

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

Monday 24 July 2023 at 7.00 pm

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

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## MEMBERSHIP

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

**CONTACT OFFICER:** Charles Francis  
Governance and Scrutiny  
Tel: 07776 672945  
E-mail: [charles.francis@lbhf.gov.uk](mailto:charles.francis@lbhf.gov.uk)  
Web: [www.lbhf.gov.uk/committees](http://www.lbhf.gov.uk/committees)

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Date Issued: 14 July 2023

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

24 July 2023

<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>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES</b>		4 - 13
	<p>To approve the minutes of the previous meeting and note any outstanding actions.</p>	

- |           |  |         |
|-----------|--|---------|
| <b>4.</b> | <b>UPDATE ON THE SPORT AND PHYSICAL ACTIVITY STRATEGY FOR HAMMERSMITH &amp; FULHAM</b>   | 14 - 21 |
|           | This report updates the Committee on progress in developing a five-year Sport & Physical Activity Strategy.  |         |
| <b>5.</b> | <b>DRAFT TREE STRATEGY</b>   | 22 - 64 |
|           | This report outlines the progress to date of the first tree strategy for Hammersmith & Fulham, detailing the vision of the strategy, how this will be achieved, and why the borough needs a tree strategy. |         |

London Borough of Hammersmith & Fulham

## **The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Minutes**



**Wednesday 29 March 2023**

### **PRESENT**

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

#### **Other Councillors:**

Councillor Sharon Holder (Cabinet Member for Public Realm)  
Councillor Stephen Cowan (Leader of the Council)

#### **Officers:**

Andrew Munk (Assistant Director Economic Development)  
David Pack (Strategic Head – Industrial Strategy)  
Joanne Woodward (Director of Planning and Property)  
Philippa Cartwright (Project Director, Planning and Economic Development)  
Bram Kainth (Strategic Director of Environment)  
Steve Hollingworth (Assistant Director Leisure, Sport & Culture)  
Richard Gill (Senior Parks Manager)  
Charles Francis (Committee Coordinator)

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

Apologies for absence were received from Jon Pickstone (Strategic Director of Economy) and Councillor Andrew Jones (Cabinet Member for the Economy).

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

There were no declarations of interest.

### 3. **MINUTES**

The minutes of the Economy, Arts, Sports and Public Realm Policy and Accountability Committee meeting held on 30 January 2023 were approved.

### 4. **UPDATE ON THE REFRESH OF HAMMERSMITH & FULHAM'S INDUSTRIAL STRATEGY**

Councillor Stephen Cowan (Leader of the Council) introduced the item. He set the context of where the Council was within the lifespan of the Industrial Strategy, as well as provide an overview of the current economic growth within the borough. Details were provided on how the strategy had evolved from the early work conducted in partnership with Imperial College, London, to where it currently stood, having incorporated continual learning from several innovation districts across the globe.

The Committee noted that the strategy took inspiration from the German model of Länder and city states. Details were provided on the role of key partners / drivers of the Industrial Strategy. In particular, the pivotal roles played by Professor Alice Gast (previous President of Imperial College London) and by Greg Jackson (Founder and CEO of Octopus Energy Group) and Sophie Devonshire (CEO of The Marketing Society) as 'business commissioners' at the birth of the strategy, as well as the shared vision of the Council and its partners to become a global economic hotspot.

Highlighting some key statistics, it was noted that Hammersmith and Fulham had received £5 billion worth of high value business investment since 2017, which was more than all of the rest of West London put together. The reason the Council was taking the strategy into its next phase was to ensure it was inclusive, developed further, and by doing so, became the new Silicon Valley in Europe.

Andrew Munk (Assistant Director Economic Development) reiterated the aim of the taking the strategy into its next phase and the Committee noted that officers were working on a action plan and governance plan to oversee the strategy.

David Pack (Strategic Head – Industrial Strategy) provided a presentation which covered the following aspects:

- The progress made since 2017.
- Contextual change - the different social and economic backdrop.
- The changed context along with relevant manifesto commitments – An indicative chapter/topic list (of 1.Opportunity, 2. Growth,3. Inclusion and 4. Place).
- Some illustrative outcomes under each of the four chapters.
- The wider considerations for refreshing the Industrial Strategy.
- A suggested time-line for the strategy.
- Employing a culture of delivery to drive a refreshed industrial strategy.

Councillor Adam Peter Lang commented that the term 'refresh' was a good word to use. He explained it was important to take stock of where the strategy was. He

highlighted his interest in the pandemic and mused what was the same, what was different and what would be different in urban areas in the future. It was important for the Council to be ambitious but also realistic in what it set out to achieve. He commended the innovation and suggested this could be communicated more clearly to residents.

Referencing a book entitled *No Ordinary Disruption: The Four Global Forces Breaking all the Trends* – Councillor Stephen Cowan explained that compared to the Industrial Revolution, current change was happening 10 times faster, on 300 times the scale and with 3 million more times the impact. Paraphrasing his words, while it was very difficult to predict what the economy would look like in 10 years' time, what was certain, was that it would be science based. Comparing and contrasting the approaches taken in the United States and South Korea he suggested that in the future, the world would be dominated by the smartest industries. Further discussions focused on the United Kingdom's rating on the Bloomberg Innovation Index, several innovation districts as well as some of the lessons stemming from the pandemic, such as the rise of remote working through Zoom and Teams and the influence this had on work patterns.

Referencing the report, Councillor Ashok Patel commented on the progress which had been made since the refresh, and in particular, the level of investment which had been attracted to the borough, the creation of a further jobs and importance of economic inclusivity.

Commenting on job creation, Councillor Stephen Cowan confirmed the Council had concentrated on providing office space, as well as high quality laboratory space which was essential for the future economy. It was noted that to maintain start up and scale ups, these spaces also needed to be affordable and flexible. In terms of the inclusivity, the Committee noted that a multi-million pound EdCity development, which includes a major youth centre was being built in White City to provide opportunities to young people across the borough.

Andrew Munk added that while the report set out what the Council already knew, including the role of Black Lives Matter and the pandemic in raising the profile of inequality, taking the strategy to its next stage would specifically address inclusivity by providing opportunities. Referring to current work streams, he also highlighted the importance of intersectionality, and by analysing datasets, the Council would be able to assess how successful it was being in delivering its aims. David Pack confirmed that 6,500 jobs in the digital / creative sectors had been created since 2017. He also provided further details on the data sourced through the dealroom.com database, which generated the estimates of investment into high growth businesses in the borough.

Councillor Jackie Borland commended the progress which had been made. She asked about what was being done to assist the 3,300 residents with no qualifications and how it was envisaged the strategy would affect the areas outside the White City Innovation District, such as its impact on Fulham Broadway.

In response, Councillor Stephen Cowan confirmed the Industrial strategy was for the whole borough. It was noted that White City had received approximately £1.5 billion

of the current £5 billion total investment figure. Details were provided about how the Council worked with developers to encourage growth, its relationship with Imperial College in building affordable homes for students / faculty, and also concentrating on providing flexible office space. Discussion also focused on the outreach work being conducted across the borough, and the signposting the skills which were required in the current and future employment marketspace.

Councillor Jackie Borland suggested that reading the report as a lay person, there was lots of information about Imperial College, White City and the White City Innovation District, but it might be helpful to add some key points and a further narrative on some of the key concepts to help explain these in more detail.

In response, Councillor Stephen Cowan, confirmed the vision was for the whole borough to feel like a large campus, where it was green and a pleasant place to live, the air was clean, with vibrant shops but also an exciting place to be as there was a large scientific endeavour on the doorstep.

Councillor Liz Collins asked several questions. Firstly, she enquired about artificial intelligence and the effect this would have on industry in the future, and specifically if the borough was ready for this challenge. And secondly, she noted that many women faced challenges returning to work (after the pandemic) and asked if businesses were going to provide childcare.

In response Councillor Stephen Cowan confirmed that affordable childcare was important and provided details of what the Council was doing to address this challenge. In relation to artificial intelligence, Andrew Munk provided details of how the Council was working with schools and thinking about the curriculum so that skill-sets for the future were developed. With regards to childcare, Andrew Munk explained that the borough was unusual in that it recognised that childcare was a key driver in developing the Industrial Strategy and the council would be working in partnership with business to improve provision. The Leader referred to the German approach to childcare and how this was enshrined within its constitution.

Councillor Rory Vaughan, the Chair, commended the progress which had been made but underlined that the update needed some tangible signs of success, including some telling statistics of residents that had been assisted to achieve skills and employment. Referencing the Cultural Strategy and the Civic Campus within the agenda, he noted these areas were also building blocks for the development of the Industrial Strategy. The Chair welcomed the progress which had been made and requested that it was revisited in a year's time.

**Action – That the borough's Industrial Strategy be revisited at April 2024 committee meeting – Andrew Munk**

## **RESOLVED**

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

## 5. UPDATE ON DEVELOPMENT OF A CULTURAL STRATEGY FOR HAMMERSMITH & FULHAM

David Pack, Strategic Head of Industrial Strategy introduced the report which provided an update on the development of a cultural strategy for Hammersmith and Fulham.

The Committee noted the strategy included three strategic themes, each of which were supported by outcomes. Officers confirmed these were intended to be delivered as a shared endeavour by all partners involved in the strategy's implementation, with specific responsibilities set out in an accompanying, detailed action plan. These themed outcomes were the fundamental goals that the strategy sought to achieve, and they provided direction for all the actions and decisions made during the implementation process:

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

In terms of timescales, David Pack confirmed the intention was to present the strategy to Cabinet this summer (2023) and would include an action plan appended to the draft strategy.

Councillor Ashok Patel asked for further details to be provided on Activist Group and in terms of consultation, whether minority ethnic groups had been engaged. In response, David Pack provided details of who Activist Group were and their role in developing the Strategy. In terms of the consultation phase, he confirmed this had been far and wide and had included faith and community groups. And although a scientific approach had not been taken (to consultation) there had been a breadth of approach which had focused on geographic areas.

Councillor Adam Peter Lang noted that young people had very different views and perceptions of what culture was, and asked if the strategy could be strengthened in this regard. In response, Andrew Munk, Assistant Director Economic Development explained the strategy could be tweaked, so that more emphasis was placed on young people. He explained that ensuring there were clear pathways for the young people was important and the opportunities section of the strategy did need to be strengthened to make it more prominent.

Councillor Liz Collins highlighted the heritage aspects of the strategy and asked officers what young people perceived their heritage to be. In response, officers confirmed that to reinforce the strategy, the outcomes from the six workshops which had been conducted with young people in January 2023, could be incorporated within the strategy.



Councillor Jackie Borland asked about the consultation which had been conducted as part of the Christmas markets held in Hammersmith and North End Road in late 2022 and how many residents were engaged? In response, David Pack explained that this work was done by Activist and several hundred people had been canvassed.

**Action – David Pack to provide further information regarding the consultation undertaken at Christmas markets held in Hammersmith and North End Road.**

Councillor Jackie Borland commended the work which had been done so far on the Cultural Strategy, and especially the efforts in relation to heritage. She highlighted that the Borough had a number of wonderful sites and further work was required to highlight these. In response, David Pack confirmed the Council planned to recruit new staff focusing on the visitor economy to the borough.

**Action - David Pack - The Chair request that the visitor economy be brought back to the committee in the future**

The Leader, Stephen Cowan, commended the communications work which had been done but highlighted there was a different skillset to marketing some of the borough's key assets. Taking the Committee's views as a whole, the Leader welcomed the idea that a marketing plan for the Arts and Culture Strategy should be developed.

**Action – Andrew Munk / David Pack - That Officers develop a marketing plan for the Arts and Culture Strategy**

Closing the item, the Chair, Councillor Rory Vaughan confirmed that there was a significant opportunity to take the marketing plan for the Arts and Culture strategy forward. He confirmed there was a noteworthy amount of history within the borough and it was important the heritage and cultural aspects were explored further.

The Committee and Andrew Munk thanked Paul James from Activist and Thomas Dodd, Arts Officer, for their work in developing the strategy.

**Resolved**

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

**6. CIVIC CAMPUS PROGRAMME UPDATE**

Joanne Woodward (Director of Planning and Property) introduced the report which provided a progress update on the Civic Campus and the plans for the coming year.

Philippa Cartwright (Project Director, Planning and Economic Development) provided a presentation which covered the following aspects:

- The project scope and delivery.

- The opportunities afforded by the civic campus (Regeneration of western King Street, new homes, café, restaurant, shops, office and entertainment etc).
- Details of the buildings and their context within the civic campus footprint.
- A before and after set of visualisations.
- Details of the energy strategy and use of a ground source heat pump.
- Details of the design and co-production work.
- Details of the design awards which had been won.
- Progress to date and future works.
- The impact of the civic campus and details on place shaping.

Councillor Adam Peter Lang commended the civic campus as a landmark of local democracy renewal. He asked if he were a local resident, rather than a Councillor, how would he find out about the project. In response, Philippa Cartwright provided an overview of the build to date, some of the issues that had arisen and explained that officers were currently working on a communications plan that would be rolled out in early June 2023. These details would be available on-line, in print and would clearly set out what the civic campus was and its goals.

Councillor Ashok Patel noted the estimated cost and projected income streams from the project and asked if Officers could comment further. In response, Philippa Cartwright confirmed the latest position statement was set out in February 2023 Cabinet report. Commenting further, the Leader, Councillor Stephen Cowan provided an update on the break-even projections for the project set against the context of stamp duty changes, Brexit, rising energy costs and the innovation required to create a sustainable invest to save project.

Councillor Jackie Borland commented on the design of the new public square in front of the Town Hall and noted that it did not incorporate any rain shelters. In response, Joanne Woodward confirmed that the Town Hall Commissioners had considered the architectural merits of the scheme, including planting and the views through the new square to the Town Hall. While shelters had been considered, it was felt on balance, that these would impinge on the views across the site to the attractive refurbished listed building. This also encouraged residents to go into the town hall and served to reinforce local democracy renewal.

Commenting further on the design, the Leader, Councillor Stephen Cowan confirmed a considerable amount of thought had gone into ensuring the town hall felt a special place. An aim of the civic campus had been to lock in future democracy and ensure the buildings became a time capsule of where local democracy currently stood.

The Chair, Councillor Rory Vaughan, asked about the status of Nigel Playfair Avenue. Officers confirmed this would be pedestrianised and would be highlighted in future communications about the civic campus. Reflecting on what the Leader had said, the Chair concurred that the new civic campus had a different feel (to the old iteration of the town hall) and this needed to be communicated to residents. In terms of the work conducted so far, the Leader, Councillor Stephen Cowan confirmed the site had been marketed heavily during the Planning phases and about fifteen exhibitions had been held to date. As well as incorporating world class design, the building would have its own curator, be inclusive, strong green credentials and be

Lord Rogers last building. The Chair was pleased to learn that the marketing plan for the Civic Campus would start in the near future.

## **Resolved**

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

## **7. UPDATE ON THE DEVELOPMENT OF THE BOROUGH'S PARKS FOR THE FUTURE STRATEGY**

Steve Hollingworth (Assistant Director Leisure, Sport & Culture) provided a brief introduction, which was followed by a presentation from Richard Gill (Senior Parks Manager) on the development of the borough's parks for the future strategy.

The presentation covered the following aspects:

- Defining the Strategy
- Setting the goals, including:
  1. Quality
  2. Accessibility
  3. Listening to residents
  4. Building alliances for change
  5. Celebrating the good stuff
  6. Staying Active
  7. Climate and biodiversity aware
  8. Measuring performance
- Setting a timetable
- Progress to date and next steps

Councillor Adam Peter Lang commented on the use of open spaces during pandemic period (for physical and mental health well-being) and agreed the Council had been right to close the parks early on. He noted that parks were important, as a high proportion of residents did not have their own personal outdoor space. He supported the work that was being undertaken and requested more trees were planted across the borough.

Given the heat waves and drought London suffered in 2022, Councillor Adam Peter Lang asked if there was any scope to drill in any of the borough's parks to access groundwater and mentioned it was important that any new developments and changes to parks usage were clearly communicated to residents.

