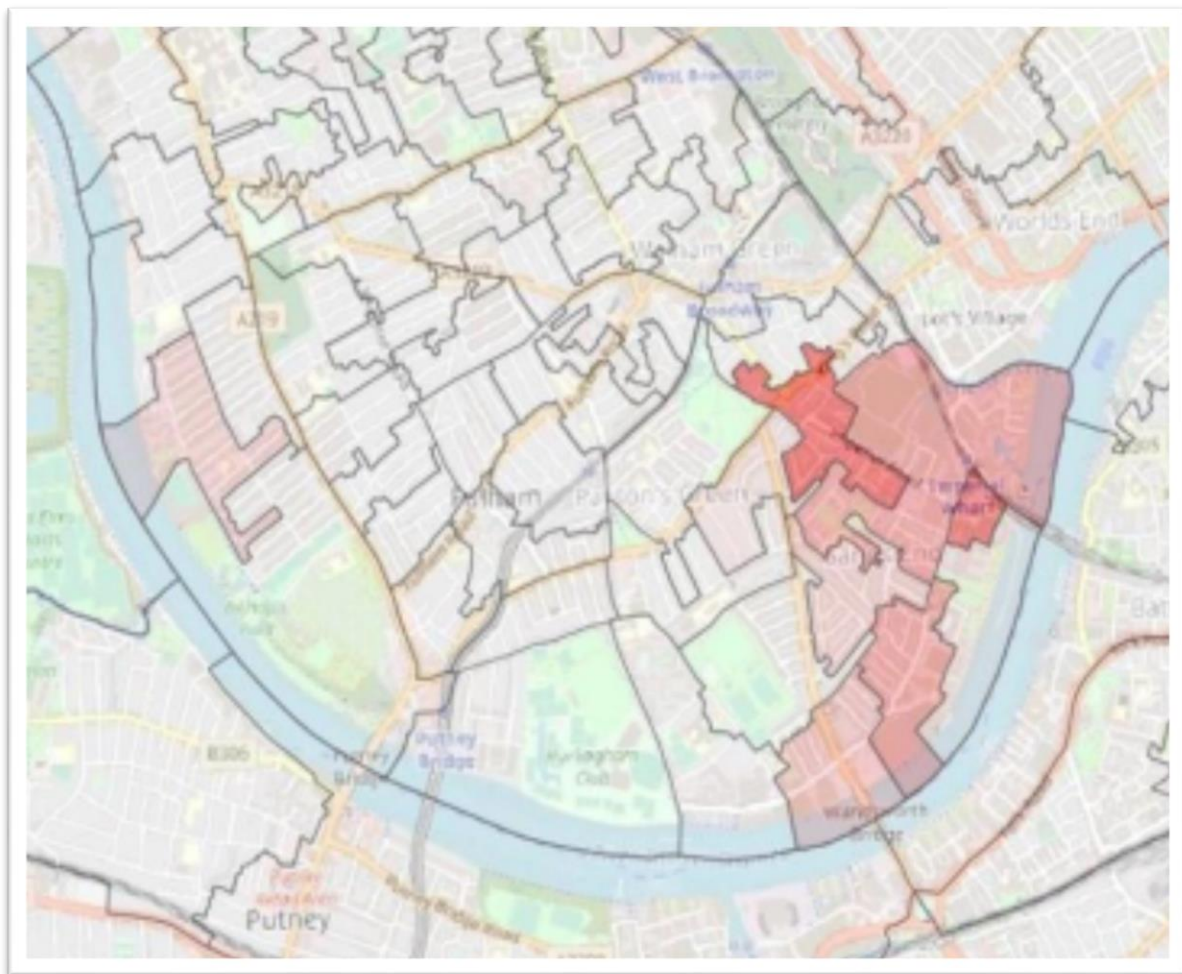


Figure 2 illustrates the traffic density in the road network for traffic passing through South Fulham prior to the scheme. The deeper the red, the higher the traffic density.

Traffic using South Fulham as a cut through to avoid A4 or other crossings further along the river, including the M25 is clearly demonstrated.

The corresponding traffic density in residential streets is evident, and in some cases higher than that of the primary road network which is designed for through traffic. The use of residential streets as additional through traffic capacity encourages more

traffic to use the area; as the availability of road space provides for overall increased capacity.

Figure 2 - traffic bandwidth of the road network



Figure 3 below illustrates the change in traffic density since the introduction of the scheme and when compared with Figure 2 above. The deeper the blue the greater the reduction in traffic.

The data has demonstrated the scheme has removed traffic from the control area, but also roads further afield.

The data also indicates that there is an increase in the usage on some of the side streets to the west of Wandsworth Bridge Road, more prevalent on the streets south of Clancarty Road and north of Studdridge Road. This is primarily due to higher through traffic usage to previous levels, and it is assumed the area east of Wandsworth Bridge Road would have experienced similar traffic levels and profile without restrictions. The data supports the requirement for traffic queue and volume mitigation for Wandsworth Bridge Road and a scheme for the west area.

ANPR monitoring indicates that 49% of the additional west traffic is non-residential. Based on the data it is expected that a scheme extension to the west of Wandsworth Bridge Road would significantly reduce the traffic in the residential roads to the west and further support the scheme aims in the east.

Figure 3 - traffic bandwidth of the road network



Origin-Destination Trip Matrix – TCPR (East)

Table 1 shows the change in the proportion of through traffic in the area over time showing a shift away from out of borough through traffic to predominantly local traffic.

Table 1: proportion of car trips in the area by their origin and destination over time

Origin-Destination - Trip Matrix	Nov 19	Apr 2020	Sep 2020	July 2021
External - External	38%	18%	15%	6%
Internal - External	18%	26%	30%	32%
External - Internal	25%	42%	26%	34%
Internal - Internal	19%	13%	30%	28%

Traffic volume reductions

Traffic volumes were reduced in the whole of the South Fulham Area by 23% including Wandsworth Bridge Road when normalised for Covid19 traffic reductions and disruption from road and bridge works.

Over time the data shows that out of borough traffic on the west of Wandsworth bridge Road decreased during the experiment, therefore demonstrating that the traffic did not displace from the east to the west of Wandsworth Bridge Road.

The overall daily number of vehicles crossing Wandsworth Bridge has fallen from around 42,000 per day to 34,000 per day (averaging 8,000 vehicles per day). An initial increase in traffic on Wandsworth Bridge Road did not occur due to the main road already operating at capacity. Average delay and congestion on surrounding roads did not worsen compared to pre Covid19 conditions and in most cases had improved.

There are occasional observed events of high congestion on the primary roads when looking at GPS data, these correspond to congestion caused by road works and traffic issues related to general network performance and are not directly attributable to the scheme.

Improving public transport journey times

Covid19 has significantly affected how public transport is utilised and operates, thus in terms of overall patronage numbers and operational factors such as boarding and alighting at bus stops.

Due to major changes made to operational routes by Transport for London and bus operators, comparative data on relative journey times is not a reliable indicator of bus performance. The most appropriate alternative indicators are the relative journey times on roads that buses operate on.

Bus routes within the scheme area have an average of five-minute faster journey times. Bus routes on surrounding roads have an average of three-minute slower journey times.

Moving Traffic Compliance

Compliance of traffic restrictions are a good indicator of when a scheme has bedded in and filtered out traffic the intervention was aiming to remove. There will always remain a high cancellation rate for tickets for this scheme as the policy for cancellations covers all incidental tickets genuine visitors to residents may receive due to digital complexity of the process to give the visitor a permit.

Case Payment Status	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021
Upheld	33%	32%	28%	23%	26%	23%	21%	22%	23%	22%	23%	22%	21%	14%	0%
Open	7%	7%	8%	8%	7%	7%	7%	7%	7%	7%	8%	9%	13%	24%	90%
Cancelled	61%	61%	64%	69%	67%	70%	72%	70%	70%	71%	70%	69%	66%	62%	10%
	5.7%	5.3%	4.3%	3.5%	3.8%	3.3%	3.2%	3.3%	3.2%	3.1%	3.1%	2.7%	3.2%	1.9%	0.0%

Comparing the change in volumes from Sept 2020 to Sept 2021 the following percentage reductions have been observed.

Tickets Issued	64%
Cases Upheld	84%
Traffic volumes	55%

There has been a reduction in non-compliance activity to 1.9%. This is within the normal level of non-compliance observed from other traffic enforcement activity and indicates the scheme has bedded in and is now operating as expected.

Appendix 3 – Air Quality Analysis

Improving air quality

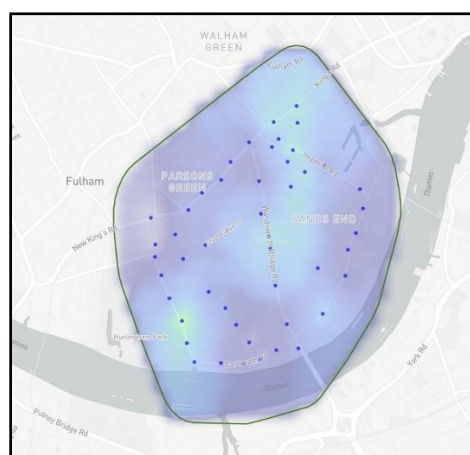
As part of the monitoring programme the highest density hyper local air quality mesh network in Europe was installed to monitor the local air quality and its relationship with traffic.

