

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

Wednesday 29 March 2023 at 7.00 pm

Main Hall (1st Floor) - 3 Shortlands, Hammersmith, W6 8DA

Watch the meeting live: [youtube.com/hammersmithandfulham](https://www.youtube.com/hammersmithandfulham)

MEMBERSHIP

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

CONTACT OFFICER: Charles Francis
Governance and Scrutiny
Tel: 07776 672945
E-mail: charles.francis@lbhf.gov.uk
Web: www.lbhf.gov.uk/committees

This meeting is open to the public and press but spaces are limited. If you would like to attend, please contact . The building has disabled access.

UPDATED: 28 March 2023

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

29 March 2023

| <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>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> | |
| 3. MINUTES | 4 - 12 |
| <p>To approve the minutes of the previous meeting and note any outstanding actions.</p> | |

- | | | |
|-----------|--|---------|
| 4. | UPDATE ON THE REFRESH OF HAMMERSMITH & FULHAM'S INDUSTRIAL STRATEGY | 13 - 23 |
| | This item provides an update on the refresh of Hammersmith & Fulham's Industrial Strategy. | |
| 5. | UPDATE ON DEVELOPMENT OF A CULTURAL STRATEGY FOR HAMMERSMITH & FULHAM | 24 - 34 |
| | This report updates the Committee on progress in developing a ten-year Cultural Strategy for the borough. | |
| 6. | CIVIC CAMPUS PROGRAMME UPDATE | 35 - 39 |
| | This report provides a progress update on the Civic Campus Programme, including the plans for the coming year and an indicative timetable to completion. | |
| 7. | UPDATE ON THE DEVELOPMENT OF THE BOROUGH'S PARKS FOR THE FUTURE STRATEGY | 40 - 53 |
| | This report provides an update on the development of the borough's Parks for the Future Strategy. | |

Agenda Item 3

London Borough of Hammersmith & Fulham
The Economy, Arts, Sports and Public Realm
Policy and Accountability Committee
Minutes



Monday 30 January 2023

PRESENT

Committee members: Councillors Rory Vaughan (Chair), Liz Collins, Adam Peter Lang, Ashok Patel and Jackie Borland

Other Councillors:

Councillor Sharon Holder (Cabinet Member for Public Realm)
Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Officers:

Andre Mark (Head of Finance –Strategic Planning and Investment)
Kellie Gooch (Head of Finance Environment)
Daniel Rochford (Head of Finance)
Bram Kainth (Strategic Director of Environment)
Steve Hollingworth (Assistant Director Leisure, Sport & Culture)
Jon Pickstone (Strategic Director of Economy)
Roy Morgan (Assistant Director Housing Management)
Joanne Woodward (Director of Planning and Property)
Charles Francis (Committee Coordinator)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Andrew Jones (Cabinet Member for the Economy).

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the Economy, Arts, Sports and Public Realm Policy and Accountability Committee meeting held on 28 November 2022 were approved subject to clarification being sought on engagement with the Bhavan Centre in West Kensington.

The Chair explained that, as Councillor Rowan Ree, Cabinet Member for Finance and Reform was also attending the Children's Policy and Accountability Committee, he proposed that the running order of the agenda be changed. The Committee agreed that Item 5 – the Update on the development of the borough's new five-year Sport and Physical Activity Strategy would be considered first, followed by Item 4 – the 2023 Medium-Term Financial Strategy.

ITEM 5 – UPDATE ON THE DEVELOPMENT OF THE BOROUGH'S NEW FIVE-YEAR SPORT & PHYSICAL ACTIVITY STRATEGY

Steve Hollingworth (Assistant Director Leisure, Sport & Culture) introduced the report which provided an update on the Borough's new five-year sport and physical activity strategy.

Councillor Adam Peter Lang commented on the post pandemic period and the importance of ensuring the well-being of young people. He asked what was being done to encourage young people to engage in activities to support healthy lifestyles into adulthood. In response, Steve Hollingworth explained there was more work to do with Primary Schools, but the Council was already providing physical activity sports sessions with free meals in the summer holidays. However, he stressed it was important to engage with young families and children, so that they developed a sporting habit for life. Councillor Adam Peter Lang agreed this was vital work and it was excellent that activity sessions with free meals were being provided.

Councillor Jackie Borland asked how officers were consulting with local community groups. In response, Steve Hollingworth explained CSPAN (Community Sport and Physical Activity Network) comprised of representatives of the whole sports community, and the strategy had been taken to this forum for feedback from its members. As the Sports Strategy was being developed, it was his intention to put the report out to wider consultation through the Council's website before it finally went to Cabinet for sign off.

Councillor Jackie Borland asked if more emphasis could be placed on the work being conducted in Fulham (and not solely in Hammersmith). Steve Hollingworth acknowledged there were several great parks in Fulham, as well as the Sands End Arts and Community Centre which supported young children, adults and providing services for adults with dementia.

In terms of the priorities set out in the strategy, Councillor Ashok Patel commented that one of the things that was missing was the goal of getting young people off their (phone) screens. He also asked if further details could be provided on the community support and physical activity network. In response, Steve Hollingworth confirmed that this was a difficult challenge, but it was important that children were introduced to sports professionals early so they received the right experience, and in doing so, wanted to adopt the sport and do more of it and build it into their lifestyle.

On CSPAN (Community Sport and Physical Activity Network), Steve confirmed it was Sports England that had suggested their needed to be a network in the

community of all those volunteers - volunteers' groups and sports club which had shared issues such as recruitment, training and finding affordable venues so there were lots of synergies. Steve confirmed that CSPAN met on a quarterly basis and despite good progress, further work needed to be done in this area. In relation to the composition of CSPAN, Steve Hollingworth confirmed the members were drawn from community sports groups. Councillor Ashok Patel asked if these groups should also contain school PE teachers as these were closely connected with schools and pupils. Steve Hollingworth confirmed it would be an important asset if a schools representative joined CSPAN.

Councillor Liz Collins highlighted the cost to parents of accessing sports provision for their children, both in terms of time and financially, and enquired if there was any assistance available. Steve Hollingworth confirmed the Council currently offered free activities in the holidays as well as at half term and these included swimming and learning to row across the borough, provided by Fulham Reach. However, he also acknowledged that physical activity was also about making time, and most people were not time rich.

The Chair, Councillor Rory Vaughan asked how disabled residents would be involved in terms of co-production to ensure they received access to good physical activities within the borough. Secondly, he enquired about the Public Accounts Committee's report on grass roots participation in sports and physical activity and whether some of the learning from the report had been integrated into the strategy. He also commented on the lasting legacies of sporting events, such as the 2012 Olympics and what officers' views were on this.

The Chair suggested that the consultation net was cast wider and recommended that the strategy should include the views of school's representatives, the third sector, as well as the Dementia Alliance, the disabled and other groups.

The Chair asked what the timetable was for developing the strategy, how might residents become involved and how would the strategy be measured (for success) and monitored in the future. In response, Steve Hollingworth commented the value of major events was the inspiration it provided to residents to take part in an activity in the future. He highlighted that research was being done on the Birmingham Commonwealth Games last year and how this had inspired and influenced local residents. Steve commented that that Borough took an active role in the London Youth Games which was the largest event of its type globally. In terms of the measures of success, Steve Hollingworth commented that Hammersmith and Fulham was the second most active borough in London and a goal could be to become the most active borough in the country. And, in terms of resourcing, this should be focused on the least active elements, to raise the overall activity profile of the borough.

In response, Steve Hollingworth explained that the themes needed to be developed further and put out to consultation for feedback, and then for the Strategy to be revisited by the Committee in June / July 2023. The Chair agreed that the proposed themes set out in the report were the right ones and suggested that it would be good if the strategy could paint a picture of where the borough was at the moment in terms of the level of physical activity, facilities and where there was perhaps scope to

develop these in the future. The Chair asked for Steve Hollingworth's view on what might be done to engage wider groups to become more involved in physical activity.

Action – That the borough's new five-year Sport & Physical Activity Strategy be revisited at 24 July 2023 committee meeting – Steve Hollingworth

In response, Steve Hollingworth confirmed that the Council could map its current sports facilities to provide a snapshot of current provision and officers would use the Council's current networks to encourage greater participation.

The Chair asked what could be done to increase access to sports such as encouraging residents to think about the types of activity, price and location of this, as well as what could be done in residents' homes or gardens. The Chair explained that one of the biggest challenges was not only to encourage physical activity but also people's mindsets. Steve Hollingworth confirmed that an aspect of encouraging residents to become more active was through Public health and GP's prescribing more physical activity.

Councillor Adam Peter Lang referred to an event which was held over the summer in Fulham Palace, whereby tennis court access was free for local families and cited this as a good example of trying to think creatively to get people involved in a number of physical activities / try a new sport. He also explained that traditional sports were now giving way to a new wave of sports such as mountain-biking, skateboarding and walking football so there was scope to think outside the box. Commenting further, Councillor Adam Peter Lang explained that the Council was posed with a challenge post pandemic and further re-engagement with communities was necessary.

Councillor Liz Collins noted that there had been higher rates of depression during the pandemic where shielding had necessitated staying at home. This had brought about more social isolation and some residents now felt safer remaining in their homes. She asked how officers proposed to overcome this type of resistance. To address these points, Steve Hollingworth confirmed that Environment worked in partnership with Adult Social Care and Public Health colleagues to provide specific targeted support to reduce social isolation where this was needed most.

Councillor Ashok Patel confirmed that he lived between four parks, but when he went for walks, no sports groups were actively using the parks. He commented that in his view, this might be due to the amount of red tape from the Council which dissuaded people from forming or joining new groups. He asked what could be done. In response, Steve Hollingworth confirmed that Hurlingham and South Park were currently over-subscribed, and the Council needed to restrict activity here. He explained that if a group wanted guaranteed use of an open-air space, such as Eel Brook and Parsons Green, it needed to be booked and paid for and so there was cost and affordability to consider.

Summing up the discussions, the Chair thanked officers for the report and confirmed that: there was general agreement that the proposed themes of the strategy were the right ones and promoting physical activity to the less active in the community was important. That existing sports networks needed to be expanded and developed further to include schools, the third sector, disabled groups and Public Health. That

officers needed to ensure co-production was weaved into the strategy and that the strategy needed to include an appendix containing a document which stated what sports and physical activity provision currently looked like, so there was a picture of where the Council was starting from. He confirmed that the Committee welcomed the update the Committee would receive in July 2023.