In response, Steve Hollingworth confirmed there would always be a formal tension over parks usage (dog walking, formal sport, activities and general recreational usage). He also confirmed that there was a bore hole in Hurlingham Park. In relation to selling parks and celebrating what they offered, he explained that new signage incorporating QR codes had been devised to enable residents to access information and a new online booking system was up and running (so that pitches / areas could be booked for activities).

Councillor Ashok Patel asked what consultation had been done with schools (in relation to the Parks Forum) as some schools such as Hurlingham Academy did not have a playground. In response, Steve Hollingworth confirmed that parks were being booked (and heavily used) by schools but it was a difficult balance to strike between managing the space and sustainability of the parks. He confirmed that officers would continue to engage with schools and include them in the second consultation phase of the strategy.

Councillor Jackie Borland noted that a number of private events had been held in Bishops Park and Hurlingham and it was important to residents that these spaces were returned to public use as quickly as possible. So, while events such as Polo in the Park were popular and well attended, it did close Hurlingham Park for a number of weeks. In response, Steve Hollingworth agreed there was a balance which needed to be struck between commercial and community events and ensuring sufficient engagement and consultation was conducted in advance. Commenting further, Councillor Stephen Cowan provided details on the commercial aspects of Polo in the Park and how this had grown and developed over successive years.

Councillor Liz Collins commented on some of the issues that had arisen at Oktoberfest (beer festival) last year and asked if the LET Team would be patrolling future events. In response, Councillor Sharon Holder (Cabinet Member for Public Realm) confirmed the Authority were very mindful that parks needed to be returned to their normal usage quickly and Oktoberfest had been affected by very poor weather conditions (which had damaged the grass). She confirmed that the Oktoberfest event would not be returning this year to Lillie Road Recreation ground.

The Chair, Councillor Rory Vaughan confirmed he had seen the new signage and commented that the ancillary information about each of the parks was useful, interesting and had enhanced parks across the borough. The Chair asked officers to explain what the Parks Forum was and how they envisaged they would make use of this in conjunction with Friends Groups. In response, Steve Hollingworth provided details on the Parks Forum and explained that, over time, Friends Groups had evolved from a means to address specific issues. The Committee noted there were currently thirty Friends Groups which were supported by two Environment Officers and the Parks Forum acted as an umbrella organisation which represented the collective Friends Groups. Steve Hollingworth confirmed that the Parks Forum would review the memorandum of the Friends Groups to ensure they were truly representative (of local residents and their concerns).

The Chair asked about the Capital Programme, what this looked at, and whether this was reviewed by the Parks Forum. In response, Steve Hollingworth confirmed that the Parks Capital Programme was funded through Section 106 Agreements and that approximately two thirds of the current three-year programme had been delivered. The Chair asked Officers to comment on the upkeep of playgrounds within parks. In response, Richard Gill explained that playgrounds typically lasted between fifteen to twenty years, but this was dependant on what materials they had been made from. And so, the (anticipated) longevity of playgrounds and play spaces were factored into the Capital Programme. The Chair asked if playgrounds were replaced on a like for like basis. In response, Richard Gill confirmed that in the case of Brook Green for example, the timber had rotted away, and so when these were replaced it was

always a balance between materials, longevity and aesthetics. Steve Hollingworth confirmed that before any decisions were taken, feedback from Friends Groups was considered.

Concluding the item, the Chair noted that there had been changes to the weeding strategy. Officers confirmed that work was ongoing and suggested this topic could be investigated further towards the end of the year.

## Resolved

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

Meeting started: 7.00 pm  
Meeting ended: 9.55 pm

Chair .....

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

# Agenda Item 4

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

**Date:** 24 July 2023

**Subject:** Update on the Sport and Physical Activity Strategy for Hammersmith & Fulham

**Report authors:** Debbie Peters-Mill; Sports Development Manager  
Paul Smith; Sports Development Officer

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

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### SUMMARY

This report updates the Committee on progress in developing a five-year Sport & Physical Activity Strategy. Following the recommendations of the borough's Community Sport & Physical Activity Network (CSPAN) presented in the last report to this Committee in January, there has been further extensive engagement and consultation with CSPAN members, sports organisations, and local stakeholders including education and disability forum representatives and the draft of the strategy and action plan are now close to completion and are summarised in this report for this Committee's further views and input.

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### RECOMMENDATIONS

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

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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>
Building shared prosperity	The Sport & Physical Activity Strategy recognises the importance of schools, public sector and private sector organisations investing in facilities that the wider community can benefit from. This includes expanding opportunities for low-cost provision for hard-to-reach groups in the community.
Doing things with local residents, not to them	Disability & mental health programmes and events are delivered that include consultation with disability/dementia

	<p>specific stakeholder organisations (Bishop Creighton House, Dementia Action Alliance) and ensuring the needs of the users are given consideration when planning provision for them by taking a Co-production approach.</p>
Being ruthlessly financially efficient	<p>The strategy identifies the importance of our local sports clubs and grassroots organisations working towards sustainability and the need to support communities to deliver more grassroots activity. The Sports Development Team and CSPAN can provide advice, signposting, and networking opportunities for clubs to access greater resources for project delivery. As well staff training and club development that in the long term can help them keep fees charged to the public for their activities at an affordable rate. It is also reflected in the decisions the Council make about which sports initiatives they provide financial/logistical support to, base on the number of residents benefitting from the project outcomes.</p>
Taking pride in H&F	<p>Theme 2 of the strategy addresses the need to provide opportunities for every child to have a positive attitude to sport &amp; physical activity. This priority includes the promotion and delivery of large-scale sports programmes like London Youth Games, which offers young people the chance to feel a sense of prestige and pride in representing their borough. One of sports developments aims is to achieve an increase in the number of state school pupils competing at Youth Games in more of the non-traditional sports i.e., Fencing and Aquathlon, so that there is a sense of greater opportunity and inclusivity with regards to sports opportunities in H&amp;F.</p>
Rising to the challenge of the climate and ecological emergency	<p>Theme 5 of the strategy identifies the need to improve our environment to encourage an increase in physical activity. This includes developing 'grey areas' that have the potential to be transformed into a community-based exercise facilities such as an outdoor gym or multi use games area (MUGA) which can create a boost in residents/young people's sense of</p>

	wellbeing, there is growing demand for various uses of park space. The priority for CSPAN is that our green spaces be preserved for the benefit of sports while also balancing the need for care/maintenance of the borough`s stock of football pitches and tennis courts.
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## Papers Used in Preparing This Report

- A) Sport & Physical Activity Strategy Action Plan:
- B) 'Rising to the challenges of our time, together'. Labour Manifesto 2022: <http://democracy.lbhf.gov.uk/documents/s120330/Appendix%201%20-%20HF%20Labour%20Manifesto%202022.pdf>
- C) A review of the successes and ongoing work from the last strategy
- D) Sport England's' Uniting the Movement Strategy 2022
- E) The latest active people`s strategy.
- F) H&F Public Health and Wellbeing priorities
- G) Comments from The Economy, Arts, Sports and Public Realm Policy and Accountability Committee in January 2023.

## Background

Since August 2022 the Council has been engaged in the development of a five-year sport & physical activity strategy for the borough that reflects our aspirations for community sport. These will be achieved by our local organisations increasing opportunities for participation amongst the least active in our most deprived areas of the community. There will also be a focus on creating partnerships between stakeholder groups that have direct engagement with the communities they work in, to utilise their local knowledge and relationships to deliver successful activities and programmes, that contribute to enhancing the health, and physical and mental wellbeing of our residents'.

Sport England, has the remit to set a national framework to improve participation in sport and physical activity and therefore their latest strategy, has been taken in consideration in formulating the borough`s strategy. Sport England`s strategy for is a 10-year plan that sets out priorities for transforming lives and communities and aims to address some of the inequalities that exist in sport & physical activity. The full strategy is outlined in Appendix 1.



The CSPAN has been the platform used to obtain input from sports organisations and activity groups that provide projects and programmes to deliver outcomes aligned to the priorities (themes) of the strategy. The CSPAN group meets quarterly, and its membership is outlined in Appendix 2

## **Stakeholder and resident engagement process**

It is proposed to consult stakeholders and residents and on the draft strategy before final sign off, to ensure there is community ownership. This will be in two distinct phases:

- Phase 1: Consulting with community sport providers and other stakeholder groups involved in sport/community projects including the CSPAN, to agree the strategy priorities and action plan. Timescale - August –early September 2023.
- Phase 2 – Public consultation (online) of the final draft, promoted through council, and stakeholder comms,- late September – October 2023.

## **The Draft strategy**

A summary of the draft strategy is outlined below:-

### **Vision –To become the most active borough in the UK.**

This will be achieved by providing targeted interventions for the least active in our most deprived communities, to improve health, wellbeing, and community cohesion. Interventions coordinated by Sport Development will be designed to create sustained moderate to vigorous activity, improving health outcomes by reducing the chances of suffering from cardiovascular disease, diabetes, certain cancers, mental health issues and other illnesses.

### **Mission -To promote, support and to make sport accessible to all .**

We will promote healthy lifestyles through targeted education to encourage our residents to live healthier and happier lives.

## **Themes and outcomes**

The strategy consists of five strategic priorities, each supported by an action plan to achieve the desired outcomes.

These are intended to be delivered as a shared endeavour by all partners involved in the strategy's implementation, with specific responsibilities set out in a detailed action plan which be developed and agreed through the stakeholder engagement. These priorities are the fundamental goals that the strategy seeks to achieve, and they provide clear direction during the implementation phase.

The priority themes are as follows:-

**Priority 1**

**Promoting accessible physical activity for those less active in the community.**

**Supporting actions**

- Promote good practice amongst H&F leisure contract providers, e.g., targeted free swimming for children by Virgin Active (Fulham Pools) & GLL (Janet Adegoke).
- H&F leisure contractors i.e. (GLL & Virgin Active) will support local health & wellbeing initiatives developed by Public Health such as Live Well Summer Health Fayres, Play Streets. Etc
- Supporting Mental Health. We will support activities & events that are targeted to the dementia community through our local partners such as Dementia Action Alliance, DanceWest, Open Age and Sands End Arts & Community Centre who are key stakeholders in engaging with this community.

**Priority 2**

**Provide opportunities for every child to have a positive attitude to sport & physical activity.**

**Supporting actions**

- Reducing barriers to participation '***give every school child the opportunity to row***' will be delivered by Fulham Reach Boat Club. Their Learn to Row, State Schools Rowing programme and Junior Bursary programme will both contribute to this commitment.
- Fulham Reach will also be supporting junior rowing in H&F by managing the borough's London Youth Games indoor rowing and regatta squads for the 8<sup>th</sup> consecutive year.
- Continue to promote School Games & London Youth Games opportunities to our schools so every child has the opportunity to compete and excel.
- Establish and maintain partnerships with local coaches, clubs, and youth clubs.

### **Priority 3**

**Maintaining provision for those already active to remain so.**

#### **Supporting actions**

- Promote & signpost community sports clubs and physical activity groups to residents that require specific needs.
- Establish and maintain local networks such as the CSPAN and Hammersmith Park/Power League Community Advisory Board to ensure residents continue to enjoy affordable and sustainable sport & physical activity programmes.
- Facility Investment: Identify opportunities for new and refurbishment community provision & hubs for physical activity. E.g., Hurlingham Park, and Linford Christie Stadium.
- Maintain sustainable use for schools to use H&F sports facilities for curriculum sessions, after school clubs, school sports days and club linked sessions.
- Support that are delivering socially prescribed outcomes to provide access and concessions for these activities.

### **Priority 4**

**Supporting communities to deliver more grassroots physical activity.**

#### **Supporting actions**

- Identify training needs and affordable CPD opportunities that provide for the upskilling of local coaches and support of fledging sports groups/clubs to ensure their programmes are safe spaces for the participation by children and vulnerable adults.
- Support community engagement projects delivered by the three professional football clubs to ensure a coordinated and consistent offer across the borough.

### **Priority 5**

**Improving our environment to encourage an increase in physical activity.**

#### **Supporting actions**

- Work with national governing bodies of sport to explore opportunities

for investment in our sports facilities in parks.

- The refurbishment of facilities at Hurlingham Park and the refurbishment/redevelopment works at Linford Christie Stadium, through match fund investment from National Governing Bodies.
- Refurbishment of disused parks building to support sport and physical activity.
- Address the need for improved access to data, to help target activity where it is most needed.

## Monitoring of the Action Plan

The CSPAN will monitor the delivery of the action plan which will include:-

- Assessing the viability and prioritisation of new projects/programmes, taking into consideration resources required.
- Setting targets, measures, and key performance indicators to assess and maintain progress.
- Sharing intelligence, encouraging cooperation, and joining things up to reduce duplication of effort.
- Taking remedial action when required.
- Reporting on progress, both to the Council and the wider community.

## Next Steps

Produce the draft strategy for consultation with the CSPAN and develop an action plan.

Consultation with residents.

Cabinet for approval.

Publish strategy.

## LIST OF APPENDICES

Appendix 1

Sport England Strategy

[Uniting the Movement | Sport England](#)



CSPAN members PAC  
report appendix 2.doc

CSPAN membership  
Appendix 2

CSPAN (Community Sport Physical Activity Network) members

Bishops Park Tennis/Rocks lane  
Brompton Swimming Club  
Chelsea FC Foundation  
DanceWest  
Dementia Action Alliance  
Friends of Hammersmith Park  
Friends of Wormwood Scrubs  
Friends of South Park  
Fulham Cricket Club  
Fulham FC Foundation  
Fulham Reach Boat Club  
GLL  
Health Champions  
H&F Parks Team  
H&F Sports Bookings  
Jolof FC  
Kensington Dragons FC  
Lawn Tennis Association  
London Sport  
London Sports Trust  
Open Age  
Our Lady of Fatima Church  
Power league  
Public Health  
QPR Community Trust  
Queens Club Foundation  
Sands End Arts & Community Centre  
School Games Organiser  
Street games  
Switch Sports  
Thames Valley Harriers  
Virgin Active  
Young Hammersmith & Fulham Foundation

# Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

**Date:** 24 July 2023

**Subject:** Draft Tree Strategy

**Report author:** Jessica Bastock, Service Manager (healthy streets)

**Responsible Director:** Mark Raisbeck, Director Public Realm

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## SUMMARY

This report outlines the progress to date of the first tree strategy for Hammersmith & Fulham, detailing the vision of the strategy, how this will be achieved, and why the borough needs a tree strategy.

The strategy is currently maturing towards a final draft, and this report is for information on the progression of the strategy.

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## RECOMMENDATIONS

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

**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>
Building shared prosperity	Promoting tree planting, community engagement and better urban forest management. All of which are evidenced to increase sustainability, improve aesthetics and to boost the economy and in-turn build prosperity within the borough and public realm.
Creating a compassionate council	Developing active citizenship with residents and stakeholders, improving communication, and promoting an environmentally aware community that supports the council's ambition of being

	the greenest borough.
Doing things with local residents, not to them	Outlining active and strategic engagement with our residents that improves their quality of life such as educational events, walks, tree planting days and annual residents' surveys to foster the relationship between council and the community.
Being ruthlessly financially efficient	Identifying methods of acquiring external funding and cost saving strategies such as a consistent and effective funding application process, the development of our tree donation program, working with external partners to reduce the cost of planting and improving internal procedures to ensure less trees are lost, less money is spent on their replacement and more trees are planted through for the benefits of all.
Taking pride in H&F	By increasing canopy cover and environmental awareness, the strategy provides the environment required for residents to be proud of their borough. We demonstrate high aspirations by outlining the means to increase our canopy cover to meet target for England proposed by the EIP, ahead of the timeline they have proposed. We provide the platform for residents to play active roles in achieving said targets, fostering pride and shared equity in their borough.
Rising to the challenge of the climate and ecological emergency	The tree strategy, guided by emerging policy, internal strategies and a number of external partners outlines a shift towards ambitious, strategic and proactive tree management with the primary vision of becoming the greenest borough. These targets paired with internal policies, such as prioritising native tree planting and proactive tree planting, aligns with the Climate and Ecology Strategy and the Environmental Improvement Plan 2023. This supports the credibility of our targets and ensures the most current policy is adhered to, in order to combat the climate and ecological emergency as effectively as possible.