The two maps below show the Nitrogen Dioxide (NO₂) concentration maps compared from 2016 and 2021 (Figure 4 and Figure 5). Figure 5 is showing a significant reduction in pollution across the whole area. Red areas being the highest pollution, and Blue the lowest pollution.

Figure 4. NO₂ – 2016 GLA map



Figure 5. NO₂ - 2021 map



	Average Annual Level				
	Validated			Measured*	
	2017	2018	2019	2020*	2021*
NO ₂ (um ³)	57.3	51.4	43.8	32.5	12.72
Reduction from previous year		10%	15%	26%	61%

**unvalidated data is subject to distance correction before official publication*

The World Health Organisation recently lowered thresholds for pollutants. The South Fulham area has been achieving this new standard since the scheme launched and is likely to improve further if the scheme is expanded to the whole of South Fulham.

Air quality improvements would be experienced over a wider area than the TCPR boundary as through traffic is constrained and removed from the road network.

The Council developed a real-time dashboard enabling a live view of both traffic and air quality levels. The air quality dashboard enabled the deciphering of the complex relationship with air quality to traffic density over time.

Figure 6 shows a screenshot as an example. It captures the data dashboard, mapping pollution levels and vehicle volumes over time.

Figure 6. Air quality dashboard showing rolling change in air quality over time



The average air quality for South Fulham is DEFRA index 2 which is considered good for a densely populated area in central London.

The main pollutant for contributing to the overall pollution index score is Ozone (O₃). Ozone is created in warmer weather by street trees as they break down Nitrogen Dioxide (NO₂) pollution from vehicles and convert it to Ozone. This is a natural occurrence and behaviour of trees.

The data has shown that the air quality in South Fulham is more sensitively linked to air temperature and pressure than traffic volumes, meaning lower air quality occurs more during the night (when traffic volumes are at the lowest). Day time pollution rises higher during warmer daytime temperatures, is geographically transferred by wind and atmospheric pressure and returned to ground level at night.

To effectively reduce pollution in a specific area requires pollution control in the immediate vicinity, but also in neighbouring areas over a larger geographic expanse.

APPENDIX 4 - Equality Analysis / Impact Assessment (EQIA)

South Fulham SW6 Traffic Congestion and Pollution Reduction (TCPR) scheme

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2021 Quarter 3
Name and details of initiative	<p>Title of EIA: South Fulham SW6 Traffic Congestion and Pollution Reduction (TCPR) scheme</p> <p>Short summary: The proposed scheme aims to progress the South Fulham SW6 TCPR from an experimental trial scheme (introduced in July 2020) to a permanent traffic order and consider the expansion of the scheme area.</p>
Lead Officer	<p>Name: Dan McCrory</p> <p>Position: Principal Transport Planner</p> <p>Email: Dan.mccrory@lbhf.gov.uk</p> <p>Telephone No: 07917335710</p>
Date of completion of final EIA	25 November 2021

Revision History

Version	P01	PO2	PO3
Date	26/10/21	12/11/21	25/11/21
Authors	Charlotte Town (Author) WSP Sophie Collins (Review) WSP Sophie Collins (Quality Assurance) WSP	Charlotte Town (Author) WSP Sophie Collins (Review) WSP Sally Newbold (Quality Assurance) WSP	Charlotte Town (Author) WSP Sophie Collins (Review) WSP

Key Findings

The Equality Impact Assessment found that the scheme will not have an adverse impact on a particular group and the Council have complied with its statutory duties. It is envisaged that the

scheme positively impacts groups affected by high traffic volumes near their homes. Improving air quality, accessibility and lowers risk of collisions.

This EQIA finds the initial Adverse Equality Impact Rating to be **Low**. However, with identified mitigations implemented, the scheme will not have an adverse impact on a particular group.

Summary and recommendations of equality analysis / impact assessment

Context

The area of the proposed scheme is a primarily residential area located in South Fulham. The River Thames is located immediately to the south of the site, with primarily residential areas located to the north and west. To the east of the site contains mixed usage, including Chelsea Harbour. Wandsworth Bridge Road (WBR) runs adjacent to the site, acting as a main arterial road between Fulham and Wandsworth. Cutting through residential streets is seen throughout the area of the proposed scheme, with this area being used as a cut-through from WBR to the A303 New King's Road (NKR). Speed limits in the area to the west of the scheme are 30mph on WBR, NKR and Broomhouse Lane, and 20mph on Peterborough Road, Parsons Green, Clancarty Road, and Studdridge Road. Due to shortcutting via residential streets through the area east of WBR, temporary measures were brought in as a trial in July 2020 under the Traffic Regulation Act 1984, with an Experimental Traffic Regulation Order (ETRO).

Aims and Objectives

The proposed scheme aims to progress the South Fulham SW6 Traffic Congestion and Pollution Reduction Scheme (TCPR) from an experimental trial scheme (introduced in June 2020) to a permanent traffic order. This includes extending the scheme on a trial basis to the area west of Wandsworth Bridge Road. The proposed scheme currently encompasses the area east of the A217 Wandsworth Bridge Road and south of the A308 New King's Road, up to and including Imperial Road and the roundabout on Harwood Terrace. The proposed scheme was introduced with the aim of reducing traffic, congestion and air pollution, whilst making the roads safer and more pleasant. The scheme also aims to enhance the quality of life for residents and businesses through the

reduction in out-of-borough traffic through side streets. In addition, the proposed scheme aims to reduce noise and carbon emissions, in keeping with the council's climate emergency strategy. The approximate area of proposed scheme is 0.6km².

Measures of the scheme include:

- Restricted access for unregistered vehicles to the following streets:
 - Harwood Terrace, westbound;
 - Bagley's Lane, between Cresford Road and Harwood Terrace (access permitted for visitors and deliveries to properties on restricted street);
 - Broughton Road, between Broughton Road Approach and Langford Road (access permitted for visitors and deliveries to properties on restricted street);
 - Hazlebury Road, at the junction with Cranbury Road; and
 - Imperial Road, between Emden Street and Fulmead Street.
- There are existing physical transport restrictions bordering Bagley's Lane, Harwood Terrace and Stephendale Road, preventing large goods vehicle traffic.
- The proposed scheme also permits no motor vehicles (with permit holders exempt) to Bagley's Lane, Broughton Road and Hazlebury Road.
- Additional camera controls located on Harwood Terrace, Imperial Road, Bagley's Lane, Broughton Road, and Hazlebury Road.

- The proposed extension of the scheme area for a trial encompasses the residential area to the west of Wandsworth Bridge Road up to New Kings Road A308.

Within the scheme, 99% of the area remains accessible for deliveries, contractors and visitors without passing camera control points, although this may mean accessing locations through different routes i.e. routing via main arterial routes such as WBR.

Residents from within the borough who hold either a residential parking permit or whose vehicle is registered at the DVLA with an address in the borough are exempt from the TCPR scheme, through registering online with the scheme. Residents can also give visitors, deliveries and contractors free access to the area through registering for a visitor permit; this can be done online, via the RingGo app/website, or through telephone.

Other exemptions are as follows:

- Visitors with an activated visitor permit session;
- Carers who register for an access permit exemption;
- Business permit holders;
- Black taxis and local taxi firms who have applied to be registered;
- Buses and coaches;
- Vehicles with eight or more seats;
- Royal Mail postal vehicles;
- Council services and contractors (e.g. refuse and recycling, housing repairs, social care; and

- Emergency services.

Most essential services, including carers and healthcare workers have already registered with the council and have therefore been provided with free access to the area. Those not registered are not exempt from the scheme would need to register with the council to avoid penalties, including informal/non-paid carers who would need to register or utilise a visitor permit.

There are no limits on the number of visitors permits per resident. Visitor permits can also be issued retrospectively, up to 12am on the day of visiting

Summary of equality impact assessment

There are likely to be a mixture of positive and negative impacts on Protected Groups resulting from the proposed scheme, primarily the following groups:

- Age;
- Disability;
- Sex / Gender;
- Religion;
- Pregnancy/maternity; and
- Deprivation.

Assuming that the mitigation outlined in the sections below is implemented it is judged that the proposed scheme can adjust and continue with minor implications on Protected Groups.

Part 1 - Screening

Social Baseline

Introduction

The following local social profile for South Fulham has been compiled from publicly available data to provide context for and to inform the assessment. Data for South Fulham has been compared with the average for England / Wales. This comprises information on the following:

- Protected characteristic groups;
- Local communities and facilities relevant to protected characteristic groups; and
- Local community facilities and public transport.

The data sources used to identify baseline characteristics of the Study Area include:

- The ONS - <https://www.ons.gov.uk/>;
- NOMIS - <https://www.nomisweb.co.uk/>;
- [Labour Market Profile – Hammersmith and Fulham](#) (Accessed: 13 October 2021);
- The National Travel Survey 2019: [National Travel Survey 2019 Factsheet](#);
- IMD mapping software: [IMD Index](#);
- Google Maps: [Google - Maps](#);

- Air quality monitoring data for Hammersmith and Fulham ([Hammersmith & Fulham Air Quality Annual Status Report for 2019](#)) and
- Traffic survey data for the area of the proposed scheme.

