

The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Agenda

Wednesday 27 July 2022 at 7.00 pm
Main Hall (1st Floor) - 3 Shortlands, Hammersmith, W6 8DA

MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Liz Collins Councillor Adam Peter Lang Councillor Ashok Patel	Councillor Jackie Borland

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Members of the public are welcome to attend. A loop system for hearing impairment is provided, along with disabled access to the building.

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27 July 2022

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>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>	
3. MINUTES OF THE PREVIOUS MEETING	4 - 9
To approve the minutes of the previous meeting. <i>NOTE: Since the previous meeting, the policy and accountability committees have been reorganised and renamed. Some elements of the previous version of the committee's work are now the responsibility of The Housing and Homelessness Policy and Accountability Committee.</i>	
4. COMMITTEE TERMS OF REFERENCE (TO NOTE)	10
To note the terms of reference of The Economy, Arts, Sports and Public Realm Policy and Accountability Committee.	
5. CHALLENGES AND PRIORITIES FOR THE ECONOMY - REPORT TO FOLLOW	
This report presents key challenges and priorities for The Economy in H&F.	

6. CHALLENGES AND PRIORITIES FOR THE PUBLIC REALM

11 - 18

This report presents key challenges and priorities for Public Realm in H&F.

Agenda Item 3

London Borough of Hammersmith & Fulham
The Economy, Housing and the Arts Policy
and Accountability Committee
Minutes



Tuesday 25 January 2022

PRESENT

Committee members: Councillors Rory Vaughan (Chair), Daryl Brown, Ann Rosenberg, Helen Rowbottom and Adronie Alford

Other Councillors: Councillor Lisa Homan

Jonathan Pickstone – (Strategic Director The Economy), Emily Hill – (Director of Finance), Danny Rochford – (Head of Finance, Economy & Housing Revenue Account), Glendine Shepherd – (Assistant Director Housing Management), Richard Buckley – (Assistant Director Resident and Building Safety Housing) and Charles Francis – (Committee Services)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Andrew Jones.

2. ROLL - CALL AND DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 9 November 2021 were noted. As this was an informal meeting, minutes will be formally agreed at the next in person meeting.

4. PUBLIC QUESTIONS

No public questions were received.

5. 2022 MEDIUM TERM FINANCIAL STRATEGY (MTFS)

Corporate Budget Context

Emily Hill (Director of Finance) provided a corporate overview of the Council's budget.

In terms of the Government Spending Review 2021, it was noted that over the past few years there had been an increase in funding to local government, but historically,

looking back to 2010/11, there had been a 20% decrease in core spending power amongst London Boroughs. Details were provided on how core spending power was calculated, and it was highlighted that London had been hit harder than the rest of England in its funding cuts.

Looking forwards, Emily Hill provided an overview of public spending by Governmental Department (2021-22 to 2024-25), and it was noted that when social care reform costs were excluded, Local Government budgets will see a 1.8% increase (compared to 4.1% for health and social care over the same period).

Details were provided on recent savings and growth in Hammersmith and Fulham. It was noted that the level of savings to balance the budget had decreased over time and a significant proportion of growth had been allocated to health and social care as demand and pressures had increased.

The budget proposals for 2022/23 were summarised, noting that the Economy Department was one of the lower spending departments in the general fund and that due to Covid and health and social care pressures, most of the growth had been allocated for social care demand and inflation costs. Emily Hill explained that provisions had been made for inflation and contractual / pay inflation, but these remained a concern and inflation was a significant risk. Details were provided on the Government grant to Hammersmith and Fulham which had increased by £6.174 million and covered the employer's national insurance increase of 1.75%. However, it was highlighted that the future of the services grant of £4.2 million was uncertain with no guaranteed protection.

Summing up Emily Hill (Director of Finance) provided an overview of the corporate risks facing the Council.