## Background Papers Used in Preparing This Report

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### DETAILED ANALYSIS

#### Background on H&F trees and the need for a strategy

1. To determine the baseline for the strategy, work was undertaken to understand the current value of the tree stock. This was undertaken using the councils tree data, open source software i-Tree and data from the London Data Store (GLA) and Forestry Research. Figure one outlines the headline figures from this research.



Figure 1, overview of H&F current (2023) tree stock

2. The London wide canopy cover is 20% and the Mayor of London aims to increase this by 10% by 2050 (London Environment Strategy 2018). The Environmental Improvement Plan (2023) aims to achieve England wide target of 16.5% by 2050m we aim to achieve this by 2030, paving the way for greater canopy cover goals beyond this.
3. Consideration of how the council manages its tree stock, works with stakeholders, and manages private trees through development was undertaken to identify gaps in processes and areas for improvement.
4. Examples of areas for improvement were identified as the need for the development of existing policies and procedures, new policies, training for contractors and council staff, increasing funding for tree planting, and improving communication with residents.



5. A tree strategy for H&F will provide roadmap of how the council can improve its tree management, increase canopy cover, and improve the service for residents, achieving shared targets and improving the quality of life of the constituent.
6. The tree strategy is being led by the healthy streets team in highways, however it is a borough wide strategy that covers all council owned land and is being supported by the relevant Parks and Housing teams, along with the Climate Change Team and Planning team and a range of external partners.
7. The strategy is developed using with guidance from the newly published Tree and Woodland Strategy Toolkit (TAWS), developed by The Tree Council and commissioned by DEFRA. Lessons learned from workshops delivered by The Tree Council have guided the strategy directly. Similarly, they have reviewed the initial draft with a view to comment on the final draft and proposed an ongoing working relationship.
8. The strategy is from 2023 to 2030, which aligns with the Environmental Improvement Plan 2023 (EIP), along with the councils Climate and Ecology Strategy. This period of seven years will allow us to research our current tree stock, implement the action plan and achieve our targets. This will pave the way for new, greater targets that will be guided by the 2030 review of EIP, as well as the learnings from the strategy.

### **Vision, objectives, and action plan for the strategy**

9. The vision for the strategy is to contribute to becoming the greenest borough.
10. To meet the vision three key objectives were identified, to increase canopy cover from 14% to 16.5%, to preserve and improve current tree stock and to work closer with residents and businesses.
11. To determine how to meet these three objectives, 12 key areas for development/goals were identified. And its these 12 areas that help form the action plan for the tree strategy. Figure 2, show how the 12 areas are linked to the three objectives and vision.



Figure 2, the vision, and objectives of the tree strategy

12. The tree strategy contents will follow the 12 key areas, outlining how each area will meet the vision and objectives.
13. The strategy will be supported by an action plan, with 40 actions designed to deliver the three objectives to meet the vision.
14. The actions are set to a time frame, with a department lead, and are costed. We use an action plan framework already used effectively internally. By specifying these details it ensures are targets are specific, measurable, achievable, realistic, timely (SMART).

### Next steps for the strategy

15. The strategy is moving to its final draft and procurement for graphics and design are being undertaken with final data being collected.
16. The final draft of the strategy is due for completion in August with the aim to consult on this in September and publish later in 2023 after sign off by cabinet.

### Feedback on the draft Strategy

17. The main issue for consideration is feedback on the draft strategy. The PAC is invited to review the draft tree strategy and provide comments to allow the final development of the strategy.

**LIST OF APPENDICES**

**Appendix 1 – Draft Tree Strategy**

# Tree strategy – 2023 – 2030

## Contents

- 1. Foreword**
- 2. Introduction**
  - 2.1. The importance of trees*
  - 2.2. Our Urban Forest*
- 3. Our policies and strategies**
- 4. The Vision for this strategy**
- 5. Delivering the vision**
- 6. Action plan**
- 7. Review, monitoring, development**

**1) Foreword**

## 2) Introduction

The benefits of trees, woodlands, and greenspaces are now widely researched and accepted. These include, but are not limited to, combatting the effects of climate change, increasing biodiversity, boosting local economy, and improving the health and well-being of local communities. Considering the exhaustive range of benefits afforded by trees, they are an extremely cost-effective way of contributing to broader climate change targets and to the natural capital our urban environment.

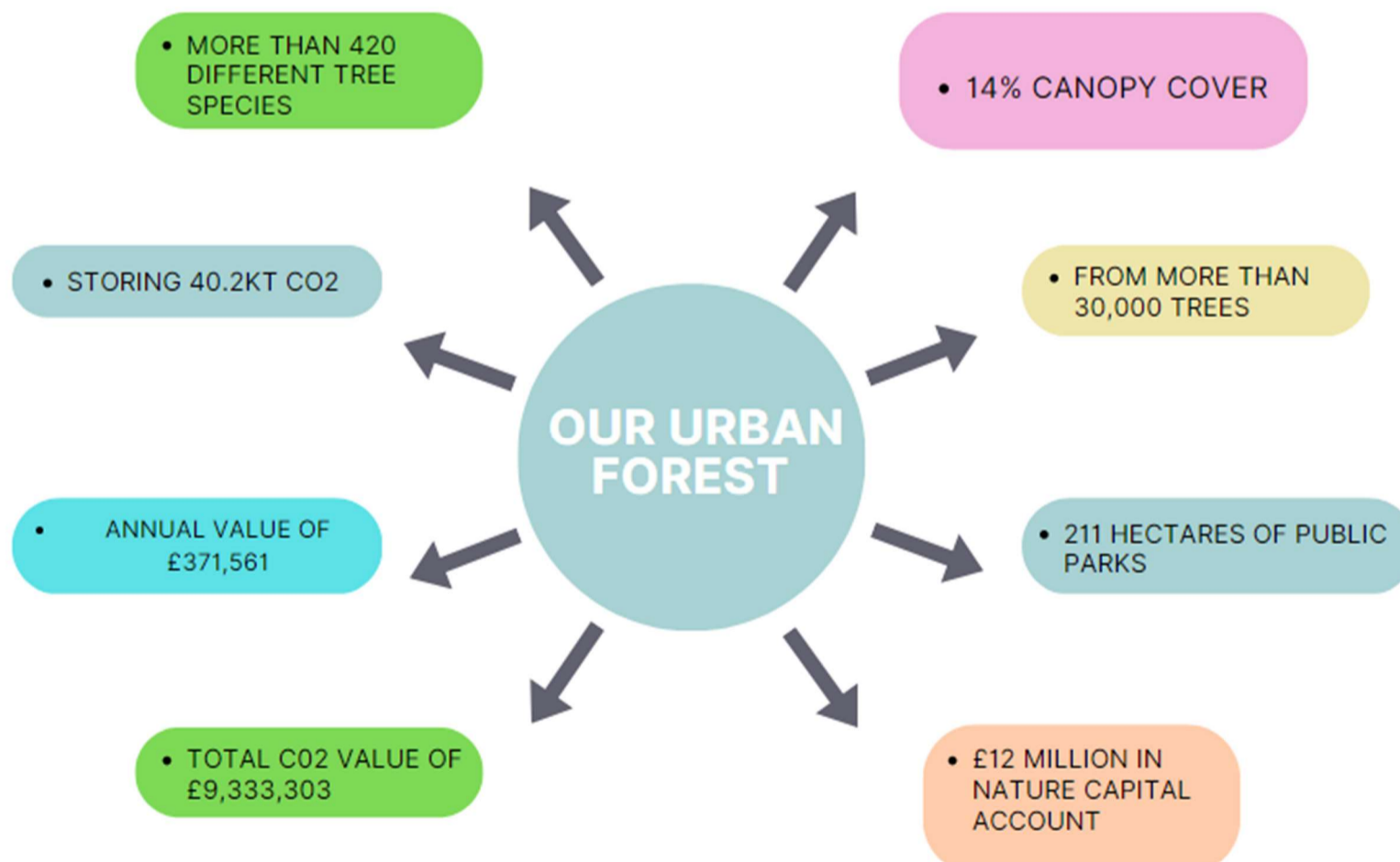
Hammersmith & Fulham council is responsible for over 20,000 trees, located in our parks, housing estates, tenanted properties, cemeteries and on the public highway, sequestering the equivalent of £370,000 of CO2 annually (see appendix 2 - i-tree report. To ensure that we manage and protect these trees to the highest standard we need to formalise a tree strategy; a rhetoric echoed by England's recently published Tree Action Plan and underpinned by the governments 25 Year Environmental Plan, and the publication of the Tree and Woodland Strategy Toolkit by the Tree Council.

This data-driven strategy will outline our vision for our urban forest for 2023-2030 and how we aim to achieve the vision in a concise and accessible document. This 7-year timeframe aligns closely with that of emerging policy and conjunctive strategies such as the EIP 5-year review process and our Climate and Ecology Strategy 2030 timeframe. This allows us to adapt and amend our targets based on shared goals. As our first Tree Strategy, we focus on research, data collection and developing procedures that pave the way for a future of strategic tree management at LBHF.

The strategy provides a roadmap to achieve our vision by detailing main objectives and the actions required to achieve them. Our primary objectives are to protect and improve our current tree stock, increase our canopy cover, and foster relationships with our stakeholders. We operationalise our actions in the Action Plan; an established framework used across the council. A strategic approach is more important than ever as we rise to the challenges posed by the climate emergency and set ambitions to contribute to becoming the greenest Borough in England.

We use primary and secondary research, software, and guidance tools to inform our aims and identify additional knowledge gaps we commit to filling. These include an I-Tree Canopy Cover report, I-Tree Eco, Lodon data store, tools provided by the GLA and outputs from our internal asset management system. This strategy is designed to work in tandem with our Tree Policy; a document that outlines how we manage our urban forest. This can be found at LBHFC.COM.

### 2.1) Our Urban forest



The London Borough of Hammersmith and Fulham is the fourth smallest borough in London and one of the most densely populated, with a population of 185,000 in 2011 census and around 80,600 households up 7% from the 2001 census. The

borough covers 1,715 hectares with 211 hectares of publicly accessible parks. Despite a lower-than-average canopy cover of 14% (see appendix – I-Tree Canopy Cover Report), compared to the London average of 21% (GLA), Hammersmith and Fulham is ranked as the 28th greenest out of the 33 London boroughs in terms of proportion of area under publicly accessible greenspace (NCA). This 14% cover includes 20,000 council owned trees that are recorded on our asset management system, thousands of saplings, woodlands, and privately owned trees. All of which contribute to recreational benefits with a total value of £326 million, carbon storage at £0.10 million, temperature regulation value of £12 million as reported by NCA)

At present, we do not have figures on privately owned trees. However, as described in the London Urban Forest Plan (2019), 20% of London’s urban forest is in private properties. Through this we estimate that more than 4000 trees are privately owned. As part of this strategy, we commit to protecting and preserving privately owned trees. This will begin with gathering data via primary research outlined in the action plan.

Our trees are recorded on asset management software used throughout the Council. We have recently integrated CAVAT data fields that in time, will give us a monetary value for individual trees urban that will support our efforts to protect our urban forest. We will continue to develop our records and make data available to the public.

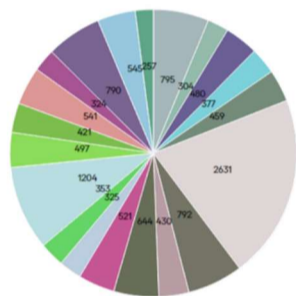


Table 1; Tree species distribution.

CARBON	CARBON (KT)	CO2 EQUIVILANT (KT)	VALUE
SEQUESTERED ANNUALLY	1.62	5.94	£371,561
TOTAL STORED IN TREES	40.66	149.07	£9,333,303

Table 2; I-Tree Canopy Cover Carbon Values

In preparation for this strategy, a borough-wide I-Tree Canopy survey conducted on 3/1/22 found that we have 14% canopy cover, an improvement of from 12%, . 70 of 500 randomly selected points were found to be trees. The canopy cover provided by our urban forest sequesters 1.62/5.94Kt of C/CO2 annually and stores a total 40.66/149.07Kt of C/CO2, with an annual value of £371,561 and a total value of £9,331,303. This is the equivalent of powering more than 7000 homes for a year.

### **3) Our Policy**

The way in which Hammersmith and Fulham council manages its tree assets and those in conservation area or protected trees is governed by national and local policy. This section outlines the policy that informs this strategy.

#### National Policy

- The **National Planning Policy Framework (Department for Communities and Local Government, June 2019)** sets out the Government’s planning policies for England and how these are expected to be applied. The Framework is a guideline for the preparation of local and neighbourhood plans and is a material consideration in planning decisions. Under the title ‘Achieving sustainable development’ and ‘Meeting the challenge of climate change, flooding and coastal change’ the document outlines the role for trees in meeting these challenges. [LINK TO NPPF](#)

#### Regional Policy

- The **London Plan (GLA, 2021)** produced by the Greater London Authority promotes economic development and wealth creation, social development, and to improve the environment in greater London.
- Throughout The London Plan greening and trees are part of several policies such as policy G1 Green Infrastructure, policy G5 Urban Greening, policy G8 Public Realm and policy G7, Trees & Woodlands which highlights the important of protecting London’s urban forests and woodlands. Within The London Plan the London Mayor, Sadiq Khan outlines a target to increase tree cover by 10% by 2050. [LINK TO LONDON PLAN](#)

#### Local Policy

- The **Hammersmith and Fulham Local Plan** is used to help shape the future of the borough and to determine individual planning applications and deliver development.
- Local Plan Policy OS5 is specific to greening the borough in relation to trees it seeks to prevent removal or mutilation of protected trees; seeking retention of existing trees and provision of new trees on development sites; adding to the greening of streets and the public realm; and making Tree Preservation Orders where justified in the interests of amenity. [LINK TO LOCAL PLAN](#)



In addition to key policy drivers, the council has several strategies that whilst they are not focused directly on trees, they have shared targets and themes, such as the Climate and Ecology Strategy, Air Quality Action Plan, and the Parks and Open Spaces Strategy.



### 3.5) Tree policies

Whereby our Tree Strategy sets out aims for the strategic management of our urban forest in the future, our Tree Policy (found here; [Trees | LBHF](#)) outlines the policies we adhere to during routine management.