Protected Characteristic Profile

Data from the Office of National Statistics (ONS) has been gathered on the following protected characteristics from Section 4 of the Equality Act (Information source: Highways Agency (2011), Guide to Equality Impact Assessment):

- Age;
- Disability;
- Race;
- Religion or belief;
- Sex / gender;
- Sexual orientation; and
- Deprivation.

Due to the lack of publicly available data, certain protected characteristics, including gender reassignment, marriage and civil partnership and pregnancy and maternity have not been included in the assessment. Although not required under the Act, the social profile also includes data for deprivation as it provides a measure of a combination of socio-economic matrices, and can be used as an indicator for vulnerable groups.

Local Communities and Public Transport

The 500m study area surrounding the proposed scheme includes largely residential areas, with some areas of commercial use.

Figure 1 shows the local area and relevant facilities to this EQIA.

Residential communities located within the 500m study area include the following:

- The area of Sands Green within the area of the proposed scheme;
- The area of Walham Green to the north of the proposed scheme; and
- The area of Parsons Green to the west of the proposed scheme.

Public transport, pedestrian and cycling facilities located within 500m of the proposed scheme include:

- There are two train stations located within 500m of the proposed scheme, located at Imperial Wharf and Fulham Broadway. These provide local London Underground services along the District Line and West London Line. The railway station at Imperial Wharf also provides services to and from Clapham Junction, Stratford, Highbury and Islington, Gospel and Barking, and Stratford to Richmond, as well as services to London Liverpool Street and London Euston;
- There are multiple bus stops located along Wandsworth Bridge Road (A217), Imperial Road, New Kings Road (A308), Harwood Road (B318) and Fulham Road, which provide services to and from Wandsworth and Clapham Junction, Oxford Circus, Ealing, Acton Vale, Hammersmith and Putney Bridge;
- The Thames Path National Trail runs along the edge of the proposed scheme, along the River Thames;
- There are pedestrian pavement provisions located throughout the proposed scheme; and

- There are two public open spaces within 500m of the proposed scheme, identified as Brook Green.

Local Community Facilities Relevant to Protected Groups

There are a number of local community facilities which are situated within the study area for the proposed scheme and are shown on **Figure 1**. All distances are approximate.

Pre-schools

There are four pre-schools within 500m of the proposed scheme:

- Puffins Nursery School (167m west of the proposed scheme);
- Sands End Pre-School (10m west of the proposed scheme);
- LYEF – Wandsworth Bridge Nursery and Pre-School (located within the proposed scheme);
- Millie's House Nursery and Pre-School (220m west of the proposed scheme);

Primary Schools

There are three primary schools located within 500m of the proposed scheme:

- Langford Primary School (located within the area of the proposed scheme);
- Holy Cross Catholic Primary School (380m west of the proposed scheme); and
- L'Ecole des Petits (located within the area of the proposed scheme).

Secondary Schools

There are three secondary schools located within 1km of the proposed scheme:

- Lady Margaret School (430m west of the proposed scheme);
- The Hurlingham Academy (340m west of the proposed scheme);
- Chelsea Academy (400m east of the proposed scheme); and
- Lycee Francais Ecole Marie D'Orliac, (300m west of the proposed scheme).

Higher Education

There are no higher education facilities located within 500m of the proposed scheme. The closest University to the proposed scheme is Clark University approximately 1.4km west of the proposed scheme.

GPs, Dentists and Pharmacy

There are four GP practices within 500m of the proposed scheme:

- Sands End Health Clinic (located within the area of the proposed scheme);
- Lilyville @ Parsons Green (470m west of the proposed scheme);
- Kings Road Medical Centre (460m north east of the proposed scheme);
- Chatfield Health Centre (250m south east of the proposed scheme).

There are two dentists located within 500m of the proposed scheme:

- Karma Dental Care (10m west of the proposed scheme);

- New Kings Rd Dental Practice (located within the area of the proposed scheme).

There are four pharmacies located within 500m of the proposed scheme:

- ABC Pharmacy (located within the proposed scheme);
- C.E Harrod Chemist (370m west of the proposed scheme);
- Boots (450m north of the proposed scheme);
- The Olde Pharmacy (220m south of the proposed scheme).

Hospitals

There are no hospitals located within 500m of the proposed scheme. The nearest hospital is the Chelsea and Westminster Hospital, which is located approximately 910m north east of the proposed scheme.

Care Homes

There are no care homes located within 500m of the proposed scheme. The closest care home is located approximately 530m north of the proposed scheme.

Places of Worship, cemeteries/burial grounds

There are four places of worship located within 500m of the proposed scheme:

- ChristChurch Fulham (200m west of the proposed scheme);
- Our Lady of Perpetual Health (located within the proposed scheme);
- St Matthew's Church (located within the proposed scheme);

- Iglesia de Dios Ministerial de Jesucristo Internacional (450m north west of the proposed scheme).

There are no cemeteries, burial grounds, or crematoriums located within 500m of the proposed scheme.

Other Local Facilities

There are seven convenience stores located within 500m of the proposed scheme:

- Sainsbury's Local, Wandsworth Bridge Road (20m west of the proposed scheme);
- Sainsbury's, Fulham Wharf Superstore (located within the proposed scheme);
- Tesco Express, Battersea Road (290m south of the proposed development);
- Co-op Chatfield Road (290m south of the proposed scheme);
- Tesco Esso Express, Fulham Kings Road (50m east of the proposed scheme);
- Sainsburys Fulham Broadway (460m north of the proposed scheme);
- Whole Foods Fulham (440m north of the proposed scheme);
- Tesco Express, Fulham Imperial Wharf (50m east of the proposed scheme).

There is one post office located within 500m of the proposed scheme:

- Wandsworth Bridge Road Post Office (20m west of the proposed scheme).

There are two food banks located within 500m of the Proposed scheme:

- The Trussell Trust Food Bank (220m west of the proposed scheme);

- Hammersmith and Fulham Food Bank (30m west of the proposed scheme).

There are no libraries located within 500m of the proposed scheme.

There are two laundrettes located within 500m of the proposed scheme:

- Stephendale Laundrette (located within the area of the proposed scheme); and
- Fulham Valeting (located 50m west of the proposed scheme).

Other Local Businesses

There are nine cafes located within 500m of the proposed scheme:

- Sainsbury's Café (located within the proposed scheme);
- Lina Café (located within the proposed scheme);
- Jack's Café & Bar (located 50m west of the proposed scheme);
- Café Nero (located 50m west of the proposed scheme);
- York Café (390m south of the proposed scheme);
- Social Fuel Café (380m south of the proposed scheme);
- Harris + Hoole (130m east of the proposed scheme);
- Design Café (located 260m east of the proposed scheme); and

- St Clements (located 380m west of the proposed scheme).

There are 12 bars and restaurants located within 500m of the proposed scheme:

- FENN Restaurant Fulham (located 50m west of the proposed scheme);
- The Sands End (located within the proposed scheme);
- The Waterside (located within the proposed scheme);
- Yamal Alsham (located within the proposed scheme);
- The Rose (located within the proposed scheme);
- Brook House (located 45m west of the proposed scheme);
- Santa Maria Pizzeria (located within the proposed scheme);
- Megan's Kings Road Restaurant (Chelsea) (located 150m east of the proposed scheme);
- The Ship (located 280m south east of the proposed scheme);
- The Parsons Green Sports & Social Club (located 490m west of the proposed scheme);
- Bayley & Sage (located 440m west of the proposed scheme); and
- Kona Jai (located 340m north of the proposed scheme).

Public Consultation

Following the introduction of temporary TCPR measures in South Fulham in July 2020, the London Borough of Hammersmith and Fulham undertook public consultation in both the area of the scheme (east of Wandsworth Bridge Road (WBR)) and the area neighbouring the scheme (west of Wandsworth Bridge Road). These findings contribute to the EQIA through identification of accessibility issues to those living and working in the area of the Proposed Scheme.

Details of consultation findings in Appendix 1

Traffic Data

Traffic analysis in Appendix 2 was used as a reference for this EQIA.

Air Quality

Air quality was monitored across the area of the proposed scheme, monitoring the local air quality and its relationship with traffic. Air quality analysis in Appendix 3 was used as a reference for this EQIA.

Scoping

Analysis of Impacts and Outcomes of the Proposed Scheme

The following criteria is used to determine whether the impacts of the proposed scheme will be positive, negative or neutral. **Table 10** analyses the impact of the proposed scheme against protected characteristics. There are three possible outcomes:

- Positive: The EQIA shows the initiative(?) is not likely to result in adverse impact for any protected characteristic and does advance policy/initiative/re-structure/re-organisation in another way;
- Negative: The EQIA shows the initiative is likely to have an adverse impact on a particular protected characteristic(s); and
- Neutral: The EQIA shows the initiative/ is not likely to result in adverse impact for any protected characteristic and does not advance equality of opportunity, and/or fulfils Public Service Equality Duty (PSED) in another way.

