

# Climate Change and Ecology Policy and Accountability Committee

## Agenda

Tuesday 6 February 2024 at 7.00 pm

145 King Street (Ground Floor), Hammersmith, W6 9XY

Watch the meeting live: <https://www.youtube.com/hammersmithandfulham>

### MEMBERSHIP

Administration	Opposition
Councillor Nicole Trehy (Chair) Councillor Ross Melton Councillor Laura Janes Councillor Stala Antoniades	Councillor Jose Afonso

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**Note:** This meeting is open to members of the public. A loop system for hearing impairment is provided, along with disabled access to the building.

Date Issued: 29<sup>th</sup> January 2024  
Updated: 31<sup>st</sup> January 2024

# Climate Change and Ecology Policy and Accountability Committee

## Agenda

6 February 2024

<u>Item</u>	<u>Pages</u>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATIONS OF INTEREST</b> <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES</b> <p>To approve the minutes of the previous meeting and note any outstanding actions.</p>	4 - 9
<b>4. 2024 MEDIUM TERM FINANCIAL STRATEGY (MTFS)</b> <p>This report provides an update on the overall preparation and proposals for the 2024/25 revenue budget, risks, financial resilience, and the impact of those proposals. It also sets out the budget proposals for the services covered by this Policy and Accountability Committee (PAC). An update is also provided on any proposed changes in fees and charges in the budget.</p>	10 - 25
<b>5. FLOOD RISK AND ADAPTING TO CLIMATE CHANGE</b> <p>This report outlines the current flood risk in Hammersmith and Fulham and the actions being taken by the council to help manage flood risk within the borough. This includes information on the climate change adaptation strategy and how this work supports the management of flood risk. The report also outlines actions being taken by Thames</p>	26 - 75

Water following the flooding event in July 2021 which caused flooding in homes and businesses in the borough.

**6. DATES OF FUTURE MEETINGS**

To note the dates of future meetings:

- 23<sup>rd</sup> April 2024

London Borough of Hammersmith & Fulham

## **Climate Change and Ecology Policy and Accountability Committee Minutes**



**Tuesday 21 November 2023**

### **PRESENT**

**Committee members:** Councillors Nicole Trehy (Chair), Stala Antoniades, Laura Janes and Jose Afonso

**Other Councillors:** Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology)

### **Officers**

Bram Kainth (Strategic Director of Environment)  
Jim Cunningham (Climate Change Strategy and Policy Lead)  
Laura Humphreys (Climate Alliance and Sustainability Lead)  
Annie Baker (Assistant Director Street Environment Services)  
Amrita White (Committee Coordinator)

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence has been received from Councillors Ross Melton

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. MINUTES**

#### **RESOLVED:**

The minutes of the meeting held on 18<sup>th</sup> July 2023 were agreed as an accurate record.

### **4. CIRCULAR ECONOMY STRATEGY OUTLINE AND THE INTRODUCTION OF FOOD WASTE RECYCLING AND WHEELED BINS.**

Laura Humphreys (Climate Alliance and Sustainability Lead) provided a presentation on the Council's circular economy strategy. This covered the approaches which aimed to keep materials in use through improved product design, repair, reuse, sharing and recycling, to reduce the borough's reliance on extraction of new materials. She outlined the Council's ambitious plan and objectives to scale-up what was already being delivered to create conditions for low-carbon living in the borough and improve the way the Council managed its own procurement, purchasing and resource use. She also updated members on how the Council was already embedding circularity as an organisation and delivering it within the borough. This included examples of future projects and initiatives that could be implemented within the Council to embed circular economy principles.

Councillor Stala Antoniades thanked Laura Humphreys for her presentation. She asked what measures were in place to effectively convey this message across to residents. In response Laura Humphreys noted that Officers would continue to promote what the Council was already offering, including the monthly repair events held within the borough. In addition, residents would be encouraged to participate in workshops and survey, providing feedback in the overall design of the circular economy strategy and how its delivered.

In relation to construction and the amount of carbon emissions emitted, Councillor Stala Antoniades enquired in Planning terms, if there was any scope to condition the materials which could be used by developers on new builds. In response Jim Cunningham (Climate Change Strategy and Policy Lead) noted that currently under the London Plan, only operational carbon emissions were regulated, although embodied emissions were now being reported for major developments referable to the mayor, building an evidence base on embodied emissions had an impact. In the longer-term, he expected that the intention would be to move towards regulating embodied carbon within the construction phase.

Councillor Stala Antoniades asked if there was any opportunity to select cork and dry materials to eliminate environmental issues such a damp and mould within the social housing sector. Jim Cunningham explained that whilst there was some opportunity to use lower carbon materials across the borough, this was currently not regulated under the London plan, but Officers expected to see some progress on this in the future.

Relating to community engagement, Councillor Laura Janes enquired what work was currently being carried out to enable residents to support the objectives of the circular economy initiatives. In response Laura Humphreys noted that one of the key elements of the strategy was to reduce the borough's consumption of new materials and lead a more sustainable life by repair, reuse, and recycling. This could be achieved through initiatives already in place such as the 'library of things' and monthly electrical repair events.

In relation to the built environment settings, Councillor Jose Afonso asked if there was any opportunity to use porous asphalt as a suitable material in the parks within the borough. Bram Kainth (Strategic Director of Environment) explained that the Council was already actively exploring these options across highways and parks and

a more detailed update would be brought to the next meeting alongside the floods and sustainable urban drainage systems report.

**Action: Bram Kainth**

The Chair enquired if the Council had any plans to offer physical, more centralised recycling hubs across the borough where residents were able to drop their electricals or have them repaired. Laura Humphreys confirmed that currently the Council used Livat Hammersmith as its main circular economy hub which offered many opportunities for circularity. Residents also had access to the 'library of things' allowing them to rent out useful items. In addition, Officers were in the process of exploring a more permanent space within the borough 5 days a week.

The Chair felt that the repair events were a fantastic opportunity for residents and asked if there were any learning opportunities available as part of the offering at these events. In response Laura Humphreys noted that these were very informative and engaging events. Training sessions were available for residents to ask any questions and learn the skills to repair their own electrical goods.

The Chair referred to a study which highlighted that the highest 10% income earners of the UK emitted the most amount of carbon. She enquired how the Council planned to reach out to the bigger consumers within London. Jim Cunningham explained that this was not an area that the Council had a huge amount of influence over but that an important thing we could do was help to make visible and desirable new cultural norms relating to less emitting behaviours. This meant holding events such as repair cafes in high footfall areas where people could see their neighbours taking sustainable action. Using communication and engagement to spotlight residents taking action and seeking help from residents to embed these norms through their networks.

Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology) thanked officers for their comprehensive presentation. He provided a summary of the important work that was currently being carried out by the Planning department. This included the Climate Change Supplementary Planning document which offered guidance only and was not a compulsory document. However, the completion of the local plan could take up to 3 years to implement. He also noted that a more holistic approach was being adopted where possible for the selection of building materials across the borough.

Annie Baker (Assistant Director Street Environment Services) provided a presentation on the Council's food waste recycling and wheeled bins service. The Council would introduce new food waste collections for more than 50,000 local households in the coming months. In addition, more than 16,000 local households would receive new wheeled bins. Bins would only be given for those with suitable and accessible space and an assisted collection service was available for residents that needed additional support. She showed slides that covered the following aspects:

- A background on recycling within the borough.

- An outline of the prototype service and its outcomes.
- Survey results and outcomes
- Borough wide roll-out plan

Councillor Laura Janes thanked Annie Baker for her presentation, noting that she was pleased to hear about the Council's plans to extend the prototype service. She asked what options were available to the residents who chose to opt out of the scheme. In response Annie Baker explained that this would be managed on a case-by-case basis and work with residents would be undertaken to resolve any apprehension to the roll-out. Officers were exploring alternative solutions such as a smaller sized bins as an option for certain residents.

In relation to batteries and medical blister packs, a resident enquired what the Council's plan was for recycling these types of products. Annie Baker noted that there were battery recycling points across the borough, including libraries and shops. Medical blister packs could also be taken back to pharmacies and certain shops. However, she would need to confirm the current process in place and circulate an update to the Committee. It was noted that Officers were working in collaboration with the colleagues in the Communications department to raise greater awareness on the importance of correctly recycling batteries and separating these from general waste.

The Chair requested that a follow up be provided on whether TerraCycle were still collecting medical blister packs from Hammersmith Superdrug.

**Action: Annie Baker**

Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology) enquired if residents were aware of where to dispose their lithium iron batteries, to separate them from general waste. Annie Baker noted that she would confirm the details and circulate an update to the Committee.

**Action: Annie Baker**

Councillor Stala Antoniadis noted that whilst thin plastic film could be recycled at certain shops within the borough, it was important to discourage the use of this material. She enquired what the Council's plans were for recycling this going forward. In response, Annie Baker explained that this was a challenging issue to manage as thin plastic was a difficult material to recycle. The Government was looking at putting requirements in place for plastic films to be recycled. This would enable co-collection of this material alongside the general waste collection. However currently there was no technology in place for collection.

Councillor Stala Antoniadis enquired how the Council was planning on incentivising residents to refill bottles across the borough. Annie Baker explained that there was an increasing number of drink fountains across London. Many Cafes also sold reusable coffee cups to discourage the use of single plastic. In terms of cosmetic and cleaning products it was challenging for shops to have a refill option at this stage. However, this was an area that would be explored within the circular economy strategy.

In relation to water fountains, the Chair asked what the Council could do to encourage more water fountains in the Council's tube stations. Annie Baker noted that the Greater London Authority was looking at introducing water fountains to public spaces within London.

Councillor Jose Afonso asked for further clarification to be provided on the total cost of the food waste recycling and wheeled bins service roll-out. Annie Baker noted that she didn't have the exact figures to hand, however would circulate this information after the Committee.

**Action: Annie Baker**

In addition, Councillor Jose Afonso enquired if there would be an extra charge for the collection of garden waste. Annie Baker noted that currently Officers were exploring ways to introduce the garden waste scheme. A detailed analysis would need to be carried out on the whole system to ascertain what would be viable for the future.

Councillor Stala Antoniadis enquired where all the dog fouling was disposed. In response Annie Baker noted that this went into waste disposal and energy recovery.

The Chair asked for further clarification to be provided on the support offered to residents in relation to assisted collection. Annie Baker explained that the Council had relatively low levels of assisted collections within the borough. This was mainly due to the smaller layout and the design of the properties. The assisted collection service was available for those that required support. This would be closely monitored by Officers. The Council would also contact residents who used the assisted collection service to ensure that it was still working for them.

The Chair enquired how Officers would ensure that the Council was efficient across all the different collection services offered to residents. In response Annie Baker explained that although the Council was offering different options of waste collection within the borough, a standard vehicle would be used to enable collecting different types of waste and recycling at the same time.

The Chair enquired if there was any scope to have a bigger collection day to minimise smaller car journeys to the waste and recycling centres. Annie Baker noted that the Council currently offered a bulky waste collection service for the disposal of larger items. Other options were also being explored to help reduce the number of journeys made that were not necessary.

The Chair thanked officers for their presentation and provided a brief summary of the key points discussed. It was noted that further updates would be provided around the disposal of medical blister packs and lithium iron batteries. The Committee was also keen to learn more about the garden waste scheme going forward.

**RESOLVED:**

That the Committee:

1. Noted and commented on the presentation.



## 5. **DATES OF FUTURE MEETINGS**

The next meeting will take place on 6<sup>th</sup> Feb 2023

The Chair noted that at the next meeting an update would be provided on the Council's budget and flood mitigation and sustainable drainage systems.

Meeting started: 7:05pm

Meeting ended: 8:50pm

Chair .....

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# Agenda Item 4

## London Borough of Hammersmith & Fulham

**Report to:** Climate Change and Ecology Policy and Accountability Committee

**Date:** 06/02/2024

**Subject:** 2024 Medium Term Financial Strategy (MTFS)

**Report author:** Andre Mark, Head of finance (Strategic planning and investment)  
Kellie Gooch, Head of finance (Environment)

**Responsible Director:** Sukvinder Kalsi, Strategic Director of Finance  
Bram Kainth, Strategic Director of Environment

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### SUMMARY

Cabinet will present their revenue budget and Council Tax proposals to Budget Council on 28 February 2024. This report provides an update on the overall preparation and proposals for the 2024/25 revenue budget, risks, financial resilience, and the impact of those proposals. This report also sets out the budget proposals for the services covered by this Climate Change and Ecology Policy & Accountability Committee (PAC). An update is also provided on any proposed changes in fees and charges in the budget.

The strategic operating environment continues to be challenging (inflation, interest rates, economic stagnation, unemployment, real terms reduction in household incomes) and this will have an impact on the overall national and public finances. After the Chancellor's Autumn Statement in November 2023, analysis by the Institute for Fiscal Studies has estimated that considering current spending commitments across the public sector, the Department of Levelling Up, Housing and Communities (which includes local government) may face a 3.4 per cent real terms cut each year from 2025/26 to 2028/29.<sup>1</sup>

The budget proposals for 2024/25 are intended to protect our statutory services, deliver services valued by residents/businesses/visitors, promote the prosperity of the Borough, and support the poorest and most vulnerable in society. All our services have been funded at a time of continued austerity within local government since 2010.

Despite the financial pressures on the council, our ruthlessly financially efficient approach (by generating more than £118m of efficiencies since 2014/15), securing more than £100m in contributions from developing the Borough and generating more than £60m in annual income). Few organisations would be able to deliver the same services they delivered over a decade ago with less than half of the resources available. In Hammersmith & Fulham we have not just maintained front line services that residents rely on, but we have gone further, providing new services to support those living in the borough. We have also eased financial burdens that residents by

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<sup>1</sup> [What does the Autumn Statement mean for local government and public service spending? | Institute for Fiscal Studies \(ifs.org.uk\)](https://ifs.org.uk)

keeping taxes low, freezing key charges and providing one of the country's most comprehensive Council Tax Support Schemes.

Hammersmith & Fulham is unique in many ways. In recent years the Council has been able to abolish home care charges, provide free breakfasts for school children, create a new Law Enforcement Team to keep our street safe and clean, maintain weekly bin collections across the borough, and end the use of bailiffs to collect Council Tax debt.

This has only been possible because of the ruthlessly financially efficient approach that we have taken to managing residents' money. We will continue to reform the council to ensure that we provide the best value for their money possible. This budget does this through innovative use of new technology and data, and council-wide efficiency programmes to streamline operations and ensure the best use of resources.

Despite the financial pressures on the council, our ruthlessly financially efficient approach has allowed us to keep Council Tax levels low. There is no better place to be a Council Taxpayer than right here in Hammersmith & Fulham. Not only do we have the third lowest council tax rates in the country, with this administration cutting or freezing Council Tax five times in the last nine years, but our Council Tax Support Scheme provides a discount to 42% of residents, with 11% of the most vulnerable paying nothing at all. This administration took the decision to exempt care leavers from paying Council Tax entirely, and this year, for the first time, we will also exempt in-house foster carers and special guardians so that they do not pay a penny of Council Tax.

The objectives of the General Fund revenue budget proposals for 2024/25 set out in the report:

- Protect the delivery of our core statutory services.
- Continue to deliver services valued by residents/businesses/visitors.
- Ensure the safety of our residents/businesses/visitors.
- Promote the prosperity of the borough.
- Embeds an agile, modern and innovative approach within the Council.
- Maintains strong financial governance and resilience across the Council.

The proposals include investment of £10.7m across many services and will allow the continued delivery of the best services to our residents/businesses and visitors. This includes an extra £4.2m for Home Care, £1.3m to support school transport services for children, £1.5m for people affected by homelessness and £1.7m to support our housing services.

The Council will continue to manage its financial resources effectively to financial resilience and sustainability (including a good level of reserves and in year contingencies).

The Local Government Finance Act 1992 obliges the Council to set a balanced budget, and the detailed proposals contained in this report will put the Council in a strong position to be able to do so for the next financial year. Cabinet in February will need to consider these alongside the outcome of the Final Local Government Finance Settlement and any other funding statements that may follow.

## RECOMMENDATIONS

1. That the Climate Change and Ecology 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.

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**Wards Affected:** All

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<b>Our values</b>	<b>Summary of how this report aligns to the H&amp;F values</b>
Being ruthlessly financially efficient	The council has a proud record of maintaining low Council Tax to its residents. The revenue budget for 2024/25 proposes savings and efficiencies across services and corporate functions that rationalise its estate and reduce its operating costs, whilst also delivering value for money from external contractors
Creating a compassionate council	The proposals in the revenue budget for 2024/25 supports the ongoing investment in services that directly support residents in living, healthy and independent lives. This includes continuing to provide free homecare for older residents, providing Council Tax support to foster carers and increasing investment to tackle homelessness and rough sleeping.
Building shared prosperity	A significant proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents.
Doing things with residents, not to them	The budget for 2024/25 will invest in our Family Hubs, ensuring that every child, young person, and family is able to access the right support at the right time. The Hubs will also be developed by collaborating with children and young people and their families, family groups, the local third sector, the NHS and the council's children's services in genuine partnership.
Taking pride in H&F	The council's revenue budget will invest over £50m in public realm services. These services will provide access to safe clean, green spaces for all to enjoy, visit and live in. It will deliver improvements to highways, whilst continuing to invest in the Law Enforcement Team and regulatory services to crack down on anti-social behaviour and rogue traders.
Rising to the challenge of the climate and	The council has an ambitious target to become a net zero borough. To help achieve this, the budget will invest in the roll out of food waste caddies for more than 50,000 households, continue to keep our streets and parks clean, and take a

Our values	Summary of how this report aligns to the H&F values
ecological emergency	tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.