These include policies for tree management on highways, parks and housing sites, as well as information on the management of trees on private land. All of our tree management and operations are underpinned by guiding legislation and standards i.e. the Highways act, Town and Countryside Act, Wildlife Act and BS39982010. (REVIEW)

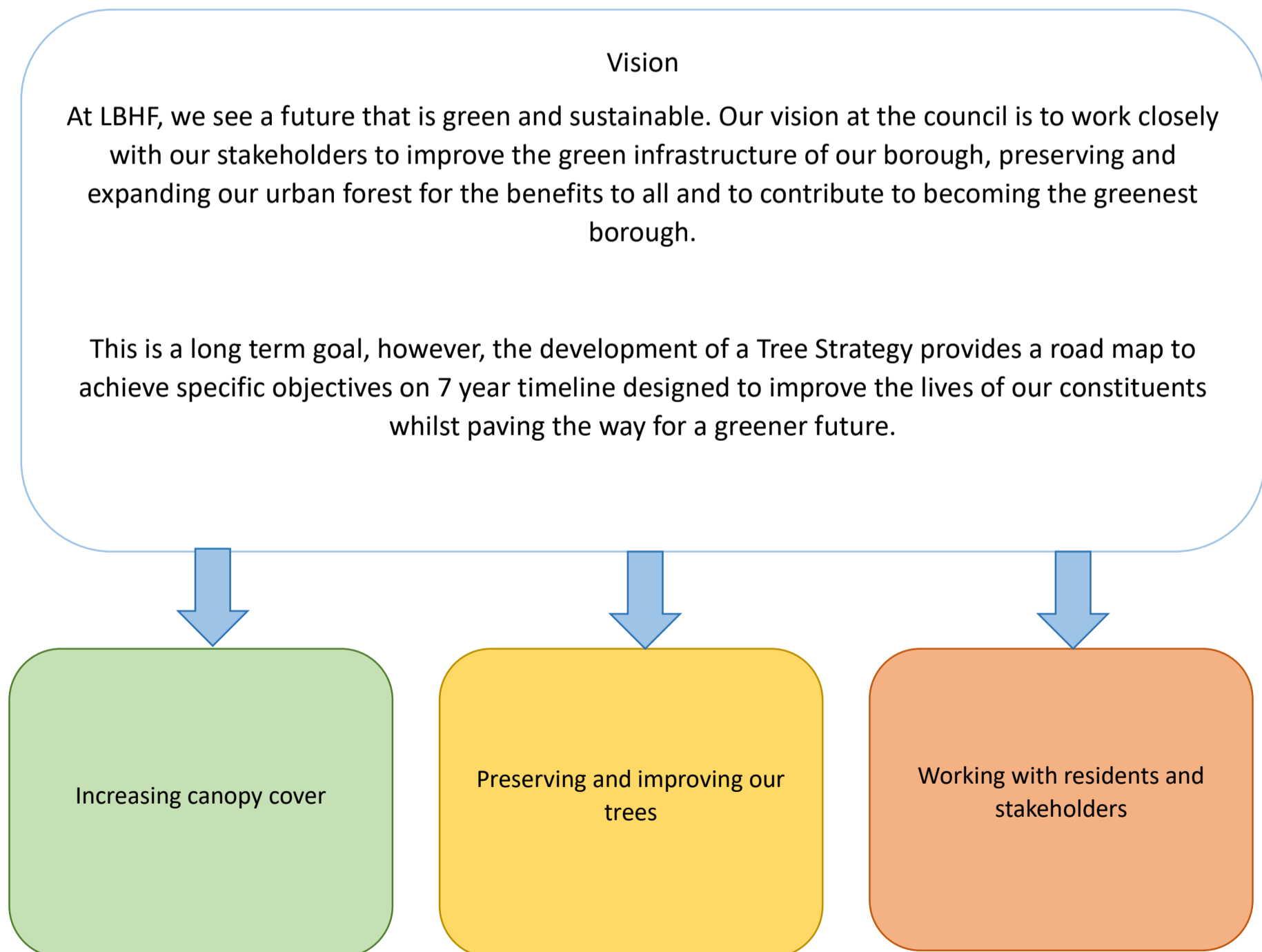
#### 4) Vision

At LBHF we see a future that is green and sustainable. Our vision at the council is to work closely with our stakeholders to improve the green infrastructure of our borough, preserving and expanding our urban forest for the benefits to all. The Natural Capital Account reported that in 2017, LBHF was the 28<sup>th</sup> greenest of 33 London boroughs. However, In the wake of the climate emergency, we have set out the ambitious target to become the greenest borough of England. This is a long-term goal, however, the development of a Tree Strategy provides a road map to achieve specific objectives over a 7 year period designed to improve the lives of our constituents whilst contributing to greater environmental targets. This document helps us deliver our obligations under the Natural Environment and Rural Communities Act, 2006 (s40: duty to conserve biodiversity), to manage our borough in-line with the National Planning Policy Framework and to target aims outlined in the Governments 25-year Environment Plan 2018, and it's revision, The Environmental Improvement Plan; 'to leave our environment in a better condition than when inherited it'.

These emerging frameworks have developed our understanding of the benefits of trees, leading to a bolstered presence in national and global policy. Evident in Chapter 8 of the London Plan 2021 and The Preparing Borough Tree and Woodland Strategies SPG, the requirement for policy driven, strategic management is vital to improve, increase and protect our urban forests. This strategic approach is also outlined in the UN's Sustainable Development Goals 11, 13 and 15, demonstrating the motivation of the global community and how strategic management at a local level can be the most effective way contribute to greater environmental targets and rise to the urgency of climate emergency.

#### 5) Delivering the vision

From a service review and research into how to meet our vision for trees in H&F, three aims have been identified, these can be seen in Fig X. In this chapter the three aims are discussed in detail, XXXXXXXXXXXXXXXX





Objective 1: Increasing canopy cover from 14% - 16.5% by 2030

The Environment Improvement Plan 2030, upheld by the Environment Act 2021, sets targets to achieve England-wide canopy cover average of 16.5% by 2050. However, to achieve our vision, we have set the aim to increase our canopy cover from 14% to 16.5% by 2030, to align closer with the London average tree canopy cover of 21% ((18% inner London – 21% outer London - GLA) and the aim to achieve 23% by 2050.

To do this we not only need to consider council owned spaces but privately owned spaces. We must consider how to fund this and importantly how what we plant now can increase the canopy to cover in future years. To achieve this there are four key areas that need to be considered below.

1.Opportunity mapping

2.Funding

3.Legacy Planting

4.Private land

## 1 - Opportunity mapping

Understanding the constraints and opportunity areas for trees planting will inform how best to increase tree planting to meet our vision. We draw on research from the GLA and learnings from our own asset management systems to prioritise tree planting.

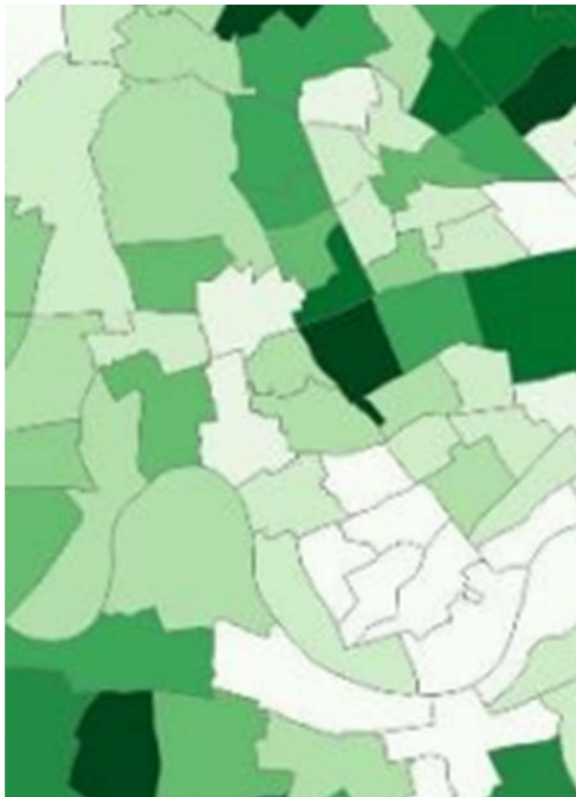
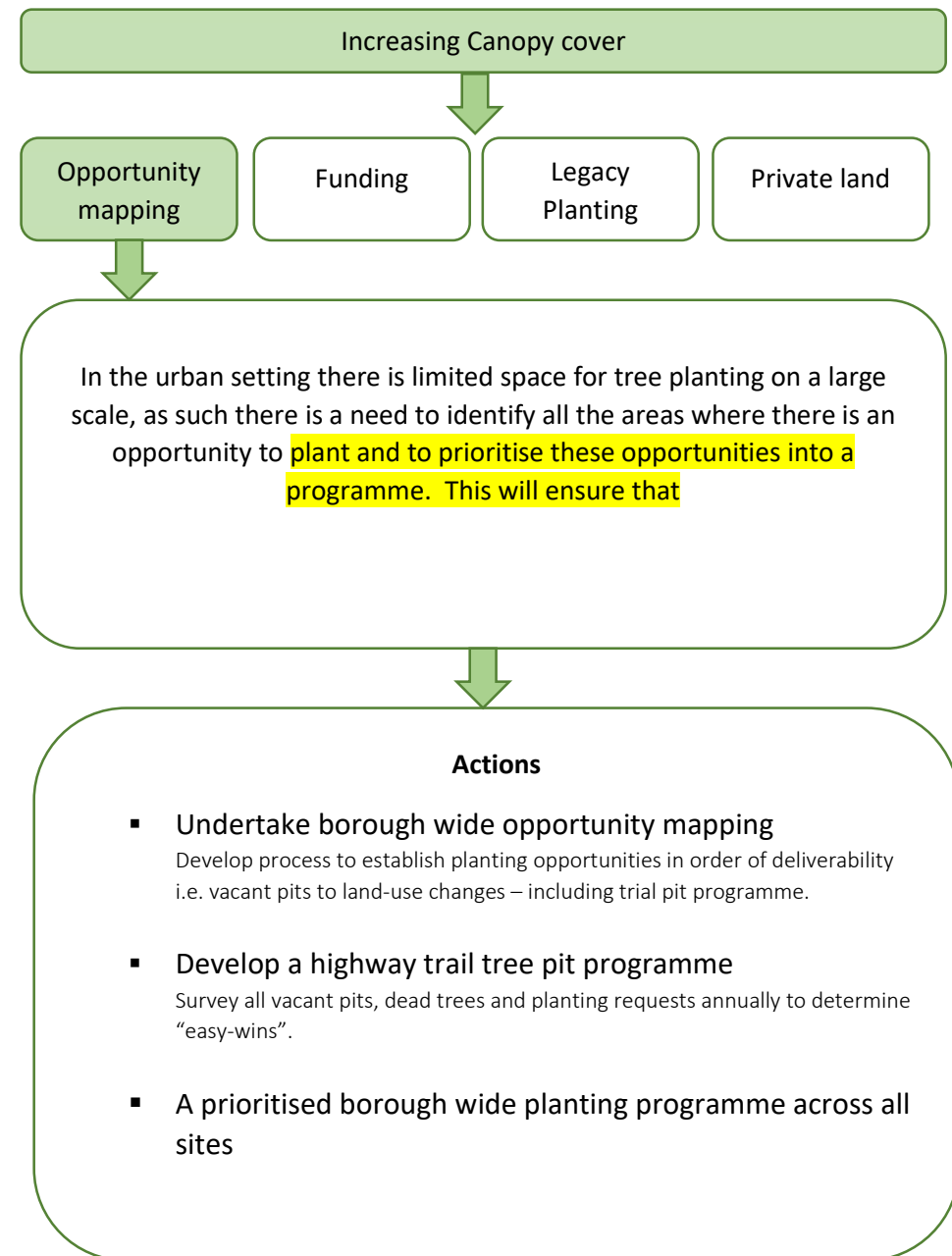
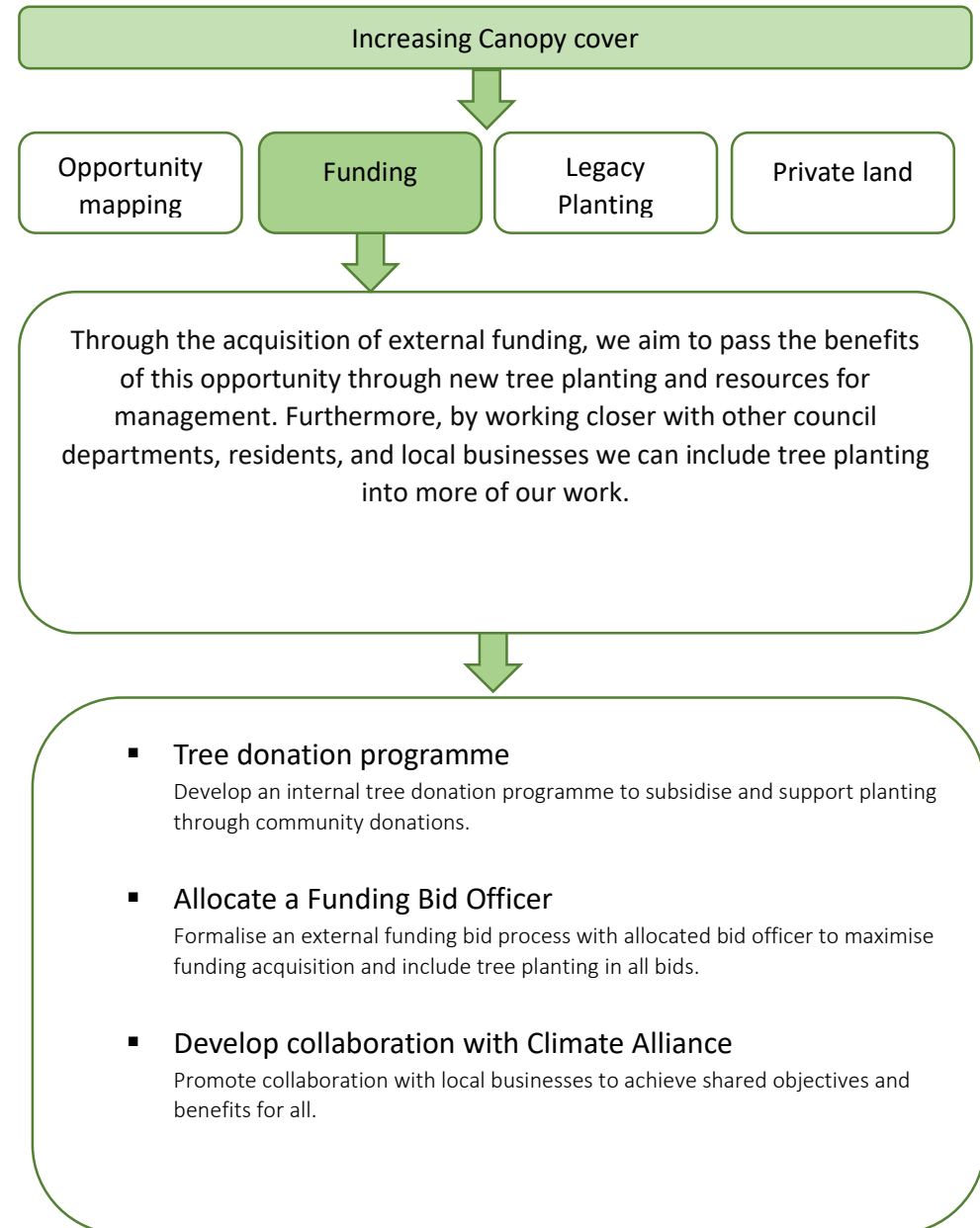