2022 MTFS

Danny Rochford (Head of Finance, Economy & Housing Revenue Account) provided a presentation on the proposed Economy general fund budget for 2022/23, highlighting the following key points:

- The plan for the next financial year included a combination of inflation and temporary growth requirements, as well as savings.
- It delivered a diverse range of services (mostly statutory), continuing to prevent homelessness and eliminating rough sleeping, maximising income generation opportunities, ensuring Covid safety, as well as delivering the Civic Campus programme and the delivery of new homes and support for local businesses.
- The proposed budget for the Economy department includes the following services: Housing Solutions, Operations, Economic Development, Learning and Skills, Planning, Regeneration and Development and Place.
- £0.235m savings had been identified through: The consolidation of management and workforce, and the reduction in the use of agency staff (£200,000) - the final year of implementation of a three-year phased delivery programme, as well as a review of senior management posts funding and section 106 funding (£35,000).
- Permanent growth of £350,000 – Planning fees income, temporary growth (for one year) of £300,000 – Planning fees income, growth funded from reserves:

Regeneration & Development feasibility costs (£150,000) and inflation – Temporary Accommodation landlords (£0.5m).

- Housing Solution trends and the work to reduce temporary accommodation costs by using the private rented sector.
- An overview of the risks as set out in Appendix 2.

The Chair, Councillor Rory Vaughan, invited Councillor Lisa Homan, Cabinet Member for Housing to comment. Councillor Lisa Homan explained that in relation to Housing Solutions, the Council was unsure what the future held. However, there were risks, including those persons that were getting evicted as Covid restrictions had ended. Councillor Lisa Homan commended the work which had been done by Housing officers to contain costs and ameliorate the budget. Councillor Lisa Homan confirmed the Council's record on homelessness and rough sleeping was very good and the Authority had performed well in looking after vulnerable persons during a time of fiscal constraints.

The Chair, Councillor Rory Vaughan echoed Councillor Homan's remarks and stated it was evident a considerable amount of work had been conducted to keep the budget in check in relation to temporary accommodation and a number of associated housing pressures.

In relation to the Homelessness Reduction Act, Councillor Adronie Alford asked for clarification as to whether the risks relating to accepting another 70 people presenting as homeless and a further 70 presenting under the Domestic Abuse Act were separate. In response, Danny Rochford confirmed the figures were for separate items and were correct in being 70 each under the different Acts.

Looking at the changing mix of accommodation from short term monthly, to longer term, Councillor Adronie Alford sought clarification as to whether the report was referring to tenancies or how this was paid for. In response, Danny Rochford confirmed that when the Council procured temporary accommodation, it was far more expensive if this was for a short term, rather than on a long term basis with Private Sector landlords which could offer more affordable long term lets.

Where the report mentioned weather conditions with regard to the volatility in Planning income, Councillor Adronie Alford asked if this related to climate change or seasonal bad weather. In response, Danny Rochford confirmed that when adverse weather struck it would have a negative impact on developers, as bad weather would slow development progress.

The Chair, Councillor Rory Vaughan noted the cost pressures which had arisen in Planning, cost cycles and the structural gaps which the report had alluded to which required shoring up in the medium term. In response, Danny Rochford confirmed that in future years it was anticipated that future planning income would help cover costs (to possibly pre-pandemic levels). Danny explained that the permanent growth allocation recognised the structural issues and that Planning required support in the medium term to balance its budget. However, there was still an expectation that Planning income would recover.

The Chair thanked officers for their work on the budget and acknowledged that finding savings was a challenging task given the level of savings which had been achieved over the past few years. The Chair noted all the work which had been conducted on temporary accommodation and the cost savings which had been achieved.

RESOLVED

That the Policy and Accountability Committee (PAC) considers the budget proposals and makes recommendations to Cabinet as appropriate.

That the PAC considers the proposed changes to fees and charges and makes recommendations as appropriate

6. FINANCIAL PLAN FOR COUNCIL HOMES: THE HOUSING REVENUE ACCOUNT (HRA) 2022/23 HRA BUDGET, 2022/23 RENT SETTING AND HRA 40-YEAR FINANCIAL BUSINESS PLAN

Danny Rochford (Head of Finance, Economy & Housing Revenue Account) provided a presentation on the HRA highlighting the following key points:

- The HRA was presented to the Housing Representatives Forum and support was received for a rent increase.
- The rent increase of 1.5% (real terms reduction), was well below the Government's proposal of 4.1%. The average rent will be lower than neighbouring boroughs' average rent.
- The 1.5% rent increase will place further pressures on the HRA.
- Significant emerging pressures included – Depreciation - £1m, Void Homes – £0.7m, Inflation - £0.6m, Improvements to repairs and maintenance - £0.4m, Health & Social Care Levy - £0.25m
- Therefore, savings of £3.8m were needed for 2023, rising to £7.1m in 2024.
- Most of the savings required remained unidentified at this stage. Officers would be working over the next few months to meet these targets.
- The challenging savings target must be achieved to ensure the financial sustainability of the HRA.
- Both with and without the savings target, we are planning to spend more money than we have coming in. This means we will need to draw at least £4m from the HRA's reserves next year. Much of the reason we need to make more savings over the coming years is because reserves are reducing and we need to move quickly to a position where our costs are matched by income.
- The HRA's Long Term Financial Plan took the following factors into account: The current financial position, significant compliance and climate change capital spending plans, macro-economic changes and new affordable housing development schemes.
- Savings of £8m over the next 3 years were to be delivered through: a review of management costs, the Housing Transformation Programme, income opportunities and other plans yet to be identified.

The Chair invited Councillor Lisa Homan to comment on the HRA presentation. Councillor Lisa Homan explained the 1.5% rent increase recognised the recent increases in the cost of living and feedback from the Housing Representatives Forum was positive and included a number of suggestions where future savings might be identified. Councillor Lisa Homan commented that there was room for further efficiencies, but these would be challenging. Concluding her remarks, she commended the proposed rent increase and service charges as set out in the report, notwithstanding the uncertainty and level of risks which had also been highlighted.

Councillor Adronie Alford asked what the difference was between Hammersmith and Fulham rents and an average figure for Housing Associations operating in the borough.

Action – That Danny Rochford provide Councillor Adronie Alford with a list of rents comparing Hammersmith and Fulham properties with an average rent of Housing Associations operating in the borough.

Councillor Adronie Alford highlighted the lack of reserves in the Housing Revenue Account and commented she was deeply concerned about the unidentified savings and level of savings which were required.

Commenting on the reduction of income due to the higher void rate, Councillor Adronie Alford asked whether this was due to the constraints of the Covid period (with works being delayed) , or whether it was due to historical issues with housing stock such as mould and damp. In response, Richard Buckley, Assistant Director Resident and Building Safety explained that Housing had been working with Finance to reduce the forecast and one of the reasons for this was the handover from the interim contract that was awarded to United Living (which under-performed). The Council were currently working with Morgan Sindall, Kiers and Mears and officers were confident that the voids performance would be back on track within six months.

In relation to significance compliance and climate change capital spending plans, Councillor Adronie Alford asked if this included the sums which had been identified for damp and mould or whether these were additional costs. In response, Richard Buckley confirmed that damp and mould was covered by the Asset Management Capital Strategy for the 12-year Investment Strategy. Closing her remarks, Councillor Adronie Alford reiterated her concerns about the need to find unidentified savings and requested through the Chair, that the Committee be provided with a further update on how the savings were being addressed.

Action – The Chair asked Danny Rochford to provide a further update on the progress to address unidentified savings to a future meeting.

The Chair welcomed the real terms cut in rent and that this proposal had been discussed and supported by residents at the relevant forums. Councillor Rory Vaughan noted the significant pressures on the Housing Revenue Account and that savings remained unidentified at the present time. He asked for further details on

how these savings would be found and what the likely timescales were to identify the savings. In response, Danny Rochford explained officers were in the process of identifying savings and officers could report back in several months' time. Emily Hill, Director of Finance, confirmed that officers had started a wide-ranging review of repairs, as well as a review of costs, which would include a benchmarking exercise. Other potential areas for savings included the Housing Transformation Programme and digitisation of services to tenants.

Concluding, the Chair commented it was evident there were several ongoing workstreams to help try and find (currently) unidentified savings. The Committee welcomed the 1.5% rent increase given the pressures on tenants and residents and thanked officers for their hard work on the budget.

RESOLVED

That PAC notes and comments on the Housing Revenue Account 2022/23 budget and the 40-year HRA financial plan.

Meeting started: 6.30 pm
Meeting ended: 8.03 pm

Chair

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Agenda Item 4

The Economy, Arts, Sports and Public Realm Policy & Accountability Committee **Terms of Reference**

Members

5 voting Councillors

Quorum

3 Members of the Committee

Political proportionality

4 Administration Members
1 Opposition Member

Co-opted Members

Up to 5 non-voting members

Principal Functions

All the powers of an Overview and Scrutiny Committee as set out in section 21 of the Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007.