RESOLVED

1. For the Committee both note and comment on the report.

ITEM 4 – THE MEDIUM-TERM FINANCIAL FORECAST

Councillor Rowan Ree (Cabinet Member for Finance and Reform) introduced the item. He noted the challenges of finding further efficiencies given the dual pressures of high inflation and high interest rates. Despite this, he was proud of the budget which protected the Council's key front-line services / priorities and included an investment of almost £1m to support residents through the ongoing cost-of-living crisis. He thanked Cabinet Members and officers for their hard work.

Andre Mark (Head of Finance –Strategic Planning and Investment) gave an overview of the financial context and the corporate budget.

Key Principles of the proposed Budget Strategy 2023/24 were:

- Pay & Price Inflation (5%)
- Investment for the Delivery of Council Priorities
- Council Tax Increase of 3% plus 2% for Social Care Precept
- Provisional Revenue Grant Settlement
- Some Savings Proposed (£2.9m)
- Maintaining Resilience (Retaining Contingencies)
- Costs of Planned Borrowing (to fund Capital Programme)

Councillor Adam Peter Lang and the Chair congratulated officers and Councillor Rowan Ree for leading on the difficult task of setting a balanced budget which protected front line services.

Bram Kainth (Strategic Director of Environment), gave a presentation of the budget for the Environment Directorate.

Key budget changes that were highlighted included:

- Additional investment in the new waste collection and street cleansing contract (£1.7m). Protects current service standards including at least weekly waste collections. Allows for the addition of new services (such as food waste collections), inflationary pressures, and growth in the number of properties in the borough
- Additional 5% investment for inflationary increases on both major contracts and council staff pay

- Thorough review of fees and charges to generate increased income (£133k). General inflationary uplift, alignment with other boroughs and full cost recovery.
- Sustained reductions in waste disposal tonnages and continuation of discounted rate for processing recycling (£150k budgetary saving)

Councillor Jackie Borland congratulated officers for their work on parks and noted the borough was awarded fifth place in Parks for London. In relation to the Parking Business turnover, she asked what elements were included in the £50 million and if this was just on-street parking. In response, Bram Kainth confirmed this included all parking income, such as pay and display tickets, permits and suspensions.

Councillor Adam Peter Lang commended the work which had been conducted by the LET (Law Enforcement Team) to make neighbourhoods feel safer for residents and commented that this was money very well spent. Turning to the new waste collection contract which had been recently signed, he asked if this was a continuation of contractor or if there had been a change. In response, Bram Kainth confirmed that the old contractor was Serco which had been replaced by Veolia.

Councillor Adam Peter Lang asked for further clarification on the food waste collection and if this is included within the new contract. Bram Kainth confirmed that food waste was included in the new contract and funded, but discussions were ongoing with the new contractor as to when and how exactly this would be rolled out.

Councillor Ashok Patel commented it was reassuring to learn that the Council had a healthy cash balance. Noting that interest rates had recently increased, he asked officers what plans there were to increase these funds. In response, Andre Mark confirmed that cash balances were held across a number of areas as part of the wider treasury management strategy, including a mixture of cash funds and reserves. Councillor Rowan Ree thanked the Treasury Management Team for their work in ensuring Council funds were in the most appropriate places to maximise income. He confirmed that the Authority had not undertaken any new prudential borrowing this year which meant the Council was in a strong position and had an additional £5 million for next year's budget which stemmed from rising interest rates.

Councillor Ashok Patel thanked the Cabinet Member for providing these details and commented that locking this money away in long term investments was an option that could be considered in due course. Councillor Rowan Ree provided details on the wider treasury management strategy and confirmed that maximising returns was an important ongoing element of this.

The Chair, Councillor Rory Vaughan, commented he was pleased there would be additional investment in waste management in the forthcoming year, and that he was keen to revisit the new contract in due course to assess how it was performing (new initiatives such as bins, food waste collection and potentially garden waste).

The Chair asked officers to provide further details on the Resident Experience and Access Programme. Bram Kainth confirmed that officers were continuing to make savings from the programme and the goal of the programme is to improve the experience of residents when they access Council services. A key part of this is managing all the contacts residents make with the Council in the most effective way and ensuring there is a seamless digital experience from the initial contact to service

delivery. He explained that officers are investigating channel shift, so by using resources wisely, the Council is in a better position to provide face to face contact to those residents which need the most help. At the same time, the programme also seeks to increase the number of residents accessing services online. The Chair thanked officers for the overview and confirmed that, if the programme was within the Committee's remit, he would like to revisit the topic in the future.

Councillor Rowan Ree explained the aim of the programme is to reduce siloed thinking across departments and create efficiencies within the Council. Turning to waste management, Bram Kainth commented that the pilot studies had demonstrated there had been a marked increase in recycling in those areas and the schemes had become very popular. One of the added benefits of the scheme was that increased recycling lowered waste disposal costs, as it is cheaper to process recycling compared to general waste.

Following an introduction from Jon Pickstone, Strategic Director of Economy, Daniel Rochford (Head of Finance) gave a presentation on the budget for the Economy Directorate.

It was noted that the overarching aim of the Economy Department was to deliver excellent services, whilst minimising the need for budget growth by:

- Continuing to support income generation Council-wide through Planning Gain, Planning Fees, Adult Learning & Skills, Business Rates, rental income from corporate property and through limiting the call on the General Fund
- Supporting economic growth and development to generate new business rates and council tax income and to reduce Temporary Accommodation and other costs of poverty
- Reviewing the Council General Fund asset base to maximise efficiency, create new development opportunities and reduce existing debt TA costs
- Managing inflationary and demand pressures within existing budgets
- Continuing to mitigate financial risks of £1.3m through maximising income through Planning Performance Agreements and Pre-Application fees

In relation to Section 106 money, Councillor Jackie Borland asked whether developers could renegotiate with the Council if a contribution had been agreed, but market conditions had affected their margins. In response, Joanne Woodward, Director of Planning and Property, confirmed that technically Developers could, but explained these were voluntary agreements which were entered into by the Developer and the Council, and so every party with an interest in the land would need to agree to renegotiate. It was noted that Developers would also incur the Council's costs to renegotiate, so these instances were very rare.

Adding a supplementary question, Councillor Jackie Borland asked if this also applied to Community Infrastructure Levy (CIL). Joanne Woodward explained that CIL was different, as this is a levy which is set in advance by the Council across the borough and paid on the commencement of a development. It was noted that the Mayor of London also collects CIL to pay for large pan-London developments such as Crossrail. Cllr Jackie Borland asked if the £98 million which had been negotiated over the last three years was a source of concern or a material worry to officers if

this figure changed. Joanne Woodward provided details of how the S106 pipeline worked and reassured the committee that these were carefully monitored as finance only became available as set phases or milestones within a development project were met.

Councillor Adam Peter Lang commented that approximately £100 million of Section 106 monies over three years appeared a high figure in relation to what other boroughs might achieve. Joanne Woodward confirmed this was a result of Hammersmith being an attractive West London location for Developers. Councillor Adam Peter Lang asked (officers) if the Council did enough to highlight to residents the success arising from developments within the borough, such as how S106 had impacted on Council tax, schools etc and to translate what £100 million over three years meant.

In response, Joanne Woodward confirmed that £100 million over three years was what the Council had negotiated through planning applications, but the Council would not see most of this funding for a number of years as the funding was tied to the start of the development. However, what the Council did have was money in the pipeline from negotiations which had been conducted 4 or 5 years ago. She confirmed that the Council did publish how S106 monies were spent via a brochure to Cabinet (affordable housing, improving parks, funding the LET Team as well as highways improvements) but there was scope to improve how this good news was shared and publicised.

Councillor Ashok Patel asked for clarification on the income generated by Council properties and secondly, what the risk factors were, in relation to business rates (especially the impact of homeworking). Adding a further question, he noted that while the borough had the third lowest council tax in the country, almost half of residents were not paying the full amount due, with the least able paying no charge. In view of the current economic climate, Councillor Ashok Patel asked if this should be reviewed.

In relation to business rates, Jon Pickstone explained that the Council received approximately a third of the income. As set out in the manifesto, the Council was actively seeking to attract as many high growth jobs to the borough as possible, thereby generating additional business rates. Officers agreed that the under-occupation of office space stemming from Covid was a short-term risk, but that in the longer term, anticipated a growth in business rates.

Daniel Rochford confirmed there was £1 million of commercial property income in the (Economy) budget, and he could provide a schedule outside the meeting which broke this figure down into individual properties. However, also explained there was other commercial income from other Economy Departments, such as the Housing Revenue Account which generated a further £1.3 million income from commercial properties. Daniel Rochford also provided details of the Property Transformation Team and the income opportunities which were envisaged (from this growth item) in the next 12 months to medium term. Jon Pickstone commented that income maximisation was always a goal associated with commercial property.

Councillor Ashok Patel asked what the collection rate was for business rates (and domestic rates). In response, Councillor Rowan Ree confirmed he was proud of the Council Tax Support Scheme and that Councillor Ashok Patel was right, that half of residents did not pay the full amount (of Council Tax) as a result of exemptions or discounts. The Council Tax Support Scheme protected the most vulnerable and the least able to pay and there were no plans to dilute the scheme.

The Chair noted the £95k for High Street Strategies and Management Plans and asked for further details on this (and which secondary High Streets this might involve). In response, Joanne Woodward provided details of the plans which are in place to regenerate local high streets given their increased importance since Covid. She explained that the High Street Strategies was linked with Planning Policy as well as the Economic Development Programme / Industrial Strategy. The Chair thanked officers for these details and highlighted that the Industrial Strategy was on the agenda for the next meeting, and this could be explored further then.

The Chair thanked the officers present for their clear presentations and summarised those areas such as waste management, the industrial strategy and the civic campus which had been identified as future agenda items. Echoing the comments which had been made by Councillor Rowan Ree, the Chair thanked officers for their work on such a challenging topic

RESOLVED

1. That the Policy and Accountability Committee (PAC) considers the budget proposals and makes recommendations to Cabinet as appropriate.
2. That the PAC considers the proposed changes to fees and charges and makes recommendations as appropriate.

Meeting started: 7.00 pm
Meeting ended: 9.00 pm

Chair

Contact officer: Charles Francis
Committee Co-ordinator
Governance and Scrutiny
☎: 07776 672945
E-mail: charles.francis@lbhf.gov.uk

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

Date: 29/03/2023

Subject: Update on the refresh of Hammersmith & Fulham’s Industrial Strategy

Report author: David Pack, Strategic Head of Industrial Strategy
Tom Perrigo, Industrial Strategy Officer

Responsible Director: Jonathan Pickstone, Strategic Director for the Economy

SUMMARY

This report summarises some of the key achievements of the borough’s Industrial Strategy and outlines initial proposals for refreshing the Industrial Strategy to reflect the current economic context and to act as a key driver for our work with partners to deliver genuinely inclusive and sustainable economic growth for all our communities. The proposed themes of a refreshed Industrial Strategy set out in this report represent initial officer thinking and are presented for Members’ comments and views before they are developed further.