Photo X; GLA Ward Prioritisation Tool – Green/Blue Cover

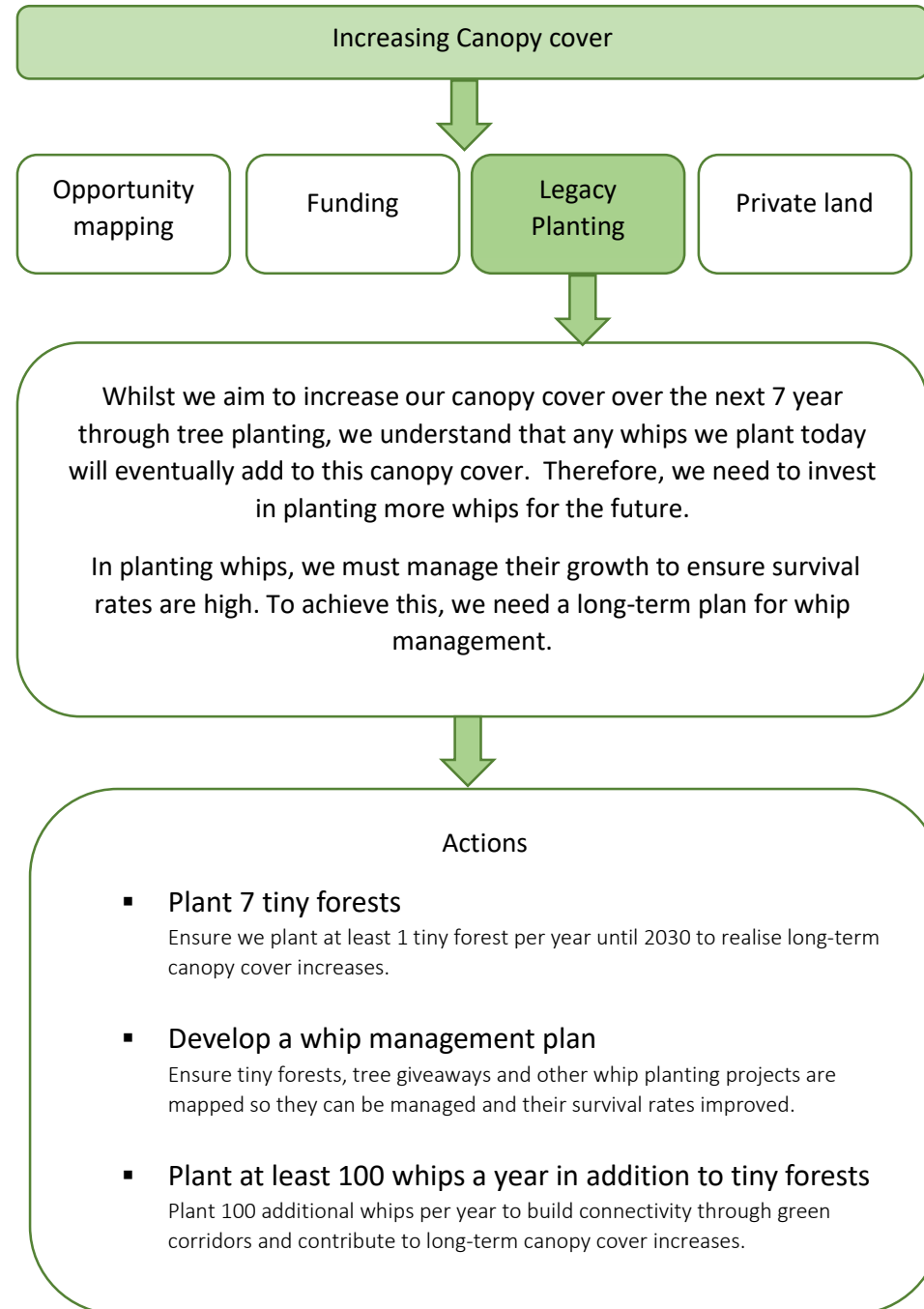


## 2 - Funding

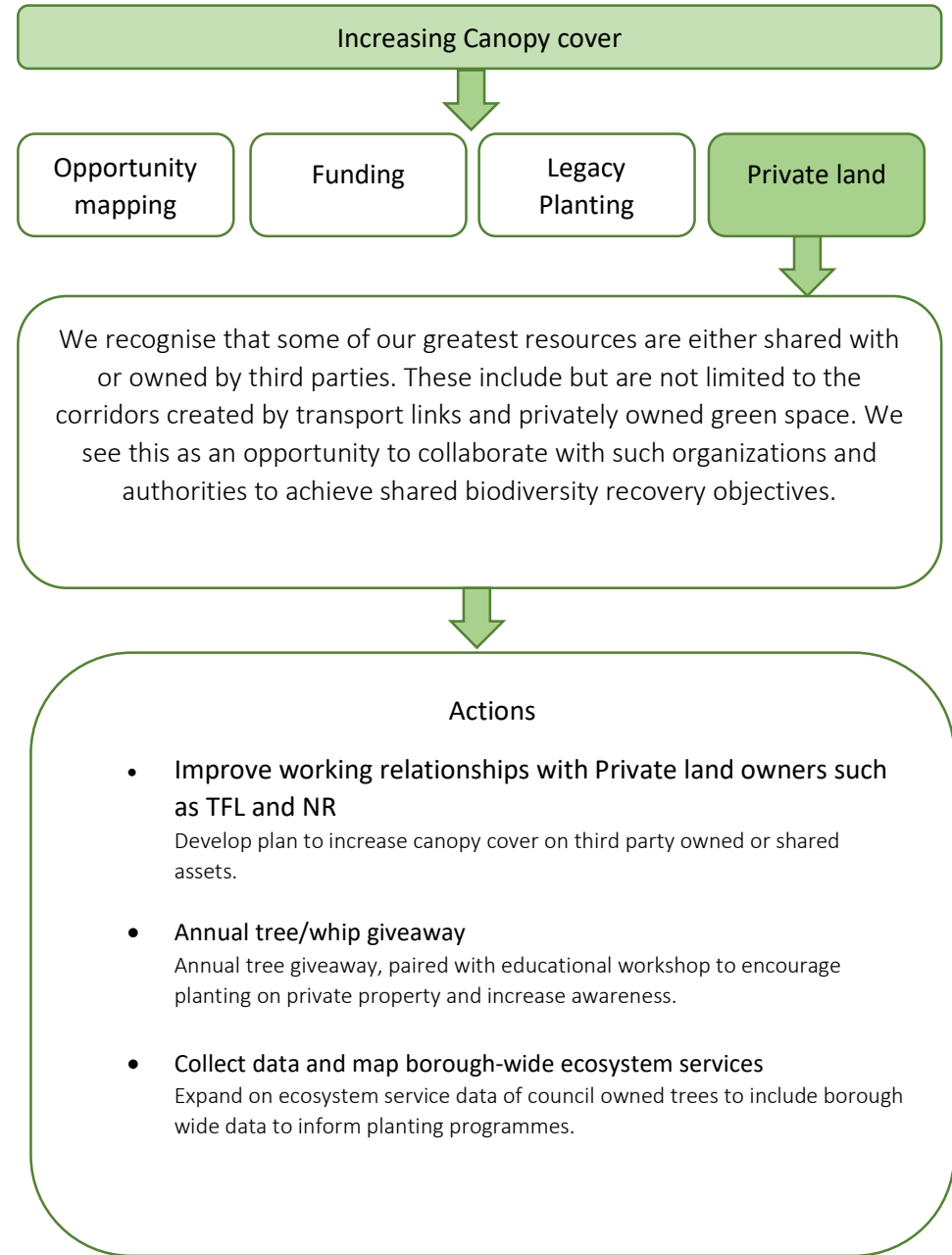
Multiple funding opportunities have been made available to local authorities from central government. External funding opportunities include the UTCF, the LATF, and the Tiny Forests initiative. To achieve a vision, we must utilise all funding support provided in order to contribute to shared goals.



### 3 – Legacy Planting



#### 4 – Private Land





### Preserving and improving our urban forest

Whilst we aim to add to our urban forest, we must make certain that we preserve it, ensuring that it can adapt to the changing climatic condition and regeneration of our borough. To do this, we must ensure that we plant the correct species that not only improve local biodiversity, but also species that can survive in the extreme conditions that we experience, such as extreme heat, drought, and flooding.

In addition, we need to ensure that we adhere to best practice in the management of our trees, and that we update our policies and practices to reflect this. We must also ensure that those regenerating parts of borough also do this.

Increasing biodiversity

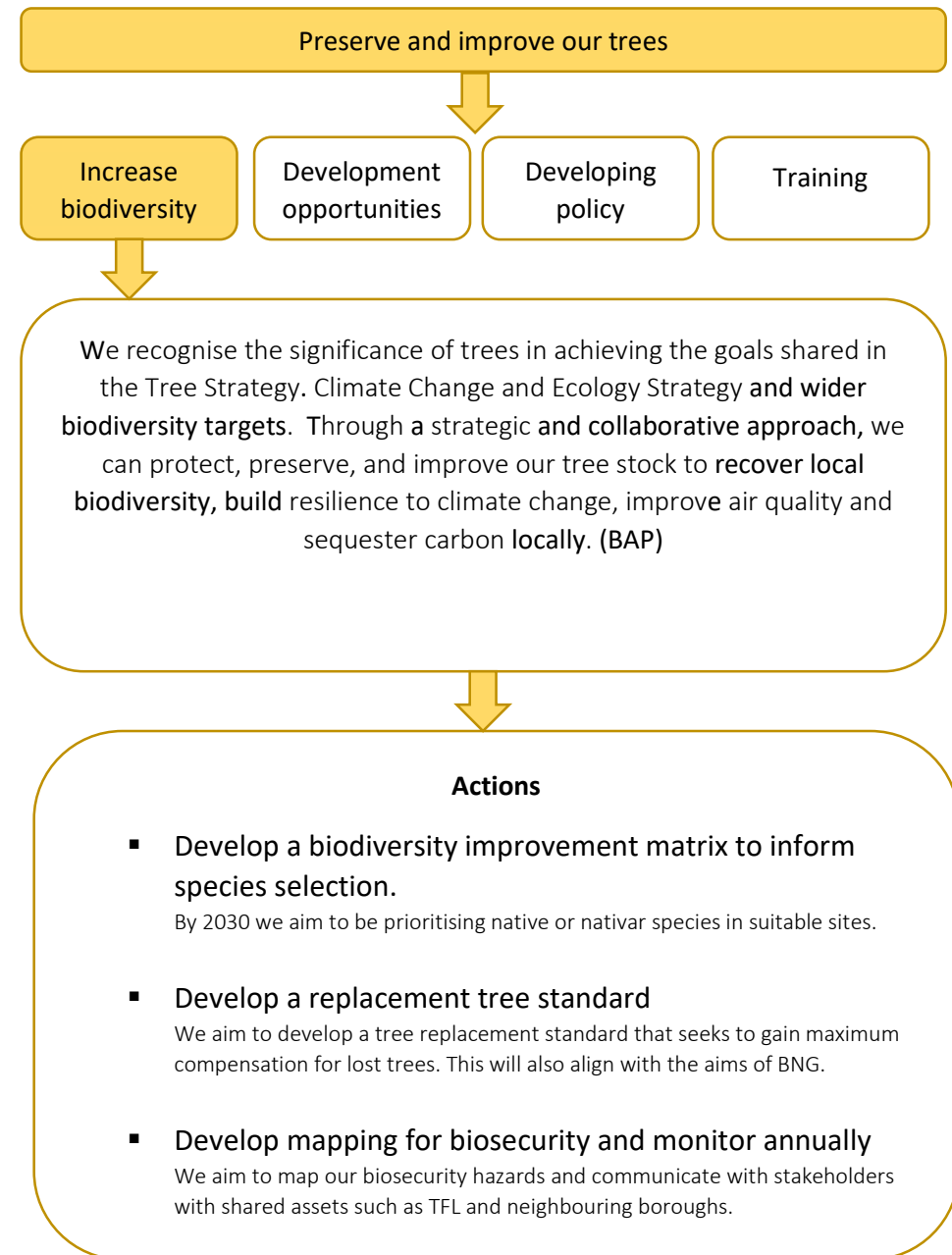
Development opportunities

Developing policy

Training



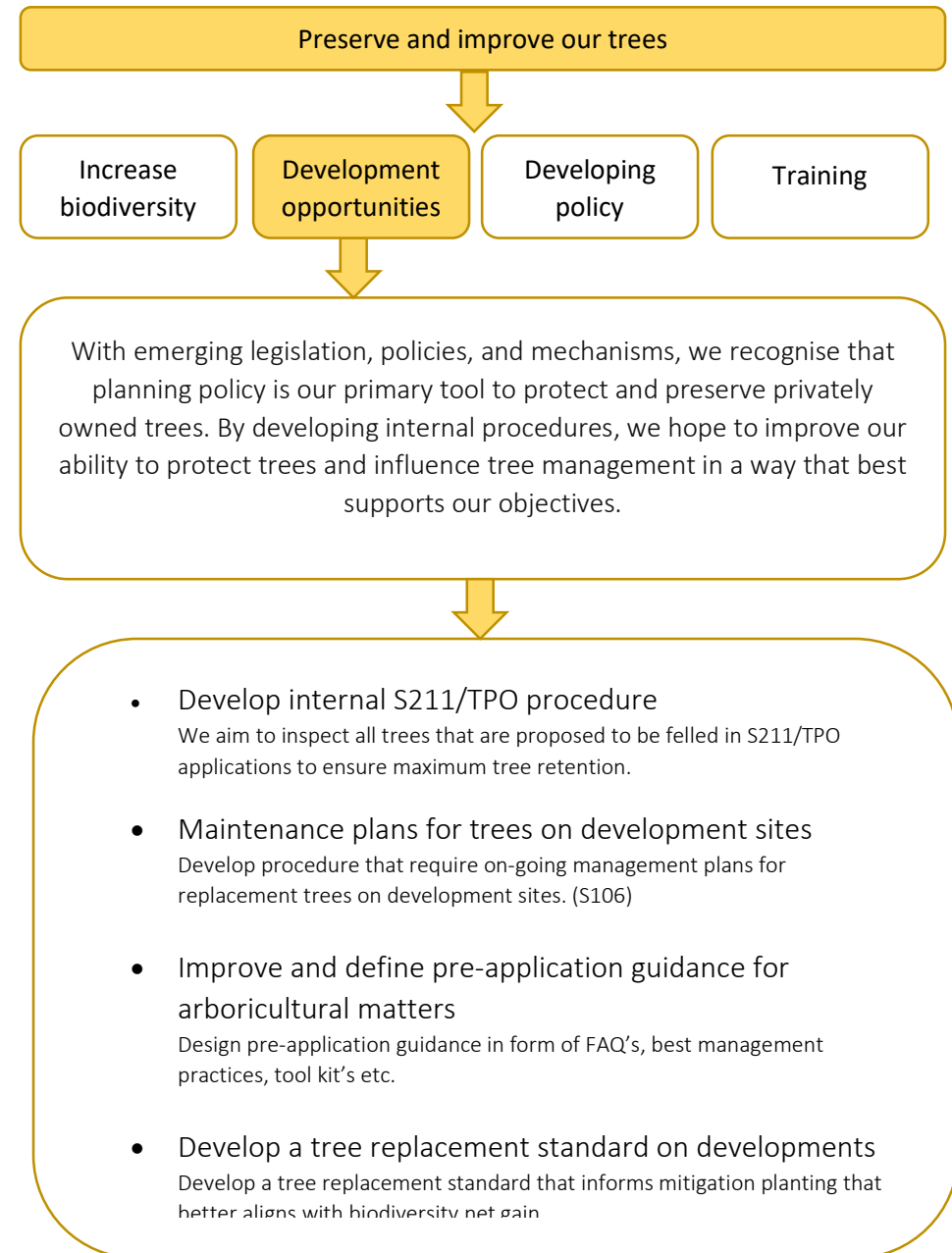
## 4 - Increase biodiversity



## 5 – Development Opportunities



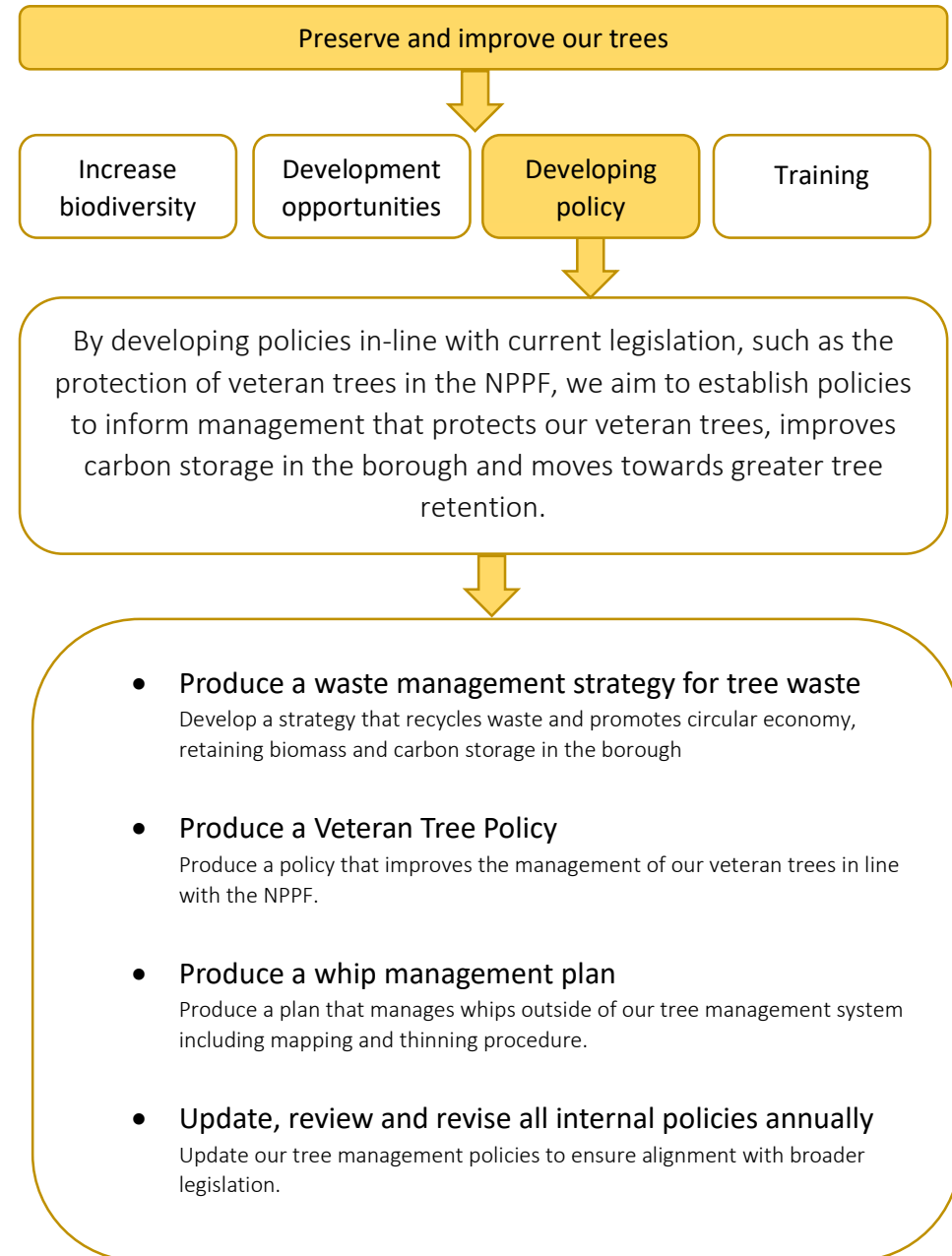
IMAGE OF CONFIRM AND HEAT MAPPING?