## Background Papers Used in Preparing This Report

Not Applicable

## DETAILED ANALYSIS

### The Budget Requirement and Gap

- The gross General Fund budget<sup>2</sup> rolled forward from 2023/24 to 2024/25 is £642.0m of which a **net budget requirement of £198.0m** is funded from council resources (such as Council Tax and business rates) and general government grant.

**Table 1 – Budget rolled forward from 2023/24**

2023/24 Budgeted Expenditure	£m
Housing benefit payments	91.2
Departmental budgets	550.8
<b>Gross budgeted expenditure</b>	<b>642.0</b>
<b>Gross revenue income budget requirement (specific government grants, fees and charges and other contributions)</b>	<b>(444.0)</b>
<b>Net revenue budget requirement</b>	<b>198.0</b>
<b>To be met from:</b>	
General grants	(56.7)
Locally retained business rates	(62.5)
<b>2024/25 Council Tax requirement (including the adult social care precept)</b>	<b>(78.8)</b>

### Budget assumptions

### Investment and growth pressures

- Additional investment and growth of £10.7m is being provided following the budget setting and review process. The proposed investment and growth items are summarised in Table 3. There are no investment proposals directly related to this PAC.

<sup>2</sup> Figures exclude capital charges and internal service level agreements. These have a net nil impact on the budget.

**Table 3: 2024/25 Investment Proposals**

Department	£m
Adult Social Care	4.8
Children Services	1.6
Environment	0.5
Corporate Services	0.2
Economy	1.5
Other Services	2.1
<b>Total</b>	<b>10.7</b>

### Savings and Income Generation

- After more than a decade of austerity, it is increasingly difficult to identify and deliver substantive savings. However, further savings are necessary if the financial challenge of real terms government funding cuts, unfunded burdens, inflation, and demand and growth pressures is to be met and the council has been able to find these. In the future, the Council must consider all available options to operate within the funding available to it.
- The proposed savings (including additional income) for 2024/25 are set out in Table 5. There are no savings proposals directly related to this PAC.

**Table 5: 2024/25 firm savings and additional income**

Department	£m
Adult Social Care and Public Health	(2.1)
Children Services	(1.6)
Environment	(1.5)
Corporate Services	(0.3)
Economy	(1.4)
Finance	(0.4)
Other Services	(0.8)
<b>Total</b>	<b>(8.1)</b>

### Inflation

- Inflation has been consistently high over the past two years (reaching 10.5% in December 2022, and the highest level for 40 years). The Consumer Price Index (CPI) for September 2023 is 6.7%. The Office of Budget Responsibility is forecasting inflation of 2.8% by Q4 of 2024/25 and the proposed budget for 2024/25 includes provision for both pay and price inflation in line with those assumptions: This budget allows for:

- Contract and external services inflation of £9.2m.
- £4.5m provision for a 2024/25 pay award (this equates to a 3.0% pay award)

### **Fees and Charges**

- Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. For non-statutory **fees and charges** levied by the council, it is recommended that:
  - They are frozen for Adult Social Care, Children's Services and Housing in line with administration policy.
  - Commercial services that are charged on a for-profit basis, will be reviewed on an ongoing basis in response to market conditions and changed as appropriate, with due authorisations according to the Council constitution.
  - Parking charges and fines are to be set in line with transport policy objectives and not considered as part of the budget process.
  - A standard uplift of 6.7% is applied for other non-commercial and non-parking fees, as per September 2023 CPI.
  - There are no fees and charges directly related to this PAC.

### **Local Government Finance Settlement and Core Spending Power**

- The provisional 2024/25 Local Government Finance Settlement (LGFS) was published by DHLUC on the 18th of December 2023. This statement outlines provisional funding allocations for local authorities for 2024/25 alongside the Core Spending Power for each authority. For the sixth year in a row, this was a single year funding settlement. There was not a great deal of new funding included, as much of the funding announced in the statement had already been declared in the 2023/24 LGFS, particularly funding ringfenced for Adult Social Care and Council Tax referendum limits.
- Core Spending Power estimates total revenue funding available to authorities and includes Government assumptions on a maximum increase in Council Tax (4.99%) and business rates income (including compensation for under indexing the multiplier) as well as growth in the Council Tax base. The Statement provided an increase in Core Spending Power of 6.7% (the level of CPI inflation in September) if the council increases Council Tax and the Adult Social Care Precept to the maximum extent without triggering a local referendum. It also includes compensation for the decision to freeze the small business rates multiplier, which has resulted in lower council revenues in other areas.
- A summary of the Council's funding settlement and Core Spending Power in comparison to 2023/24 is set out in **Appendix 1**.
- The 2024/25 Settlement continues the recent trend of single year funding settlements with no grant allocations confirmed beyond next year. The lack of future certainty continues to undermine effective medium-term financial planning and resource allocation. The planned review (Fair Funding Review) to explore changing how

central grants are distributed between local authorities and with the potential for resetting the baselines for determining each local authority's need has been pushed back to April 2025 at the earliest after first being announced in 2016.

11. It should be noted that whilst the overall Core Spending Power for the Council has increased by £13.78m, only £5.75m (42%) of this relates to grant funding distributed directly to local authorities as part of the LGFS, as both Council Tax and business rates income are locally generated sources of income.

An explanation of the key funding streams is outlined below:

12. **Settlement Funding Assessment (SFA)** – The SFA is made up of two elements: The Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). RSG is given to local authorities and can be used to finance revenue expenditure on any service. This grant has increased by £1.35m. This increase from 2023/24 is in line with the September CPI increase of 6.7%.
13. The BFL is the estimated retained Business Rates as calculated by the Government, usually uprated in line with the small business rates multiplier. The actual business rates estimated by the Council is set out in the business rates section below.
14. **Social Care funding** – There are four separate grants as part of the Core Spending Power which relate to Social Care funding. Except for the Social Care Support grant (which can be used for matters relating to Childrens and Adults social care), all the others are ringfenced and passported to the Social Care budget. The grants are as follows:
  - Social Care Support grant
  - Improved Better Care Fund
  - Market Sustainability and Improvement Fund (now includes the MSIF Workforce Fund)
  - ASC Discharge Fund
15. A two-year funding package for social care was outlined in last year's LGFS and the funding this year represents the second year of this. Beyond 2024/25, it is unclear and uncertain the sustainability and level of funding which will be available to local authorities for social care.
16. **Compensation for the under-indexing of the business rates multiplier** – this is funding to compensate local authorities for lost business rates income arising from the decision to freeze the small business rates multiplier.
17. **New Homes Bonus** - There will be new rounds of New Homes Bonus (NHB) payments in 2024/25. In line with last year, these payments will not attract new legacy payments. It is unlikely that the New Homes Bonus will continue beyond 2024/25, and whether any alternative funding will be provided should this be the case.
18. **Services Grant** – The services grant has reduced by over 84% in 2024/25. The Government have made significant cuts to this funding (from £822m in 22/23 to



£77m in 24/25) as it has been top sliced to offset the rising cost of other grants in the settlement. Although the local government finance policy statement on the 5<sup>th</sup> of December stated that this grant would reduce, the scale of reduction was not anticipated or communicated to local authorities earlier in the budget setting process.

19. Other Funding

20. **Household Support Fund (HSF)** - In 2021, the Department for Work and Pensions announced that vulnerable households across the country would be able to access a new support fund to help them with essentials over the winter. The total HSF allocated to Hammersmith and Fulham during 2023/24 was £2.8m, all of which is planned to be spent as part of the council's Cost of Living response.
21. However, after the Autumn Statement, it was confirmed by DHLUC that the HSF will not continue beyond 31 March 2024. At time of writing, it is not known if this funding will be replaced with another scheme or will be folded into existing funding, but the ending of this funding stream will place a significant additional financial burden on the Council and those most vulnerable and affected by the Cost-of-Living crisis.
22. There are other specific grants which sit outside the main LGFS and for which allocations have been announced. The Council will receive £24.3m for the Public Health Grant, £3.89m for the Homelessness Prevention Grant (a further £120m has been announced nationally but allocations are not known at the time of writing), plus £177.3m for the Dedicated Schools Grant (DSG). These grants are ringfenced and are assumed will have a neutral impact in the current budget proposals.

**Other Measures**

23. It is estimated that £5.0m relating to income from investing cash balances will be available as favourable interest rates is assumed as per the Bank of England's economic forecast assumptions. This income will be used to balance the budget in 2024/25 and our cash balances and base rate assumptions will be reviewed throughout the financial year in line with our treasury management strategy.
24. A comprehensive review has been carried out across both front and back-office functions within parking services. This has resulted in a programme of measures that has delivered more effective and efficient systems and processes, particularly in permit and suspension management, together with the introduction of more streamlined delivery and operational models. Front line services benefit from the introduction of Automatic Number Plate Recognition (ANPR) technologies in on-street enforcement, and the continued roll out of automated cameras in moving traffic, capturing alerts and contraventions. This outcome of this review is reflected in the budget for 2024/25.
25. In addition, there are budget measures to reduce budgeted reserve contributions, realigning corporate charges between the HRA and General Fund and short-term contributions arising from lower than budgeted contributions to the concessionary fares (freedom pass) scheme. The latter is due to the impact of passenger usage

on public transport in response to the pandemic and changes to ways of working. This is not expected to continue beyond 2024/25 as demand is forecast to return to pre pandemic levels and fares increase.

## **Council Tax**

26. The Council is proud to have the third lowest Council Tax in the country, and to have cut or frozen Council Tax in 5 of the last 9 years. LBHF also has one of the most progressive Council Tax support schemes in the country, with almost half of residents not paying the full amount, and those least able to pay facing no charge at all.
27. The national economic conditions of high inflation and interest rates made a Council Tax increase in 2023/24 unavoidable and a 2.99% increase in the Hammersmith & Fulham element of Council Tax was required to achieve a sustainable budget. As the current level of Council Tax is so low, even an increase of 2.99% keeps the overall level well below other local authorities.
28. The budget proposals assume Council Tax will be increased by the amount modelled in the Government's Core Spending Power calculations, including the ringfenced Adult Social Care precept. The level of Council Tax increase reflects the assumption that has been outlined by Central Government in the Autumn Statement made on the 17 November by the Chancellor and assumed in the funding settlement for local government. The additional income will fund rising costs, protect, and support investment in key services for residents, and strengthen future financial resilience. The increase is equivalent to £26 per annum, or 50p per week, for 2024/25 (at Band D). For the Adult Social Care precept, this is the equivalent to £17.44 per annum, or less than 35p per week (at Band D).
29. For 2024/25, despite the financial pressures on the council, our ruthlessly financially efficient approach has allowed us to keep Council Tax levels low. There is no better place to be a Council Taxpayer than here in Hammersmith & Fulham. Not only do we have the third lowest council tax rates in the country, but our Council Tax Support Scheme provides discounts and exemptions to many residents, with the most vulnerable paying nothing at all.
30. This administration took the decision to exempt care leavers from paying Council Tax entirely, and this year, for the first time, we will also exempt in-house foster carers and special guardians so that they do not pay a penny of Council Tax.
31. As set out in table 7 below, it is estimated that 42% of residents will not be required to pay the full increase (as they will be supported through the single person household discounts, Council Tax Support, and exemptions).

**Table 7: Liability for Council Tax at November 2023**

Total dwellings in the borough	94,117
Reductions:	
Exemptions (mainly students, includes care leavers and vacant properties)	(3,415)
Council Tax support claimants (elderly & working age on low income)	(10,087)
Single person discount (25% discount)	(26,143)
<b>Dwellings liable for 100% of Council Tax</b>	<b>54,472</b>
	<b>58%</b>

### **Business Rates**

32. The recent change in legislation has meant that the business rates multiplier has been 'decoupled', and ministers now have the power to set different levels of rates for the elements of the multiplier (small and standard multipliers). The Autumn Statement confirmed that the standard multiplier rate would increase in line with September's CPI inflation (6.7%).
33. There will be a freeze in 2024/25 for the small business rate multiplier for the fourth year in a row. The 75% Retail, Hospitality and Leisure relief will be also extended for 2024-25. Local authorities will be compensated by the government for the resultant loss of income from these measures.
34. The forecast assumes that Hammersmith & Fulham will receive and retain the minimum amount guaranteed, the safety net threshold, by Government. This is £62.5m for 2024/25.

### **Risk and financial resilience**

35. Under Section 25 of the Local Government Act 2003, the Strategic Director of Finance is required to include, in the budget report, a view of the robustness of the 2024/25 estimates and also views of the adequacy of the balances and reserves the budget provides for in light of the medium-term risks facing the authority.
36. An updated reserves strategy and forecast will be included within the suite of finance reports presented to Cabinet and Full Council.
37. The current reserves forecast is set out in Table 8 and models a fall in overall general fund reserves and balances to £91.6m by 2027/28. This assumes a balanced budget is set each year with no further call on reserves.

**Table 8: Reserves and general balances - cash flow forecast to 2027/28**

	<b>April</b>	<b>April</b>	<b>April</b>	<b>April</b>	<b>April</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
General balances (recommended range £19m - £23m)	21.3	21.3	21.3	21.3	21.3
Earmarked reserves	98.3	72.0	62.0	68.7	70.2
<b>Sub Total</b>	<b>119.6</b>	<b>93.3</b>	<b>83.4</b>	<b>90.0</b>	<b>91.6</b>
Developer contributions (Subject to separate monitoring and approval)	48.9				

38. The Council's general balance for 2023/24 is £21.3m, after the council ran a budget surplus and contributed additional funds to general balance reserves. This equates to 3.8% (14 days spend) of the Council's gross budget of £550.8m. The Strategic Director of Finance has recommended that the optimal range for the general balance is between £19m and £23m.
39. Reserves play a crucial role in good public financial management. They enable investment in service transformation and provide resilience against unexpected events or emergent needs.
40. Hammersmith & Fulham holds reserves for two main purposes:
- As a contingency to cushion the impact of unexpected events or emergencies – this forms part of general balances.
  - To build up funds for known or predicted requirements; these specific reserves are known as earmarked reserves.
41. Reserves are also a key enabler for future service transformation. The financial challenge facing the council will require investment to deliver future efficiencies to enable the council to balance the budget in future years.
42. The lack of an appropriate safety net has resulted in several councils running into financial difficulties. Over the last two years, nine local authorities have produced a section 114 notice (this is a notice from the s151 officer in their view that a Council's resources are not sufficient to fund its forecasted expenditure for a financial year) and one in five local authorities have reported that they "think it is very or fairly likely that their chief finance officer will need to issue a Section 114 notice this year or next due to a lack of funding to keep key services running".<sup>3</sup>

### Key Risks

43. The key financial risks that face the Council have been identified and are set out below:

<sup>3</sup> [Section 114 fear for almost 1 in 5 council leaders and chief executives after cashless Autumn Statement | Local Government Association](#)

- The continuing economic conditions relating to inflation, interest rates, unemployment, real household incomes (these may all increase our service delivery costs, recovery of income and viability of major projects).
- The increasing national legislative requirements (e.g., Environment Act 2021, Social Regulation 2023) will add additional pressures on our service delivery.
- The increasing regulation from national government (e.g., OfLog, Housing Ombudsman, CQC) will increase our cost burdens.
- The demographic pressures especially on Adult Services, Childrens Services (Special Educational Needs and Disabilities), homelessness (temporary accommodation) and people from abroad will continue (as is the case nationally for many other local authorities). This is a combination of a number of factors including the Covid-19 recovery, addressing pent-up demand and supply issues post Brexit.
- Higher pay inflation particularly given current labour shortages.
- The stabilisation and restoration of Hammersmith Bridge, with the council incurring revenue and capital costs at risk until government funding is confirmed.
- The future impact on London of the government's 'levelling-up' agenda and wider local government finance reform (such as business rates)
- The impact of the wider economy on major council development projects and future contributions from developers
- The impact of, and costs of, tackling climate change
- The challenge of identifying further significant future savings that balance the budget over the longer-term.

Risks directly attributable to services covered by this PAC are set out in Table 9 below.