RECOMMENDATIONS

1. For the Committee to note and comment on the report.

Wards Affected: All

| Our Values | Summary of how this report aligns to the H&F Values |
|--|--|
| Building shared prosperity | The refreshed Industrial Strategy will be the primary strategic document in steering how we, with our partners, seek to achieve inclusive economic growth, working especially closely with business. |
| Creating a compassionate council | By including a proposed section on Inclusion, the proposed refreshed Strategy will look to address some of the fundamentals of our economy which act as a barrier to prosperity for all. |
| Doing things with local residents, not to them | Co-production will be embedded within the process of refreshing the Industrial |

| | |
|---|--|
| | Strategy. |
| Being ruthlessly financially efficient | By bringing in both a wide range of Council departments and external partners, the refreshed Industrial Strategy will help to steer prudent allocation of resources to shared goals. |
| Taking pride in H&F | Building on our pioneering partnership with Imperial College and with business in delivering the Industrial Strategy to date, the proposed refresh will continue to position H&F as a leader in inclusive economic growth. |
| Rising to the challenge of the climate and ecological emergency | The proposed plan to refresh the Industrial Strategy includes a cross-cutting focus on how we can address the climate and ecological emergency, complementing wider work underway. |

Background Papers Used in Preparing This Report

- None¹
-

DETAILED ANALYSIS

1. Hammersmith & Fulham's Industrial Strategy was published in 2017. This report updates this Committee on some of the key achievements to date resulting from the strategy - and the partnership behind it - being in place. It also sets out early thinking on how the Industrial Strategy could be refreshed over the coming months, to respond to current and future circumstances, and a proposed timeline for this refresh.

Progress to date

2. The Industrial Strategy was published in 2017, developed as a strong partnership with Imperial College London - and with business – with an ambition of making the borough the best place to start and grow a business in Europe and to ensure that everyone benefits, not just a favoured few. Driven in large part by the success of the White City Innovation District and the foundations put in place for that by the Industrial Strategy, this ambition has been realised: the borough is now a global economic hotspot.
3. The development of the Industrial Strategy - and the partnership put in place by the Council's leadership to enable it - was spearheaded by the Leader of the Council and Cabinet Member for the Economy and their aspiration to create a global economic hotspot in Hammersmith & Fulham to rival Silicon Valley, with a focus on ensuring everyone benefits from the resulting economic growth,

¹ All data sources for statistics used in this report are referenced in the main body of the report.

drawing inspiration from the approach taken by the German Länder and city states. While the role of government in the German approach to economic development is hardwired into their constitutional framework, the role of local government in the UK context – and the absence of many of the levers available in Germany - required a greater role for ‘soft power’ and active relationship building.

4. This soft power enabled engagement by the Council – led by the Leader and Cabinet Member for Economy - at the most senior level with Imperial College London, and the establishment of the formal partnership with them to develop our Industrial Strategy as a joint undertaking. It also underpinned extensive, active, senior-level engagement with business; for instance, bringing together leading venture builder, Blenheim Chalcot, with Imperial College, leading to the establishment of Blenheim Chalcot’s new global headquarters at White City; and playing a key role in retaining L’Oreal – soon to open a new headquarters also at White City - in the borough.
5. Indeed, as a partnership endeavour, the Industrial Strategy has been overseen and steered by a senior level Industrial Strategy Board comprising business, academia and other stakeholders, building consensus and co-ordinating actions – again convened by the Council leadership, drawing on its soft power.
6. Since the Industrial Strategy was developed, we have delivered a pipeline of over 625,000 sqm of quality space for start-up and scale-up businesses² and ensured this also caters for a range of affordability options, including through adoption of targeted planning policy to support this goal.
7. As a result of this the borough has seen catalytic growth in high productivity sectors such as life sciences, digital, creative and tech. In addition to creating 6,500 good jobs³, these sectors are cementing the borough’s position as a global economic hotspot. Indeed, the Borough was recently ranked as the sixth most competitive UK locality⁴. We have attracted global anchor organisations like Novartis, Airbus, ITV, the Royal College of Art and NATO, who sit alongside biotech pioneers like Synthace and Autolus. Over 60 life science businesses have been created or grown or have moved into our borough.
8. The borough has secured around £5bn in growth investment since 2017 (more than the rest of West London combined), including £1.5bn in life sciences and medical innovation funding⁵. We are a national and international centre of excellence, with a strategic role in addressing key national challenges, through the innovations developed here, not least in life sciences in which the White City Innovation District is especially strong.
9. By the Council using its soft power and working with partners to curate an environment in which these innovative sectors can thrive, we are facilitating the ability of the borough’s economy to become more competitive in emerging

² LBHF Planning Data accessed Q2 2022

³ Source: DataCity

⁴ Source: UK Competitiveness Index, Cardiff University, 2021

⁵ DataCity

global markets and be resilient to shocks, whilst offering high wages and supporting investment in our civic infrastructure. Our Upstream partnership with Imperial College, a result of our Industrial Strategy collaboration, has been at the heart of this: connecting, supporting and shining a light on the science, tech and creative sectors since 2018.

10. At a time of both unprecedented innovative potential and economic upheaval, helping residents keep pace with this fast-paced change and ensuring we do not leave people behind is at the core of our strategy. By redoubling our efforts working with schools and adult learners, we have collectively reduced the number of people with 'no qualifications' in the labour market by 3,300⁶.
11. Our Industrial Strategy approach has steered how we seek to align schools, apprenticeships and retraining programmes to the emerging opportunities in the Borough. The Phoenix Academy and Fulham Cross Academy are both members of our Industrial Strategy Board. Our £118m education and youth campus - called Ed City in White City – will focus on ensuring local young people can share in the opportunities arriving on their doorstep.
12. Increased local opportunities for employment in high-growth sectors, alongside improved skills that support people into entry and mid-level roles, has had a positive effect on average wages: since 2017 wages earned by workers in the borough have risen by £123 per week (compared to just £82p/w nationally)⁷.
13. To reflect our borough's economy place at the heart of a global innovation ecosystem, we have signed an economic collaboration agreement with the City of Barcelona linking the White City Innovation District to the 22@Barcelona innovation district to share best practice and develop closer working ties. Building on this, the White City Innovation District has also this year become one of nine founding members of the Innovation Districts Alliance, bringing together a global partnership to share best practice.

A refresh to reflect the current context

14. Acknowledging that the context has moved on since 2017, the proposed refresh of the Industrial Strategy will be undertaken against a different economic and social backdrop.
15. The ongoing high cost of living and the likelihood of a long-term squeeze on living standards sharpens the imperative for inclusive, sustainable economic growth. The economic shock of double-digit inflation has stemmed from the instability of international energy prices and has cost the average UK household an estimated £2,400. This underscores the economic rationale for the need to accelerate progress towards net zero, and the potential economic liability of not doing so in terms of lost income and spending. Real incomes are likely to be depressed for around the next 2 years according to the Resolution Foundation, as businesses also coping with rising input costs will struggle to meet pay settlements that match inflation.

⁶ Source: ONS Annual Population Survey (APS) 2022

⁷ Source: ONS Annual Survey of Hours and Earnings (ASHE) 2022

16. The ramifications of the global economy emerging from the pandemic are still felt and the context of additional economic headwinds for international trade, and limited ability to offer pay rises in many sectors that bore the worst effects of the pandemic, has led to a large rise in economic inactivity and 'hidden' unemployment. Around 500,000 people have exited the labour market in London, with poor health (including mental health) cited as the primary reason.
17. Since the Industrial Strategy was published in 2017, the UK has exited the European Union. The specific impacts of withdrawing from the world's largest trading bloc on the UK economy, trading environment and labour market reinforce the need for us to develop a robust local strategy to deal with these challenges. Chief among these challenges is the need for highly productive businesses to attract and retain the skilled workforce they need to thrive, arguably made considerably more difficult by Brexit.
18. The need to address deep-seated inequalities has also been brought to the fore, in part through the economic impacts of the pandemic highlighting issues raised by movements such as Black Lives Matter in stark statistical relief. In H&F Black and ethnic minority residents were over three and a half times as likely to be working in a frontline public services or non-furloughed roles (with higher risk of exposure to coronavirus) during the pandemic. Women are also around three times more likely than men to be earning below the London Living Wage in H&F.
19. The pressing need to address the climate and ecological emergency means we need to redouble our efforts to reach net zero by 2030. Alongside mitigating the significant costs to the local and national economy⁸, there are enormous economic opportunities for areas such as H&F with the capability to lead this national mission. In 2022/3 Innovate UK have invested over £10m in green technologies in H&F's emerging cluster. This builds on over £100m of private investment leveraged into the sector locally, which across London has doubled in size each year since 2018.

Proposed themes and topics for the refresh

20. Considering this changed context, a range of relevant manifesto commitments and other related activity underway, our initial proposal is to segment a refreshed Industrial Strategy into four discrete, but related themes, each comprising more detailed indicative areas of focus. These are presented as a starting point and subject to further development, refinement and consultation, both internally within the Council and externally with our partners.
21. In developing these themes and the ambition and actions which underpin them, it will be important to draw on international best practice, specifically including what is done well in other leading international centres of innovation. There are lessons, for example, from the constitutional framework which actively charges the German Länder and city states to facilitate economic growth and from bold

⁸ In H&F 81,400 households each had an estimated £2,400 less to spend. £195m that could have been invested, or spent in local shops, on personal wellbeing, etc.

policies in South Korea directing research and development funds into ten ‘innovation cities’ to encourage small and medium-sized enterprise growth in localised industries.

22. The four proposed themes, each detailed further below, are:

- i. Opportunity
- ii. Growth
- iii. Place
- iv. Inclusion

23. The tables below provide more detail of potential components of each of these themes and an illustration of the types of outcomes which could be achieved through collective action.