Table 10 – Impacts of the proposed development upon protected characteristics.

Protected characteristic	Analysis	Impact:
Age	The Proposed Scheme may result in indirect adverse impacts upon the elderly as elderly people are also more likely to struggle with online methods of exemption particularly impacting the elderly and their visitors, who may not be able to access online technology. However, there is a telephone option of providing visitor permits that is considered to be more accessible for the elderly.	Neutral

Age	The scheme is likely to bring positive impacts to young children and the elderly, with reduced traffic reducing road risks.	Positive
Age	Reduced congestion and traffic are found to improve local air quality and therefore reduce the associated health risks – this is especially notable for the elderly and young children.	Positive
Age	The scheme could promote active travel, encouraging people to take up cycling and walking as a mode of travel, improving exercise and health. This is particularly relevant to school aged children and those of working age when travelling to local services.	Positive
Disability	The proposed scheme is unlikely to impact those with a disability directly as the area will remain largely the same, with no expansion or alterations to existing footpaths.	Neutral
Disability	The council operates a taxi-card scheme which enables disabled residents to use black taxis which are exempt from the scheme. Due to the reduction in through traffic the black taxis will have better access to the area.	Positive
Disability	The proposed scheme may impact those with disabilities, particularly learning difficulties, when providing visitor permits online and via telephone. The scheme allows for a nominated advocate to operate the technology on their behalf. The council's cancellation policy also caters for any fines received by drivers visiting	Neutral

	disabled residents.	
Disability	Reduced congestion and traffic has been found to improve local air quality and therefore reduce the associated health risks – this is especially notable for people with respiratory conditions.	Positive
Gender reassignment	No impact predicted.	Neutral
Marriage and Civil Partnership	No impact predicted during operation of the proposed scheme. No impact predicted during operation of the proposed scheme.	Neutral
Pregnancy and maternity	The proposed scheme will reduce congestion throughout the area east of WBR, this will have potential positive impacts for pregnant women due to reduced traffic in the area, creating a safer space and reduced congestion. The scheme will also encourage active travel, which brings health benefits through facilitating exercise. No impact predicted during operation of the proposed scheme.	Positive
Religion/belief (including non-belief) Race	The proposed scheme has the potential to improve the tranquillity of places of worship through the reduction in traffic and congestion east of WBR. However, there may be potential for traffic and congestion to build in areas west of WBR, which may disrupt places of worship in this area. No impact predicted during operation of the proposed scheme.	Neutral
Religion/belief (including non-belief)	The routes to the two places of worship within the area of the proposed scheme do not require passing through a camera control point from WBR, however, if	Neutral

	<p>traveling from NKR onto Imperial Road then this route to places of worship is not accessible. Therefore, visitors must access through WBR in order to avoid a penalty. The proposed scheme has the potential to improve the tranquillity of places of worship through the reduction in traffic and congestion east of WBR. However, there may be potential for traffic and congestion to build in areas west of WBR, which may disrupt places of worship in this area.</p>	
Religion/belief (including non-belief)	<p>The removal of shortcutting via residential streets by the proposed scheme is likely to benefit women largely as the primary escort providers to school aged children. The reduction in traffic and congestion in the area will improve the safety of the roads and encourage active travel. The routes to the two places of worship within the area of the proposed scheme do not require passing through a camera control point from WBR, however, if traveling from NKR onto Imperial Road then this route to places of worship is not accessible. Therefore, visitors must access through WBR in order to avoid a penalty.</p>	Positive
Sex	<p>Due to increased journey length, women may be disproportionately impacted by increased traffic as the primary escort providers to school children and may experience subsequent delays when travelling/commuting to work in the area. However, according to traffic data, currently delays on WBR are considered to be insignificant on journey times. The removal of shortcutting via residential streets the proposed scheme is likely to benefit women largely as the primary escort</p>	Neutral

	providers to school aged children. The reduction in traffic and congestion in the area will improve the safety of the roads and encourage active travel. However, according to traffic data, currently delays on WBR are considered to be insignificant on journey times.	
Sexual Orientation	No impact predicted during operation of the proposed scheme. Due to increased journey length, women may be disproportionately impacted by increased traffic as the primary escort providers to school children and may experience subsequent delays when travelling/commuting to work in the area. However, according to traffic data, currently delays on WBR are considered to be insignificant on journey times.	Neutral
Deprivation	The proposed scheme may impact those who are more disadvantaged due to potential delays for public transport, such as buses. However, the route along Townmead Road is likely to be improved. According to traffic data, currently delays on WBR are insignificant, but if traffic flows increase then this may impact those who do not own a car. No impact predicted during operation of the proposed scheme.	Neutral
Deprivation	The proposed scheme may impact those who are more disadvantaged due to potential delays for public transport, such as buses. However, the route along Townmead Road is unlikely to be impacted. According to traffic data, currently delays on WBR are insignificant, but if traffic flows increase then this may impact	Neutral

	those who do not own a car.	
All protected characteristics	Consultation feedback suggest that the proposed scheme may increase perceptions of barriers to use by delivery drivers and other services on roads with restrictions. However, 995 of the area is accessible via alternative routes and in addition exemptions can be created by residents using visitor permits and the ability to retrospectively apply for a permit reduces the potential for this impact. The proposed scheme may impact access to the businesses within the area of the scheme. There is still access to the businesses via WBR, however access through Imperial Road is restricted and therefore routes may need to be altered to reach destinations.	Neutral
All protected characteristics	Consultation feedback suggest that the proposed scheme may increase perceptions of barriers to use by delivery drivers and other services on roads with restrictions. However, exemptions to visitor permits and the ability to retrospectively apply for a permit reduces the potential for this impact.	Neutral

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Hammersmith and Fulham?

Based on the proximity of the proposed scheme to relevant Protected Groups, the local social profile and the nature of the proposed scheme, the proposed scheme is considered to have a no significant impact upon Age Deprivation, Religion and Belief and Disability. The impacts are due mainly to increased perceived barriers to applying for permits and limited access to visitors and

services to the area. In reality, access to all the properties in the area is possible, just via alternative routes which take time to be understood by drivers and residents.

The scheme also has the potential to result in negative impacts caused by increased journey times, however current traffic monitoring data show that delays are insignificant. There will be a perception of increase journey times as drivers compare the correct time for the journey using the main roads to the short-cut they were using prior to the scheme. It is noted that the increase in journey times of through routes is designed to reduce the overall traffic volumes in the area, which has a positive effect in protected groups.

Table 10 also identifies a positive impact on Age, Sex, Disability and Pregnancy and Maternity during the operation of the scheme. These benefits, particularly increased air quality, road safety and improved active travel, are likely to be felt in the medium/long-term.

There are also likely to be positive impacts on all protected characteristics through the improvement of air quality in the area as a result of reduced congestion.

There are considered to be neutral impacts of the proposed scheme to the Protected Groups of Gender Reassignment, Marriage / Civil Partnership, Race, Religion/Belief, and Sexual Orientation due to the absence of a clear relationship between these groups and the proposed scheme. Could this policy, procedure, project or service promote equal opportunities for this group?

The proposed scheme and the consultation process offers the potential for engagement with relevant stakeholder groups and communities, in addition to fostering good relations with local organisations, businesses and communities.

Part 2 - Action Plan

The following recommendations and action plan (**Table 11**) have been made to reduce and mitigate any negative impacts and ensure positive impacts upon Protected Groups.

Table 11: Equality Impact Action Plan

Protected Characteristic	Issues Identified	Action to be Taken	Expected Outcomes	Owner	Timescale
Age / Disability	Increased confusion associated with altered road layout.	Suitable signage and other accessible communications to be considered if existing is not thought to be sufficient to advise of changes and access to the area.	Safer travel for elderly / disabled drivers.	London Borough Hammersmith and Fulham	Operation
Sex (including gender) / Pregnancy/ Maternity	Delays to education escort trips, which would	Suitable signage will be erected to advise of changes and access to the area. Access to schools is	Informed decision-making and travel plans for education escort trips.	London Borough Hammersmith and Fulham	Operation

Protected Characteristic	Issues Identified	Action to be Taken	Expected Outcomes	Owner	Timescale
	impact women.	to be retained with routes without camera control points.		(Schemes Planning and Delivery) / Main Contractor	
Religion and Belief, Deprivation, Disability, Age	Delays and restrictions to access to places of worship.	Improve communication around alternative routes	Informed decision-making and travel plans for trips to places of worship.	London Borough Hammersmith and Fulham	Operation
All Protected Groups					
All Protected Groups	Confusion and issues relating to accessing visitor permits	Information provided to residents on how to grant visitor permits, i.e. online, via RingGo App or by phone. Additionally,	Informed knowledge on how to access and validate visitor permits, as well as improved access.	London Borough Hammersmith and Fulham	Operation