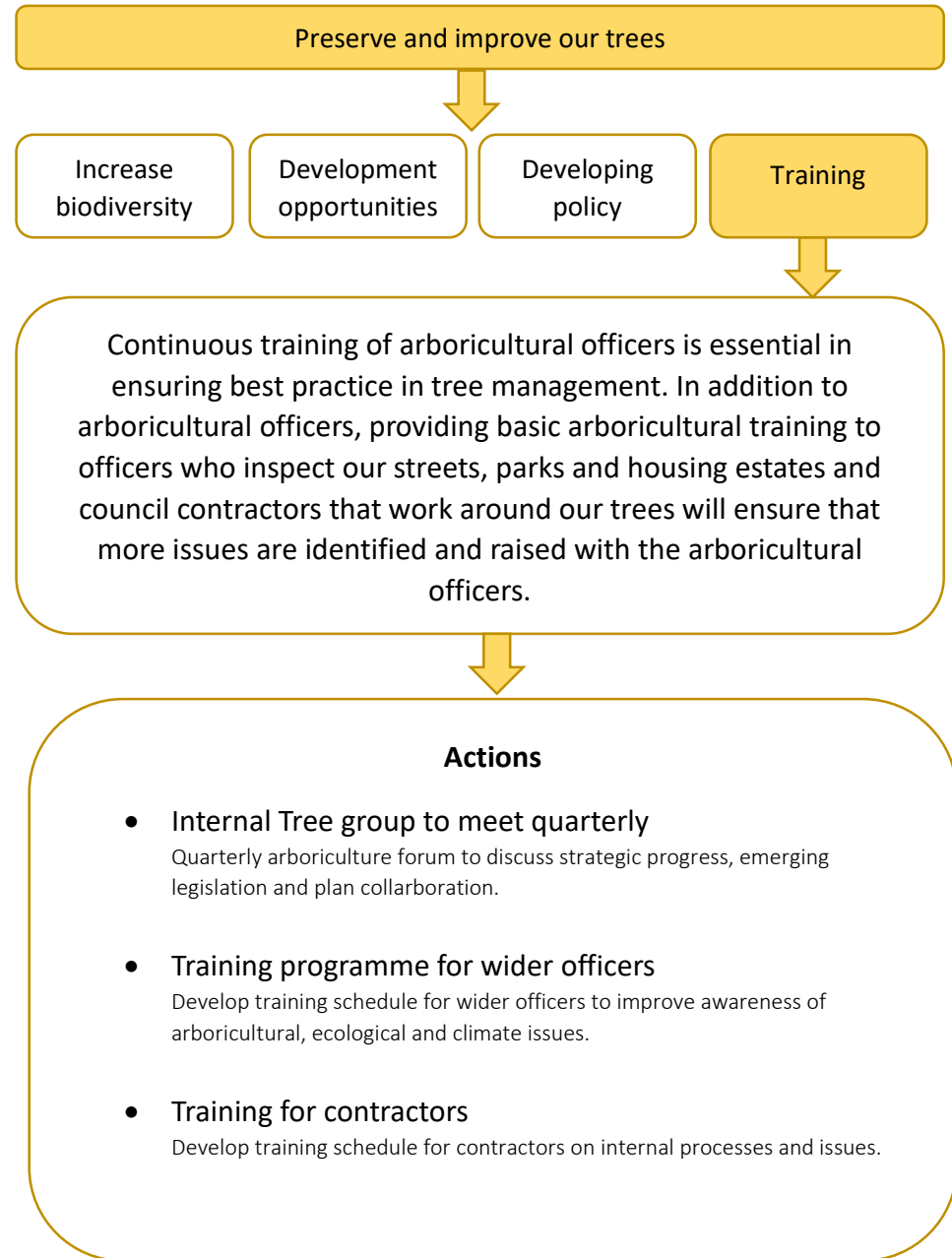


## 7 – Developing Policy



IMAGE OF THE SCRUBS AND WASTE CENTRE?







Working with residents and partners

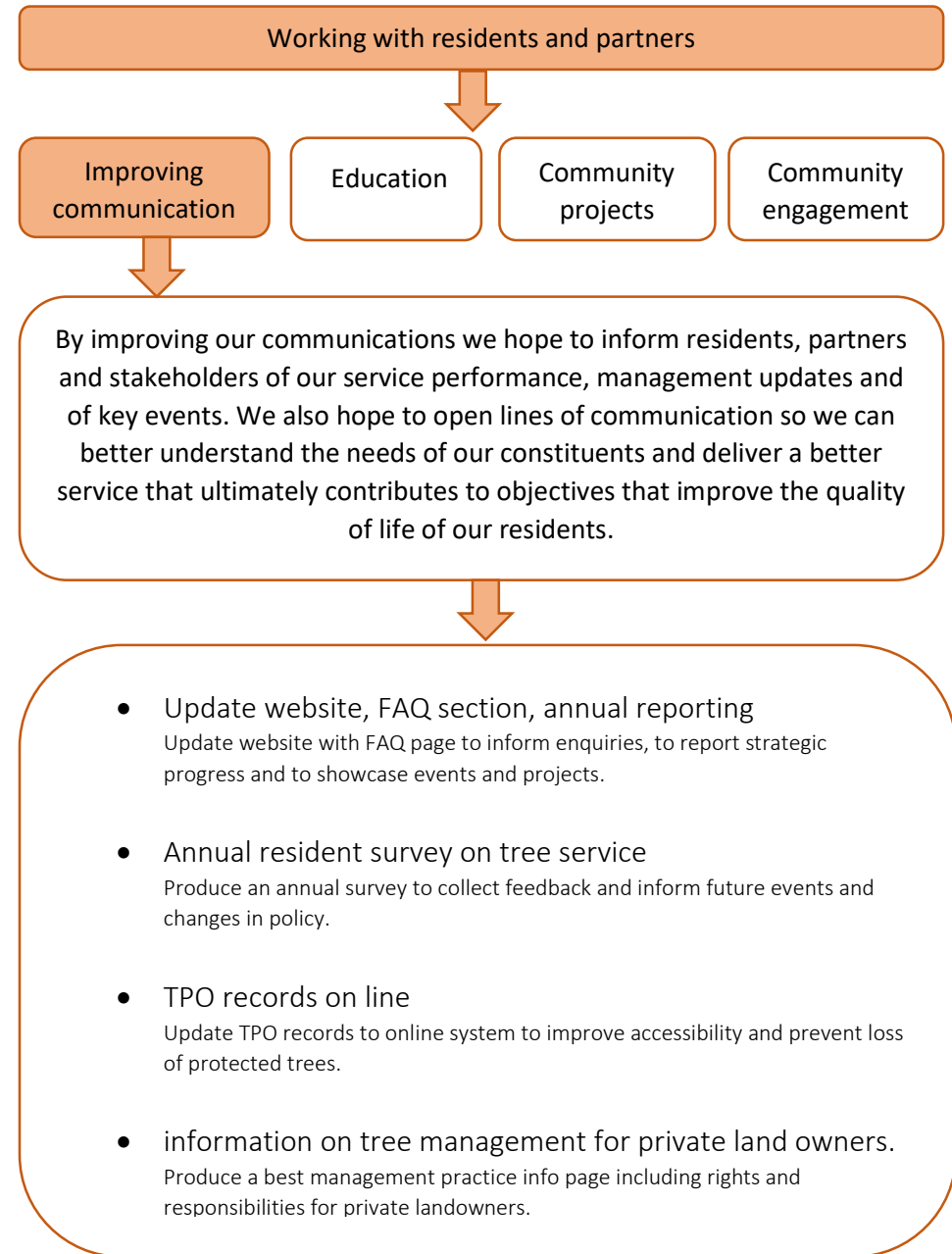
Residents, communities, and businesses are key stakeholders in delivering our objectives. It is reported that as well as environmental benefits, tree cover brings several economic and social benefits, therefore we believe it's vital that we **continue to foster partnerships with all our stakeholders**, and that we build new relationships can benefit our urban forest as well as all stakeholders.