**Table 9 – Service Risks relevant to this PAC**

Department & Division	Short Description of Risk	Mitigations
Climate Change	Significant funding requirements for addressing the Climate and Ecological Emergency and achieving the Council's net zero carbon targets	Financial strategy developed to ascertain level of required investment and funding options

### **Comments of the Strategic Director of Environment on the 2024/25 Budget Proposals**

#### Strategic Service Context

44. The Environment Department is responsible for the delivery of a wide range of universal services to the residents of Hammersmith & Fulham including:
- Climate Change and Transport, including Parking
  - Public Realm - Highways, Street Environment Services, Parks and Leisure, and Cultural Services

- Public Protection - Community Safety, Regulatory Services, Building Control, Technical Support
45. The Environment Department continues to review and challenge current service delivery models and budgets, to ensure that services are effective and efficient, and reflect the Council's priorities. Some notable examples are highlighted below:
- Maximising external income. Targeting £13m in commercial income through robust contract management and focussed review of fees and charges; tackling crime and antisocial behaviour through the Law Enforcement Team and Gangs Unit at no extra cost to residents (£2.8m annual funding from secured developer contributions); distributing £1m of funding from the new Kings Coronation Youth Fund to support young people across the borough in arts, music, drama, and sport.
  - Optimising commissioning. Actively working with the Council's Contract Assurance Board to reprocure and embed some of our major external service contracts. For example, mobilising a new waste, recycling and street cleansing contract following a full reprocurement process on the open market; securing the continuation of a reduced waste disposal fee for recycling (saving £0.3m annually); and ensuring the continuation of cost effective contracted leisure services as the industry fully recovers from the pandemic.
  - Continuing our programmes of service improvement. For example, restructuring the department to make it better equipped to deliver the Council's priorities; investing in technology to improve resident experience and access to our services; and in-sourcing the sports booking service.
  - Specifically relevant to this PAC, the Environment department is rising to the challenge of the climate and ecological emergency in the following ways:
    - Being recognised as global leaders in environmental action: H&F has received an A-rating from the Carbon Disclosure Project for our climate leadership. This awards also recognises cities that have received the highest score for their transparency and bold climate action, and celebrates their achievements, vision, and commitment in the fight against climate change.
    - Being recognised by Climate Emergency UK as having London's best climate emergency plan.
    - Having the highest concentration of electric vehicle charging points in the UK
    - Having the largest concentration of air quality monitors in Europe
    - Being recognised by UK Divest as amongst the most successful local authority Pension Fund in divesting from fossil fuels.
    - Launching the largest ever local authority green community investment scheme. This is targeting £5m for investment in the Council's Climate and Ecological strategy, at a cheaper rate than borrowing from more traditional means. It also maximises opportunities for community engagement and support for the Council's green aims.
    - Promoting active travel across the borough. Creating a legacy of cycle trained young people, delivering Bikeability for families and encouraging

businesses to green local deliveries through our 'Parcels Not Pollution' cargo bike scheme.

- Delivering 'London's first laser light show' in Bishops and Ravenscourt Park – an eco-friendly alternative to fireworks which have negative impacts on air pollution and wildlife.

46. As well as maximising efficiency from current service budgets, the Environment Department is helping to mitigate the significant medium-term financial challenges faced by the Council by minimising the need for new budget growth.

### Financial Performance

47. The Environment Department continues to proactively manage a small number of high value budget risks and pressures. For 2023/24 the department is facing financial challenges relating to the cost of living crisis (particularly relating to high energy costs and income pressures), and contractual pressures. Officers are working hard to mitigate the overspend before year-end (forecast overspend of 2% at month 6). It is expected that the cost of living crisis will continue to have a major impact on both the demand for the department's services and its budget in 2024/25.

### Budget 2024/25

48. The Environment Department revenue budget for 2024/25 is summarised at directorate level in the table below.

**Table 10 – Environment Department budget 2024/25**

<b>Service</b>	<b>Expenditure £000</b>	<b>Income £000</b>	<b>Net Budget £000</b>
Climate Change and Transport	24,174	(57,370)	(33,196)
Public Realm	64,673	(13,628)	51,045
Public Protection	20,324	(9,423)	10,901
<b>Total</b>	<b>109,171</b>	<b>(80,421)</b>	<b>28,750</b>

49. The net budget is £28.75m and will ensure the continued investment of resources in key services for residents. In particular, the following matters should be noted:
- additional investment of £488,000 across the wider Environment department will maintain and enhance investment in the following areas: continuation of the community and cultural events programme (£150,000), an ongoing contribution to the new H&F Black History Museum (£60,000) and new waste collection services (£278,000). Although these services are not directly relevant to this PAC (they are reported to other PACs), the new garden waste collection service is expected to contribute to the Council's climate and ecological aims by reducing general waste volumes and increasing the amount of recycled waste. This new service compliments the new food waste collection service, already allowed for in the Council's existing revenue budget.

- contractual inflation on externally provided services has been allowed for in the budget (£2.2m in total based on a minimum of 4%). It should be noted that inflation continues to be high, and so a significant budget risk exists in relation to this for 2024/25. The Council will continue to work with contractors and suppliers to minimise any adverse impact and secure agreement to temporarily vary contract conditions within budget where possible.
- savings of £1.55m (none of which are directly relevant to this PAC) will contribute to the setting of a balanced budget for the Council. These are intended to preserve and improve front line services and will be delivered through the transformation and reconfiguration of services and increased income generation.

### Fees and Charges

50. The Environment Department provides an extensive range of services to local businesses and residents that are chargeable, such as Commercial Waste, Building Control, Environmental Health Licensing and Sports Bookings. The department is proposing to apply the recommended Council inflationary uplift of up to 6.7% on fees and charges from April 2024, unless noted as an exception in the relevant PAC reports for those services. Statutory charges which the department cannot influence, will be set according to the relevant statute. Where proposed changes require consultation under statute (such as markets and street trading), this will be undertaken as necessary. Parking charges and fines are set in line with transport policy objectives and not considered as part of the budget process. There are no fees and charges directly attributable to this PAC.

### **Equality Implications**

51. An Equality Impact Analysis (EIA), which assesses the impacts on equality of the main items in the budget proposals will be reported to Budget Council in February 2024. There are no proposed budgetary changes directly attributable to services covered by this PAC.

### **List of Appendices:**

Appendix 1 – Core Spending Power calculation



<b>Funding within Core Spending Power</b>	<b>2023/24 £m</b>	<b>2024/25 £m</b>	<b>Change £m</b>	<b>Change %</b>
<b><i>Government grant funding</i></b>				
Revenue Support Grant (part of Settlement Funding Assessment)	20.19	21.54	1.35	7%
New Homes Bonus grant	1.19	1.60	0.41	34%
Social Care Support grant	17.28	20.59	3.31	19%
Multiplier cap compensation	10.93	12.32	1.39	13%
Services grant	2.50	0.39	(2.11)	(84%)
<b>General Grants (excludes cap compensation tariff and housing benefit admin grant)</b>	<b>52.09</b>	<b>56.44</b>	<b>4.35</b>	
<b><i>Ringfenced Social Care grants</i></b>				
Improved better care fund	10.02	10.02	0	0%
ASC Discharge Fund	1.41	2.34	0.93	66%
Market sustainability and Improvement Fund (MSIF) [now includes the MSIF workforce fund]	2.15	4.02	1.87	87%
MSIF Workforce Fund <sup>1</sup>	1.40	0	(1.40)	(100%)
<b><i>Sub-total grant funding</i></b>	<b>67.07</b>	<b>72.82</b>	<b>5.75</b>	
<b><i>Locally generated sources</i></b>				
Baseline Funding Level (part of Settlement Funding Assessment)	64.17	67.58	3.41	5%
Government assumed Council Tax yield (increase of 4.99% including 2% adult social care precept)	73.18	77.95	4.18	7%
<b>Total</b>	<b>204.11</b>	<b>217.89</b>	<b>13.78</b>	<b>6.7%</b>

<sup>1</sup> This grant was not included in the Core Spending Power for 23/24 but is now rolled into the 24/25 calculations

# Agenda Item 5

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Climate Change and Ecology Policy and Accountability Committee

**Date:** 06/02/2024

**Subject:** Flood risk and adapting to climate change

**Report author:** Jessica Bastock, Service Manager (Healthy Streets)

**Responsible Director:** Bram Kainth, Strategic Director of Environment

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### SUMMARY

This report outlines the current flood risk in Hammersmith and Fulham and the actions being taken by the council to help manage flood risk within the borough. This includes information on the climate change adaptation strategy and how this work supports the management of flood risk.

Finally, the report outlines actions being taken by Thames Water following the flooding event in July 2021 which caused flooding in homes and businesses in the borough.

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### RECOMMENDATIONS

1. For the Committee to note and comment on the paper and attached presentation

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**Wards Affected:** All

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Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Flooding has a negative impact on residents, communities, and businesses. Through identifying those most at risk, management of flood risk can be prioritised.  The proposed actions and mitigations seek to manage the disruption from flooding, aiming to educate and protect communities from flooding.
Creating a compassionate council	Flooding impacts all but affects the most

	disadvantaged groups the most, therefore any measures to better manage the impact are important for protecting the most disadvantaged from the impact that flooding causes to lives and homes.
Doing things with local residents, not to them	All schemes will be developed, designed, and delivered with residents in mind. Residents are key to any successful flood risk scheme being implemented. The council is currently consulting local residents and organisations to feed into a climate risk assessment and adaptation strategy for the borough.
Being ruthlessly financially efficient	<p>Whilst reducing the impact of flooding will require significant financial investment, through the identification of external funding and methods of cost saving strategies the investment will remain financially efficient.</p> <p>Working in partnership with external partners such as other risk management authorities to deliver mitigation to reduce the cost and increase protection.</p>
Taking pride in H&F	The proposed mitigations will act to transform streets and neighbourhoods, through methods such as increasing green infrastructure. The process will allow residents to take an active part in shaping these plans, working with the Council to manage their space, fostering pride and shared equity in their borough.
Rising to the challenge of the climate and ecological emergency	Risk of flooding from adverse weather is increasing due to the impacts of climate change. Through better identification of those communities at risk and delivery of proposed flood mitigation measures, management of flood risk will directly combat the negative effects of climate change and mitigate against the risks presented by extreme weather events and flooding.

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## Background Papers Used in Preparing This Report

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## DETAILED ANALYSIS

### Background on flood risk in H&F

1. Hammersmith and Fulham council (H&F) are the Lead Local Flood Authority (LLFA) for the borough. The duties include but are not limited to managing surface water, ordinary watercourses, and ground water within the borough.
2. Other risk management authorities who manage flood risk within Hammersmith and Fulham are the Environment Agency who manage the River Thames (major rivers), and Thames Water Utilities Limited (TWUL) who are the sewerage undertaker managing the sewer network.
3. The geography and land use within the borough shapes the flood risk of the borough. Bordering the river Thames means a large portion of Hammersmith and Fulham is within a flood risk zone with respect to fluvial (river) and tidal flooding, however because of protection along the river Thames and its tributaries, the risk of tidal and fluvial flooding within the borough is low.
4. Due to the geology of the borough the risk of groundwater flooding within the borough is low.
5. The highest risk from flooding in Hammersmith and Fulham is from surface water flooding, which occurs during heavy rainfall where water overwhelms the drainage and sewer network.
6. Factors that affect the risk from surface water flooding are urbanisation which has reduced the opportunity for natural drainage, an aging sewer system which was not originally constructed to operate for the large volumes of water we now experience, and the impacts of climate change which increases the occurrence of large storm events.
7. The last surface water flood event in Hammersmith and Fulham occurred on the 12 July 2021. The event lasted approximately 4 hours and resulted in over 600 flooded properties in the borough.
8. Most flooded properties were a result of sewer backsurging, whereby foul water entered properties through their drainage connections such as toilets and showers in lower ground floor or basement properties.
9. In addition to flooded properties, some low-lying roads in the borough were also flooded. This occurred where rainfall on the road could not enter the highway drainage and sewer network due to them already operating at full capacity.

## Climate change adaptation and flood risk

10. Flooding, along with other extreme weather including heatwaves and droughts, is becoming more frequent and severe as our climate heats up.
11. A climate risk assessment is currently being undertaken to identify the residents, services, buildings and infrastructure that are most at risk. This will be followed by an adaptation strategy which will examine the business case for implementing adaptation measures and identify the priority areas to focus these.
12. Average temperatures have already increased by around 1.7°C in Hammersmith & Fulham since 1890 as a result of human-induced climate change. Average summer maximum temperatures are projected to rise by a further 1.8°C under a medium greenhouse gas emissions scenario, or 2.3°C under a high emissions scenario. This increases the likelihood and severity of incidents such as the floods in 2016 and 2021, the heatwaves we have experienced in 5 out of 7 years since 2017, and disruptive storms.
13. The risk assessment underway is using flood and heat risk mapping, along with the knowledge of council teams and partners, to identify areas and infrastructure at heightened risk. These include:
  - i. 4,257 basement properties (private and public) in the borough at risk from a very severe 1 in 1,000 year flood
  - ii. Key routes like King Street and New King's Road at risk at lower thresholds of 1 in 30 year floods
  - iii. Council estates in areas of surface water flood risk, including White City, Edward Woods, West Kensington, Lancaster Court and Clem Attlee
  - iv. Council estates in areas vulnerable to overheating during heatwaves, including Aintree and Clem Attlee estates.
14. A [survey](#) of local residents and organisations is also underway to understand how extreme weather has affected the borough so far, which will inform the council's priorities for a climate adaptation strategy.

## Thames Water response to flood risk

15. Following the flooding on 12 July 2021, whereby around 170% of average rainfall in July fell in a few hours, Thames Water have estimated that over 2000 properties across London were affected.
16. To further understand the event an independent review was commissioned by Thames Water to review the impact and causes of the flooding and long-term solutions.
17. The report concluded that the flooding was intensified by tidelock, whereby the sewers could not overflow into the river Thames. The report also noted that

whilst all risk management authorities acted quickly more work was required to work together.

18. In response to the flooding Thames Water initiated a Sewer Flooding Resilience Programme. This programme is London wide covering all areas affected by the July 2021 events. In H&F Thames Water are aiming to better protect 385 properties thorough installing non-return valves (NRVs), pumped non-return valves (FLIPs) and Wastops/Sewer flaps. This work is on-going with 195 properties already protected.
19. Thames Waters long-term strategy for alleviating flood risk includes the commission and operation of the Thames Tideway Tunnel, investment of up to £1.7bn in the north central catchment area (which includes H&F) which will include but is not limited to, the installation of SuDS, upsizing sewers, and creating a smart sewer network.
20. To address an outcome from the independent review commissioned by Thames Water, Thames Water have been working with London boroughs to initiate the London Surface Water Strategic Group. The group aim to deliver a strategy for better management of surface water in London. This work will be published in 2024.

### **H&F action plan for flood risk**

21. The action plan appended to this report is an overarching plan that considers all the actions from key flood risk documents and additional actions following the flood event in 2021.
22. The actions are set to a time frame, with a department lead, and priority. Specifying these details, it ensures targets are specific, measurable, achievable, realistic, timely (SMART).
23. Actions are grouped by themes, which are LLFA statutory duty, communication, collaboration, training, funding, emergency planning and projects.
24. Actions include reducing hard surfaces through greening the grey, increasing the amount of area in the borough that is sustainably drained, collaborating closer with internal departments on flood mitigation, ensuring new development meets our drainage and flood risk policies as set out in the Local Plan.
25. The action plan is updated quarterly.
26. Additional KPIs are being drafted to determine the effectiveness of measures.