24. The first proposed theme – Opportunity – recognises that, whilst much of the growth achieved as a result of an Industrial Strategy approach and partnership being in place has its own momentum and is, to a degree, self-perpetuating, there remains much to do to ensure that this growth benefits our residents in the fullest way possible, improving life chances for all. Businesses need a long-term talent management strategy in order to thrive and there is an opportunity, with intelligent intervention and a genuine partnership, for the Council to position our residents to form part of the answer to that.

| THEME 1: OPPORTUNITY |
|---|
| <i>Potential components</i> |
| Skills/education for growth sectors Pathways to/within work Apprenticeships A Youth Guarantee Supporting our small businesses |
| <i>Illustrative outcomes</i> |
| <ul style="list-style-type: none"> • A lifetime, system-wide approach to education and skills, linked to STEMMM⁹ opportunities, embedding ambition and aspiration and drawing on international best practice (e.g. the German Länder) • EdCity – our £118m education campus – established as a focal point for aligning career opportunities within the White City Innovation District and the work of schools, apprenticeships and reskilling programmes. • A pioneering partnership between growth sector employers and smart apprenticeship providers to develop new apprenticeship programmes and combine Apprenticeship Levy pots, enabling more local young people to take up opportunities and businesses to access a wider talent pool. • An innovative Youth Guarantee, ensuring all our young people have the best foundation to succeed in careers in the economy of the future: expert mentoring, meaningful work experience, targeted application support and |

⁹ Science, Technology, Engineering, Medicine, Maths, Media

more.

- A truly **inclusive Innovation District** enabling local businesses across the borough to thrive and grow, residents to benefit from the economic growth on their doorstep and public services to benefit from the Council's partnership with Imperial College as an anchor institution.

25. The second proposed theme – Growth – focuses on how we can continue to facilitate the environment for the economic growth which is a pre-condition for creating opportunities for our communities, building on the foundations of the global economic hotspot at White City and supporting its further growth through enhanced partnerships and increased internationalisation and inward investment.

| THEME 2: GROWTH |
|--|
| <i>Potential components</i> |
| White City Innovation District and our partnership with Imperial College Supporting growth sectors Finance for growth Inward investment International innovation partnerships |
| <i>Illustrative outcomes</i> |
| <ul style="list-style-type: none"> • Our ground-breaking partnership with Imperial is broadened and deepened to sustain the growth of the White City Innovation District, bolster its capacity to support innovation, identify and address gaps in support for our growth sectors, attract investment and expand Upstream's work on knowledge exchange and facilitating networking. • Creation of a world-class investment model to unlock major growth opportunities and grow small businesses, particularly in the STEMMM industries. • A clear H&F inward investment proposition in place - and an active collaboration with growth sector businesses, national and international partners to promote it and drive inward investment. • The White City Innovation District sits at the heart of a global network of leading innovation districts, complementing our wider aspiration to twin with municipalities across Europe. • The borough is positioned at the heart of a green economy as a leader in green technology and innovation to address global challenges and support local delivery. |

26. The third proposed theme – Inclusion – considers how we can tackle systemic issues which act as barriers for communities to benefit fully from the opportunities generated from the growth on their doorstep, and deliver

genuinely inclusive economic growth, trialling models and pilots which could be scaled borough wide or indeed inform national policy/approaches.

| |
|---|
| THEME 3: INCLUSION |
| <i>Potential components</i> |
| Flexible, affordable childcare New models of housing Anchors institutions leading by example The best place for Disabled people Wider determinants of health |
| <i>Illustrative outcomes</i> |
| <ul style="list-style-type: none"> • Leading the way in piloting innovative models of affordable, flexible childcare. • Shaping and innovating our housing offer to broaden the variety of affordable housing models to even more people. • A shared approach - developed in partnership with our anchor institutions – to delivering inclusive economic growth, including how we collaborate to offer ‘good work’, tackle the climate emergency and address common challenges such as attracting and developing a skilled workforce and tackling unfairness in the housing market. • We are ruthlessly inclusive of Disabled people, supporting Disabled people into jobs and ensuring, with local businesses, that they are not excluded from enjoying local goods and services. • Our employment support work – and that of partners locally – helps those who need it most, improving life chances for e.g. care leavers and those on the housing waiting list. |

27. The fourth proposed theme – Place – recognises that the borough’s liveability and environmental factors are central to how we attract anchor institutions to invest here. These factors can reinforce our status as a global economic hotspot, as well as ensuring the borough is the best place to live in a major city for our residents, with a beautiful public realm, clean air, outstanding green spaces, low crime rates and a world-leading arts and culture offer. This theme has a proposed focus on how we curate high-quality town centres and high streets, alongside the role our major developments can play in place-shaping and how we best use our thriving arts and culture sector to deliver better places, which in turn can support positioning the borough actively as a visitor destination. Essential within this theme will be a recognition of the differential geography of the borough and the reach of its components to underpin a whole-borough approach of relevance to all neighbourhoods.

| |
|---|
| THEME 4: PLACE |
| <i>Potential components</i> |
| World-class places, town centres, high streets Benefiting from major developments / infrastructure |

Good use of land/property assets
Arts and culture
Visitor economy

Illustrative outcomes

- Our new Civic Campus catalyses the rejuvenation and curation of a **high street**, setting the highest standards of public realm, accessibility and sustainability We build on that and the evolving White City public realm strategy to inform place-shaping in other key centres.
- We ensure that our **major developments** – including the Old Oak Common HS2 station – are more than the sum of their parts, serving to promote H&F as a unique destination for investment, trade and tourism and enhancing the borough for residents.
- Through **ambitious use of our assets and planning policy and regulatory levers**, we curate and shape key places and high streets, ensuring promotion of affordable/flexible space for start-ups/scale-ups where possible.
- Our emerging Cultural Strategy helps to drive **London’s best mix of world-class culture, creativity and community arts**, reflecting our diverse heritage and enhancing the borough’s attractiveness as a place to live, work and play and as an investment location.
- A clear proposition in place for the **borough as a visitor destination** and an ambitious plan to promote it, developed with partners in arts, culture, retail and hospitality.

28. Tackling the climate and ecological emergency will run through each of the proposed themes as a ‘cross-cutting’ priority, emphasising the importance of the economic growth envisaged for the borough to be both environmentally sustainable and leading-edge in how it enables a just transition to net zero, in line with the Council’s wider commitments to this.

Key considerations in shaping the refresh

29. In developing the outline focus of the strategy refresh further and testing both the themes of work and any detail sitting beneath them, there will be several key considerations to shape our broad approach.
30. Building on the outline of the wider economic context above, it will be essential to develop any proposed strategy refresh and accompanying action plan to take full account of the current backdrop, supported by rigorous analysis of data and evidence, including international best practice. Learning from what has – and has not – worked well will also be important in shaping a refreshed Industrial Strategy and our next steps.
31. Given the proposed focus of the Industrial Strategy refresh on inclusive economic growth to mirror the many commitments in the manifesto, it will be

important to develop an informed understanding of the main challenges to delivering that, appreciating the barriers in place which prevent that from happening and thinking creatively about how a shared approach with partners can overcome those. Recognising the differential geography of the borough, and ensuring the refreshed Industrial Strategy takes a whole borough approach will also be important.

32. Whilst led by the Council, the Industrial Strategy refresh will require extensive engagement of external partners, both in its governance and its delivery. It will also only be successfully delivered as a cross-Council endeavour, led by the Economy Department, but with wide-ranging involvement of multiple departments and teams.
33. The Council's commitment to co-production will also be woven in at the earliest stage in the Strategy's development to ensure it is truly co-produced.
34. Crucially, a 'culture of delivery' will be central to how aspirations set out in the strategy refresh are brought to life. A whole Council approach and meaningful engagement of and steer from external partners will need to extend from the strategy refresh development stage to its delivery, informed by a refreshed Industrial Strategy Board of senior external stakeholders, including business, and a soon to be convened Enterprise Board. Clear measures of success and methods of capturing outcomes will need to be defined, which in turn should allow clear communication of success stories and provide opportunities to share best practice developed in the borough and for the Council and Industrial Strategy partners to act as national thought leaders in inclusive economic development.

Potential timeline

35. An indicative timeline for development of the refreshed Industrial Strategy over the course of this year is presented below:

| | |
|----------------|--|
| April 2023 | <ul style="list-style-type: none"> • Economic research and analysis • Assessment of national and international best practice • Cross-council officer engagement |
| May / Jun 2023 | <ul style="list-style-type: none"> • External partner engagement • Expert panel of advisors convened |
| Jun / Jul 2023 | <ul style="list-style-type: none"> • Strategy refresh outline drafted • Testing of outline strategy refresh with Leader/Cabinet Member • Member scrutiny via PAC • Refreshed Industrial Strategy Board to meet |

| | |
|----------------|---|
| | |
| Jul / Aug 2023 | <ul style="list-style-type: none"> • Draft strategy refresh produced |
| Sep 2023 | <ul style="list-style-type: none"> • Testing/revising of draft strategy refresh <ul style="list-style-type: none"> • Cross-Council officer engagement |
| Oct 2023 | <ul style="list-style-type: none"> • Testing / revising of draft strategy refresh <ul style="list-style-type: none"> • External partner engagement • Industrial Strategy Board |
| Nov 2023 | <ul style="list-style-type: none"> • Testing / revising of draft strategy refresh <ul style="list-style-type: none"> • Leader and Cabinet Member engagement • Member scrutiny via PAC |
| Dec 2023 | <ul style="list-style-type: none"> • Cabinet approval of refreshed strategy and action plan |

Next steps

36. Subject to input from this Committee and further engagement with the Cabinet member for the Economy and the Leader of the Councils, Officers will develop the proposals set out above in more detail in line with the timetable set out.

LIST OF APPENDICES

None

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 29/03/2023

Subject: **Update on development of a Cultural Strategy for Hammersmith & Fulham**

Report authors: David Pack, Strategic Head of Industrial Strategy;
Thomas Dodd, Arts Development Officer

Responsible Director: Jonathan Pickstone, Strategic Director for the Economy

SUMMARY

This report updates the Committee on progress in developing a ten-year Cultural Strategy for the borough.

Building on the recommendations of the Council's community-led Arts Commission, which concluded in 2021, and extensive engagement and consultation undertaken since officers last updated this Committee in October 2022, a draft final strategy is now close to completion and is summarised in this report for this Committee's views and input.