- To develop policy within the scope of the Committee and make recommendations to the Cabinet
- Monitor the administration and spending in services within its scope
- To review the impact of decisions and policies implemented by the Council
- Lead responsibility for scrutinising the relevant Cabinet Members(s).

Scope

To monitor the policy, administration and spending of all aspects of:

- The local economy
- Support for local businesses and high streets, including the ability of local businesses and the voluntary and community sector to procure from the Council and the Council's suppliers
- Local employment opportunities
- Public sports facilities
- Regeneration and renewal of deprived areas
- Arts and cultural services
- Adult education
- Libraries
- The local environment, parks and open spaces
- Street Scene
- Cemeteries
- Enhancing the quality of life of residents
- Any other matter allocated by the Policy Unit and Overview Board.

Report to: Economy, Arts, Sports & Public Realm Policy and Accountability Committee

Date: 27/07/2022

Subject: Challenges and Priorities for the Public Realm

Report author: Bram Kainth, Strategic Director of Environment

Responsible Director: Bram Kainth, Strategic Director of Environment

SUMMARY

This briefing presents key challenges and priorities for Public Realm in H&F. It summarises the 2022-2026 business plan commitments and challenges for the Street Environmental Services, Transport, Highways and Parking services.

This paper also references the cross-cutting Climate and Ecology programme which is covered by other reports submitted to a new policy and accountability committee.

RECOMMENDATIONS

1. For the Committee to note and comment on the priorities and challenges.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The report updates on priorities for improving public space and street scene, which will improve the experience and appeal of our high streets and support business success.
Creating a compassionate council	Priorities include tackling poor air quality and limiting the impacts of climate change. These disproportionately affect certain individuals and groups such as those on lower incomes and with pre-existing health conditions.
Doing things with local residents, not to them	Working with residents is integrated throughout schemes mentioned in this report, particularly including the development of neighbourhood initiatives in transport and highways.

Being ruthlessly financially efficient	The council continues to leverage external grant funding to meet its ambitions, including for transport, carbon reduction and greening initiatives.
Taking pride in H&F	Initiatives to improve pride in our public space include tackling fly-tipping, greening our highways, improving our parks, and improving access to sports opportunities.
Rising to the challenge of the climate and ecological emergency	Various schemes covered below help to tackle the climate and ecological emergency, including transport schemes to reduce polluting vehicles and increase active travel, planting in parks and highways to support biodiversity, and sustainable drainage to reduce flood risk. A full report on progress will be made to the new Climate and Ecology PAC in July 2022.

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

1. The H&F 2022-2026 Business Plan reflects the administrations' priorities and improvements to the public realm and environment are key to these. The following points detail general environmental priorities and those that cross multiple services. Following that is commentary on specific service areas' priorities and challenges.
2. Hammersmith & Fulham's liveability and environmental factors are key to attracting investment by anchor institutions. Improving air quality, reducing the impact of, and on, climate change, and greening the borough are important to maintain its status as one of the best places to live and work in a major city.
3. We will improve the public realm and make it a better place for people to shop, eat, drink, relax and enjoy local arts and facilities. Public realm improvements will support a new vision for high streets and town centres in the borough.
4. By doing things with residents we will shape this vision and work on their ideas and priorities to coordinate a vision for high streets as experience destinations and community hubs. We will help activate meanwhile spaces and revive H&F's nightlife through public realm improvements. This will make the borough more attractive to live and work, and keep money in the local economy.

5. Cleaning H&F's filthy air is a high priority this term. This means taking bold measures to improve air quality, building on the work of the [air quality commission](#) and [climate commission](#), and implementing the recommendations of our air quality strategy. Award-winning, innovative schemes like at South Fulham which has reduced traffic, congestion and pollution by reducing rat-running, are examples of what we can do to meet World Health Organisation air quality guidelines.
6. The Covid pandemic has underscored the importance of open spaces to people's wellbeing, particularly for those without a garden. Maintaining World Class parks, green spaces and cemeteries is also central to our ecology and climate change work. More native trees, more native flora, better drainage, and more green space will encourage natural habitats and support the mental and physical health of residents.
7. Managing the risk of flooding is a significant challenge to the borough's homes, businesses and infrastructure. We will continue to challenge Thames Water and their approach to protecting homes and buildings from flooding, and take every possible action to introduce measures and assist residents and businesses in taking out insurance. This includes enhanced monitoring and information sharing of issues, regular meetings with Thames Water to discuss and challenge on action being taken, representations to government for more support for affected residents on insurance, and a pilot programme of flood risk interventions within a neighbourhood.