## **LIST OF APPENDICES**

**Appendix 1 – Climate Risk Assessment and Adaptation Strategy presentation**

**Appendix 2 – Flood risk in H&F presentation**

**Appendix 3 – Thames Water presentation**

**Appendix 4 – H&F Flood Risk Action Plan**

# POLICY AND ACCOUNTABILITY COMMITTEE

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## Climate Risk Assessment and Adaptation Strategy London Borough of Hammersmith and Fulham

6<sup>th</sup> February 2024





# AGENDA

- 01 Introduction and context (LBHF)
- 02 Our approach (AtkinsRéalis)
- 03 Preliminary findings as of January 2024 (AtkinsRéalis)
- 04 Next steps (AtkinsRéalis)

# Introduction and context

*LBHF*



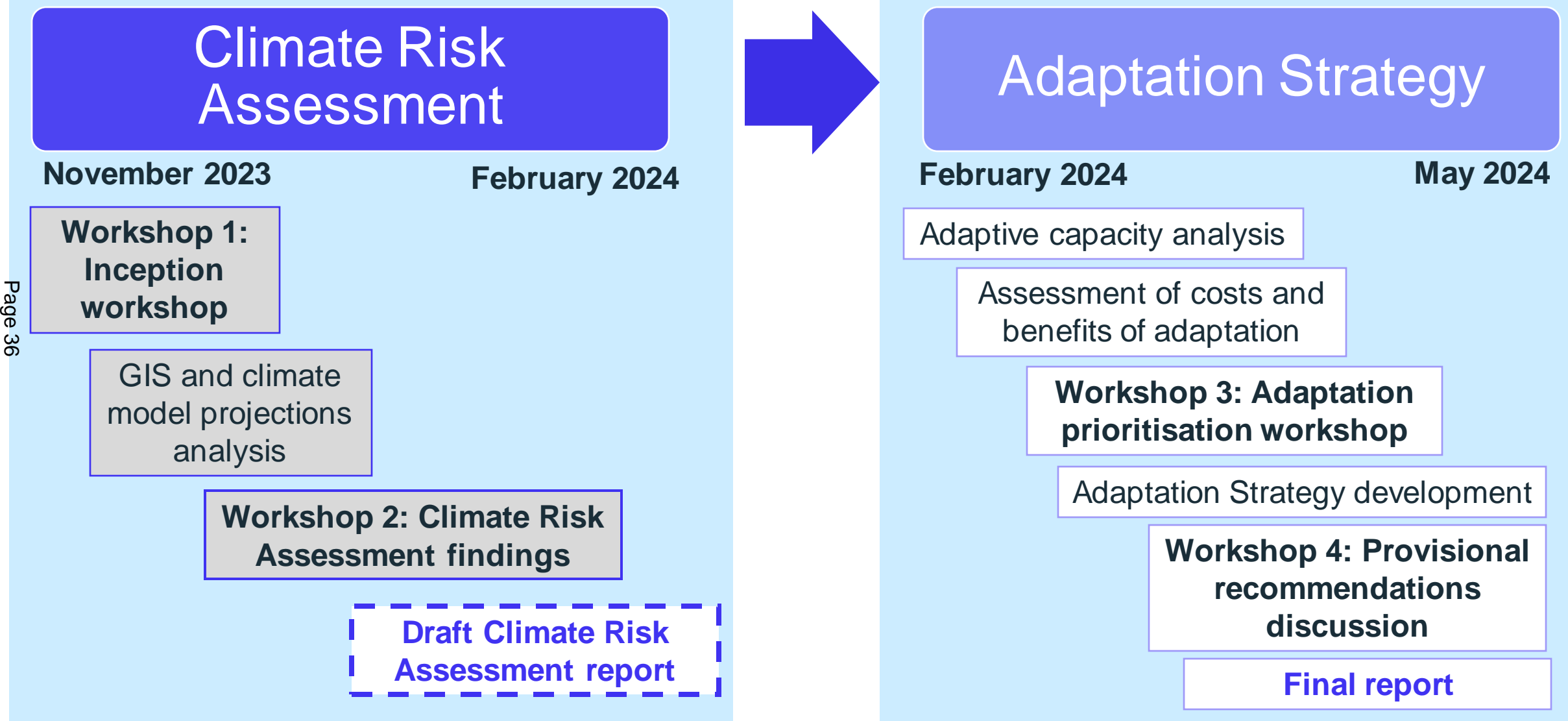
# Our approach

*AtkinsRéalis*

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# Project overview



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# Preliminary findings as of January 2024

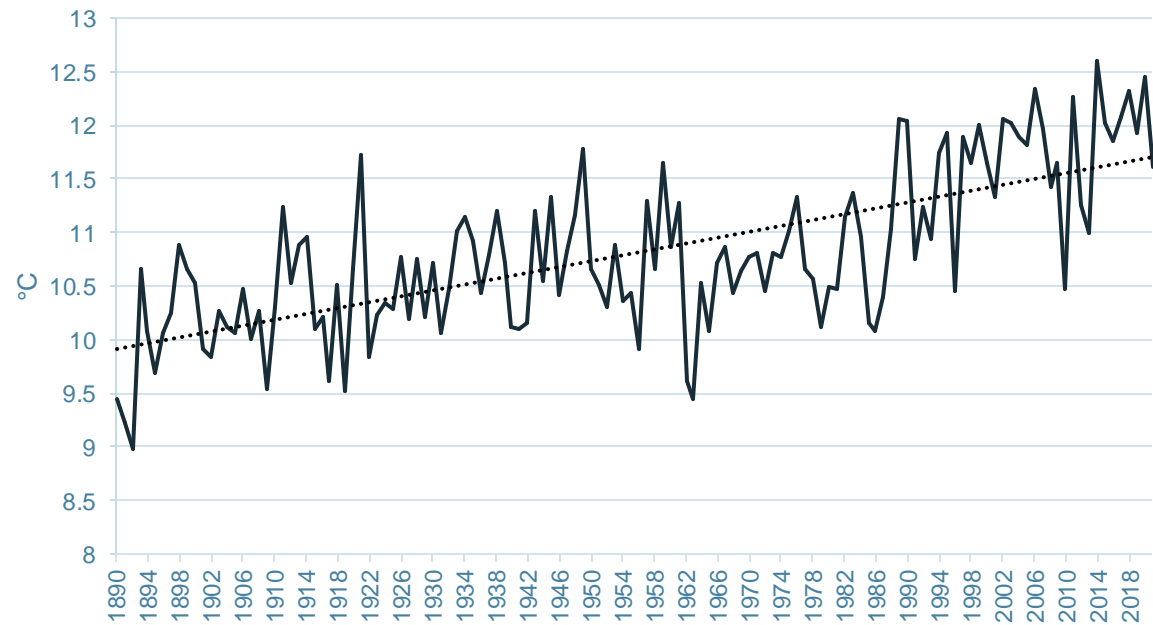
*AtkinsRéalis*



# Historical climate events in LBHF

- Hammersmith and Fulham has been impacted by flooding, heatwaves, droughts and storms since 2007.
- Average temperature has steadily increased across Hammersmith and Fulham since the 1890s.

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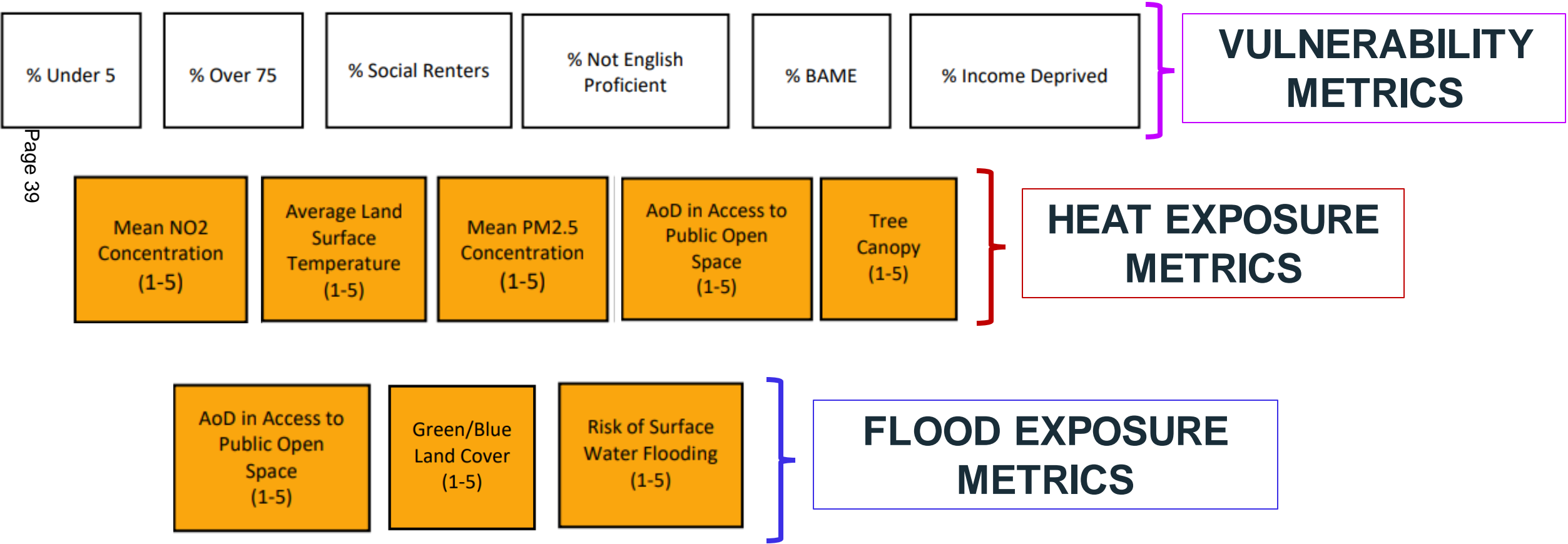
Mean annual air temperature (°C)



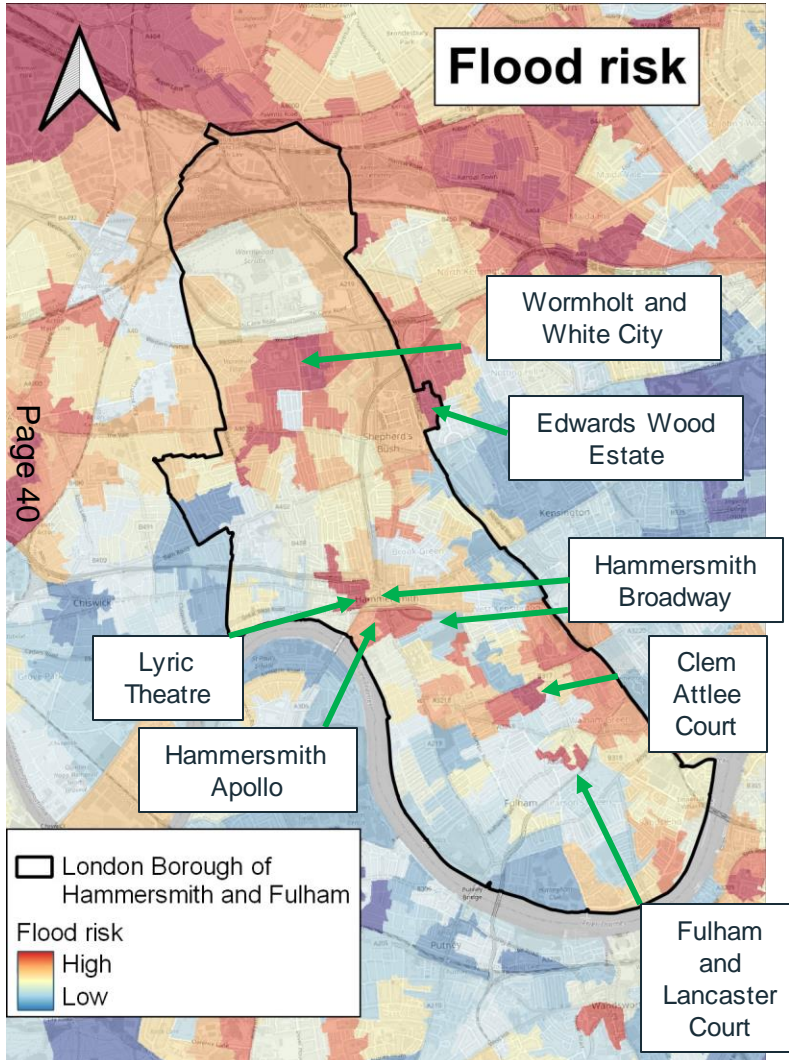
2007	July - Surface water flooding
2011	March-April - drought
2013	July - heatwave
	October - storm
2014	Jan-Feb - storms
2016	November 2016 - Storm Angus flooding
2017	June - heatwave
2018	Feb/March – Beast from the East coldspell
2019	July - heatwave
2020	August - heatwave
	October – Storm Alex
2021	July - flooding
2022	February - Storms Dudley, Eunice and Franklin
	July - heatwave
	August - drought
2023	September - heatwave
	November – Storm Ciaran

# Current **surface flood** and **heat** risk mapping

- GLA / Bloomberg study of current flood and heat risk mapping taking into account **vulnerability** and **exposure**



# Current **surface flood** and **heat** risk mapping

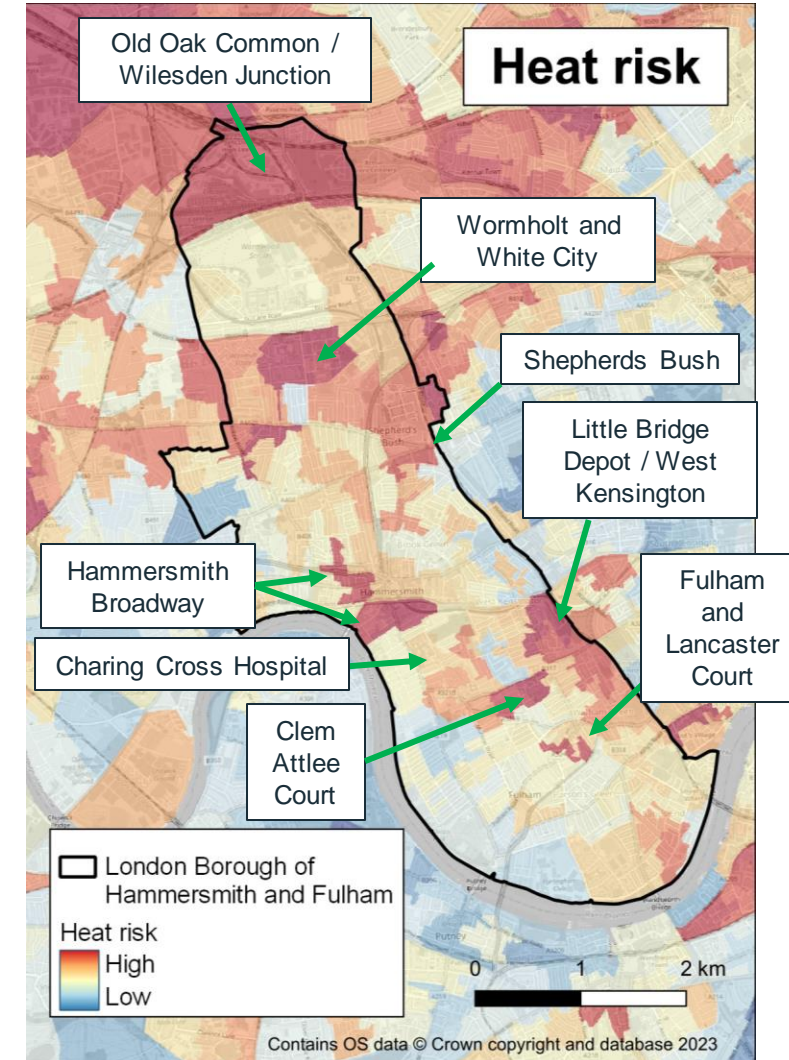


## Key areas of risk:

- Clusters of risk in Hammersmith and north of Fulham
- Old Oak Common/Willesden Junction (**heat**)
- Shepherds Bush (**heat**)
- Edwards Wood Estate (**heat & flood**)
- Wormholt and White City (**heat & flood**)
- Hammersmith Broadway (**heat & flood**)
- Clem, Fulham and Lancaster Court estates (**heat & flood**)

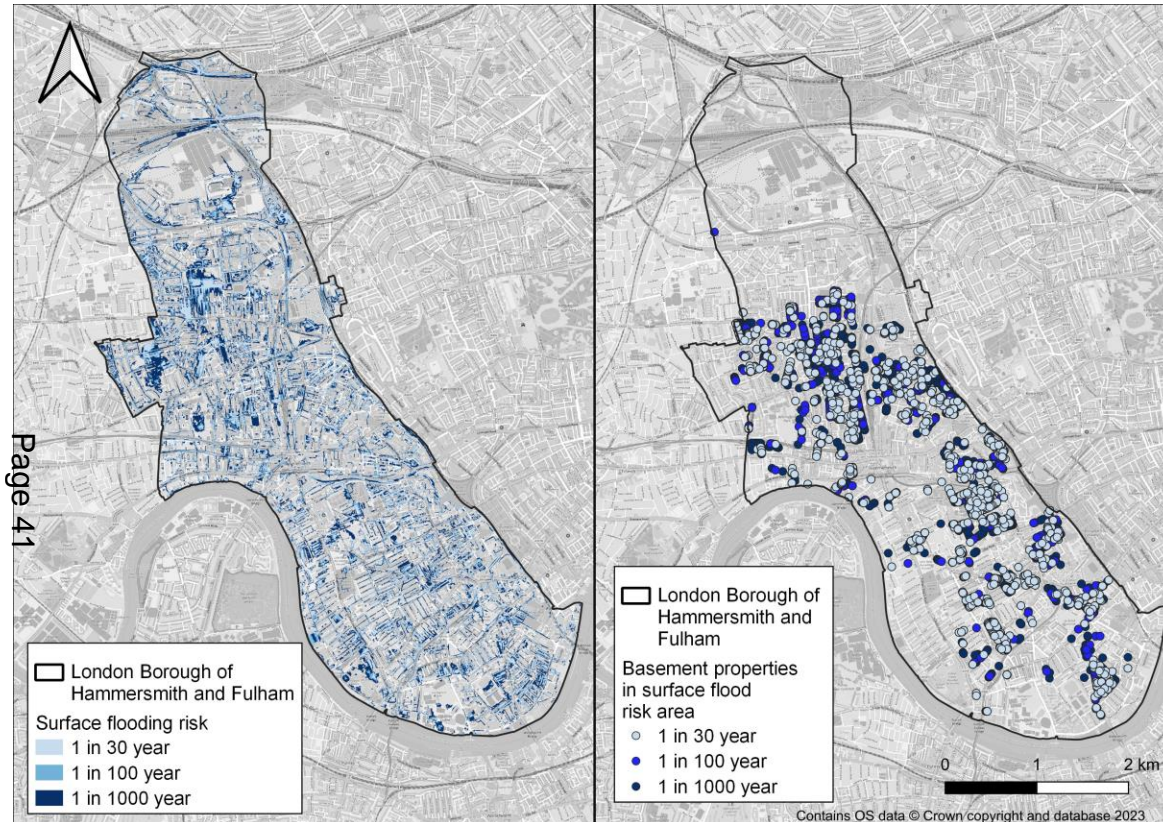
## Common risk hot-spots:

- Dense and tall buildings
- Smaller areas of green space
- Large housing estates
- Depots and transport infrastructure
- High streets