Protected Characteristic	Issues Identified	Action to be Taken	Expected Outcomes	Owner	Timescale
		resolve the issue of only one member of a household being able to issue resident permits.			
Age	Worsening air quality in area of Wandsworth Bridge Road	Continued monitoring of air quality reductions in the surrounding area of the proposed scheme.	Improvement of local air quality with subsequent health improvements.	London Borough Hammersmith and Fulham	Operation and Monitoring
All Protected Characteristics	Lack of availability of Uber in the area of the proposed scheme.	Continued and further consultation and discussion with Uber and LBHF. Working with Uber to streamline the process and encourage drivers to accept journeys in the	Improved uptake of Uber journeys in the area of the proposed scheme, increasing accessibility.	London Borough Hammersmith and Fulham	Operation

Protected Characteristic	Issues Identified	Action to be Taken	Expected Outcomes	Owner	Timescale
		area.			
All Protected Characteristics	Increased traffic and delays as a result of the scheme on WBR and the area west.	Review and monitoring of scheme's traffic data and traffic data from the surrounding area, ensuring delays are insignificant.	Knowledge of effectiveness of scheme (LBHF). Additional measures to be taken if significant delays found to bus services.	London Borough Hammersmith and Fulham	Operation
All Protected Characteristics	Increasing traffic speeds on residential roads west of WBR, reducing road safety.	implementing 20mph speed limits in the primary roads to reduce the speeds of through traffic	Improved LBHF knowledge of the scheme's impacts and improvement of road safety.	London Borough Hammersmith and Fulham	Operation

Judgement

There are likely to be a mixture of positive and negative impacts on the following Protected Groups resulting from the proposed scheme:

- Age;
- Disability;
- Sex / gender;
- Pregnancy and maternity;
- Religion and belief; and
- Deprivation.

Assuming that the mitigation outlined in this assessment is implemented it is judged that the proposed scheme can adjust and continue and therefore will not have implications on Protected Groups.



NOTICE OF CONSIDERATION OF A KEY DECISION

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

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Authority also hereby gives notice in accordance with paragraph 5 of the above Regulations that it may meet in private to consider Key Decisions going to a Cabinet meeting which may contain confidential or exempt information.

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the Cabinet decision should instead be made in the public at the Cabinet meeting. If you want to make such representations, please e-mail Katia Neale on katia.neale@lbhf.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

KEY DECISIONS PROPOSED TO BE MADE BY THE AUTHORITY FROM DECEMBER 2021 UNTIL JUNE 2022

The following is a list of Key Decisions which the Authority proposes to take from December 2021. The list may change over the next few weeks.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant (ie. in excess of £300,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website at least on a monthly basis.

NB: Key Decisions will generally be taken by the Executive at the Cabinet, by a Cabinet Member or by a Chief Officer.

*If you have any queries on this Key Decisions List, please contact
Katia Neale on 07776 672 956 or by e-mail to katia.neale@lbhf.gov.uk*

Access to Key Decision reports and other relevant documents

Key Decision reports and documents relevant to matters to be considered at the Authority by Cabinet only, will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the Cabinet meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

Decisions

All Key Decisions will be subject to a 3-day call-in before they can be implemented, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet related to Cabinet Key Decisions only. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM CABINET

Leader:	Councillor Stephen Cowan
Deputy Leader:	Councillor Sue Fennimore
Cabinet Member for the Environment:	Councillor Wesley Harcourt
Cabinet Member for Housing:	Councillor Lisa Homan
Cabinet Member for the Economy:	Councillor Andrew Jones
Cabinet Member for Health and Adult Social Care:	Councillor Ben Coleman
Cabinet Member for Children and Education:	Councillor Larry Culhane
Cabinet Member for Finance and Commercial Services:	Councillor Max Schmid
Cabinet Member for Public Services Reform:	Councillor Adam Connell
Cabinet Member for Strategy:	Councillor Sharon Holder

Key Decisions List No. 111 (published 25 November 2021)

KEY DECISIONS LIST – FROM DECEMBER 2021

The list also includes decisions proposed to be made by future Cabinet meetings

Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).

* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
CABINET MEMBER AND OFFICER DECISIONS				
Finance				
Cabinet Member for the Environment	December 2021	Annual Highways Maintenance Programme This report seeks approval of the annual highway maintenance work programme for 2020-2021. A key driver for this work is improving the quality of our street scene to give residents and businesses pride in the borough. This work is planned preventative maintenance, aimed at prolonging the life of the Highway infrastructure within the borough. We aim to improve efficiency and provide maximum value for money co-ordinating as far as possible maintenance works with the implementation of LIP projects. We are coordinating footways with the need to plan more trees so use our planned maintenance on footways to increase opportunities for adding tree pits.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	
Cabinet Member for the Environment	December 2021	Highways Planned Maintenance Programme 2020-21 Highways Maintenance programme to renew a number of carriageways and footways in the borough as part of the asset management of the boroughs highway network. To ensure safety requirements under the Highways	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	and Capital up to 1.5m	Act 1980.	ian.hawthorn@lbhf.gov.uk	supporting documentation and / or background papers to be considered.
Cabinet Member for the Environment	December 2021	Proposals for the Noise and Nuisance team's revised service hours Review of the Hours of operation of the borough's Noise & Nuisance service	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Valerie Simpson Tel: 020 8753 3905 valerie.Simpson@lbhf.gov.uk	
Cabinet Member for Housing	December 2021	Replacement of Spandrel Panels (Medium and Low Risk Properties) Replacement of Spandrel Panels at the identified properties covering the stripping out of existing panels and renewing panels including carrying out, as required, all associated works.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Dominic D Souza dominic.DSouza@lbhf.gov.uk	
Strategic Director for the Environment	December 2021	Climate and Ecological Emergency – Expansion of Lamp Column Electric Vehicle Charge Points Having successfully secured £215,175 funding from OLEV for residential lamp column EV charge points, and negotiated the necessary 25% match funding of	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any
	Reason: Expenditure/Income above £300K - Revenue up to £500k		Ward(s): All Wards	
			Contact officer: Richard Hearle Richard.Hearle@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	and Capital up to 1.5m	£72,000 from FM Conway, we are seeking permission to expand the network by a further 152 charge points using the existing LBHF term contract with FM Conway and CityEV.		supporting documentation and / or background papers to be considered.
Deputy Leader	December 2021	Third Sector Investment Fund Report to agree forward plan for 3SIF.	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Katharina Herrmann Katharina.Herrmann@lbhf.gov.uk	
Director Children's Services	December 2021	Climate Education Activity to promote education, awareness and participation in climate change activities among children and young people	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Paul Triantis Paul.Triantis@lbhf.gov.uk	
Cabinet Member for Health and Adult Social Care	December 2021	Public Health Budget Approval - Primary Care Activity Budget approval report for public health funded services within primary care from April 2021-March 2024.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any
	Reason: Expenditure/Income - Revenue between £500,000		Ward(s): All Wards	
			Contact officer: Nicola Ashton Tel: 020 8753 5359 Nicola.Ashton@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	and £5m and Capital between £1.5m and £5m			supporting documentation and / or background papers to be considered.
Chief Executive	December 2021	Collaborative Delivery Agreement Variation This workstream follows the January 2021 Cabinet report on disaggregation from LSCP and Placements. The January report contained a recommendation to delegate authority to the Chief Executive to make variations/extensions to the Collaborative Delivery Agreement from April 21 onwards - this report presents recommendations for both variation and extension.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2021	Modification of construction Contract of 10 genuinely affordable new homes in Spring Vale Estate Report on the progress of the construction of the 10 new genuinely affordable homes in Spring Vale Estate (which is near completion) and request for approval of Variation of contracts connected to the construction.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Avonmore and Brook Green Contact officer: Matthew Rumble matt.rumble@lbhf.gov.uk	
Strategic Director for the Environment	December 2021	Healthy School Streets- a public health approach to infrastructure on highways and air quality monitoring This report seeks approval to start a programme of low level infrastructure improvements on the public highway around schools, undertake air quality audits for a	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		number of schools who are in areas of poor air quality (of which there are 28), install air quality monitors and deliver an education programme to schools about the projects with a focus on STEMs. This would be the first year of the programme, with further reports for future years to recommend and apply mitigations for all schools on the list. The programme will report back to the Cabinet member and there will be continuous monitoring. This is a joint programme working with colleagues in Public Health and Education.	ian.hawthorn@lbhf.gov.uk	supporting documentation and / or background papers to be considered.
Cabinet Member for the Environment	December 2021	Decarbonising Macbeth and Broadway Centres Public sector decarbonisation grant funding and match funding to implement air source heat pumps and energy efficiency measures at Macbeth and Broadway Centres.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Hinesh Mehta Hinesh.Mehta@lbhf.gov.uk			
Chief Housing Officer	December 2021	Sale of Land next to 2 Effie Place Sale of land next to 2 Effie Place for the construction of block of three flats.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Town	
	Contact officer: Ciaran Maguire Tel: 020 8753 4500 Ciaran.Maguire@lbhf.gov.uk			