Street Environmental Services

Priorities:

8. We will continue to invest in our streets to ensure they are some of the cleanest in the country. We will reduce fly-tipping by promoting schemes like our bulky waste collection service, signposting to furniture re-use projects, and clearing fly-tipping more quickly when it does happen.
9. We will bring forward proposals to roll out the containerisation of waste for eligible properties to reduce the amount of waste generated and the number of single-use plastic waste sacks in the borough. We will also roll out the collection of food waste to improve our recycling rate.
10. We will increase recycling opportunities for residents, whilst also encouraging residents to share, repair, and re-use more to reduce waste. Our first Library of Things that recently opened will help to enable this and we'll roll out more if successful.

Challenges:

11. Keeping streets free of weeds continues to remain a challenge because weeds need to appear before they can be removed (and will grow across the borough at times at speed depending on the weather). In addition, we no longer use glyphosate spray to kill weeds and the manual removal of weeds is a

significantly more labour intensive operation.

12. Significantly improving recycling rates to over 40% in an inner London borough is challenging because high overall recycling rates at this level usually include a significant proportion of garden waste which is not generated in as high a quantity in inner city areas where there are fewer (and typically smaller) gardens. In addition high recycling rates are harder to achieve from communal bin collections as contamination is more of an issue and participation is harder to identify and target. We can encourage and enable the reduction of waste in the first place which also contributes to our climate and ecology ambitions. Our performance in this area is strong, with LBHF having the 5th lowest waste arisings per head in the country.

Transport

Priorities:

13. Develop and implement a cleaner air programme, building on the work of the air quality commission. This includes expanding the air quality monitoring network, and consulting widely to introduce cleaner air neighbourhoods across the borough. These will build on the successful South Fulham cleaner air scheme.
14. Develop a healthy school streets programme. Work with residents to implement a School Streets Plus programme and challenge schools that fail to encourage parents not to use motor vehicles on the school run, whilst also reviewing safe walking routes and crossings that serve schools.
15. We will prioritise the extension of 20mph speed limits across all borough roads to improve road safety. We will also improve cycling standards in the borough through safer cycling infrastructure, continuing free cycle training, and by working with (food) delivery companies that use cycle couriers.

Challenges:

16. Managing increasing levels of freight in the borough and across London will continue to be a challenge with increasing deliveries to homes and offices. Working with a myriad of distribution and delivery companies and consolidating across a disparate sector will be difficult but enabling more zero-emission last-mile deliveries and consolidating goods will help mitigate the impact of freight.
17. We will do all we can to regulate the use of the river paths by mopeds, e-bikes, cycles and e-scooters so that pedestrians are safe and have priority.
18. Electrifying the council's own fleet, and that of our contractor's, will be a challenge, particularly for large vehicles that collect waste due to it being early-stage technology, high cost and the lack of electricity capacity to charge them.

Highways

Priorities:

19. Greening the grey, reducing tarmac and de-paving where possible, and rewilding, planting native vegetation, installing community planters, and designing sustainable urban drainage schemes to reduce the risk of flooding.
20. Introduce a sustainable transport strategy to increase active travel, improve air quality and make more space for nature. This will lead to more pocket parks, rewilding, traffic calming measures, enhanced crossings, safer cycle paths, cycle parking, and a walking and cycling campaign.
21. Ensure every street has at least one electric vehicle charging point whilst matching supply to demand through our web-based interactive tool. We will also do everything we can to bring down the costs of charging vehicles.

Challenges:

22. Installing more cycle storage is a challenge due to increasing cost, high levels of maintenance required and limited supply. However, orders have been placed for new cycle hangars to meet demand and maintenance will be managed to ensure they are cost-effective.
23. Increasing community parklets (on-street areas with plants and seating), trees, SuDS, and active travel infrastructure is a challenge due to the limited highway space and competing uses for this space both above and below ground. This will be mitigated by prioritising locations for sustainable urban drainage schemes and tiny forests.
24. Maintenance of additional green space is a challenge with a limited budget. Capital expenditure on green spaces and trees need to factor in maintenance costs to ensure newly created and newly planted spaces, plants and trees are properly maintained.
25. Major cycling schemes will have funding challenges due to TfL's financial situation and is dependent on its funding settlement with central government. We will continue to prioritise walking and cycling improvements in all schemes.