Improving communication

Education

Community projects

Community engagement



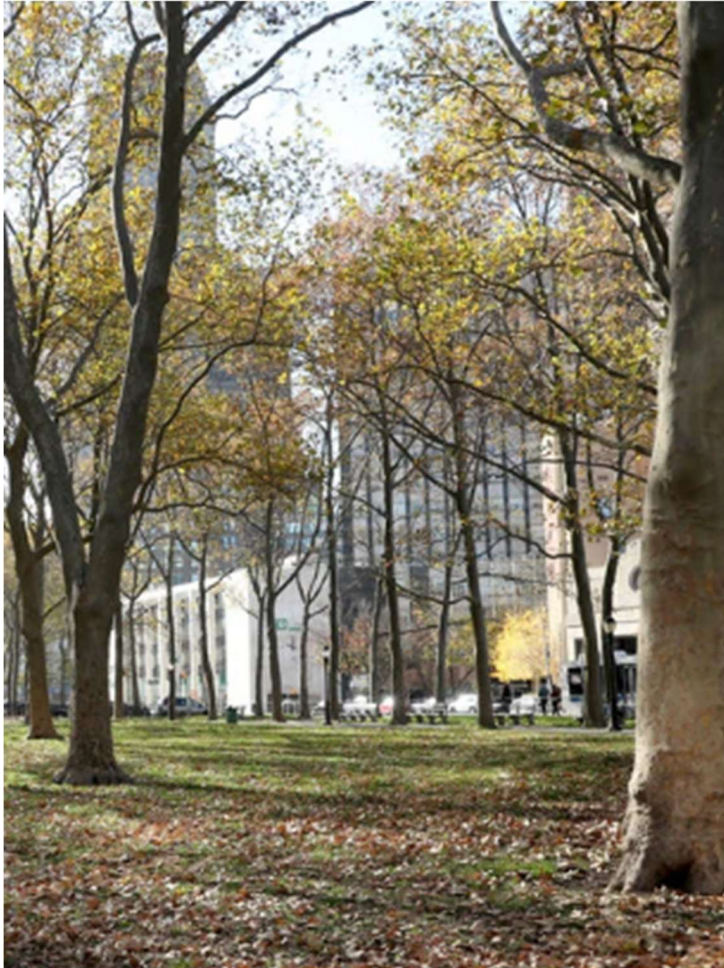
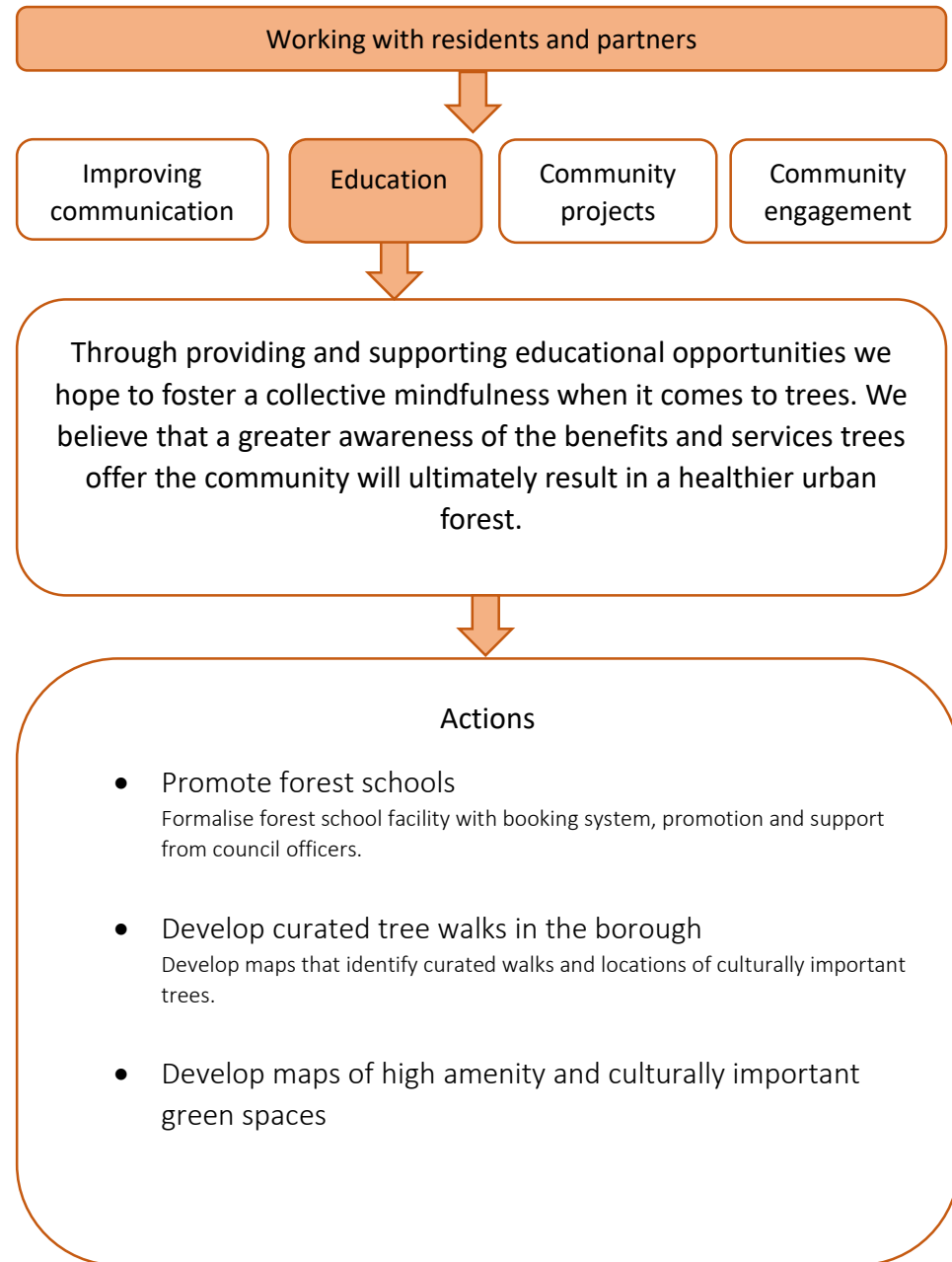
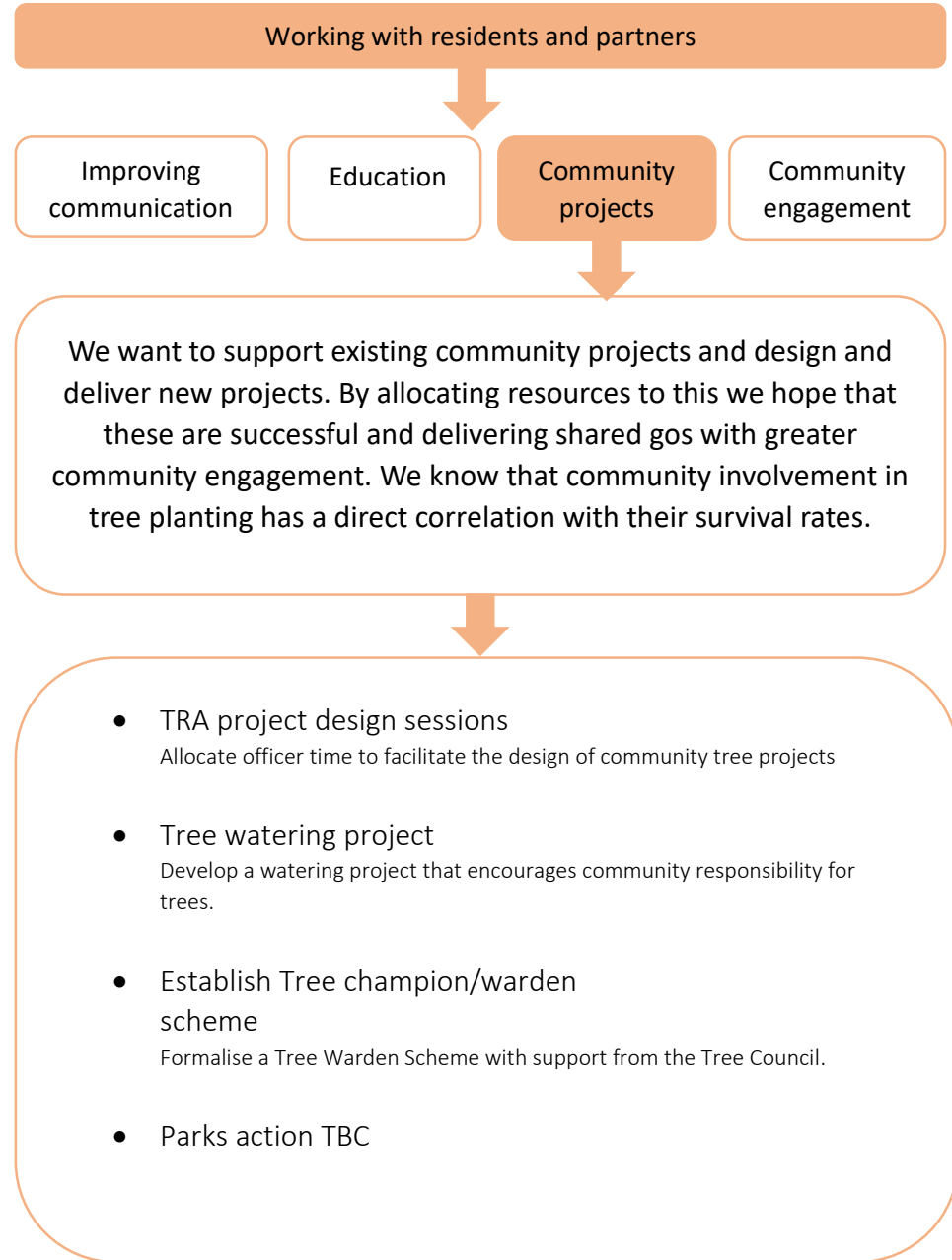
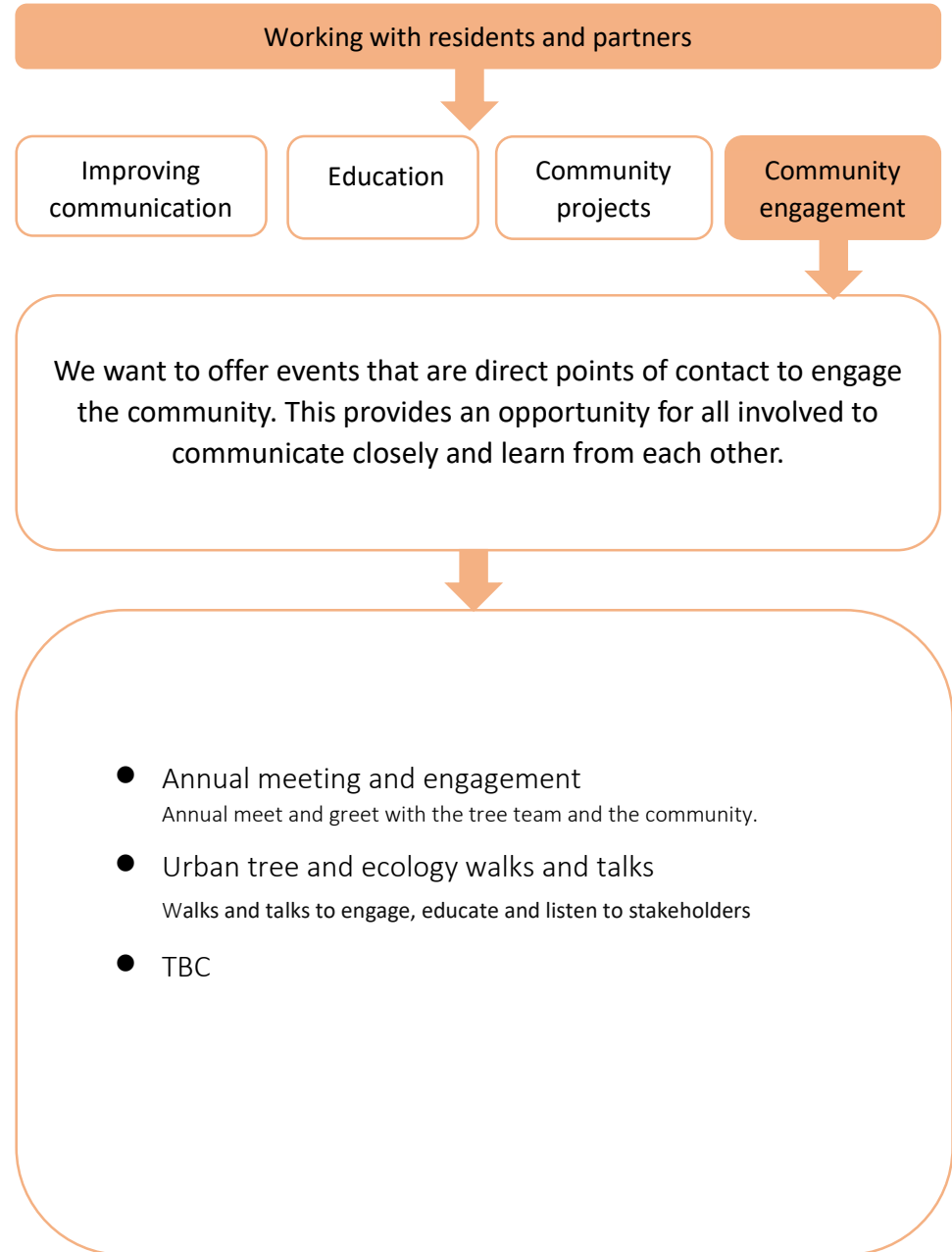


IMAGE OF FOREST SCHOOL - REPLACE









## **7. Action Plan**

Our Action Plan outlines how we intend to operationalise the actions proposed that move us towards our vision. Our Action Plan follows a framework of action, cost, benefit, timescale, responsibility and review. By doing this we systemize our means of achieving specific and measurable outcomes whilst remaining realistic and accountable. This framework is already employed in our Highways Department. By using a framework already in effective use, we make our goals more transparent and accessible for all our stakeholders.

## **8. Review, Development and monitoring**

## APPENDICES

### APPENDIX 1 – I-TREE CANOPY REPORT

#### i-Tree Canopy

#### Cover Assessment and Tree Benefits Report

*Estimated using random sampling statistics on 1/3/2023*

Abbr.	Cover Class	Description	Points	% Cover ± SE	Area (mi <sup>2</sup> ) ± SE
NT	Non-Tree	All other surfaces	430	86.00 ± 1.55	11.38 ± 0.21
T	Tree	Tree, non-shrub	70	14.00 ± 1.55	1.85 ± 0.21
<b>Total</b>			<b>500</b>	<b>100.00</b>	<b>13.24</b>

#### Tree Benefit Estimates: Carbon (English units)

Description	Carbon (kT)	±SE	CO <sub>2</sub> Equiv. (kT)	±SE	Value (GBP)	±SE
Sequestered annually in trees	1.62	±0.18	5.94	±0.66	£371,561	±41,184
Stored in trees (Note: this benefit is not an annual rate)	40.66	±4.51	149.07	±16.52	£9,331,303	±1,034,290

Currency is in GBP and rounded. Standard errors of removal and benefit amounts are based on standard errors of sampled and classified points. Amount sequestered is based on 0.874 kT of Carbon, or 3.203 kT of CO<sub>2</sub>, per mi<sup>2</sup>/yr and rounded. Amount stored is based on 21.940 kT of Carbon, or 80.446 kT of CO<sub>2</sub>, per mi<sup>2</sup> and rounded. Value (GBP) is based on £229,517.74/kT of Carbon, or £62,595.75/kT of CO<sub>2</sub> and rounded. (English units: kT = kilotons (1,000 tons), mi<sup>2</sup> = square miles)

## Tree Benefit Estimates: Air Pollution (English units)

<b>Abbr.</b>	<b>Description</b>	<b>Amount (oz)</b>	<b>±SE</b>	<b>Value (GBP)</b>	<b>±SE</b>
CO	Carbon Monoxide removed annually	0.01	±0.00	£0	±0
NO2	Nitrogen Dioxide removed annually	230,487.79	±25,547.48	£1,064	±118
O3	Ozone removed annually	771,755.24	±85,542.08	£20,391	±2,260
SO2	Sulfur Dioxide removed annually	31,099.25	±3,447.07	£53	±6
PM2.5	Particulate Matter less than 2.5 microns removed annually	107,644.01	±11,931.36	£93,032	±10,312
PM10*	Particulate Matter greater than 2.5 microns and less than 10 microns removed annually	141,684.02	±15,704.39	£134,936	±14,956
<b>Total</b>		<b>1,282,670.32</b>	<b>±142,172.39</b>	<b>£249,477</b>	<b>±27,652</b>

Objective	sub category	Action			Priority Ranking	Cost (value in £)					Timing			Owner			Review	
		What?	How?	Where?		Investigation / Feasibility	Capital	Other	Benefit	Potential Funding Source	Timeframe	Start Date	Approx. Duration	Lead Dep't H&F	Primary Support	Other Stakeholders	Frequency	Next Review Date
Increasing canopy cover	Opportunity mapping	Undertake borough wide opportunity mapping	Mapping planting opportunities by officers and compiled in GIS	Borough Wide	High	60000	20000		Planting projects ready to deliver when funding is available.	LBHF	Medium	Aug-23	2 years	HIGHWAYS	PARKS			
Increasing canopy cover	Opportunity mapping	Undertake trail tree pit programme	Investigation of planting opportunities for trees by excavating areas. If viable a tree is planted.	Borough Wide	Medium	5000	100000		Increase canopy cover, shading, aesthetic value on streets.	LBHF, S106,	Medium	Apr-24	5 years	HIGHWAYS	ALL	Residents and businesses	Annually	Mar-25
Increasing canopy cover	Opportunity mapping	Undertake a planting programme across all sites (number of trees to be detailed)	planting of X (TBC based on 2.5% increase) new trees						Sustainable urban drainage, urban cooling, CO2 sequestration	LBHF, S106	Medium	Apr-24	7 years	HIGHWAYS	ALL		Annually	
Increasing canopy cover	Funding	Tree donation programme	Create a borough wide tree donation website. Application are directed to the relevant departments handling the application with a finance system in place to manage donations.	Borough wide	Medium	5,000	10000	TBC (top up funding from council to support it)	Increases tree canopy cover	Residents and partners, LBHF	Medium	Jan-24	7 years	PARKS	HIGHWAYS	Consult with Resident groups	6 months	Dec-23
Increasing canopy cover	Funding	Maximise external funding through applications - bid officer	Coordinate funding opportunities to make sure teams are aware of opportunities and protential projects are thoroughly researched and worked through before submissions are made	Across all departments involved in the tree strategy & finance	High	50000			Increasing income to deliver more projects and free up capital resources + added benefits of developing partnership working	LBHF to fund a fundraising officer (should end up paying for itself)	medium-long	Apr-24	permenant officer position, cost annual cost	CCU	ALL		Annually	Mar-25
Increasing canopy cover	Funding	Working with businesses and climate alliance	create opportunities for local businesses to support tree planting projects - ties in with developing funding opportunities	Borough wide	High	20000	n/a		Increasing income to deliver more projects and free up capital resources + added benefits of developing partnership working	LBHF	medium-long	Apr-24	permenant officer position 0.4 FTE	CCU	ALL		Annually	Apr-25
Increasing canopy cover	Legacy planting	Plant one tiny forests per year	Parks team to look into potential future sites with climate change team	Borough Wide	Medium	10,000	TBC (parks)		Increase biodiversity & canopy cover	UTCF, LATF, Woodland Trust, Lottery Funding	Medium	Jan-24	7 years	PARKS	ALL	Consult with resident groups/councillors	Annually	Jan-25
Increasing canopy cover	Legacy planting	Process mapping and map all whips and whip planting	Tree survey of new woodland areas, 10 yrs after TF maintenance. Mapping areas on Confirm to aid in management	Borough Wide	Medium	BAU			Improved mapping and asset knowledge	LBHF	Medium	Apr-24	2 years	PARKS	HIGHWAYS		Annually	Jan-25
Increasing canopy cover	Legacy planting	Plant 100 whips per year (in addition to tiny forests)	Officers in all departments to apply for funding and monitor works, support from parks	Borough wide	Medium	BAU	10000		Increases tree canopy cover and species diversity	Forestry Comission, UTCF/LF/WT, LATF, LBHF	Medium	Nov-24	7 years	PARKS	HOUSING	Resident groups/Concillors	Annually	Nov-25
Increasing canopy cover	Private land	Encourage planting on land owned and maintained by Transport for London (TfL) and Network Rail		Borough wide	Medium									HIGHWAYS	PARKS			
Increasing canopy cover	Private land	Undertake a tree giveaway to residents annually	Purchase trees (whips) or source saplings (eg from Scrubs) and organise giveaway events annually (winter)	Borough wide	Low / medium	5000	1000		Engagement with residents and ability to directly influence an increase in tree planting in private spaces - whips more likely to survive due to high level of care provided	Climate change drawdown fund or free tree sources	long	Sep-23	7 years	CCU	PARKS	Local businesses (eg garden centres to host giveaways) and partner organisation who might supply free trees (eg TCV or Woodland Trust)	Annually	Apr-24
Increasing canopy cover	Private land	Collect data and map borough wide ecosystems services	Gnetian survey data supplemented by LBHF data	Borough Wide	High	5000	2000		Greater understanding of current tree stock to map potential for further planting	LBHF	Short	Sep-23	1 year	HIGHWAYS	CCU		Annually	Sep-24