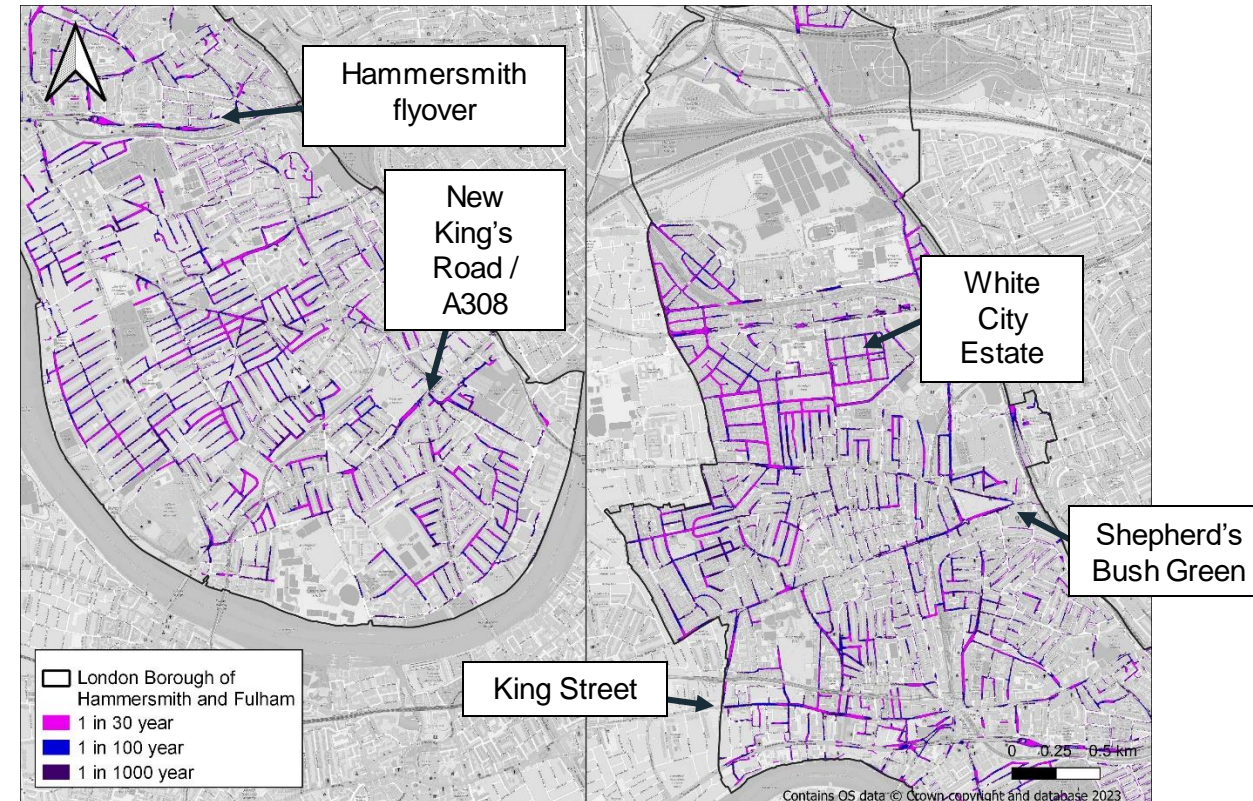


# Current surface flooding risk



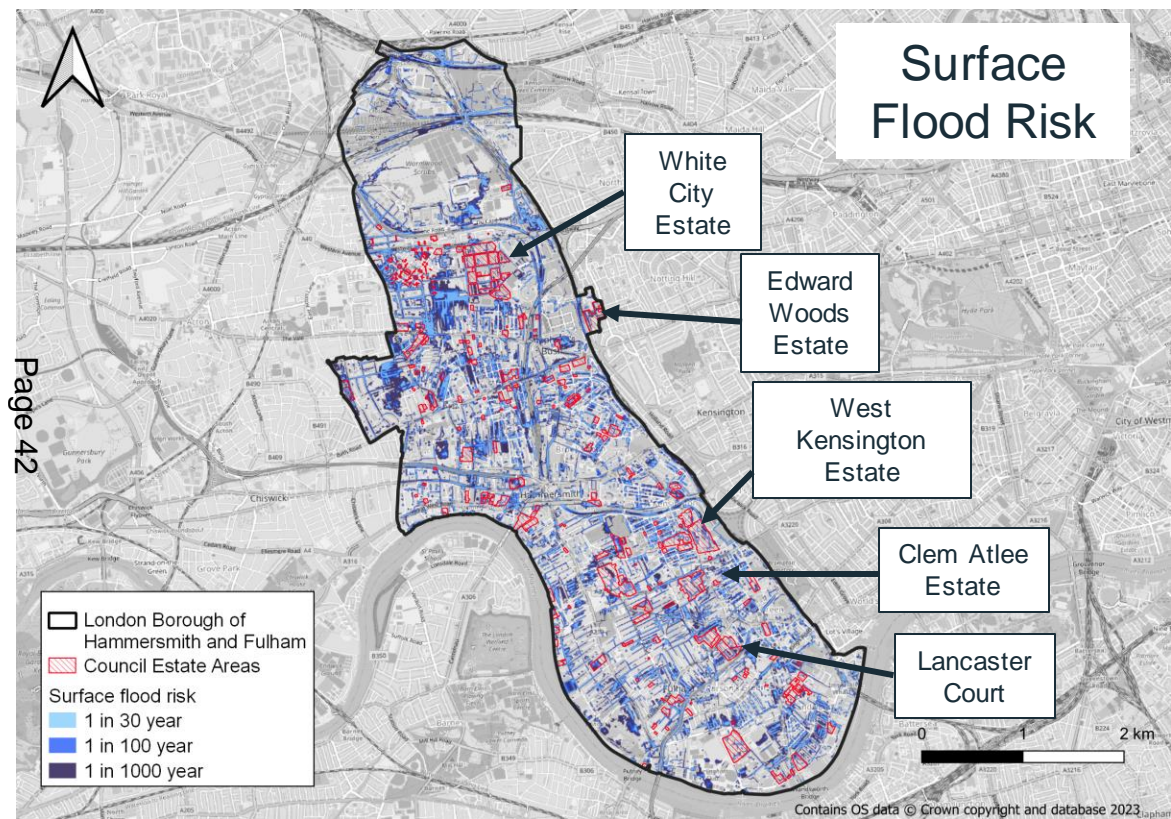
## Basement properties currently located within areas of surface flood risk:

- 1 in 30-year flood = 1,543, 1 in 100-year flood = 2,267 and 1 in 1000-year flood = 4,257



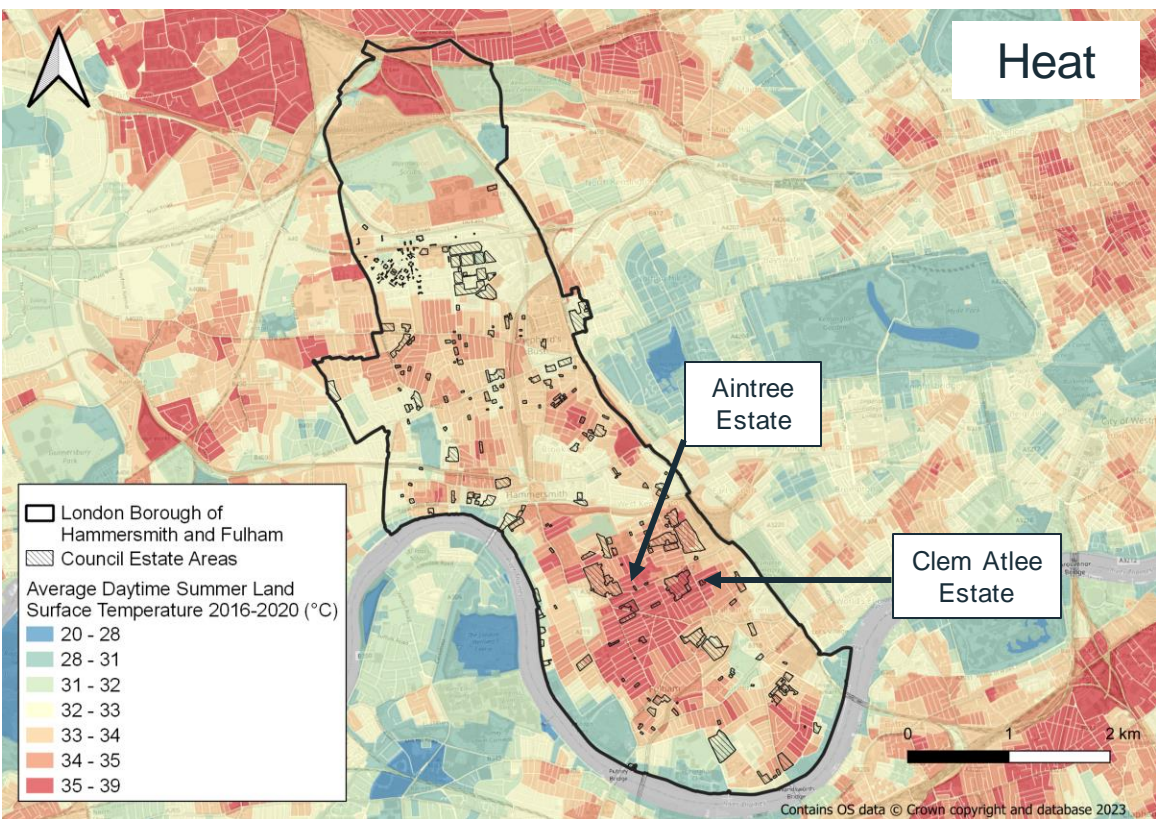


# Council estate areas in current surface flood and heat risk areas



Council estate areas and surface flood risk for LBHF

Environment Agency



Council estate areas and Land Surface Temperature for LBHF

GLA/Bloomberg



# Climate change projections for LBHF

- Increased maximum summer air temperatures are projected by the mid-century across a medium (RCP4.5) and high (RCP8.5) emissions scenario.
- Annual 1-day total rainfall is expected to increase by the mid-century under both emissions scenario.
- Overall summer rainfall is expected to decrease on average under both emissions scenarios.
- However, there is high uncertainty across projected rainfall shown by the projected increase and decrease in both annual 1-day total rainfall and summer rainfall between the 10<sup>th</sup> and 90<sup>th</sup> percentile.

Indicator	Baseline (1981-2010)	2050s (2041-2070) (Median with 10 <sup>th</sup> and 90 <sup>th</sup> percentiles in brackets)	
		RCP4.5 (medium emissions scenario)	RCP8.5 (high emissions scenario)
Maximum summer air temperature (°C)	35.2°C	36.8°C ↑	37.5°C ↑
		(34.8°C - 39.2°C)	(35.2°C - 40.2°C)
Annual 1-day total rainfall (mm)	45.5mm	47.9mm ↑	49.1mm ↑
		(39.2mm – 59.2mm)	(39.9mm – 61.0mm)
Summer rainfall % change (%)	0%	-17.7% ↓	-12.4% ↓
		(-38.5% to +1.5%)	(-30.0% to +5.1%)

Source: UKCP18 Probabilistic Projections



# Preliminary findings for selected sectors

	Heatwaves & temperature increase			Surface water flooding			Drought, water scarcity & subsidence			High winds & storms		
Sector	Likelihood	Impact	Risk	Likelihood	Impact	Risk	Likelihood	Impact	Risk	Likelihood	Impact	Risk
Public health & health services	5	4	20	4	4	16	3	3	9	3	3	9
Public housing & residences	5	4	20	4	4	16	4	2	8	3	3	9
Infrastructure services	5	3	15	4	4	16	4	2	8	3	3	9
Community facilities & services	5	3	15	4	3	12	4	2	8	3	3	9
Natural assets & ecology	5	3	15	4	2	8	4	3	12	3	2	6
Businesses & economy	5	2	10	4	3	12	4	2	8	3	2	6

# Next steps

*AtkinsRéalis*

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# Next Steps

- **Climate Risk Assessment**

- Draft Climate Risk Assessment for review in February 2024

- **Adaptation Strategy**

- Adaptive capacity survey for LBHF teams / departments
- Building evidence base for adaptation costs & benefits - Jan 2024 onwards
- Adaptation prioritisation workshop with LBHF & external stakeholders (Feb/Mar)
- Draft Adaptation Strategy for review in April/May 2024



# Flood Risk in H&F

- Who manages flood risk
- Types of flooding
- July 2021 flooding
- What are we doing



# Who manages flood risk

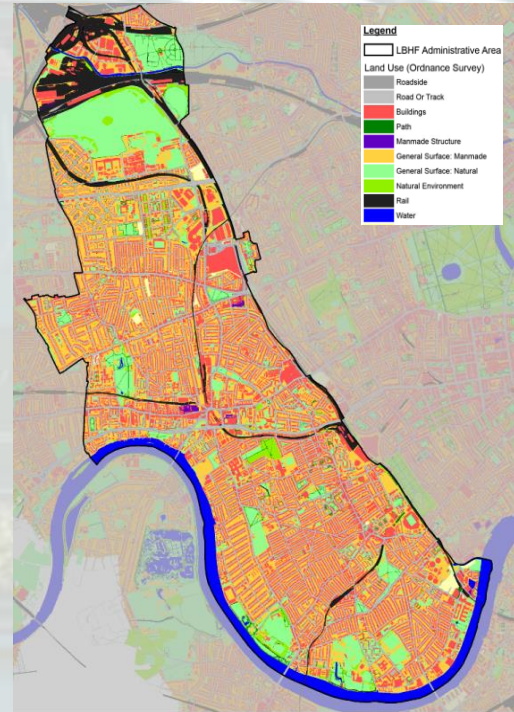
- **Hammersmith and Fulham Council** are the Lead Local Flood Authority and have a duty
  - manage surface water, groundwater and ordinary watercourses
- **The Environment Agency** manages major watercourses, such as The River Thames
- **Water Companies** manage the sewer network



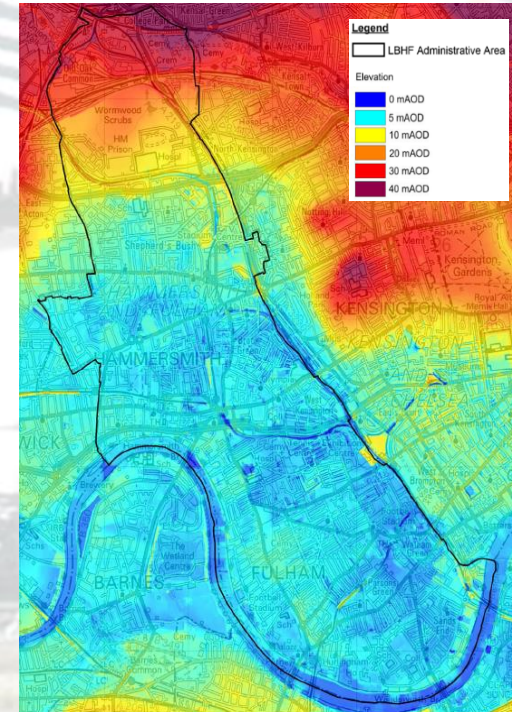


# Types of Flooding

- Fluvial
- Tidal
- Groundwater
- Surface water



Land Use



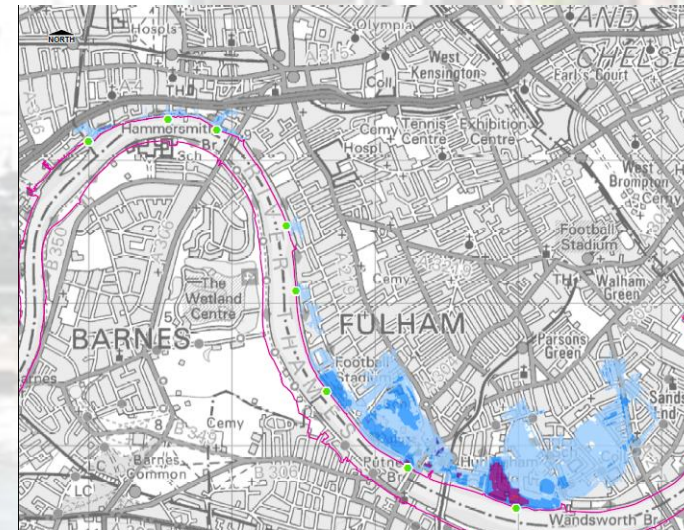
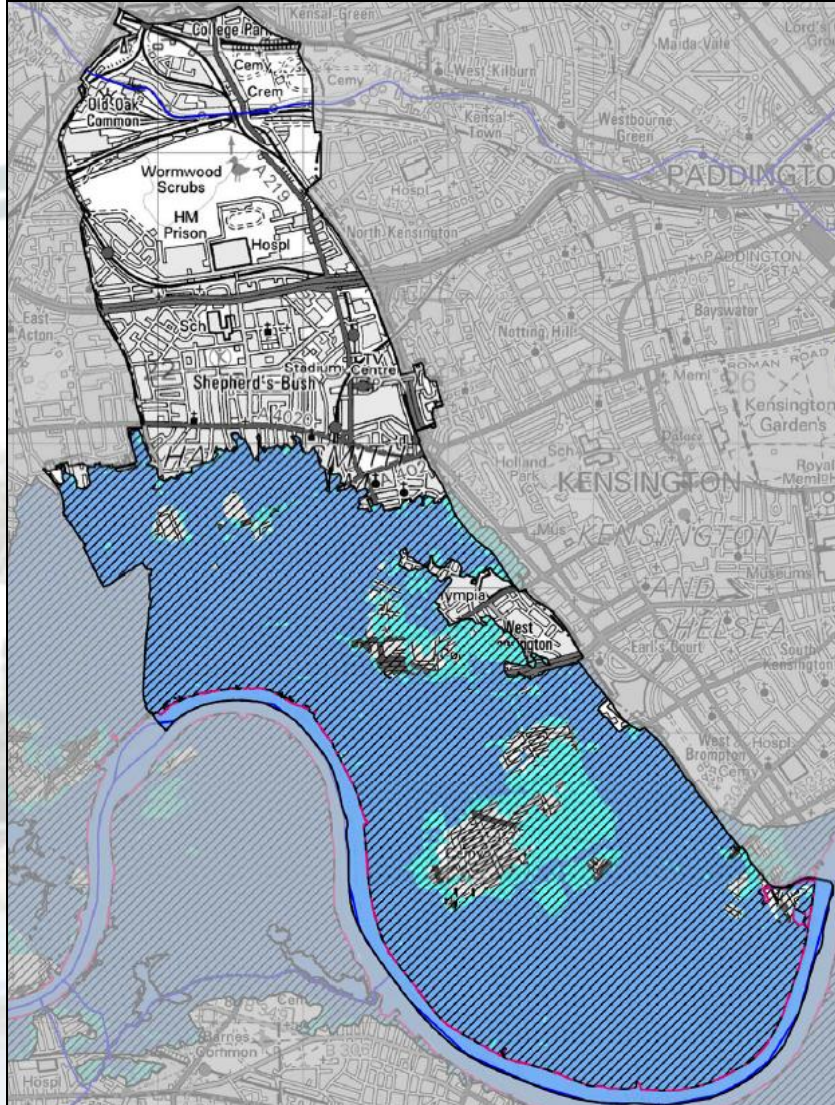
Topography