RECOMMENDATIONS

1. For the Committee to note and comment on the report.

Wards Affected: All

| Our Values | Summary of how this report aligns to the H&F Values |
|--|--|
| Building shared prosperity | The draft Cultural Strategy recognises the central role arts, culture and heritage can play in driving economic growth, and ensuring that growth is inclusive in nature. |
| Doing things with local residents, not to them | The extensive consultation and engagement process undertaken throughout the strategy's development has sought to seek input and steer from residents and key stakeholder groups at all points. |

| | |
|---|--|
| Being ruthlessly financially efficient | The draft strategy acknowledges the need for external funding and investment to underpin the sustainability of the borough's arts, culture and heritage sectors, and a plan to secure that, in partnership with stakeholders. |
| Taking pride in H&F | Consistent feedback in the strategy's development, corresponding with the findings of the Arts Commission, underlined the will to promote the borough's rich arts, culture and heritage landscape widely, and the pride residents and stakeholders take in that. |
| Rising to the challenge of the climate and ecological emergency | The strategy identifies the need for the arts, culture and heritage sector to support net zero goals and identifies actions to help that happen. |

Papers Used in Preparing This Report

- A) Progress Report:
Agenda for Housing and Homelessness Policy and Accountability Committee on Tuesday, 6th April, 2021, 6.30 pm | LBHF
- B) Arts Commission Final Report:
https://www.lbhf.gov.uk/sites/default/files/section_attachments/hf_arts_commission_final_report_with_images.pdf
- C) Economic Growth for Everybody, An Industrial Strategy for Hammersmith and Fulham:
https://www.lbhf.gov.uk/sites/default/files/article_attachments/economic-growth-for-everyone-web-rev1.pdf
- D) 'Rising to the challenges of our time, together'. Labour Manifesto 2022:
<http://democracy.lbhf.gov.uk/documents/s120330/Appendix%201%20-%20HF%20Labour%20Manifesto%202022.pdf>

Background

2. Since July 2022 the Council has been engaged in the drafting of an ambitious new ten-year cultural strategy for the borough that reflects our aspirations for the local economy, inclusion, access, and enhancing the quality of residents' lives and neighbourhoods and including a focus on the role of arts and culture in tackling the climate emergency.
3. Officers commissioned the consultants, Activist Group - also producing the Commercial Strategy for the Civic Campus - to develop the strategy, which has been based on the following four objectives:

- a) **Capture a unifying vision**, one that draws on the energy of the sector and ensures that culture in H&F is greater than the sum of its parts.
 - b) **Focus on action**, drawing on the great work already underway and rapidly providing a framework to underpin arts programming at the Civic Campus.
 - c) **Encourage creativity**, supporting and enabling experimentation rather than acting as a straitjacket and draining partners' enthusiasm.
 - d) **Provide the rigour needed** to support external fund-raising and inward investment, inspiring and building confidence among potential funders
4. Since this Committee last received an update in November 2022, a second phase of extensive public consultation and stakeholder engagement has informed the draft strategy and accompanying action plan presented in summary in this report.
 5. Officers, working with Activist Group, are now finalising the strategy and action plan, which will take into consideration comments of this Committee and a member-led governance group¹ overseeing the strategy's development, before it is formally approved and published, by summer 2023.
 6. Once finalised and approved the Cultural Strategy will complement and enable delivery of elements of other key Council strategies, including the refreshed Industrial Strategy.
 7. This report provides an overview of the progress made in devising the strategy, engagement efforts, and emerging themes, goals, and actions.

Drawing on the Arts Commission's recommendations

8. From 2019-2021 the Council convened an independent Arts Commission (detailed further at Appendix One), made up of residents, volunteers, arts experts and local arts organisations.
9. The recommendations emerging from the Commission's work provided a foundation upon which the scope and general remit of the new strategy were developed, acting as a starting point for the creation of the new strategy, defining its overall objectives and the areas to address. These recommendations were:
 - Make a new cultural strategy.
 - Amplify and celebrate the diversity of the borough.
 - Embed culture into the Planning Policy Framework.
 - Uncover local strengths, wants and needs.
 - Join up what's going on in the borough
 - Shout about what's going on.
 - Build capacity inside the Town Hall with a fully resourced and staffed culture team.

¹ The member-led working group includes Cllr Andrew Jones (Cabinet Member for the Economy), Cllr Sharon Holder (Cabinet Member for Public Realm), Cllr Patricia Quigley (Lead Member for Inclusive Community Engagement and Co-production) and Cllr Mercy Umeh (Lead Member for Culture and Heritage).

Stakeholder engagement process

10. Activist Group were appointed by the Council to undertake the development of the Cultural Strategy, including an extensive engagement process, through which the views and opinions of a wide range of stakeholders were gathered and analysed. This included feedback from residents, community organisations, businesses, and other relevant groups with the aim of identifying key concerns, issues, and priorities that matter most to residents and key stakeholders across the borough.
11. The stakeholder engagement took place across two distinct phases:
 - Phase 1: Establishing an evidence base of priorities and issues (August – December 2022)
 - Phase 2 – Hearing the ‘word on the street’, testing indicative priorities for the strategy and developing an action plan. (December 2022 – March 2023)

The activities undertaken during these two phases are detailed at Appendix Two.

12. A key part of the stakeholder engagement was an online survey, promoted across Council platforms to engage the opinions of residents and other stakeholders and received 162 responses. The survey, alongside its EasyRead version, was accessible from any device with internet access, complementing the other elements of face-to-face engagement.
13. A half-day conference was also held on 1st March 2023, to analyse the draft strategy and its priorities with an invited audience to refine the proposed action plan sitting beneath it. As part of finalising the draft strategy, Officers and the Activist team are using the conference’s output to:
 - Gather feedback from stakeholders on the proposed strategy, including any concerns or suggestions for improvement.
 - Provide stakeholders with a clear understanding of wider council policy including the Industrial Strategy and how it aligns with the proposed cultural strategy.
 - Identify any potential ‘roadblocks’ or challenges that may need to be addressed before implementing the council’s strategy.
 - Develop a plan for how to communicate the Cultural Strategy to residents and wider stakeholders and how to involve them in the implementation process.

The emerging strategy

14. The draft strategy - working title: ‘Create to Thrive’ - is a 10-year strategy and action plan for the arts, culture and heritage in Hammersmith and Fulham. It will take the form of a shared strategy and action plan for the organisations and individuals involved - and is intentionally not positioned as a strategy for the Council alone.

15. The draft strategy's outline vision and mission are:

Vision – Hammersmith & Fulham is a great place in which to live and work. We want it to continue to offer London's best mix of world-class culture, creativity and community arts reflecting our diverse heritage and contribute to the shared prosperity of the borough.

Mission – Building on our rich heritage, diverse communities and world class cultural organisations and institutions, we work together to ensure the benefits of culture are easily accessible to residents, visitors, businesses and investors.

Themes and outcomes

16. The strategy presents three strategic themes, each supported by outcomes. These are intended to be delivered as a shared endeavour by all partners involved in the strategy's implementation, with specific responsibilities set out in an accompanying, detailed action plan. These themed outcomes are the fundamental goals that the strategy seeks to achieve, and they provide direction for all actions and decisions made during the implementation process:

- **Destination:** *An exciting and healthy place in which to live, work, study and visit.*
- **Creation:** *An even stronger cultural and creative sector driving the local economy*
- **Inclusion:** *Our residents benefiting from participation arts, culture and heritage.*

17. Each of these themes is underpinned by a set of 'supporting outcomes', as set out below, to be delivered through a detailed action plan:

| |
|--|
| Theme 1. Destination |
| <i>An exciting and healthy place in which to live, work, study and visit.</i> |
| Supporting outcomes |
| <ul style="list-style-type: none">• Civic Campus as key cultural anchor and catalyst for rejuvenation.• Major developments enhancing our arts and culture offer, reinforcing our creative economy.• H&F as a well-known hub for creative people, organisations and businesses.• Co-ordinated and amplified promotion of our arts, culture and heritage events.• Strengthened status as a key destination for businesses to locate and thrive. |

Theme 2. Creation

An even stronger cultural and creative sector driving the local economy

Supporting outcomes

- An embedded **collaboration between schools and cultural institutions**, actively connecting young people from an early age with the arts, culture and the creative industries.
- More and better access to **learning, training, employment and business start-up support**.
- Increased **inward investment** for culture.
- **Resilient and sustainable** cultural organisations, community organisations and creative businesses.
- Existing and new **initiatives are joined-up**, reducing duplication.
- Arts, cultural and heritage organisations can tackle issues, increase investment and join up activities and promotion through a **robust strategic partnership**.
- The Council has **capacity** to deliver its Cultural Strategy commitments.

Theme 3. Inclusion

Our residents benefiting from participation in arts, culture and heritage

Supporting outcomes

- People know how to **access** events and activities and feel welcome.
- Arts, culture and heritage are popular **volunteering** options.
- Better understanding of how residents' needs can be met by **increased participation** in arts, culture and heritage.
- Our community organisations are supported to provide **cultural activities at the local level** in response to needs.
- People better **understand the history** of the borough and its communities, including young people in schools through arts and cultural education programmes.

18. The three strategic themes above are supported by a cross-cutting theme of climate underlining the role the borough's arts, culture and heritage sector has in supporting the borough's wider objectives of tackling the climate and ecological emergency.

Cross-cutting theme: Climate

A carbon net zero cultural sector by 2030.

Supporting outcomes

- Arts, culture and heritage organisations

- have achieved carbon net zero by 2030.
 - are involved in shaping climate action policy in the borough.
 - promote climate action to their audiences and the public
-
- Arts and culture are used as tools to engage and educate young people about environmental sustainability and the climate emergency.

Action Plan

19. The draft strategy's strategic outcomes are supported by an action plan, which identifies the projects, initiatives, events and activities – some existing, some new – that will achieve the outcomes envisaged in the draft strategy. This includes developing the partnerships and increasing the investment needed to make progress. The action plan for the Council and its partners:

- Has actions for the Council and partners.
- Is outcome-based, designed to achieve the vision.
- Has stretching but achievable actions that are measurable, with targets.
- Includes new and existing initiatives, projects and services.
- Identifies the capacity and resources required to deliver an action.
- Includes an investment / business development plan and actions where new capacity and resources are needed.

Strategic Delivery Board

20. The draft strategy proposes that the Council will establish a new strategic partnership board to deliver the strategy, involving senior representatives of the creative industries, arts venues and grassroots community organisations. This strategic partnership board will be tasked with:

- Assessing the viability and prioritisation of new projects/programmes, taking into consideration resources required.
- Setting targets, measures and Key Performance Indicators to assess and maintain progress.
- Developing an investment plan.
- Overseeing delivery of the Action Plan.
- Sharing intelligence, encouraging cooperation and joining things up to reduce duplication of effort
- Taking remedial action when required
- Report on progress, both to the Council and the public.

Next Steps

21. Officers are continuing to work with Activist Group, the consultants supporting development of the draft strategy, to refine the document and its actions, to include taking into account views of this Committee.

22. Formal Member approval of the final strategy will be sought following further engagement with the Member governance board steering the strategy's

development. It is envisaged that a fully designed and accessible strategy document would then be launched in Summer 2023.