Parking

Priorities:

26. Managing kerbside space and priority.
27. Delivering parking changes to deliver climate change priorities.
28. Improve residents' and their visitors' experience of parking in the borough. This includes addressing:
 - Clarity over parking fees and rules around parking control.
 - Visitors and tradespeople parking using pre-paid vouchers.
 - Providing more information on how RingGo operates.
 - Better information on pay and display machine locations.

- Improve communication and engagement with residents on how parking controls operate in the borough and contribute to improving air quality and addressing the climate and ecological emergency.

Challenges:

29. Managing the competing demand on space, deprioritising the space for car use.
30. Introducing emissions-based residents' parking to help reduce parking fees.
31. Modal shift and correct parking infrastructure to support future road use.
32. Introducing free parking for cleaner vehicles outside of high-volume neighbourhoods, rush hour and school-run traffic periods.

Climate and Ecology

33. H&F Council published a comprehensive strategy and action plan in September 2021, titled H&F 2030: Climate and Ecology Strategy. Council services are now working towards the goal of a net-zero by 2030 borough.
34. A new Climate and Ecology PAC has been formed to steer and scrutinise strategic decisions, priorities and challenges related to the climate and ecological emergency.
35. Separate reports on the broad progress against the action plan will be published and are available [here](#) beginning with the first meeting in July 2022.
36. Other PACs, including Public Realm, will consider the climate and ecological impact of decisions, policies, and projects.

Parks and Leisure

Priorities:

37. We will implement our 'parks for the future' strategy, putting us in harmony with the needs of nature in our open spaces. We will invest in improving the appearance, maintenance and facilities of our parks and open spaces. We will use green vehicles and introduce sustainable drainage system (SuDS) solutions to protect trees and grassed areas.
38. We will further increase the number of Green Flag parks and green spaces.
39. We will ensure accessible toilet facilities are provided in or nearby to all our parks, open spaces and cemeteries.
40. We will ensure all our parks and open spaces are patrolled, checked and locked at night by the borough's Law Enforcement Team (LET) Officers.

41. We will increase the number of native trees grown in the borough and we will save or replace all trees lost through decay or damage which are a danger to residents' safety.
42. We will develop a Sports Strategy designed to allow every LBHF resident who wants to become active a chance to do so. We will ensure that there are state-of-the-art sports facilities and clubs in every corner of the borough – ideally no more than a 20-minute walk away – to include a Hurlingham Park refurbishment and enhancement of Wormwood Scrubs. We will create a digital hub for sports bookings. This will also provide accessible information about H&F parks and park events.

Challenges

43. Balancing the demands placed on our parks and green spaces which has intensified since the pandemic, from formal sports activities, dog walking, informal recreation use, events and increasing areas of rewilding and natural habitat and planting more trees.
44. Maintaining all the assets in parks, cemeteries and green spaces, pathways, boundaries, playgrounds, buildings and other infrastructure so it is safe and fit for purpose.
45. Raising external funding to help improve state of the art sports facilities across the borough.

Arts and Culture

Priorities

46. Delivering on the [Arts Commission's](#) recommendations , including the development of a Cultural Strategy .This will build on the commission's work to develop a shared vision and strategy for the borough, that contributes the council's aspirations for the economy, inclusion ,access, health and wellbeing and responding to the climate and ecological emergency.
47. Develop an ongoing programme of public visual art, making use of our parks, public spaces and public buildings to promote the borough as a major artistic and cultural environment.
48. With residents' support, organise community street theatre in local neighbourhoods to strengthen community relationships, improve community resilience and make neighbourhoods happier places to live. Will include a play in Brackenbury village.
49. Work with residents to put on events such as community concerts, parties, food markets, street theatre, tea dances.
50. Launch a Black History Trail to bring into focus the famous Black, Asian and minority ethnic people who have lived or worked in our borough.

Challenges

51. To create a robust strategic framework that will help access resources for delivery.
52. To bring the sector together to create one voice for benefits of arts and culture.
53. Identifying accessible space in the borough for a museum, archives, and exhibitions.

LIST OF APPENDICES

None.