Geology

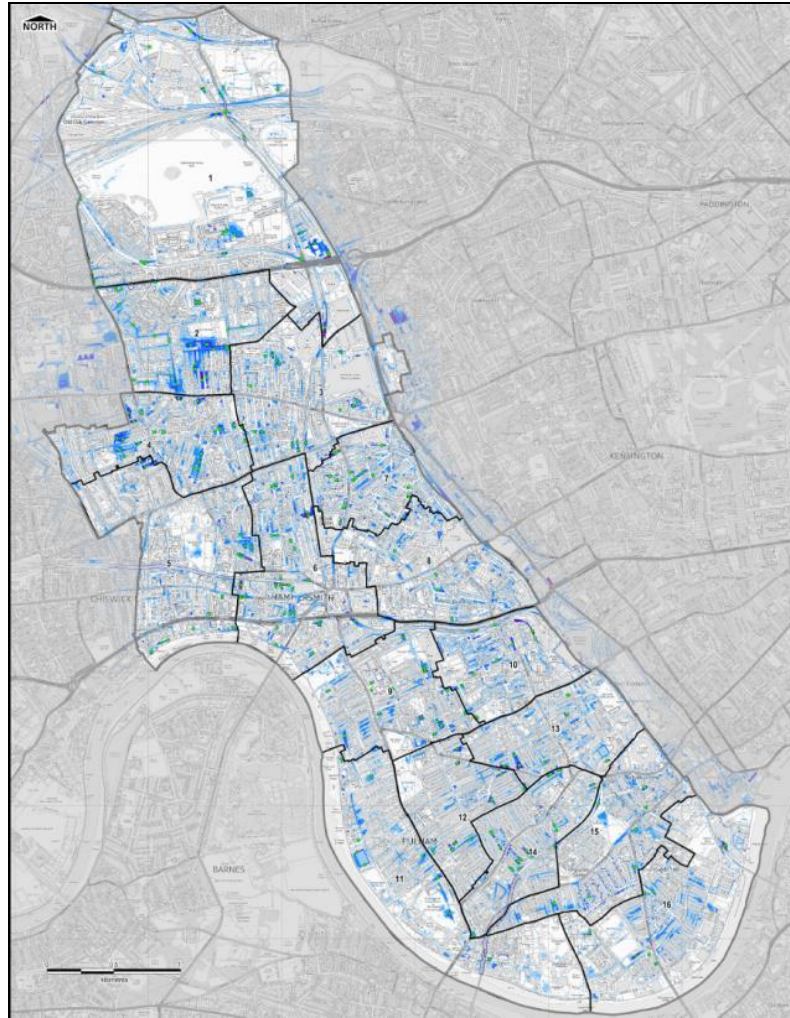


# Fluvial/Tidal Flood Risk

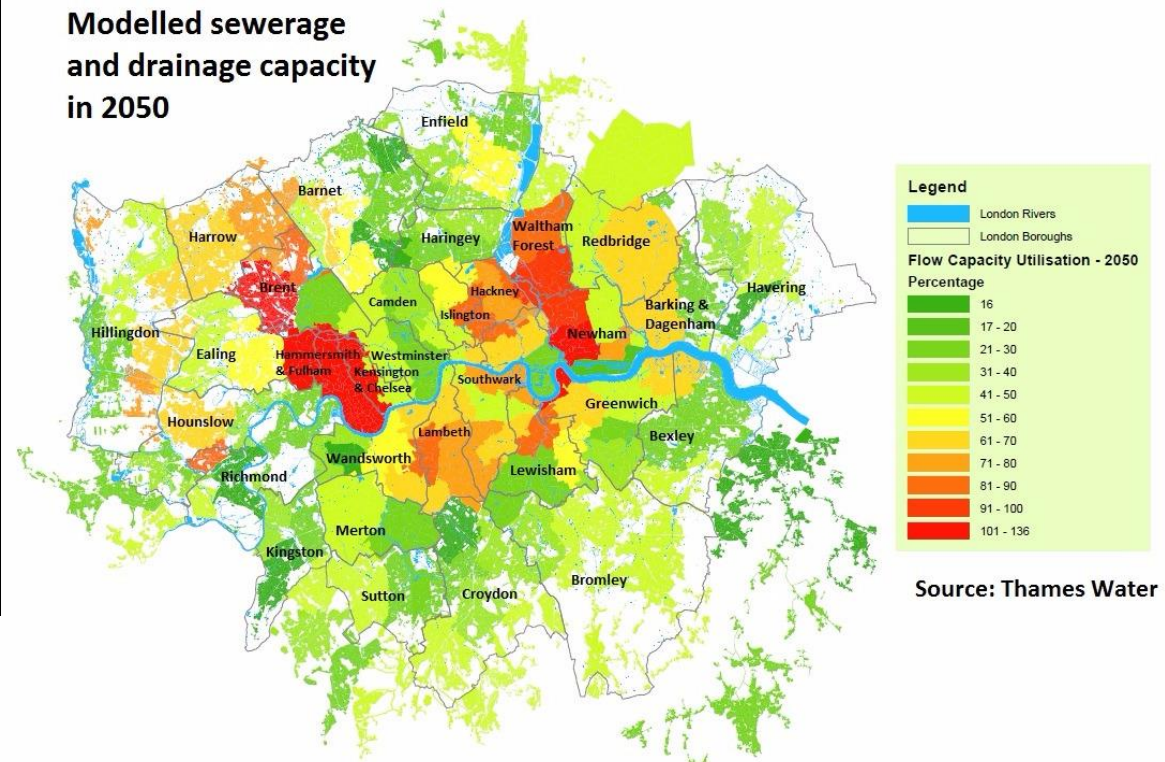




# Surface Water Flood Risk



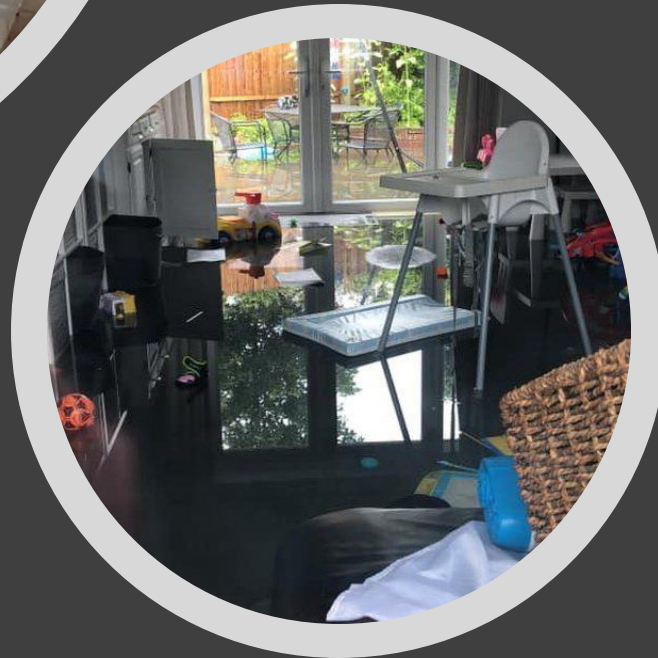
**Modelled sewerage  
and drainage capacity  
in 2050**





# 12<sup>th</sup> July 2021

- Intense rainfall over a 4-hour period
- North-west Relief Sewer could not cope and started to back surge. The sewer is pumped from Hammersmith pumping station, as such the Hammersmith/Brackenbury area was most affected
- 621 known properties flooded in Hammersmith and Fulham
- Residents had to be rehoused
- Some streets were flooded







# Victorian Sewers

- Constructed in the late 19<sup>th</sup> Century for a London population of closer to 5 million. We are now over 8.6 million and growing
- Limited scope to increase the size of the sewer, space and cost a major issue.
- Property Level Protection, such as Non-Return Valves (NRVs) or pumped NRVs known as FLIPs both protect properties but do not resolve the quantity of water in the system and push the issue elsewhere
- Need a holistic approach to managing flood risk in H&F, but also in neighbouring borough and by Thames Water





# What are we doing

- Action Plan
- Working with other LBHF departments (joint Climate Adaptation Steering Group)
- Working with other Risk Management Authorities (other boroughs, EA, TW)
- Community projects
- Information – Rainwater guide
- SuDS projects: Highways, Parks, and Housing

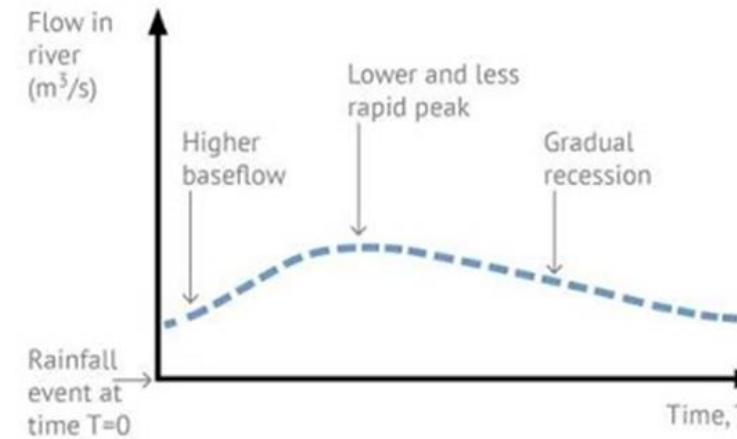
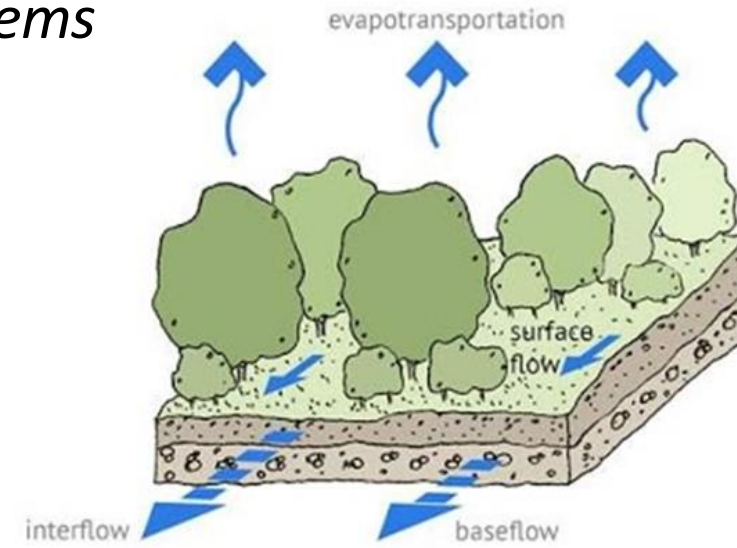
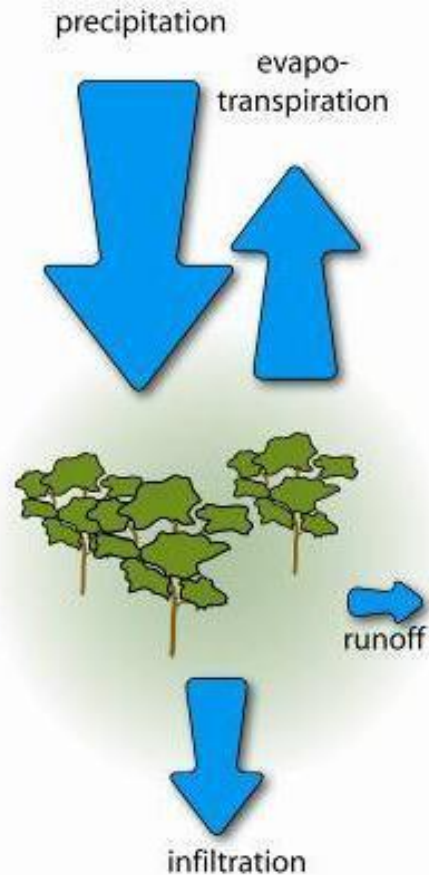




# What are SuDS?

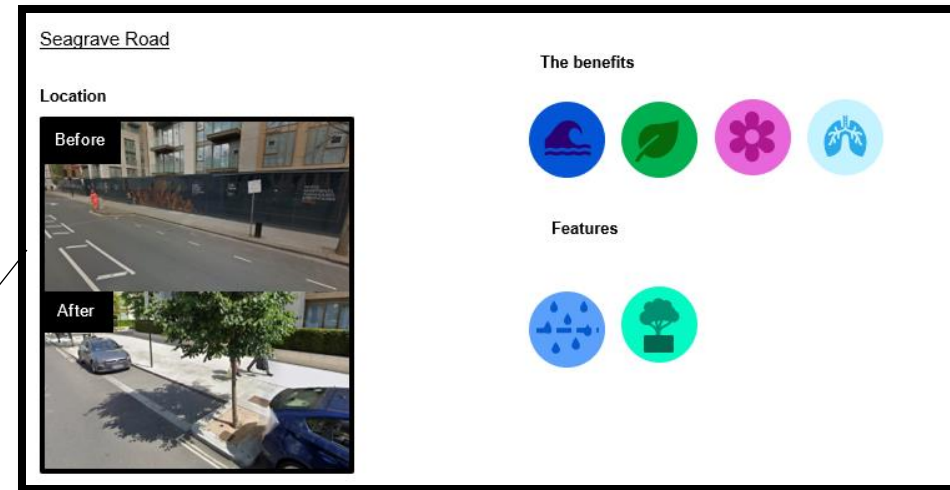
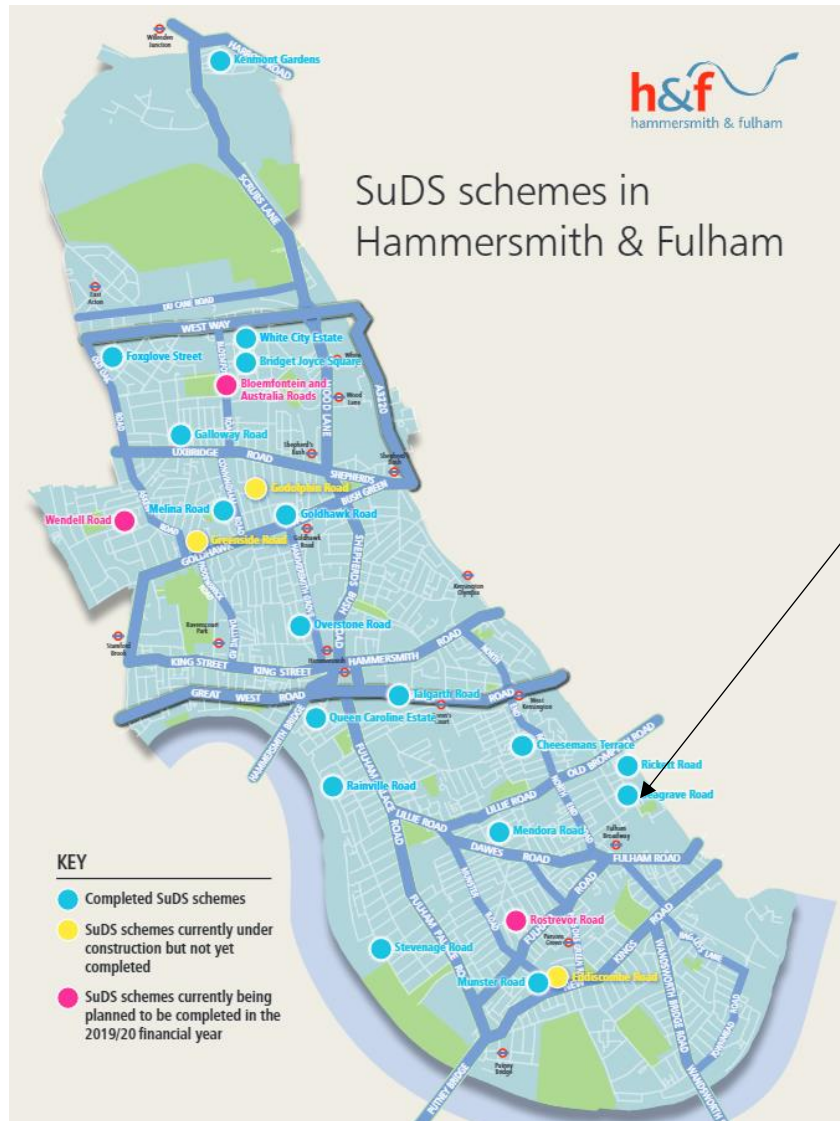
*Sustainable urban Drainage Systems*