23. In taking the action plan to delivery, Officers will work to ensure that a genuine co-production approach is taken.

LIST OF APPENDICES

Appendix One – Background to the Arts Commission

Appendix Two – Detail of phases of stakeholder engagement

Appendix One – Background to the Arts Commission

The Arts Commission based its recommendations around eight themed sessions and the questions they posed, outlined below:

- Existing activity - What cultural activity is happening across the borough? Where isn't it happening? How much of it is excellent and what would it take for it to be better supported and developed?
- Social impact - What challenges are there in our borough that could be addressed with arts and culture, and what steps would we need to take to make this happen more?
- Diversity and inclusion - How might H&F make diversity and inclusion a more central focus of its plans for arts and culture?
- Cultural hubs and town centres - How have other boroughs, cities and countries created rich cultural hubs that are vibrant, relevant and sustainable, and what would it take to create more of these in H&F?
- Residents' priorities - What do residents and workers in H&F value about the arts and culture scene and how would they like to see these develop? How might arts and culture meet the needs of younger residents?
- Participation and engagement - What role does arts and culture play in the skills and employability of people in our borough and what could be done to enhance and improve this?
- Artists leading change - How can artists and cultural leaders shape and enhance communities and places and what steps should we be taking to enable that?
- Long term strategy - How have other boroughs and places created change through investing in and enabling arts and culture and how long did it take for that impact to be realised?

The Commission produced a report containing a set of recommendations for the borough as detailed at para. 8:

https://www.lbhf.gov.uk/sites/default/files/section_attachments/hf_arts_commission_final_report_with_images.pdf

These recommendations provided a foundation upon which the scope and general remit of the new strategy were developed. Suggestions given served as a starting point for the creation of the new strategy, defining its overall objectives and the areas to address. Building on these recommendations, the strategy was further developed through engagement and refined to ensure the specific needs of Hammersmith and Fulham are met.

- Make a new cultural strategy.
- Amplify and celebrate the diversity of the borough.
- Embed culture into Planning Policy Framework.
- Uncover local strengths, wants and needs.
- Join up what's going on in the borough
- Shout about what's going on.
- Build capacity inside the town hall with a fully resourced and staffed culture team.

APPENDIX TWO – DETAILS OF PHASES OF STAKEHOLDER ENGAGEMENT UNDERTAKEN

Phase 1: Consultation and Engagement (August – December 2022)

| | |
|----------|--|
| Purpose | To establish an evidence base of priorities and issues including other council strategies. |
| Activity | <p>Starting point:</p> <ul style="list-style-type: none"> • Review of the Hammersmith and Fulham Arts Commission 2020 recommendations. • Review of H&F Council Strategies. • Discussions with H&F Council elected members. |
| | <ul style="list-style-type: none"> • 22 meetings/sessions with individuals and small groups including: • H&F council elected members and senior managers. • Arts Commission members, • Local networks, arts, culture and heritage organisations, • Commercial arts venues and partners, • Higher Education partners, • Funders and local charities, • Business Improvement Districts. • Arts Council England. |
| | <p>Three group sessions with H&F Council officers on the following themes:</p> <ul style="list-style-type: none"> • Destination – boosting the local economy by developing and promoting a thriving borough for the arts. • Creation – supporting people to create and produce excellent art of all kinds.’ • Inclusion – giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic and cultural activity. |
| Outcomes | Identified the main themes for the strategy to tackle – the opportunities and the challenges. |

Phase 2: Consultation and Engagement (December 2022 – February 2023)

| | |
|----------|--|
| Purpose | To hear the ‘word on the street’, test the priorities for the strategy and develop an action plan. |
| Activity | The delivery team attended King Street market (3 December ‘22) and North End Road market (17 December ‘22) and asked people what they thought was important about the arts, culture and heritage in the borough. |
| | 6 workshops based on the themes that emerged |

| | |
|----------|--|
| | through previous consultation events to develop the vision and outcomes people want to see. |
| | Public survey about participation in arts, culture and heritage. |
| | Action for Culture conference (1 March '23) with 40 local organisations to develop the action plan. |
| Outcomes | <ul style="list-style-type: none"> • The members of the public who talked to us and responded to the public survey are proud of their borough and believe that arts, culture and heritage are important to them. • There was broad agreement about the purpose of the strategy, its scope and the themes it needs to tackle. • Developed the Action Plan. |

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 29/03/2023

Subject: Civic Campus Programme Update

Report author: Joanne Woodward, Director of Planning and Property

Responsible Director: Jon Pickstone, Strategic Director of Economy

SUMMARY

1. The Civic Campus programme will transform the Grade II listed town hall to be one of the most environmentally positive and accessible community buildings of its type in Britain. Work on site is well advanced and together with the new public realm, commercial and cultural enterprises, the campus will be at the heart of a rejuvenated West King Street, supporting a vibrant and inclusive Hammersmith town centre.
2. This report provides a progress update and the plans for the coming year. A presentation will be given at the meeting.

RECOMMENDATIONS

1. For the Committee to note and comment on the report.

Wards Affected: Hammersmith Broadway

| Our Values | Summary of how this report aligns to the H&F Values |
|--|---|
| Building shared prosperity | The Civic Campus programme will create a new space for residents and the public within the West King Street area. This enables additional job opportunities through the s106 agreement; additional office space; and more genuinely affordable homes. |
| Doing things with local residents, not to them | Delivery of the Civic Campus programme will create a new public space to be enjoyed by all members of the local and wider community who have been engaged and consulted throughout the process. |

| | |
|---|--|
| | |
| Being ruthlessly financially efficient | A full technical, legal and competitive procurement process has been completed and a commercial strategy developed to drive new income. |
| Taking pride in H&F | The refurbishment of the Town Hall and completion of the new build will enable the delivery of the wider Civic Campus programme, creating a new and rejuvenated space for residents and the public within the West King Street area. |
| Rising to the challenge of the climate and ecological emergency | New Smart technologies and innovative ground source heat pump technologies will reduce carbon emissions and energy use, delivering an environmentally positive heritage building and heat network |

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background

1. The strong business case for the Civic Campus responded to the need to deliver the regeneration of West King Street and address the necessary remedial works to the failing old Town Hall. This compelling case remains, with the scheme still on track to create a modern, accessible, and inclusive campus for the whole community.
2. The social and economic benefits envisaged for the scheme are being met and exceeded:
 - the Town Hall building will operate as a multipurpose building. It will be a meeting space for the public, an arts and cultural hub, council office accommodation and refurbished civic and community space and will establish an income-generating venue for events and hospitality.
 - new office accommodation will enable 'hybrid' working that will help reduce the Council's wider property portfolio;
 - the design of the building has been co-produced with the Disabled Residents Team, making it truly accessible for all;

- over 200 new homes are in construction, of which over 52% are genuinely affordable;
 - affordable workspace in development can serve target STEM industries
 - the new cinema, shops, café and public plaza will create a culturally vibrant neighbourhood
 - a community offer will encourage community value from the space, for example homework clubs for local children and young people.
3. Whilst the primary financial case was avoiding high town hall remedial costs, wider financial benefits for the scheme are now in development:
- the Council is taking full ownership of grade A offices to let commercially.
 - guided by an ambitious commercial strategy, there are plans to work in partnership with an external catering operator to drive revenue from the various new and refurbished events spaces at the Town Hall.
 - the transition to remote working during the pandemic has highlighted the potential to achieve efficiencies by consolidating the workforce to the new Civic Campus, thereby reducing the need for wider accommodation.
 - wider monetary benefits through increased business rates and council tax in addition.
4. The aim is to deliver the most environmentally positive scheme possible contributing to the Council's ambitious environmental targets. The combination of new Smart technologies and innovative ground source heat pump technology will reduce carbon emissions and energy use, helping to minimise running costs and making the town hall one of the most environmentally sustainable grade II listed buildings in the country.

Construction update

5. The delivery of the Civic Campus is separated into two Design and Build contracts, both signed in December 2020.
6. Contract A (between the Council and Ardmore Construction Limited ('ACL')) is for the refurbishment of the existing Town Hall building. Contract B (between the West King Street Renewal Limited Liability Partnership (the 'LLP') and ACL) is for the new build construction including the new glass pod vertical extension on top of the Town Hall, affordable homes, home for sale, commercial units and public realm. The Council and A2Dominion Developments Limited each have a 50% share in the LLP.
7. The project has been impacted by wider economic factors affecting the construction and development sectors as a whole in the last few years. This includes the impact of the pandemic, Brexit, inflation crisis, a shortage and rising costs of labour and materials, the impact of the war in Ukraine and rising energy costs.
8. These wider market challenges sit alongside resolving some project specific issues. The work to refurbish the Town Hall has been subject to delays

because of an incident which occurred in May 2022. The matter was the responsibility of the contractor and was referred to the Health & Safety Executive (HSE) which imposed a “Direction to Leave Undisturbed” around the immediate area.

9. The HSE finally lifted their “Direction to Leave Undisturbed” in October 2022, although its report into the incident and how it occurred is still awaited. ACL has in the meantime instructed its own investigation. Since work recommenced on the Town Hall, the new steel framework has been procured and progress is again being made.
10. The construction of the new build residential and commercial blocks was unaffected by the site incident at the Town Hall however, delays to third party utility diversions beneath the commercial block which also houses the site wide energy centre, has had an impact on the programme. This is now resolved, and construction is making good progress with completions expected Summer 2024. The marketing suite is expected to open in Summer 2023.
11. The original public realm designs have been improved upon in response to feedback from the local planning authority to increase the amount of soft landscaping and biodiversity.

2023 / 2024 Programme

12. In addition to the construction activity, the wider Civic Campus programme includes a number of other workstreams which are already mobilised to deliver the commercial, transformation and place shaping strategies:

Commercial Strategy

13. There are three businesses that are central to the Town Hall commercial strategy: venue and wedding hire, performing arts and catering and hospitality. Work is underway with the council’s consultants, Activist, to launch the procurement process for the Town Hall catering operation later this year with a view to securing a suitable supplier by the end of December.
14. In keeping with commercial strategy recommendations, designs are being drawn up for the 6th floor café, bar and terrace. The fit out of this space is expected to be co-designed with the future operator and will form part of the catering operator tender specification.
15. Lettings agents, BNP Paribas, have been appointed to secure tenants for the premium office space in Block B and marketing is expected to be launched this summer.

Transformation

16. In May 2021 the council outlined to staff the Hello Hybrid Future plan to be delivered for everyone and all buildings. We focused on how we continue to

transform our workforce at pace, making the most of new opportunities, benefits and efficiencies that presented themselves post pandemic.