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Chief Executive	December 2021	Mass Testing Personnel Support - Global Production Squad The current contract with Global Production Squad (GPS) and Sportgate expired on 31st March 2021. Due to the need to continue community testing, as outlined by DHSC, to ensure the Council provides as much safety as possible in line with the governments lockdown easing plan and the economy re-opening all community testing is to be extended until 30th June 2021.	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Linda Jackson, Nadia Jazaerli, Joanna Whall Tel: 07776 673085, , Linda.Jackson@lbhf.gov.uk, Nadia.Jazaerli@lbhf.gov.uk, Joanna.Whall@lbhf.gov.uk	
Cabinet Member for the Environment	1 Dec 2021	Smart Lamp Column Programme 1. To approve that funding is agreed to allow the installation of the CMS sensors to manage our highway street lighting at a cost of £833,000. 2. To approve that the works are carried out by the Council's highways term contractor for Highways Bridges and Structures, FM Conway.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Ian Hawthorn, Anvar Alizadeh Tel: 020 8753 3058, Tel: 020 8753 3033 ian.hawthorn@lbhf.gov.uk, anvar.alizadeh@lbhf.gov.uk	
Strategic Director for the Environment	December 2021	Hammersmith Park - Improvements This relates to the possible partnership between H&F and a developer to make improvements to the bowling green (and possibly the play area) within Hammersmith Park to an estimated value of £450k. There may be financial contributions from both sides covered by agreed Heads of Terms / conditions. Once the details and principles are agreed a report will be forthcoming to seek approval to proceed.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Shepherds Bush Green Contact officer: Silvera Williams Silvera.Williams@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Strategic Director for the Environment	December 2021	Bishops Park - Improvement Programme This relates to a range of projects to be delivered in Bishops Park. The projects are to be funded through s106 contributions and rental / revenue income received in relation to the Fulham FC stadium development. The report will outline how the monies received will be allocated to various improvement projects in the park		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Palace Riverside Contact officer: Silvera Williams Silvera.Williams@lbhf.gov.uk	
Leader of the Council	December 2021	Roll out of Electric Vehicle Charge Points (EVCPs) Vehicle emissions are one of the biggest contributors to carbon production across the borough. As such, the Council is striving to encourage the switch to electric vehicles as far as possible by aiming to have the most electric vehicle charge points in London before the end of 2021/22 (increasing from 580 to 2,000 charge points). This is vital to achieving the Council's target of net zero carbon by 2030. This report recommends the installation of 1,420 new electric vehicle charging points across the borough by 31 March 2022 at a maximum total cost of £2.7m (148 of these charge points are already planned and funded). It is expected that these capital works will be fully funded by external grant funding. Confirmation of this grant funding is not expected until the end of December 2021. To	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p>allow the installation work to begin with immediate effect, it is recommended that the Council commits £2.7m of interim funding from the current parking account surplus pending confirmation of the external grant.</p> <p>Reasons for urgency:</p> <p>Vehicle emissions are one of the biggest contributors to carbon production across the borough . As such, the Council is striving to encourage the switch to electric vehicles as far as possible by aiming to have the most electric vehicle charge points in London before the end of 2021/22 (increasing from 580 to 2,000 charge points). This is vital to achieving the Council's target of net zero carbon by 2030 and the work must be started immediately to achieve this target.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		

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Resources				
Cabinet Member for the Economy	Before 2 Dec 2021	Civic Campus, Deed of Variation approval This report is asking for authority to sign one Deed of Variation for the Civic Campus construction contract (dated 1st December 2020) between the Council and Ardmore Construction Limited. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Ward(s): Hammersmith Broadway Contact officer: Denise McEnery Denise.McEnery@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K			
Strategic Director of the Economy Department	December 2021	Procurement Strategy - Roof Repair Programme To repair and replace roofs at 4 locations	Cabinet Member for the Economy Ward(s): College Park and Old Oak; Fulham Reach; Hammersmith Broadway; Town Contact officer: Nilesh Pankhania Nilesh.Pankhania@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m			

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Cabinet Member for Housing	December 2021	Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks To appoint a Contractor to undertake conversion works of Dry Risers to Wet Risers in Six (6) Blocks to enhance fire safety.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk			
Director Children's Services	December 2021	Call-off Contract Extensions for Semi-Independent Living Support Providers Decision report recommending short-term extensions of up to six months from 12 April 2020 to 12 September 2020 to 16 call-off contracts to secure continuation of existing provision of semi-independent living (SIL) accommodation arrangements for Looked After Children and Young People leaving care to enable continuity of these valuable services during the current Covid-19 outbreak.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk			
Cabinet Member for the Environment	December 2021	Procurement Strategy for Land and Property System The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority. The software is highly embedded within the organisation and underpins a large number of business processes and casework management. Its contract has expired and needs to be	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Davina Barton, Josh Hadley Tel: 020 8753 1980 Davina.Barton@lbhf.gov.uk, Josh.Hadley@lbhf.gov.uk			

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		reprocured.		
Director Children's Services	December 2021	Approval to agree contract with Family support Service (FSS) To enable to enter in to a contract with Family Support Service (FSS).	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Contact officer: Lesley Bell Lesley.Bell@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2021	Contract Extensions on Family Support (FS) Framework To extend a series of contracts on the Family Support Service (FSS) framework and deliver savings required.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Lesley Bell Lesley.Bell@lbhf.gov.uk	
Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services	December 2021	Egyptian House - new housing and community facilities A property transaction that will result in housing units including affordable housing and community facilities PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the	Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Wormholt and White City Contact officer: Nigel Brown Tel: 020 8753 2835 Nigel.Brown@lbhf.gov.uk	

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		financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		considered.
Strategic Director of the Economy Department	December 2021	Procurement Strategies for White City Central Approval of two procurement strategies for the White City Central scheme.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Wormholt and White City	
			Contact officer: Ayesha Ovaisi Tel: 020 8753 5584 Ayesha.Ovaisi@lbhf.gov.uk	
Cabinet Member for Finance and Commercial Services	December 2021	MFD Reprourement The Council has a contract for the provision of multi-functional devices (printers, scanners and copiers) so that its staff can have access to print services in its offices. The contract is due for renewal in 2021.	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Josh Hadley Tel: 020 8753 1980 Josh.Hadley@lbhf.gov.uk	
Cabinet Member for the Economy	December 2021	Mund Street Site - Contract Award for Design Team This decision is to appoint a Design Team for the redevelopment of Mund Street. In	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): North End	

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	Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for the Economy	December 2021	Mund Street Site - Contract Award for Control Team This decision is to appoint a Control Team for the redevelopment of Mund Street. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): North End Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	December 2021	Farm Lane Site - Contract Award for Design Team This decision is to appoint a Design Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for the Economy	December 2021	Farm Lane Site - Contract Award for Control Team This decision is to appoint a Control Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Fulham Broadway Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	December 2021	Lillie Road Site - Design Team Award Report This decision is to appoint a Design Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): North End Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	
Cabinet Member for the Economy	December 2021	Lillie Road Site - Control Team Award Report This decision is to appoint a Control Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): North End Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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Cabinet Member for Health and Adult Social Care	December 2021	Contract extension for Floating Support Service Agree a contract extension as permitted under the original contract award for plus 2 years to Hestia for floating support services	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk			
Strategic Director of Social Care	December 2021	Day Opportunities Contract awards Contract awards for three day centres for older people	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk			
Strategic Director of the Economy Department	December 2021	Procurement Strategy - Caretakers Lodges The aim of the scheme is to generate income by redeveloping caretakers lodges into low rental, short term accommodation for teaching staff employed in H&F schools, after which they will have the option of accessing the Council wider affordable housing offer e.g. Shared Ownership or Help to Buy. The discovery work has enabled a business case for investment in repurposing four lodges as		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
	Contact officer: Hannah parrott, Jonathan Skaife Jonathan.Skaife@lbhf.gov.uk			

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		<p>affordable key workers houses to house a first cohort of teachers from September 2021.</p> <p>This is expected to deliver the Council immediate revenue benefits of between £63k and £113k from the schemes launch with a breakeven point from 2025/26 considering the upfront capital invested.</p> <p>Works scheduled for 2021 are estimated to cost £555,481 and be paid for from Capital Planned Maintenance Budget. Due to the high pre-tender estimated costs for refurbishment to two of the lodges, a procurement strategy will be drafted for approval. This will account for £407,481 of the total pre tender estimated value.</p> <p>The Corporate Landlord Board, Children's Leadership Team and Cabinet Member have approved the business case for progression of the first four lodges.</p>		
Cabinet Member for Health and Adult Social Care	December 2021	Extension of Incumbent Homecare Contracts This report seeks Cabinet member approval for the extension of the existing homecare contracts for 1year + 6 months + 6months.	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Christine Williams Christine.Williams@lbhf.gov.uk	

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Cabinet Member for Children and Education	December 2021	FSS Framework Extension 2021/22 Extension of FSS framework for 1 year April 2021 - March 2022	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Lesley Bell Lesley.Bell@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2021	Procurement Strategy for Young Persons and Care Leaver's Semi-independent Living The purpose of this strategy is to set out proposed changes to in-borough commissioned supported housing services for young people at risk of becoming homeless and or at risk of entering the care system as a result of becoming homeless.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s):	
			Contact officer: Will Parsons Tel: 0776 848 6764 Will.Parsons@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2021	Semi Independent Living Contract (SIL) Providing the provision of SIL across Care Leavers and Young Persons at Risk Pathway		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Adie Smith Tel: 07554 222 716 adie.smith@lbhf.gov.uk	