## natural water balance



# Guidance

- SuDS map of borough
- Currently updating website and make interactive
- Developing a “Suggest It” map for residents to pin locations where they want to see SuDS



- Link to current guides such as the H&F living with rainwater guide





# SuDS Schemes 2023/2024

- Milson Road and Masbro Road
  - Raingardens and engineered tree pits
  - Part funded by Thames Water
  - Delivered Autumn 2023
- Starch Green
  - Raingardens and a sensory garden
  - S106 and highways funded
  - Delivered Spring 2023
- New Kings Road
  - Wildflower verges that drain water
  - S106 funded
  - Delivered March 2023
- King Street
  - Rain gardens
  - S106, Highways, and King Street Development grant funded
  - Due to start in March 2024
- Crisp Road/Winslow Road
  - S106 funded
  - In progress due to complete in February 2024



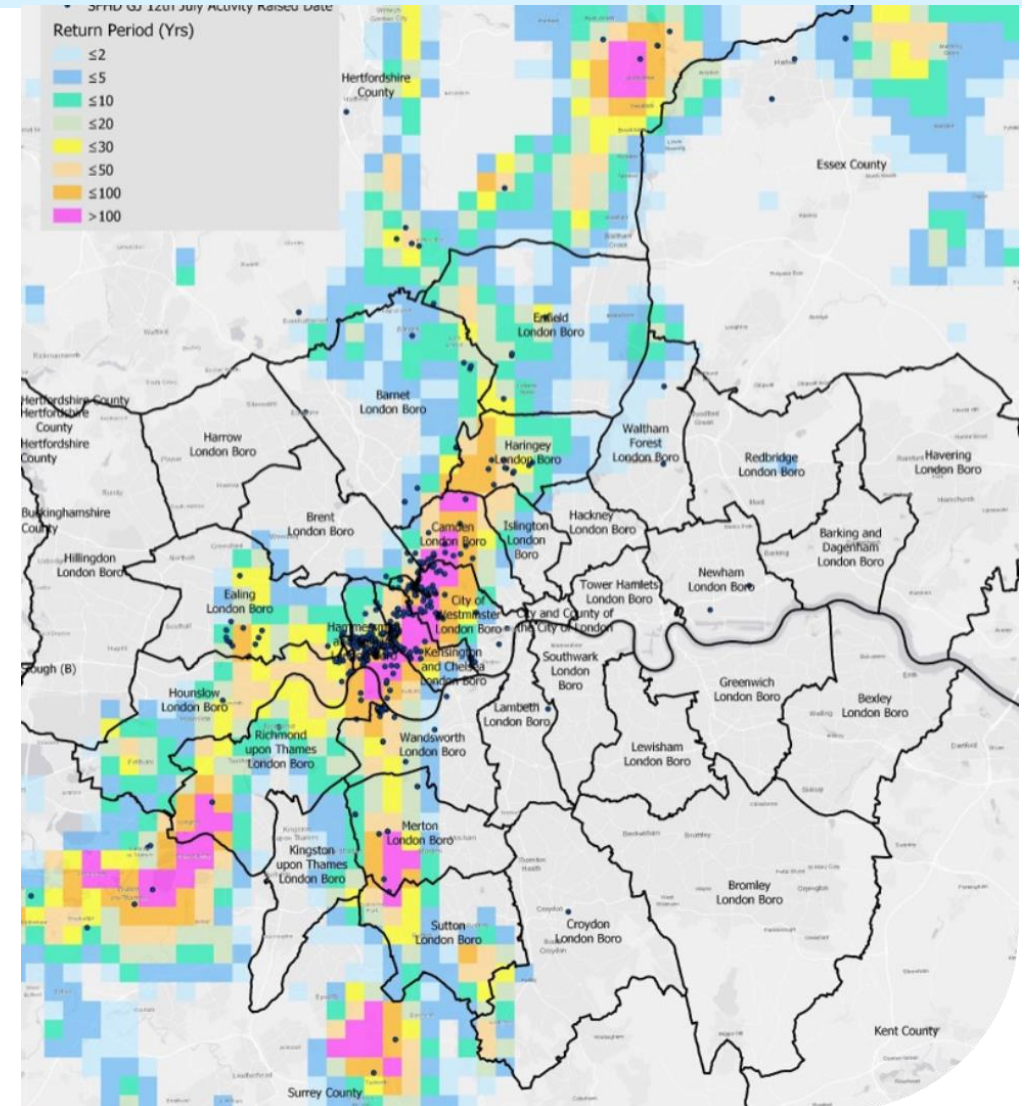


# LB Hammersmith and Fulham Climate Change and Ecology Policy and Accountability Committee

# Flooding July 2021

## Understanding the cause and impact of flooding in 2021

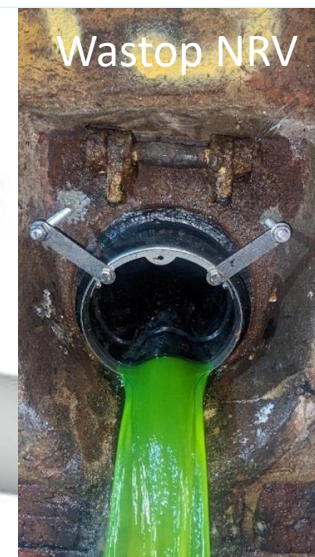
- On July 12, 2021, parts of the Counter's Creek Catchment, including Hammersmith, were hit by a severe storm, with around 170% of average July rain falling in a few hours
- Over 2,000 properties and infrastructure were affected across London
- Soon after the storm, we commissioned an independent review into the impact and causes of the flooding and the long-term solutions to this risk
- It concluded that:
  - The flooding was due to the intensity of the rain, exacerbated by the tidelocking of the Thames
  - Whilst there are some relatively quick actions which can be taken, all agencies with flood-risk responsibilities need to work together to manage more rainwater on the surface.





# Sewer Flooding Resilience Programme

- Following the storms in 2021, we launched the Sewer Flooding Resilience Programme on which we have spent more than £10m and committed a further £4m
- This involved us offering to survey every property we believe may have flooded in 2021 and then providing improved protection for those most at risk
- This protection involves either a non-return valve (NRV) or a FLIP
- We have also been installing Sewer Flaps in our network in appropriate locations, where we can protect multiple properties at once
- A further phase of the programme is being developed to address lower risk properties



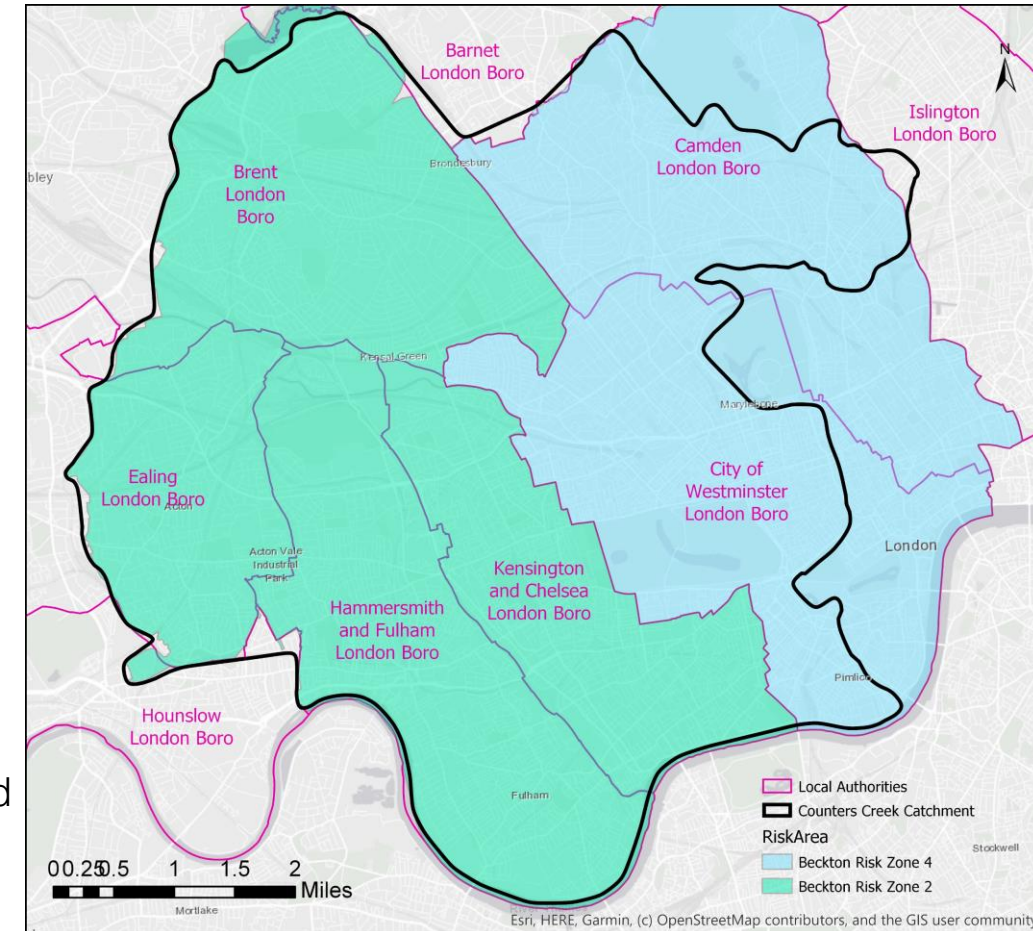
## Programme stats for H&F

- Properties contacted for survey: 1,454
- Properties surveyed: 328
- NRVs/FLIPs installed to date: 10
- NRVs/FLIPs in planning/construction: 37
- Properties protected by Wastops/Sewer flaps: 148
- Properties to be addressed in next phase: 190
- **Total number of properties protected by the end of the programme in H&F: 385**

# Strategy for the Counter's Creek catchment

Our long-term strategy for alleviating flood risk in Counters Creek includes:

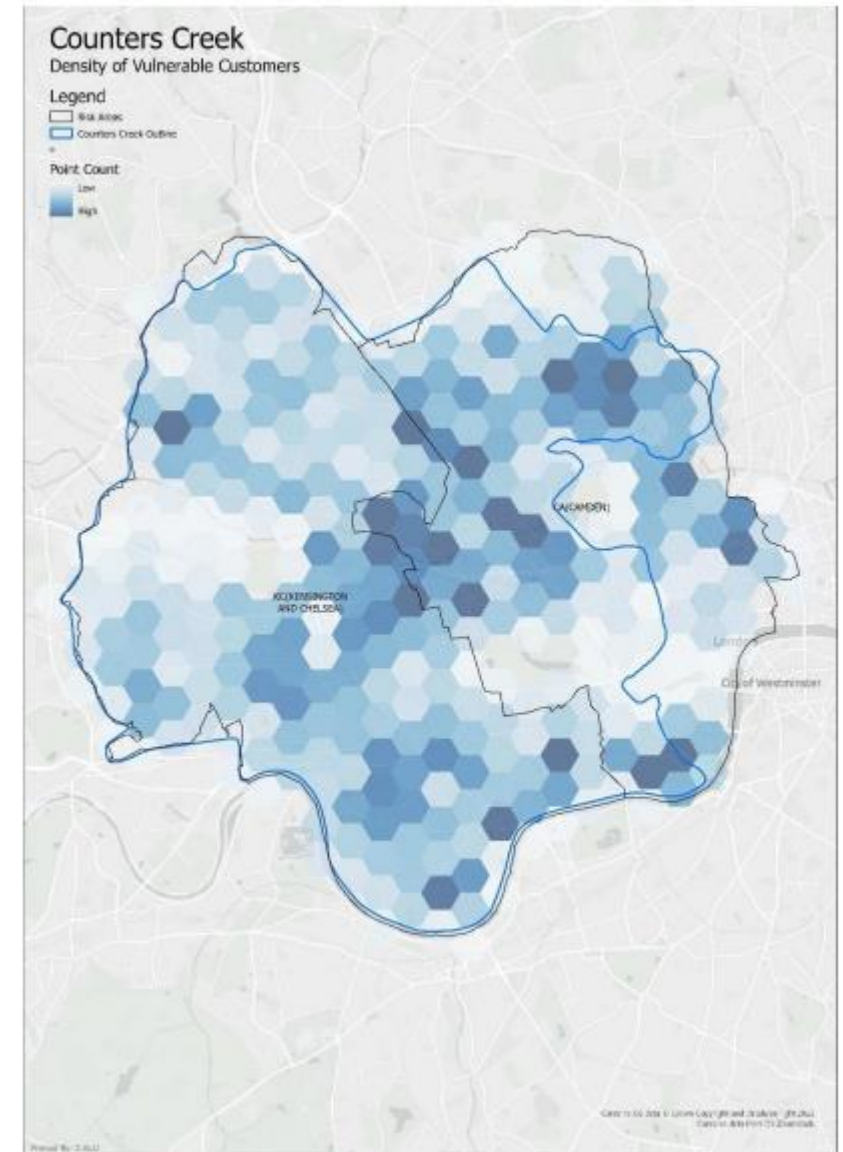
- Commissioning operation of the Thames Tideway Tunnel (TTT) in 2025
- Improving the sewer flooding resilience to the highest risk basement properties (£14m spent/committed so far)
- Investing up to £1.7bn in risk zones 2 and 4 (covering Counters Creek) by 2050 through:
  - Working with partners to install more SuDS and encourage the widespread use of rainwater butts
  - Digitising our network to optimise the use of its capacity to create a 'smart network'
  - Upsizing of sewers and installation of storm tanks in tactical locations
  - Working with partners on a plan for extreme events
- Updating our asset base so that it is reliable, resilient to climate change and able to support London's growth
- This will reduce the risk of flooding of customers to 1.5% (internal) and 3% (external) up to a 1 in 30-year storm event in any given year by 2050 and ensure 95% of properties are not at risk of a 1 in 50-year storm event
- Note all the above will be informed by the London Surface Water Strategy.



Map of the Counters Creek Catchment

# London Surface Water Strategic Group

- A number of reviews into the July '21 floods identified the need for the key flood risk management agencies to work better together and to develop a London-level strategy to provide a framework for co-ordinated activity.
- The London Surface Water Strategic Group (LSWSG) was formed in Dec 2022. It has met 5 times and has repeatedly expressed its commitment to collaborative working to manage this risk.
- The LSWSG commissioned consultants to develop the strategy, which will be published in late spring/early summer this year. The strategy will:
  - Identify strategic surface water flood risk areas and the catchments that create their risk
  - Sub-divide London into its surface water catchments and propose collaborative working between these partners
  - Present London, catchment and local-level actions
  - Create an engagement programme to raise awareness and capacity to act
  - Identify new funding and financing measures
- All of these are available online <https://www.thameswater.co.uk/about-us/investing-in-our-region/london-flooding-response>





# 'SuDS first' approach

- Our DWMP and the 'independent' review identified the need to reduce and delay the rate and volume of rainwater reaching our combined sewers as the first step in a hierarchy of solutions
- For a decade, we have been running a Surface Water Management Programme where we have funded third parties, including boroughs, to develop and deliver SuDS projects
- By 2050, we have identified that to meet this challenge, the equivalent of 10,000 football pitches of currently impermeable land will need to be converted to reduce flood risk in London
- We are working with partners to develop the pipeline of projects to meet this target and the skills to deliver and maintain it.