17. There will be an increased focus on the Digital Transformation that will support the vision for the Town Hall to be future proofed including Smart technology that should help improve energy efficiency and reduce operating costs.
18. A project for design and curation of the furniture throughout the Town Hall is underway This will cover public, civic and events areas with 100% reuse of existing furniture, where practically possible.

Place Shaping

19. The Civic Campus will be a catalyst for change to rejuvenate King Street and Hammersmith town centre. Work is progressing on a draft masterplan for Hammersmith to provide a planning framework for future development and strengthening the identity of the town centre This will include a focus on the King Street area to link the healthy, high quality pedestrian friendly public realm within and around the Civic Campus with wider improvements for the area.
20. The place making agenda for the Civic Campus also will intricately link to the Borough's Arts & Culture Strategy with a programme of events to launch the Civic Campus and to support and develop the cultural/arts and evening economy. The refurbished Town Hall will provide a platform for displaying local performing talent and showcasing the borough's heritage and archives.
21. The Council is leading a cohesive site-wide communications and marketing strategy to establish the Civic Campus as a major new social, cultural, and economic destination in London. This brand will embody three core civic qualities "Respected, Openness, Welcoming".
22. Overall the civic campus programme will help the borough meet ambitions set out in the Industrial Strategy 'Economic Growth for Everyone' through;
 - **A Great Place in London:** improve H&F town centres and commercial hubs to transform what they offer and enhance their reputation in Europe and around the world.
 - **Encouraging Enterprise:** making H&F the best borough in Europe for business to start-up, survive and grow: This will include a lettings strategy for the new affordable business units being delivered within the scheme.

Agenda Item 7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: The Economy, Housing, and the Arts Policy and Accountability Committee

Date: Wednesday 29th March 2023.

Subject: Update on the development of the borough's Parks for the Future Strategy.

Report of: Richard Gill, Senior Parks Manager

Responsible Director: Steve Hollingworth, Assistant Director Leisure, Sport and Culture

SUMMARY

Following the conclusion of the Council's resident-led Parks, Biodiversity and Climate and Ecological emergency Commissions, officers are engaged in the drafting of a Parks for the Future Strategy to develop their recommendations.

The strategy, due to be published in the first quarter of 2024, is a systematic plan of action to achieve specific business goals and will seek to further the Administration's Manifesto 2022 pledge and stated business objective to:

Maintain world class parks, opens spaces and cemeteries.

RECOMMENDATIONS

For the Committee both to note and comment on the report.

Wards Affected: All

H&F Priorities

Future Parks strategy will co-ordinate our service delivery to meet these priorities.

| H&F Priorities | How this report aligns to the H&F Priorities |
|--|---|
| Building shared prosperity | <p>The strategy will help create an inclusive economic climate where the next generation of innovators can thrive by:</p> <ul style="list-style-type: none"> • maintaining high quality open spaces attractive to new employers and residents • creating and maintaining high quality learning spaces, such as tiny forests and forest schools, used by our children |
| Creating a compassionate council | <p>The strategy will improve access and availability of open spaces by:</p> <ul style="list-style-type: none"> • improving access to information about parks e.g. events and sports bookings. • improving opportunities for residents to be involved e.g. creating community gardens used for mental health garden projects. |
| Doing things with residents, not to them | <p>The strategy will bring people together to build alliances for change, and reform our services to respond to the needs of our communities by:</p> <ul style="list-style-type: none"> • maintaining links and actively engaging with all users, stakeholders and Friends groups • establishing a 'Parks forum' to engage with our diverse communities and co-produce improvements to our parks. • undertaking regular measurement to understand residents' satisfaction and experience of our parks and open spaces. |

| | |
|--|--|
| <p>Being ruthlessly financially efficient</p> | <p>The strategy will improve quality and reduce costs associated with maintenance and repairs by:</p> <ul style="list-style-type: none"> • delivering services based on Key Performance Indicators (KPIs) which maximise the quality of services for the financial investment made. • transforming our services by making use of; resident’s views, new technology, new partnerships and innovation in delivery • working to leverage in external funding through funding bids and partnerships |
| <p>Taking pride in H&F</p> | <p>The strategy takes pride in our borough’s parks and open spaces and celebrates who we are to build a happier and more resilient borough by:</p> <ul style="list-style-type: none"> • hosting community events to strengthen partnerships and help grow the arts and creative economy • allowing residents to stay active with the provision of sports and recreation opportunities. • demonstrating safe, welcoming open spaces and increasing the number of Green Flag parks in the borough |
| <p>Rising to the challenge of the climate and ecological emergency</p> | <p>The strategy will create climate aware and wildlife-friendly green spaces which residents can enjoy by:</p> <ul style="list-style-type: none"> • making space for meadows, sustainable surfacing, tiny forests, habitat improvement, native planting and increased tree canopy. • working with colleagues to measure biodiversity net gain and hold new developments accountable. |

Contact Officer:

Name: Richard Gill

Position: Senior Parks Manager

Telephone: 07833482119

Email: Richard.Gill@lbhf.gov.uk

Background Papers Used in Preparing This Report

None.

Documents already in the public domain that will be useful in the development of the Future Parks Strategy are listed in Appendix 1

DETAILED ANALYSIS

Background: why are we doing this?

1. We need a strategic document that recognises the essential role open space plays in the quality of urban life. Publicly owned parks specifically to ameliorate urban conditions have been built since 1843 (Birkenhead) but only recently are all the benefits of the '*Green Lung*' being universally recognised; Greenery produces oxygen, absorbs carbon dioxide and other pollutants, cools air in the summer and reduces windspeed keeping us warmer in winter. Open space absorbs rainfall to reduce flooding and allows a wide range of habitats for wildlife. Taking exercise in open space and being around nature, specifically trees, has been shown to reduce anxiety and stress improving our physical and mental wellbeing.
2. We need a strategic document that reflects H&F priorities and responds to the changing nature of climate, funding and residents satisfaction with our parks and open spaces. Since our last strategy was published in 2008 much has changed. Not least with new opportunities to present information to our audience. Colourful, well-presented and easily read' leaflet style' strategies available online could improve engagement with our residents
3. We need a strategic document that explores important issues but also celebrates achievement.
4. The national pandemic of CoVid 19 confirmed the value of open space and the response of the parks team and our contractors was magnificent. Initially when we were asked to close the parks public complaints hit a record high. As the pandemic wore on residents continually told us how they valued the access to open air, green space and daily exercise. Although we don't have access to park user numbers, use increased significantly and difficulties of managing different user groups in popular destinations and increased users in areas of wildlife value had to be managed.

5. 'Green Flag' is a national standard of quality assessment recognising well managed parks and green spaces. The Strategy document in 2008 set out an ambition to achieve six Green Flags in key parks. This was achieved and we now have 20 parks with Green Flags and ambition to add another Green Flag each year. The green flag process has a cost for each park but is a way of showing local people that it's not just the big (flagship) parks that matter.
6. 'Good Parks for London' is an assessment of participating London boroughs against ten criteria which demonstrate strategy and action for; public satisfaction, quality, collaboration, nature, community, skills, events, health sustainability and strategic planning. In 2022 H&F were ranked 5th (out of 29) with a featured case study on quality. This is a demonstratable improvement on our performance in 2017 and 2018, when we were ranked 27th, but we still have room to improve particularly against the criteria of events and community involvement.
7. The Parks Commission have 22 headline recommendations set out which the parks team understand and support. We have made progress on many of these recommendations and will continue to provide support and deliver on these aspirations.

Business Goals

8. Shared business goals for the Parks for the Future Strategy have been drafted to show where we want to be and an initial timeline of actions that will help us get there. Crucial in this will be working with members, officers, stakeholders and residents to co-produce and agree this strategy.
 - **Maintaining high quality parks for the next generation** and attractive to all those who want to invest in our borough now.
 - **Making parks and information about them accessible to all** including both physical and digital improvements.
 - **Listening to the needs of our communities** and co-producing improvement plans for our parks and parks services.
 - **Building alliances for change**, bringing people together to work with representatives of all stakeholders and support change.

- **Take pride in strengthening partnerships** to host community events and create high quality spaces for learning, relaxing, playing and celebrating
- **Encouraging residents to stay active** with the provision of sports and recreation opportunities to improve both physical and mental wellbeing.
- **Creating climate aware, biodiverse green spaces** which residents and wildlife can enjoy.
- **Measuring our performance** to support continued funding, investment and change.

Timetable

9. The drafting of the Parks Strategy for the Future is taking place over a projected 12-month period, starting March 2023, and delivered with distinct workstreams. The focus of this work is in building a coalition of support for a shared vision and goals and engaging with partners in the sector. A member-led governance board, including, Cllr, Sharon Holder (Cabinet Member for the Public Realm) and Cllr Hardcourt (cabinet Member for Climate Change and Ecology) is currently overseeing the work. The work programme will need to be flexible to respond to stakeholders' and members' ideas and views and to ensure our shared goals are met.

Table 1: work programme to develop Future Parks Strategy

| Workstreams | Target Date | Outputs |
|---|-----------------------------------|---|
| <p>1. Defining the project.</p> <p><i>Agree outputs with member-led governance board</i></p> | <p>28th April 2023</p> | <ul style="list-style-type: none"> • Project plan after feedback on this report including: <ul style="list-style-type: none"> ○ Scoping document including definition of roles of Council departments and partners ○ Engagement plan What conversations still need to be had to check inclusivity and representation |

| | | |
|--|--|--|
| <p>2. Refining the project</p> <p><i>Agree outputs with member-led governance board</i></p> | <p>TBC. Will run concurrent with Stage 3</p> | <ul style="list-style-type: none"> • Project Plan review ensure the new strategy will align other strategies and existing relationships including emerging Cultural Strategy and Sport and Physical Activity Strategy • Review new GLA Guidance not yet available. • Open space audit. A review of the boroughs open space, to be scoped and agreed with members and planning colleagues |
| <p>3. Developing a shared Future Parks Strategy</p> <p><i>Engage with residents and stakeholders</i></p> <p><i>Agree outputs with member-led governance board</i></p> | <p>1st May 2023</p> <p>1st June 2023</p> <p>1st June 2023</p> <p>1st Oct 2023</p> <p>28th Sept 2023</p> <p>28th Oct 2023</p> <p>26th Jan 2024</p> | <ul style="list-style-type: none"> • Annual User satisfaction survey agreed as part of the engagement plan (above) to be conducted Summer 2023. • Themed workshops: To identify residents/stakeholders and actions designed to achieve the identified goals. To be workshopped at conference • Parks Forum. Establish a regular forum led by residents to support and challenge the parks service. • Conference for all residents and stakeholders to be organised by parks forum, facilitated by Council. • Draft Strategy. Project Plan review of shared goals, progress to date (see section 4.0), results of engagement and available resources to deliver service. • Refined GM Contract to reflect resident aspirations and budget. • Refined Parks Management Plans (template) to reflect resident aspirations and budget. Submission of parks plans still in Dec/Jan • Engagement Plan Review • Final Strategy if no significant revisions required to draft strategy. • Action Plan |

| | | |
|----------------------------|--------------------------------|--|
| 4. Mobilising the strategy | From 26 th Jan 2024 | <ul style="list-style-type: none"> • Parks Forum • Annual Action Plan Review • Operating model and governance |
|----------------------------|--------------------------------|--|

Progress against our business goals to date and *next steps*

Maintaining high quality parks for the next generation.