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Cabinet Member for Housing	December 2021	Contract Award, Edward Woods external wall safety works This report seeks approval from the Cabinet Member for Housing to award a contract for the External Wall Safety Works at Edward Woods Estate	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Shepherds Bush Green	
	Contact officer: Vince Conway, Richard Buckley Tel: 020 8753 1915, Vince.Conway@lbhf.gov.uk, richard.buckley@lbhf.gov.uk			
Cabinet Member for Health and Adult Social Care	December 2021	Direct Award to Incumbent Substance Misuse Service Providers This report seeks the approval of a direct award of one year plus six months, (1+6m) to the provision of three substance misuse contracts and two grants to be delivered by the four incumbent providers CGL, Turning Point, Outside Edge and Build on Belief	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
	Contact officer: Rebecca Richardson Tel: 07827879659 rebecca.richardson@lbhf.gov.uk			
Strategic Director for the Environment	December 2021	Refuge Direct Award Direct award refuge provision - 1st April 2021 - 31st March 2022.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk			

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Strategic Director of Social Care	December 2021	Extension of Healthy Hearts Contract Extension of contract with Thrive Tribe to provide a stop smoking service and a cardio vascular disease prevention programme.	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Lisa Henry Tel: 07584522952 Lisa.Henry@lbhf.gov.uk	
Cabinet Member for the Environment	December 2021	Contract Award - Revenue and Benefits Contract for the supply of software and associated support		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Graham Pottle Tel: 07733 038 882 graham.pottle@lbhf.gov.uk	
Director Children's Services	December 2021	Child and Adolescent Mental Health Services (CAMHS) for 21/22 Exceptional circumstances related to the Covid vaccine roll-out mean that NHS partners are not sufficiently resourced at this time to enter into intended Section 75 arrangements. Therefore, in order to remain within governance requirements, this report seeks approval to directly award contracts for CAMHS services for 2021/22.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Craig Holden Tel: 07850 541 477 Craig.Holden@lbhf.gov.uk	

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Strategic Director of the Economy Department	December 2021	Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for the major refurbishment of Charecroft Estate W12 The report seeks approval of a procurement strategy proposing a direct award of a contract for multi-disciplinary consultancy services to develop, plan and manage the major refurbishment works at Charecroft estate W12		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Addison Contact officer: Richard Buckley, Vince Conway Tel: 020 8753 1915 richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2021	Award to the Travel Care Taxi Services Framework Award of providers to the Travel Care Taxi Framework	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	
Cabinet Member for Housing	December 2021	Contract Award report: whole-house retrofit Contract Award report to award a contract to a provider of whole-house retrofit for 27 properties in West Kensington, as part of a part-GLA funded pilot aimed at radical improvement in energy efficiency in line with LBHF Climate Change goals. Approved procurement strategy is to procure via an Innovation Partnership run by GLA. This procurement will culminate in late May with a provider being matched with LBHF.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	

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Cabinet Member for the Economy	December 2021	CONTRACT AWARD REPORT: Responsive Capital reserve contract On 24th March 2021 the Cabinet Member for Housing approved the award of the Responsive Capital contract to Kier Services Limited for five years from 1st May 2021 (with an option to extend for two additional years). Approval is now sought to appoint a reserve contractor to deliver the Responsive Capital contract.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	
Cabinet Member for the Environment	December 2021	Procurement strategy - Contract for Parking Suspension System This is a procurement strategy for a Parking Suspension System to replace the existing system that has come to its end of life.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Michele Ayamah michele.ayamah@lbhf.gov.uk	
Cabinet Member for the Environment	December 2021	Infrastructure Asset Management System Procurement This is the procurement of an infrastructure asset management system which is used primarily by Highways and Parking services. The system currently in use is Confirm on Demand.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Sean Dickson Tel: 0208 753 1781 sean.dickson@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Strategic Director of the Economy Department	December 2021	White City Central redevelopment - Contract Award Mechanical, Electrical and Public Health Engineer (MEP) Consultant to support the White City Central redevelopment project	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Wormholt and White City	
			Contact officer: Tarie Chakare, Ayesha Ovaisi Tel: 020 8753 5584 tarie.chakare@lbhf.gov.uk, Ayesha.Ovaisi@lbhf.gov.uk	
Leader of the Council	December 2021	Request for a Re-Purposing of the Stock Condition Capital Budget for the IHMS The purpose of the report is to request approval for the re-purposing of the Capital Budget for the Stock Condition surveys to meet the cost of implementing the new Integrated Housing Management System for The Economy.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Dorothy Sturzaker Dorothy.Sturzaker@lbhf.gov.uk	
Cabinet Member for Children and Education	December 2021	Caretaker Lodges- Letting Agency Procurement To lease the four caretaker lodges in the first phase of the Caretaker Lodge project to a letting agency to manage the tenancies & properties in partnership with H&F- details of allocations of responsibilities to be agreed. This is part of the Caretaker Lodges Project to provide local low rent teacher accommodation to increase teacher retention in LBHF and maintain outstanding education provision in the	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Lydia Sabatini Lydia.Sabatini@lbhf.gov.uk	

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		borough.		
Deputy Leader	December 2021	Award for Violence Against Women and Girls Services Award report for VAWG services - Integrated Support Service	Deputy Leader	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Felicity Charles Tel: 02087534311 Felicity.Charles@lbhf.gov.uk	
Cabinet Member for Housing	December 2021	Rough Sleeping Supported Housing Contract Award Award of a contract to deliver supported housing for rough sleepers and other homeless people following a tender.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: Lucy Baker Lucy.Baker@lbhf.gov.uk	
Strategic Director of the Economy Department	December 2021	Relief contractor for Housing Repairs Procurement Strategy for procuring a contractor from a framework to address a backlog of disrepair cases, voids and major repairs.	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
			Contact officer: William Shanks Tel: 020 8753 6007 william.shanks@lbhf.gov.uk	

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				considered.
Cabinet Member for Housing	December 2021	Procurement Strategy for H&F Maintenance 'DLO' Roofing Subcontractor This report seeks approval to procure a roofing subcontractor to carry out roofing repairs, on behalf of H&F Maintenance 'the DLO', via a restricted tender process to Small and Medium-sized Enterprises (SME's). This is permitted for high-value contracts under contract standing order 4.8. The DLO has responsibility for carrying out repairs to communal areas for the majority of our council housing stock and requires a subcontractor to refer roofing repairs to, due to the specialist nature of these works, in order to fulfil our duties as landlord to keep our buildings safe and in good repair.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Claire Horn Tel: 07860 649 918 Claire.horn@lbhf.gov.uk	
Cabinet Member for Housing	Before 1 Dec 2021	Procurement strategy for DLO vehicle supplier Hammersmith and Fulham Maintenance and the Fire Safety Works team, aka the 'DLO' has been delivering communal repairs and maintenance across the borough since April 2019. It's initial procurement approval for vehicle hire expired in June 2020. However, it has continued to lease vehicles from Northgate Vehicles on a flexi-contract since then. This paper seeks approval to note and ratify that use, and to approve procurement of a new contract going forward	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Claire Horn Tel: 07860 649 918 Claire.horn@lbhf.gov.uk	
Cabinet Member for Strategy	1 Dec 2021	Grounds Maintenance Procurement Grounds maintenance procurement strategy was approved by Cabinet on 1st June	Cabinet Member for Strategy	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	

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	Income above £300K - Revenue up to £500k and Capital up to 1.5m	2020. This procurement has 4 Lots: Lot 1 Parks, Highways and Cemeteries, Lot 2 Housing (Economy department), Lot 3 Wormwood Scrubs, Lot 4 Trees. Each lot will need approval to accept the best tendered offer.	Contact officer: Richard Gill Tel: 07833482119 richard.gill@lbhf.gov.uk	before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Health and Adult Social Care	December 2021 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Procurement Strategy for a Sexual Health Promotion, Information and Advisory Service The recommissioning of a Sexual Health Promotion and Advisory service that: promotes good sexual health and educates residents to enable them to make informed decisions, provides tailored prevention and support services to all the diverse communities resident in Hammersmith and Fulham, provides within the services, elements that specifically address both the physical and mental health needs, and employment aspirations of people living with HIV works with GPs and other specialist sexual health services to facilitate access to sexual health screening and contraception services appropriate to the resident's need	Ward(s): All Wards Contact officer: Julia Woodman Julia.Woodman@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet Member for Finance and Commercial Services	December 2021 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Contract award for variable data printing services Award via CCS Framework for the variable data printing contract	Ward(s): All Wards Contact officer: Nicola Ellis Tel: 07776673095 nicola.ellis@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation

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				and / or background papers to be considered.
Strategic Director of the Economy Department	December 2021	Procurement Strategy to provide new community hall at Linacre Court W6 Report seeks approval of a procurement strategy proposing a mini-competition under an existing framework to secure a provider to construct a new community centre at Linacre Court W6		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): Avonmore and Brook Green Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk	
Cabinet Member for Housing	December 2021	Variations to (Housing) Gas, Electrical and Out of Hours Call Handling contracts A report detailing proposed variations to three contracts following Annual Review of contract performance.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	
Cabinet Member for Housing	December 2021	Variations to Housing Repairs contracts Report detailing proposed variations to Housing Repairs contracts following Annual Review of contract performance.		A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s): All Wards Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	

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	between £1.5m and £5m			and / or background papers to be considered.
Cabinet Member for Public Services Reform	January 2022	Managed services for temporary agency resources - approval to utilise previously agreed one year extension re-procurement of temporary agency resources	Cabinet Member for Public Services Reform	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
			Contact officer: Mary Lamont mary.lamont@lbhf.gov.uk	

CABINET - 6 December 2021

Finance

Cabinet	6 Dec 2021	Parks Commission report and recommendations That cabinet note, and comment, on the final report and recommendations of H&F's resident-led Parks Commission	Cabinet Member for Strategy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Jim Cunningham, Steve Hollingworth Tel: 07468 365829, Tel: 07823 534 934 Jim.Cunningham@lbhf.gov.uk, stephen.hollingworth@lbhf.gov.uk	

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Cabinet	6 Dec 2021	Improving private renting through discretionary property licensing The council has two discretionary property licensing schemes which expire in June 2022. The proposal is from June 2022 to June 2027 to continue to licence all Houses in Multiple Occupation and introduce a new Selective Licensing scheme to cover specific roads in the borough	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Ed Shaylor Ed.Shaylor@lbhf.gov.uk	
Cabinet	6 Dec 2021	South Fulham Traffic Congestion and Pollution Reduction (TCPR) East Experimental Scheme The report considers outcomes and recommendations derived from the findings of the experimental traffic scheme in South Fulham. The report also considers the council's options for the future of the current scheme, mitigation measures and expansion to a wider area.	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): Sands End; Parsons Green and Walham Contact officer: Masum Choudhury Masum.Choudhury@lbhf.gov.uk	
Cabinet	6 Dec 2021	Hammersmith Bridge - Stabilisation Project Approval Hammersmith Bridge was re-opened to non-motorised traffic on the 17th July 2021 and the preferred option for the stabilisation project was approved by the Leader of the Council on the 16th August 2021. A report of the Leader setting out a proposal and rationale for the award of the stabilisation	Leader of the Council	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards Contact officer: Bram Kainth Tel: 07917790900 bram.kainth@lbhf.gov.uk	

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		<p>construction project is being compiled.</p> <p>This will ensure that the work can be completed in a timely and efficient manner so that users can continue to use the Bridge safely.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		

Resources

Cabinet	6 Dec 2021	Harm Reduction, Treatment and Prevention Procurement Strategy	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	<p>The council plans to recommission its substance misuse services for adults and integrated substance misuse and sexual health wellbeing services for young people. The current contracts give provision for core drug and alcohol services, peer support and young people's health and wellbeing services covering substance misuse and psychosexual support.</p> <p>This report seeks approval of the Procurement Strategy which sets out the intention to tender the delivery of a more efficient and high-quality substance misuse</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Julia Woodman, Joanna McCormick Tel: 0741207694 Julia.Woodman@lbhf.gov.uk , Joanna.Mccormick@lbhf.gov.uk</p>	

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		services through: <ul style="list-style-type: none"> • an adults' substance misuse service • an integrated young peoples' sexual health and substance misuse service 		

CABINET - 10 January 2022

Finance

Cabinet	10 Jan 2022	Council Tax Support Scheme 22/23	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Since 2013, every council has been required to set its own Council Tax Support Scheme, setting out how it wants to help those on low income pay their council tax. The administration is determined to ensure that residents are no worse off than they would have been had the original council tax benefit regulations stayed in place, ensuring that lower income families are supported by the council. This report is not proposing to make any changes to the Council Tax Support Scheme for 2022/23 other than the application of the annual uprating.	Ward(s): All Wards Contact officer: Kirsty Brooksmith Tel: 07785531091 Kirsty.Brooksmith@lbhf.gov.uk	
Cabinet	10 Jan 2022	Council Tax Base and Collection Rate 2022-23 and Delegation of the Business Rate Estimate	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	This report is a statutory requirement that sets the council tax base for the purposes of the 2022/23 revenue budget.	Ward(s): All Wards Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	

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Cabinet	10 Jan 2022	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2021/22 (SECOND QUARTER) This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
			Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	10 Jan 2022	2021/22 Corporate Revenue Monitor - Month 6 (September 2021) Update of Financial Forecast for 2021-22 financial year	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	
Cabinet	10 Jan 2022	Implementing a New Digital Future for Housing Services in H&F Report sets out the approach to implementing a new digital platform for Housing services as part of mobilising the functionality of an Integrated Housing Management function. The report recommends approval of a capital programme to support the implementation.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
			Contact officer: Dorothy Sturzaker Dorothy.Sturzaker@lbhf.gov.uk	

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Cabinet	10 Jan 2022	Fixed Penalty Notices to be issued by LET team Update to several of the existing amounts	Cabinet Member for the Environment	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
			Contact officer: Beth Morgan Tel: 020 8753 3102 beth.morgan@lbhf.gov.uk	
Cabinet	10 Jan 2022	Variation of the Land Sale Agreement - Watermeadow Court Variation of the terms of the land sale agreement on Watermeadow Court	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Sands End	
			Contact officer: Matthew Rumble, Kharon Williams Tel: 07767 78 79 36 matt.rumble@lbhf.gov.uk, kharon.williams@lbhf.gov.uk	
Cabinet	10 Jan 2022	Investing in more New Affordable Homes in the Borough development on 4 sites	Cabinet Member for the Economy	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Askew; Sands End; Town	
			Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	

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CABINET - 7 February 2022				
Cabinet	7 Feb 2022	FOUR YEAR CAPITAL PROGRAMME 2022/23 AND CAPITAL STRATEGY 2022/23	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	This report presents the Council's four-year Capital Programme for the period 2022 to 2026.	Ward(s): All Wards	
			Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	7 Feb 2022	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2021/22 (THIRD QUARTER)	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	Ward(s): All Wards	
			Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	
Cabinet	7 Feb 2022	REVENUE BUDGET AND COUNCIL TAX LEVELS 2022/23	Leader of the Council	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be
	Reason: Affects 2 or more wards	The 2021/22 revenue budget proposals regarding Council tax levels, investment and savings proposals, changes to fees and charges, budget risks, reserves and balances and equalities impact assessments.	Ward(s): All Wards	
			Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@lbhf.gov.uk	

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				considered.
Cabinet	7 Feb 2022	Financial Plan for Council Homes: The Housing Revenue Account (HRA) 2022/23 HRA Budget, 2022/23 Rent Increase and HRA 40 Year Financial Business Plan This report sets out proposals for the Housing Revenue Account (HRA) budget for the financial year 2022/23 including changes to rent levels and other charges. The report also sets out the revised 40 year HRA financial plan, the updated savings requirement and explains the financial risks facing the HRA.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
			Contact officer: Danny Rochford Danny.Rochford@lbhf.gov.uk	
Cabinet	7 Feb 2022	Treasury Management Strategy Statement This report sets out the Council's Treasury Management Strategy for 2022/23	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards	
			Contact officer: Emily Hill emily.hill@lbhf.gov.uk	
Cabinet	7 Feb 2022	Treasury Management Mid-Year Review Report This report sets out the Council's performance for the first 6 months of 2021/22	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or
	Reason: Budg/pol framework		Ward(s): All Wards	
			Contact officer: Emily Hill emily.hill@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
				background papers to be considered.
Cabinet	7 Feb 2022	Short Breaks Statement and Eligibility Criteria Short Breaks Statement update May 2021. This Statement is about the offer of short breaks available for children with disabilities and their families in Hammersmith and Fulham. It sets out how the services are organised, and routes to access them. This short break statement is published as a requirement of the Children and Families Act 2014.	Cabinet Member for Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Budg/pol framework		Ward(s): All Wards Contact officer: Hannah parrott, Lesley Bell Lesley.Bell@lbhf.gov.uk	

CABINET - 19 April 2021

Cabinet	19 Apr 2022	2021/22 Corporate Revenue Monitor - Month 9 (December 2021) Update of 2021-22 financial forecast	Cabinet Member for Finance and Commercial Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Gary Ironmonger Tel: 020 8753 2109 Gary.Ironmonger@lbhf.gov.uk	

CABINET - June 2022

Cabinet	June 2022	Procurement Strategy for Mental Health Supported Housing Procurement strategy for our mental health supported housing	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days
	Reason: Expenditure/Income over		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
	£5m & policies or new income, reserves use, overspend over £300K	<p>in borough contracts.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Contact officer: Rebecca Richardson, Joanna McCormick, Michele Roberts Tel: 07827879659, Tel: 0741207694, Tel: 020 8834 4734 rebecca.richardson@lbhf.gov.uk, Joanna.Mccormick@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk</p>	<p>before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>