Theme	ID	Action			Priority Ranking	Timing			Action Type	Responsibility				Other Stakeholders	EU Related?	Review	
		What?	How?	Where?		Timeframe	Start Date	Approx. Duration		Lead Organisation		LLFA Dept.	Primary Support			Frequency	Next Review Date
LLFA duty	LBHF1	Implement and populate a standardised Asset Register for the LBHF, prioritising surface water assets in those areas that are known to regularly flood	Implement a standardised asset register structure as per the suggested template provided by Defra. Educate departments involved in filling in the register, need to ensure everyone involved understands the register, its purpose and the methodology. Populate Asset Register with Council-owned Surface Water / Drainage Assets	Borough Wide	High	Short	Highways	6 months	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	GIS Team & Transport / Highways Team	EA, TfL, Network Rail, TWUL, London Underground, Energy Operators + others as appropriate	Yes	annual	Mar-24
Page 66 LLFA duty	LBHF2	Revise & improve Asset Register	Revise the Asset Register as required to incorporate more information, i.e. survey details and develop a GIS/web based-compatible database to create a spatial representation of the surface water assets.	Borough Wide	Low	Medium	Highways	Ongoing	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	GIS Team & Transport / Highways Team		Yes	annual	Mar-24
LLFA duty	LBHF3	Implement a standardised Flood Incident Log to record and investigate future flooding incidents within the LBHF	Implement a standardised flood incident log to record flood events. Educate departments involved in filling in the spreadsheet to ensure everyone involved understands the log and the methodology. It is recommended that the source of flooding be recorded, e.g. gully surcharging, to inform maintenance priorities.	Borough Wide	Complete	Short	Emergency Planning	6 months to Implement the log - this could be done immediately. The training of staff may take more time to formulate and action but it should be completed within 6	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning			Yes		

Communication	LBHF4	Establish a Flood Risk Management Group for LBHF	Set up a LBHF Flood Management Group with key departments and stakeholders in the Borough included.	Borough Wide	Complete	Short	Highways	3 months	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	All Teams in Council	EA, TWUL, TfL	Yes		
LLFA duty	LBHF5	Develop a Local Flood Risk Management Strategy for the LBHF	Develop, maintain, apply and monitor a Strategy for local flood risk management of the area.	Borough Wide	High	Short	Highways	6 months	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning		TWUL, TFL, EA, Local Residents	Yes	annual	Jan-25
LLFA duty	LBHF6	Take forward existing and future Local Flood Risk Management Actions (under FWMA 2010 and from SWMP) in collaboration with multiple Boroughs / stakeholders	Take forward existing and future local actions in the SWMP through the LBHF Flood Risk Management Group and South West London Strategic Flood Group. Take forward existing and future strategic actions in the SWMP, including those involving multiple Boroughs or other flood risk management authorities.	Borough Wide	High	Medium	Highways	Ongoing	Flood and Water Management Act / Flood Risk Regulations	LBHF, RBKC		N/A		TWUL, TFL, EA	Yes	annual	Apr-24
LLFA duty	LBHF7	Develop a Flood Risk Management Plan for the LBHF as required under FRR 2009. Engage with the Environment Agency as required.	Produce and submit to the EA a Flood Risk Management Plan for the LBHF by 22 June 2015.	Borough Wide	High	Medium	Highways	6 months	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	EA	TWUL, TFL, EA, Local Residents	Yes	annual	Apr-24
LLFA duty	LBHF8	Work with the EA to record and investigate groundwater flooding incidents and mechanisms	Record and investigate groundwater flooding incidents (initially in conjunction with the EA) to identify flooding mechanisms and risk across the Borough.	Borough Wide	Medium	Medium	Highways	Ongoing	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	EA		Yes	annual	Apr-24
Collaboration	LBHF9	Work with the EA to incorporate any findings from the SWMP into other fluvial / pluvial modelling projects	Ensure the findings and recommendations from the SWMP are incorporated into other fluvial / pluvial modelling projects.	Borough Wide	Medium	Medium	Highways	Ongoing	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	EA		Yes	annual	Apr-24



Collaboration	LBHF10	Consider the incorporation of Thames Water Pumping Station rates into the SWMP when data becomes available.	Work with Thames Water to incorporate the combined sewer overflow pumping station losses from the baseline model once the data is made available.	Borough Wide	Medium	Medium	Highways	1 Year	Investigation / Feasibility / Design	LBHF		Spatial Planning	Service Providers	EA (Fluvial), TWUL (Sewer), TfL (Highways), Network Rail (Railways), Others as appropriate	No	annual	Jun-24
Collaboration	LBHF11	Work with Thames Water to identify where areas of surface water and sewer flooding coincide.	Utilise the modelled data available from the Thames Water Counters Creek Model and LBHF SWMP model to identify areas where both surface water and sewer flooding are a concern.	LFRZs and CDAs	High	Short	Highways	1 Year	Investigation / Feasibility / Design	LBHF		Spatial Planning	TWUL	EA (Fluvial), TWUL (Sewer), TfL (Highways), Network Rail (Railways), Others as appropriate	No	annual	Jul-24
Collaboration	LBHF12	Work with Thames water to develop integrated solutions to manage flood risk.	In areas identified to be at risk of both surface water and sewer flooding, develop integrated solutions to manage flood risk from both sources.	LFRZs and CDAs	Medium	Medium	Highways	2 Years	Investigation / Feasibility / Design	LBHF		Spatial Planning	TWUL	EA (Fluvial), TWUL (Sewer), TfL (Highways), Network Rail (Railways), Others as appropriate	No	2 years	Jul-24
Page 68 LLFA duty	LBHF13	Develop, update and maintain the draft Action Plan	Review and update the draft Action Plan yearly to review and agree ongoing and future flood management actions for the LBHF.	Borough Wide	High	Short	Highways	Ongoing	Flood and Water Management Act / Flood Risk Regulations	LBHF		Spatial Planning	Other Teams as required		Yes	1 year	Mar-24
Training	LBHF14	Ensure required skills and technical capability is in place to deliver FWMA 2010 / FRR 2009 requirements	Upskilling' training programme for appropriate individuals or departments (as determined by the partnership structure) alongside Consultancy Support in the short-term where required	Borough Wide	High	Medium	People and Talent	2 Years	Financial / Resourcing	LBHF		Spatial Planning	Other Teams as required	EA	Yes	1 year	Mar-24
Funding	LBHF15	Identify local flood risk management funding opportunities through internal and external, existing and future, funding initiatives and mechanisms	Collation and documenting of all potential funding routes (including Defra funding), including application requirements and timeframes.	Borough Wide	High	Short	Highways	6 months	Financial / Resourcing	LBHF		Spatial Planning	Other Teams as required	EA	Yes	6 months	Jun-24

Communication	LBHF16	Design and gain buy-in to a Communication and Engagement Plan	Produce a Communication Plan to identify how to effectively communicate and raise awareness of risk to different audiences using a clearly defined process for internal and external communication with stakeholders and the public.	Borough Wide	High	Short	Communications	Initially 3 months - Ongoing review as part of LFRM Strategy Review	Communication / Partnerships	LBHF		Spatial Planning	Communications Team, EA under Strategic Overview Role, London Councils	EA, TWUL, TfL, GLA and other parties required as external partners	No	1 year	Jun-24
Communication	LBHF17	Internal proactive awareness raising of Local Flood Risk Management	Include planners and planning policy influencers in awareness raising activities as set out in the Communications Plan - ensure CDA information is clear and accessible	Borough Wide	High	Short	Highways	6 months	Communication / Partnerships	LBHF		Spatial Planning	London Councils		No	6 months	Jul-24
Page 69 Communication	LBHF18	Actively engage political stakeholders	Engage political stakeholders as appropriate within formal political structures and communication protocols - as determined in the Communication Plan	Borough Wide	High	Short	Highways	6 months	Communication / Partnerships	LBHF		Spatial Planning	London Councils, GLA		No	3-years	Jul-24
LLFA duty	LBHF19	Continue to validate SWMP model outputs	Investigate whether flooding incidents have occurred in LFRZs through undertaking a survey of local residents (e.g. mail drop, door knocking) and confirming drainage capacity assumptions with third party asset owners	All LFRZs across the Borough	Medium	Medium	Highways	1 Year	Investigation / Feasibility / Design	LBHF		Spatial Planning	Local Residents	EA (Fluvial), TWUL (Sewer), TfL (Highways), Network Rail (Railways), Others as appropriate	No	1-year	Jun-24

Emergency planning	LBHF20	Determine resilience of Critical Services	Determine whether services (e.g. power, telecommunications) are resilient to surface water flooding through providing outputs of Drain London to critical services providers (including energy providers) and meet to discuss the overall resilience of service	Borough Wide	Medium	Medium	Emergency Planning	6 months	Investigation / Feasibility / Design	LBHF		Emergency Planning / Civil Contingencies	Service Providers	Spatial Planning Team	No	18months	Sep-23
Emergency planning	LBHF21	Review Emergency Response procedures	Determine whether current emergency response to Borough-wide surface water flooding are appropriate through reviewing the Multi-Agency Flood Plan in the context of the Drain London outputs and involving key transport providers such as TfL and Network Rail	Borough Wide	Medium	Short	Emergency Planning	3 months	Investigation / Feasibility / Design	LBHF		Emergency Planning / Civil Contingencies	Local Resilience Forum	EA, TWUL, TfL, Network Rail	No	annual	Mar-24
Communication	LBHF22	Consider opportunities for Raising Community Awareness	Increase awareness of flooding within communities at risk through letter drop, information portal and/or preparation of a Community Flood Plan for example	Borough Wide	High	Medium	Communications	Ongoing	Communication / Partnerships	LBHF		Other	Local Residents	EA	No	annual	Jul-24
Maintenance	LBHF27	Consider opportunities for Ongoing Improvements to the Maintenance of the Drainage Network	Identify opportunities for improving the maintenance of the drainage network through, for example, targeting known problem areas (e.g. LFRZs, blocked gullies), improving the coordination and timing of gulley cleansing, or increasing infiltration for sports grounds through aerating pitches.	Borough Wide	medium	Short	Communications	6 months	Flooding Mitigation Action	LBHF		Transport / Highways Team	Operations	TWUL, TfL	No	18 Months	Jan-25

Collaboration	LBHF30	Consider opportunities for the implementation of Green Roofs across the LBHF owned buildings.	Utilise the modelled data and knowledge of green roof suitability to undertake a detailed assessment of green roof suitability and feasibility.	Borough Wide	Medium	Medium	Housing/Education	1 year	Investigation / Feasibility / Design	LBHF		Spatial Planning	EA		No	annual	Jun-24
Projects	LBHF31	Consider opportunities for the modification of existing tree planters and development of new tree planters across the borough.	Feasibility study to determine suitable tree planter areas to be modified.	Borough Wide	Medium	Medium	Highways/Parks/Housing	1 year	Investigation / Feasibility / Design	LBHF		Spatial Planning	EA	Local residents groups	No	annual	Jul-24
Collaboration	LBHF32	Liaise with relevant council departments to determine process for implementation of tree planters.	Utilise maintenance regimes in place within other council departments to outline a phase approach to implementation and potential funding arrangements.	Borough Wide	Medium	Medium	Climate Change	1 year	Communication / Partnerships	LBHF		Spatial Planning	EA	Parks, Transport & Highways, other as required.	No	annual	Jul-24
Page 71 Projects	LBHF33	Undertake feasibility study for potential incorporation of detention basins.	Use SWMP modelled outputs as an indication of potential flood mechanisms. Undertake a detailed analysis of a specific areas to determine feasibility.	CDA specific areas	Low	Medium	Highways	1 year	Investigation / Feasibility / Design	LBHF		Spatial Planning	EA, TWUL		No	annual	Mar-25
Projects	LBHF34	Undertake feasibility study for potential incorporation of permeable paving systems across council owned open space.	Undertake feasibility study, incorporating local geology, to determine the type and location of permeable paving measures.	Borough Wide	Low	Medium	Highways	1 year	Investigation / Feasibility / Design	LBHF		Spatial Planning	EA	Parks, Transport & Highways, other as required.	No	annual	Jun-24
Collaboration	LBHF35	Liaise with relevant council departments to determine process for implementation of permeable paving.	Utilise maintenance regimes in place within other council departments to outline a phase approach to implementation and potential funding arrangements.	Borough Wide	Low	Medium	Highways	1 year	Communication / Partnerships	LBHF		Spatial Planning	EA	Parks, Transport & Highways, other as required.	No	annual	Jun-24

Planning	LBHF36	Ensure appropriate Development Control Policy for repaving of gardens / driveways	Ensure that policies are in place (where possible) to provide permeable surfaces when driveways / patios / other property-level hard surfaces are being repaved, or gardens are being paved over. Where possible, follow up repaving post implementation to ensure it has been completed to the correct specifications.	Borough Wide	High	Medium	Planning	LDF Plan Period	Policy Action	LBHF		Development Control	EA		No	annual	Jun-24
Planning	LBHF39	Development Control Policy - Driveway / Garden Repaving - information portal	Provide an information portal that residents can consult for further information on permeable paving and other SuDS measures, including links to other organisations (e.g. EA) who can provide 'best practice' guidance and examples	Borough Wide	Low	Medium	Planning	Ongoing	Communication / Partnerships	LBHF		Development Control			No	annual	Jun-24
Planning	LBHF40	Development Control Policy - Driveway / Garden Repaving - education of Council staff	Education/training of Council staff to ensure that planning officers: <ul style="list-style-type: none"> <li>• are aware of the existing planning permissions, guidance and best practice;</li> <li>• are in a position to educate the public if enquiries are made regarding planning permission to change their drive/garden; and</li> <li>• can identify/enforce for non-compliance or non permitted conversion (in particular in CDAs where it exacerbates the problem).</li> </ul>	Borough Wide	Low	Medium	Highways	Ongoing	Financial / Resourcing	LBHF		Development Control	EA		No	annual	Jun-24



Planning	LBHF42	Ensure development Control Policy incorporates Surface Water Management	Through Development Control Policy, ensure that developments within CDAs are achieving the required surface water attenuation measures to manage surface water runoff from the site. Where necessary, this should be supported by detailed drainage design.	All CDAs and Borough Wide.	complete	Medium	Planning	LDF Plan Period	Policy Action	LBHF		Development Control	EA		No		
Planning	LBHF43	The SWMP modelled outputs should be used to inform the policy on self contained basements units.	Amend policy to account for properties at potential risk of surface water and sewer flooding. Set requirements for flood resistant and flood resilient measures to be incorporated into the development.	LFRZs	Complete	Medium	Planning	Ongoing	Policy Action	LBHF		Development Control	EA	TWUL	No		
Planning	LBHF44	Consider opportunities to promote rainwater harvesting in both new and existing development throughout the Borough.	Consider options and opportunities for promotion of rainwater harvesting systems in existing and new developments and potential incentive schemes for developers / commercial properties to install these.	Borough Wide	Complete	Medium	Planning/Economy	Ongoing	Flooding Mitigation Action	LBHF		Development Control	Spatial Planning Team	EA	No		
Projects	LBHF45	Rainwater Harvesting - incentive scheme for use of rainwater harvesting	Consider providing an incentive scheme for the use of rainwater harvesting systems across the Borough. This may be linked to the Council's sustainability checklist.	Borough Wide	Low	Medium	Housing/Education	Ongoing	Flooding Mitigation Action	LBHF		Development Control	Spatial Planning Team	EA	No	annual	Mar-24

Communication	LBHF48	Consider opportunities to promote use of water butts in both new and existing development throughout the Borough.	Consider options and opportunities for promotion of property-level water butts in existing and new developments, and opportunities for promoting these to local residents.	Borough Wide	High	Medium	Economy/Planning	Ongoing	Flooding Mitigation Action	LBHF		Development Control	Spatial Planning Team	EA	No	annual	Mar-24
Planning	LBHF49	Water Butts - retrofitting water butts to existing developments	Consider retrofitting water butts on all existing development. This provides supplementary benefits beyond regeneration and redevelopment sites (volumetric reduction with opportunity for complimentary water quality improvements).	Borough wide, in particular LFRZs and CDAs	Complete	Medium	Planning/Economy	Ongoing	Flooding Mitigation Action	LBHF		Development Control	Spatial Planning Team	EA	No		
Communication	LBHF51	Consider opportunities to promote awareness of property level flood mitigation measures throughout the Borough.	Consider options and opportunities for promotion of property-level flood mitigation measures such as raising property-level thresholds in new developments, particularly in those areas of higher flood risk.	Borough Wide, in particular LFRZs and CDAs	High	Medium	Communications	Ongoing	Flooding Mitigation Action	LBHF		Other	Spatial Planning Team	EA	No	annual	Jul-24
Collaboration	LBHF52	Property Level Resistance & Resilience - realise suitable, sensible and cost effective property thresholds	Work with residents to realise suitable, sensible and cost effective property level resilience to potential flooding (through, for installation of flood doors), particularly in areas where roads / properties are known / identified to be susceptible to surface water flooding.	Borough Wide, in particular LFRZs and CDAs	Low	Medium	Highways/Climate Change	Ongoing	Flooding Mitigation Action	LBHF		Other	Spatial Planning Team	EA	No	annual	Jul-24

Projects	LBHF53	Incorporate sustainable drainage and greening measures within highway design processes including the street smart guide	redraft current documents and create new smart guides that flag the priority of flood risk measures	Borough Wide	High	Medium	Highways/Transport	2 year	Investigation / Feasibility / Design	LBHF		Highways/Transport	Spatial Planning	EA	No	annual	Mar-24
Collaboration	LBHF54	Set up regularly meeting with Thames Water to monitor their action plan. Develop funding and joint working opportunity	Commit Thames Water Senior offices for a bi-weekly meeting to discuss flood risk issues and progress of their action plan and update on condition of their sewers and encourage sharing of data	Borough Wide	Medium	Medium	Highways/Transport	ongoing	Communication / Partnerships	LBHF		Highways/Transport	Spatial Planning	EA	No	annual	May-23
Projects	LBHF60	Investigate the use of open public space to store water by creating areas that are low lying so they flood to create temporary lakes that slowly release the water over a set period of time to create more capacity in the borough.	Working with Parks and Housing need to identify current locations that would add benefit to flood risk.	Borough Wide	Medium	Medium	Highways/Transport	ongoing	Flooding Mitigation Action	LBHF		Highways/Transport	Spatial Planning	EA	No	18months	Jun-25