10. A major part of the strategy must be how we manage our Grounds Maintenance across the portfolio including activities such as grass cutting, cleaning operations and the care of trees and shrubs. Four New contracts for grounds maintenance (GM) starting on the 1st of February 2022. give greater clarity to the separate client bodies responsible for; Parks and Cemeteries, Housing, Wormwood Scrubs and the Council’s Trees.

11. All contracts include a commitment to social value, apprenticeships and the inclusion of KPI’s. New contract requirements draw on the Parks Commission aspirations to make the contractor more responsible for what they do including; providing park ambassadors, green waste recycling, working with volunteers, conducting residents satisfaction surveys and taking responsibility for depots, biodiversity and helping us achieve Green Flags.

- *We will continue to work with the GM contractors in order to make best use of our resources and ensure the highest quality service possible for all our open spaces.*

12. We have stewardship responsibility for our parks and open spaces, on behalf of the whole community.

- *As new strategy and policy develops including; trees, assets, play and cemeteries we will adapt the GM contract and management plans to reflect new requirements.*

Making parks and information about them accessible to all.

13. A major corporate project to improve the Councils website has been initiated and has included; updates to several parks web pages, an opportunity to collect and interpret residents feedback by survey and an online sports booking system. These are all aspirations of the Parks Commission, and we will continue to work with stakeholders and the IT department to communicate our requirements to them and improve the offer to the public.

- *We will continue to work with digital services to promote content and fully inclusive access to information about our services.*

14. The Parks Capital Programme has continued to deliver improvements to our parks. Several parks have also had new noticeboards installed. These provide a physical welcome to the park and display contact information and park bylaws. A colourful map helps orientate people to the parks facilities and a community notice board allows for local information and feedback.

- *We will continue to resolve issues of physical accessibility within our parks and open spaces including new signage in all key parks and review how coproduction could be used to audit the accessibility of open spaces*

Listening to the needs of our communities.

15. Our plans for the maintenance and development of individual parks are set out in site specific park management plans. These plans are a requirement for a Green Flag award and are revised each year and organised towards that priority.

16. The key feedback mechanism is engagement with established Friends groups who represent the views of users in their local parks. There are currently 30 groups some of which have a memorandum of understanding (MOU) in place setting out how and why we work with each other. Park management plans are shared with our Friends groups but are not public documents. Recommendations of the Parks Commission included to formalise MOU's with all Friends groups and produce an easily understood public document setting out key maintenance operations, development plans and budgets for each park.

17. The requirement of the GM Contract to conduct an annual park users survey gives us an opportunity to better understand the aspirations of the local community and their experience of our parks. The initial survey carried out in 2022 had to be completed quickly to be part of the submission to Parks for London. Response numbers were low and needs to be significantly improved but the top three priorities were: Trees/planting, Litter/Cleaning and Toilets.

18. Parks are an essential community resource, and we will continue to develop local partnerships to better understand the aspirations of local communities involving them in community events and the decision-making process by:

- *Annual Park users survey*
- *Refresh of MOU's specific to each group's needs.*
- *Make Park management plans (or what we can) available to the public*

Building alliances for change.

19. The parks team works with a number of organisations and different departments within the Council to initiate the changes proposed by our residents' aspirations.

20. The Parks Forum will be a key focus. Established to take on the baton from the Parks Commission and help us improve parks services. The forum will comprise 11 volunteers who represent the residents who use our open spaces. These positions have been recently advertised and we expect the forum to have its first meeting in spring/early summer.

- *We will establish the Parks Forum to ensure it fully represents our communities, if necessary, setting up subgroups with 'hard to reach groups' such as Young People who may not have responded to the request for volunteers.*

21. The Parks/Planning/Property forum is a key internal group which highlights and resolves issues including; Section 106 funding for parks capital improvement projects, heritage at risk, development opportunities and threats, and general planning policy and central government advice for parks and open spaces.

- *We will develop investment plans based on the aspirations in each park management plan which will feed into the capital programme to repair, replace and renew park facilities*

22. Safety is a key concern for residents and the Councils Law Enforcement Team (LET) was set up to patrol our open spaces to tackle environmental crime and antisocial behaviour and build strong relationships with local people.

- *We will listen to and Inform residents and stakeholders of our investment plans*

Taking pride in strengthening partnerships

23. Much of the vitality of our parks and open spaces is activated by public use. Quiet places for passive recreation and contemplation are valued but so are active space where people can buy a coffee, meet friends, play sport or watch their children on the play equipment.

- *We will work with all partners and stakeholders to encourage the use of our parks and open spaces as important centres of relaxation, play, education, celebration, art, heritage and culture.*

24. We have drafted an Asset Strategy for Parks and Open spaces which considers the value of all our park buildings and spaces that can be hired out for activities. The Asset Strategy proposes that many buildings are required for operational use

including depots, changing rooms and toilets. Other buildings are put to good community and commercial use such as cafes, community centres and volunteer accommodation but many are vacant and need to be repurposed. We will work with stakeholders to encourage innovation and social enterprise making better use of our buildings to add increased social, financial and environmental value to our parks.

- *We will Publish Park buildings strategy to maximise financial, social and environmental value of these assets*

25. An Events Policy is being drafted which will set out how and why we should activate our parks for community and commercial events and what benefits arise which can be invested back into our parks.

- *We will work with Events team to establish an Events policy*

Encouraging residents to stay active

26. A Playing Pitch Strategy (PPS) is being developed that will inform future needs for supply and demand for sports and will need to be agreed locally, regionally, and with national funding bodies such as Sport England.

- *We will continue to recognise that our parks are crucial for improving health and wellbeing through physical activity, play, relaxation and contemplation.*

27. Since many of our sports facilities including changing rooms, tennis courts and playing pitches are in parks this has implications for the asset strategy and how these facilities are to be used or improved. A recommendation of the Parks Commission was to look at how much of our parks are devoted to sport and what benefits are gained from it

- *We will continue to work with a wide range of partners to improve and develop facilities the required facilities of the PPS.*

Creating climate aware, biodiverse green spaces

28. The parks portfolio contains a diverse and valuable green network for biodiversity. The new GM Contracts include requirements to introduce new biodiversity standards making operations as sustainable as possible, increasing recycling opportunities, reducing the usage of non-renewable resources and minimising the use of pesticides and other chemicals. In addition the contracts allow for capital works and community volunteer projects to create wildlife intervention projects such as additional hedge planting, bulbs, trees, ponds or bird and bat boxes.

- *We will protect and enhance biodiversity and actively promote nature conservation*

29. We also work with the Council's Dedicated Ecology Officer and the Planning Team to introduce projects that benefit climate mitigation and biodiversity opportunity into our Parks Capital Projects Programme. This is likely to include some projects to be funded through nearby development which is unable to provide the required biodiversity net gain on their own site.

- *We will seek opportunities to make room for more areas of importance for biodiversity and nature conservation*

30. For several years we have monitored our performance in terms of; no's of trees planted, area of paving changed to permeable surface and area of long grass introduced. This is useful data, and we will look to report on additional measurable targets such as % increase in Tree cover and Biodiversity net gain which will be compatible to regional goals from the GLA or national bodies such as Natural England.

- *We will report progress against a number of agreed measurables.*

Measuring our performance

31. Our parks and open spaces require investment and nurturing. We will actively seek opportunities to generate income and secure funding for the improvement and regeneration of our parks and open spaces and report our performance to the Council key stakeholders and relevant external agencies. These performance measures will be used to judge the overall success of the strategy and could include:

- Open space Audit
- Numbers of parks covered by Fields in Trust agreements
- Annual residents survey
- KPI's of the GM contracts
- Numbers of Green flags
- Achievements of the Capital Programme
- Biodiversity and Climate change data
- Benefits of events in parks
- Sports use participation
- New partnerships and innovations
- Complaints, claims and compliments
- Parks for London report

Other Implications

32. The report is for information. There are no recommendations so there are no equality implications arising from this report.
33. The report is for information and there are no legal implications arising from this report.
34. H&F will consider and make decisions around the level of investment that is required to deliver the recommendations within the new Future Parks Strategy. This will have an impact on budgets within H&F.
35. The report is for information. There are no recommendations so there are no implications for local business arising from this report.
36. The report is for information. There are no recommendations so there are no commercial implications arising from this report.
37. The report is for information. There are no recommendations so there are no ICT implications arising from this report.
38. The report is for information. There are no recommendations so there are no Risk Management implications arising from this report.

APPENDIX 1

Documents already in the public domain that will be useful in the development of the Future Parks Strategy are listed in Appendix 1

- A) Parks Commission Final Report:
[Appendix A new.pdf \(lbhf.gov.uk\)](#)
- B) Biodiversity Commission Final Report:
[biodiversity_commission_final_report_rev4.pdf \(lbhf.gov.uk\)](#)
- C) Climate Change and Ecological Emergency Final Report
[LBHF Climate and Ecological Emergency Commission Summary of Findings](#)
- D) 'Rising to the challenges of our time, together'. Labour Manifesto 2022:
<http://democracy.lbhf.gov.uk/documents/s120330/Appendix%201%20-%20HF%20Labour%20Manifesto%202022.pdf>
- E) Hammersmith & Fulham Council Business Objectives 2022/23
- F) Parks for London Report
[Good Parks for London 2022](#)
- G) Parks and Open Spaces Strategy 2008-2018
[H&F Parks and Open Spaces Strategy 2008-2018 \(lbhf.gov.uk\)](#)
- H) Hammersmith & Fulham Local Plan February 2018
[local_plan_2018_web_version.pdf \(lbhf.gov.uk\)](#)
- I) The strategies of other local councils e.g.
[Hackney-Parks-and-Green-Spaces-Strategy-2021-2031.pdf - Google Drive](#)
- J) The Emerging Cultural Strategy and Sport and Physical Activity Strategy