Still to be finalised

Still to be finalised

Preserving and improving tree stock	Increasing biodiversity	Develop a replacement tree standard	Gather evidence on current tree planting practices and use to inform policy	Borough Wide	High	20000			Well evidenced reasoning for planting programme to understand benefits of planting particular species in particular locations	LBHF	Long	Apr-24	2 years	HIGHWAYS	ALL		Annually	Mar-25
Preserving and improving tree stock	Increasing biodiversity	Develop mapping for biosecurity and monitor annually	Update tree inspection programme to include identification of biosecurity concerns. Create heat maps of biosecurity concerns over time	Borough Wide	High	10000	4000		Early identification of concerns that could affect tree stock.	LBHF	Long	Apr-24	7 years	HIGHWAYS	ALL		Annually	Mar-25
Preserving and improving tree stock	Increasing biodiversity	To scrutinise species selection of all trees to be planted, ensuring that native or nativar species are considered.	Develop a planting matrix that ensures species selection is justified at all locations, even replacement trees. This will ensure that where appropriate native and nativars are selected.	Borough Wide	High	BAU	BAU		Increase the amount of native trees and improve local biodiversity	LBHF	Long	Spet 24	1 year	HIGHWAYS	CCU and PARKS		Annually after each planting cycle	Apr-25
Preserving and improving tree stock	Development opportunities	Develop internal procedure for assessing planning notices for works on trees	Internal procedure for reviewing S211 notices, TPO applications	Borough wide	High	BAU			Ensures that notices are dealt with and that proposed works are assessed to minimise tree damage and loss		Short	Apr-24	1 year	PLANNING	HIGHWAYS	Parks and Housing	Annual	Apr-25
Preserving and improving tree stock	Development opportunities	Maintenance plans for trees on development sites												PLANNING	ALL			Still to be finalised
Preserving and improving tree stock	Development opportunities	Improve and define pre-application guidance for arboriculture	Encourage developers to seek pre-application arboricultural advice. Update webpages to advise developers on local policy and guidance on arboricultural assessments and requirements that must be considered	Borough wide	Medium	3000	0		Ensuring that new new developments aim to achieve maximum canopy cover and that existing trees are protected.	LBHF	Medium	Jan-24	2 years	PLANNING	ALL		Annually	Jan-25
Preserving and improving tree stock	Development opportunities	Develop a tree replacement standard on developments												PLANNING	ALL			Still to be finalised
Preserving and improving tree stock	Developing policy	Check and revise all internal policies	Ensure all policy is adhering to new legislation and guidance	Borough Wide	Medium	BAU			Ensures that LBHF are compliant with good practice and legislation		Long	Sep-24	7 years	HIGHWAYS	ALL		Annually	Apr-25
Preserving and improving tree stock	Developing policy	Produce a waste management strategy for tree waste	Internally develop and deliver a waste strategy for parks, housing & highways tree waste, in collaboration with the tree contractor.	Borough wide	Low	BAU			Increase sustainability and reducing our carbon footprint.	LBHF	Medium	Jan-24	1 year	PARKS	HIGHWAYS	Resident groups/Concillors	Annually	Jan-25
Preserving and improving tree stock	Developing policy	Produce a Veteran Tree Policy	Research and map all veteran trees in the borough. Use veteran tree forum for support & guidance.	Borough wide	Low	BAU			Maintain cultural, historical and nature conservation value	LBHF	Low	Jan-24	2 years	PARKS		Planning department/ Local resident groups		Jan-26
Preserving and improving tree stock	Developing policy	Produce a whip management plan	Parks team to develop a policy on this internally with housing support	Borough wide	Low	BAU			Increase efficiency	LBHF	Low	Jan-24	1 year	PARKS	HOUSING		2yrs	Jan-26
Preserving and improving tree stock	Training and development	Internal Tree group to meet quarterly	Officers involved in arboriculture and green infrastructure across the council to meet quarterly to discuss practices and innovation.		Medium	BAU			Share knowledge and skills. Ensure that best practices are being followed	LBHF	Low	Sep-24	7 years	HIGHWAYS	ALL		Annually	Sep-25
Preserving and improving tree stock	Training and development	Training programme for wider officers	Undertake basic arboriculture training for highway inspectors, parks officers and housing officers		Medium	1000	5000		Increase wider knowledge of H&S aspects of trees	LBHF	Medium	Apr-24	2 years	HIGHWAYS	ALL		Annually	Mar-25
Preserving and improving tree stock	Training and development	Training for contractors	Undertake basic arboriculture training for highway, parks, and housing contractors who work around trees.		Medium	1000	5000		Increase wider knowledge of H&S aspects of trees and ensure that best practices are used when working around trees	LBHF	Medium	May-24	3 years	HIGHWAYS	PARKS	Contractors	Annually	Apr-25
Working with residents and partners	Improving communications	Update website, FAQ section, annual reporting	Review and update webpages ensuring that all information and clear and consistent. Submit annual tree statistics on the website. Write quarterly articles in Climate Connects on tree management		High	BAU			Improve the access to tree resources for residents	LBHF	Short	Jan-24	1 year	HIGHWAYS	ALL	Communicat ion team	Annually	Jan-25
Working with residents and partners	Improving communications	Annual resident survey on tree service	Compile and publish a survey for residents. Survey to focus on the service quality, resident involvement, and requests.	Borough wide	Medium	15000	5000		Highlight areas for service improvements and future projects	LBHF	Long	Apr-24	7 years	HIGHWAYS	ALL	Communicat ion team	Annually	Apr-25

Working with residents and partners	Improving communications	Provide information on tree management for private trees	Update website for information private tree management. To include information on maintenance, emergencies, approved suppliers and trees in conservation areas.	Borough wide	High	BAU			Improve private tree management		Medium	Apr-24	3 years	HIGHWAYS	PLANNING	CCU, Communication	Annually	Mar-25	
Working with residents and partners	Improving communications	TPO records on line	Map in GIS all TPOs and publish on the LBHF website, and establish a procedure for updating this.	Borough wide	Medium	10000	10000		Improve the access to TPO data and management of this information	LBHF	Medium	Jul-24	2 years	PLANNING	HIGHWAYS		Annually	Jul-25	
Working with residents and partners	Education	Booking facility and promotion of forest schools	Develop internally a booking facility on the H&F website to streamline the process of bookings for schools and groups.	Borough wide	Low	BAU	10000		Raise awareness of the importance of woodland conservation, better management and understanding of the use of forest schools	LBHF	Low	Dec-24	2 years	PARKS	CCU		Annually	Dec-25	
Working with residents and partners	Education	Develop an online map of tree wa	Public access to a map of tree species	Borough wide	Low	15,000	10000	TBC / need IT	Education in relation to tree species and identification of trees and increasing access to information, improving health and wellbeing	Internal	Low	Jan-25	2 years	PARKS	CCU		Annually	Dec-26	
Working with residents and partners	Education	Promote cultural trees	Develop officer led tree walks with climate change team across park & housing sites. Promote cultural trees and their use.	Borough wide	Low	BAU	LBHF		Increased community engagement & resident wellbeing	Internal	Low	Jan-24	1 year	PARKS	CCU	Community groups	2yrs	Jan-26	
Working with residents and partners	Community Projects	Tree watering project	Work with comms to develop an engagement plan to encourage residents and those in the borough to identify vulnerable trees and protect them during droughts.	Borough Wide	High	10000	2000		Engagement with residents and increased survival rate for vulnerable trees	LBHF	Long	Sep-23	7 years	HIGHWAYS	ALL	idverde, friends groups, schools & community organisations	Annually	Sep-24	
Working with residents and partners	Community Projects	Establish Tree champion/warden project	Develop an engagement plan to encourage residents and those in the borough to identify vulnerable trees and protect them during droughts	Borough Wide	High	10000	2000		Engagement with residents and increased survival rate for vulnerable trees	LBHF	Long	Jan-24	7 years	HIGHWAYS	CCU	Council contractors, Friends groups, schools & community organisations	Annually	Jan-25	
Working with residents and partners	Community Projects	Housing resident liaison	Estate walkabouts and planting projects	H&F Housing Estates	High	5000	30000	30000	Increased community engagement & resident wellbeing, increased canopy cover	UCTF, LATF	Medium	Sep-23	3 years	HOUSING	CCU	TRAs	6 months	Feb-24	
Working with residents and partners	Community Projects	Parks community planting	Planting projects	Borough wide	Low	BAU	20000		Increased community engagement & resident wellbeing	Internal, UCTF, LATF	Low	Jan-25	1 year	PARKS		Community groups	1yr	Jan-26	
Working with residents and partners	Community Engagement	Annual meeting and engagement	Organise a collective panel of members to discuss scheduled tree works and ongoing tree planting. Upcoming or proposed project per group.	Borough wide	Low	BAU	2000		Increased community engagement & resident wellbeing	Internal	Low	Jan-25	7 years	PARKS	CCU	Community groups	Annually	Jan-26	
Working with residents and partners	Community engagement	Urban ecology walks	Organise two urban ecology walks in the borough with residents	Borough wide	Low	5000	2000		Increased community engagement & resident wellbeing	Internal	Low	Feb-25	8 years	CCU	Highways/Parks	Community groups	Annually	Jan-26	
Working with residents and partners	Community Engagement	TBC housing	TRA enagement meeting - TBC											HOUSING					

Still to be finalised

# Tree Strategy update 2023-30





# Need for a Tree Strategy

## Research

- ▶ Baseline of current tree stock undertaken using the councils tree data, open source software i-Tree, data from the London Data Store (GLA) and Forestry Research.
- ▶ Internal review of processes and procedures undertaken
- ▶ Benchmarking showed London wide canopy cover is 20%. The Environmental Improvement Plan (2023) aims to achieve England wide target of 16.5% by 2050

## Outcomes

- ▶ Need for a tree strategy to outline how H&F can achieve a greater canopy
- ▶ Need for a strategy to understand how H&F can improve services and procedures where gaps were identified.

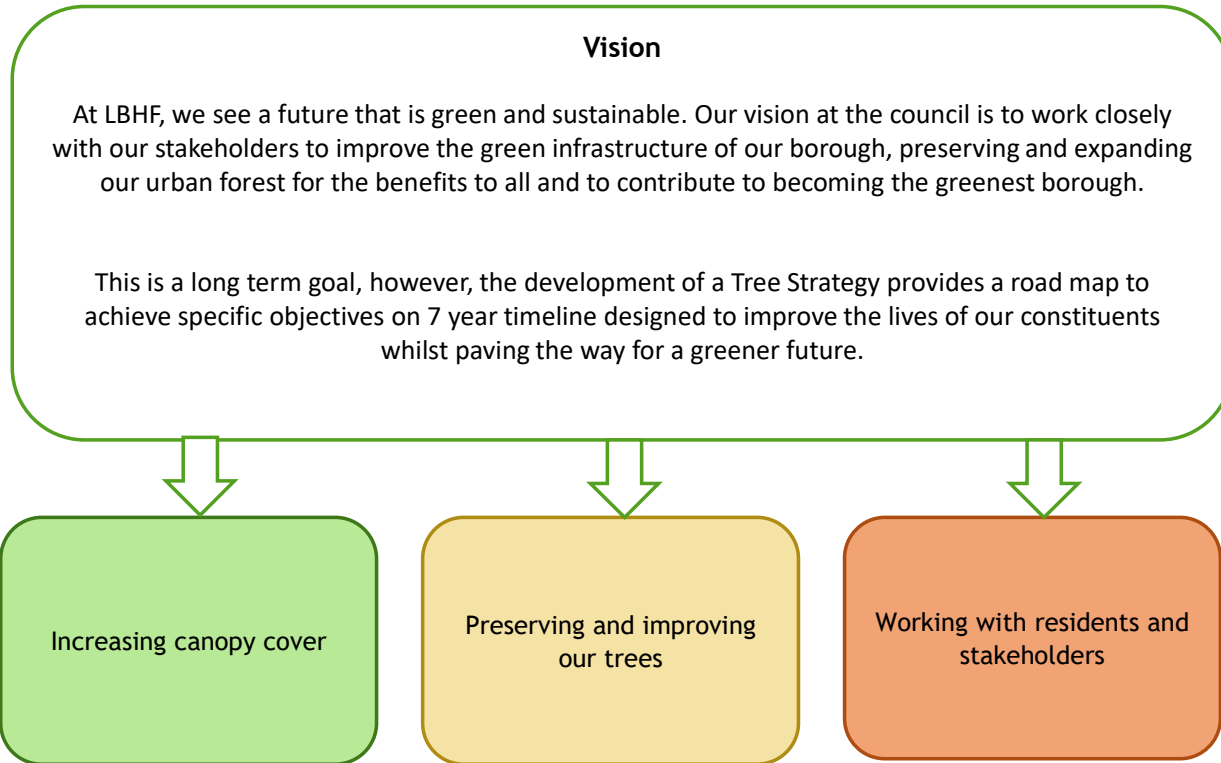


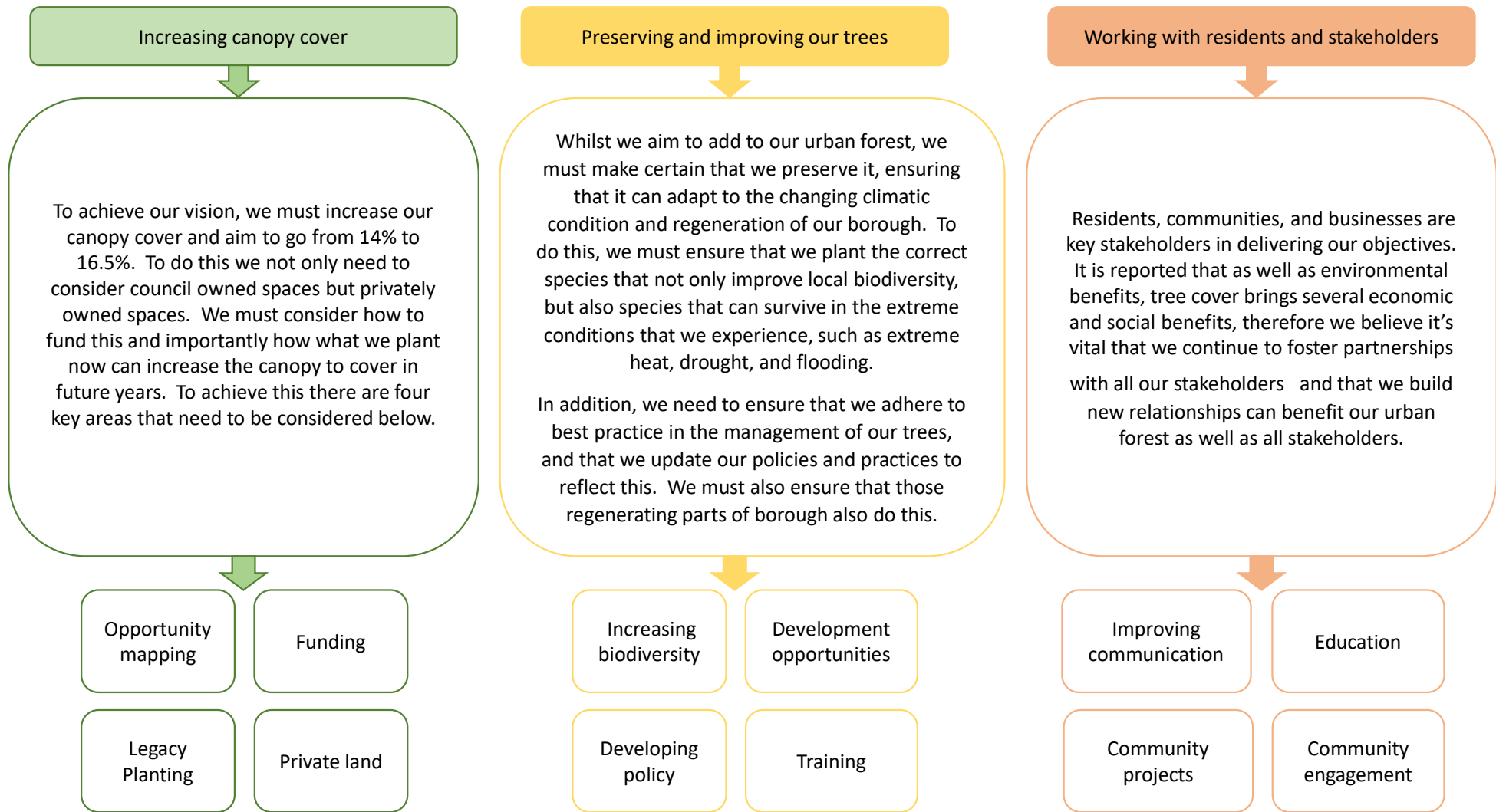
# Tree Strategy - Structure

Page 58



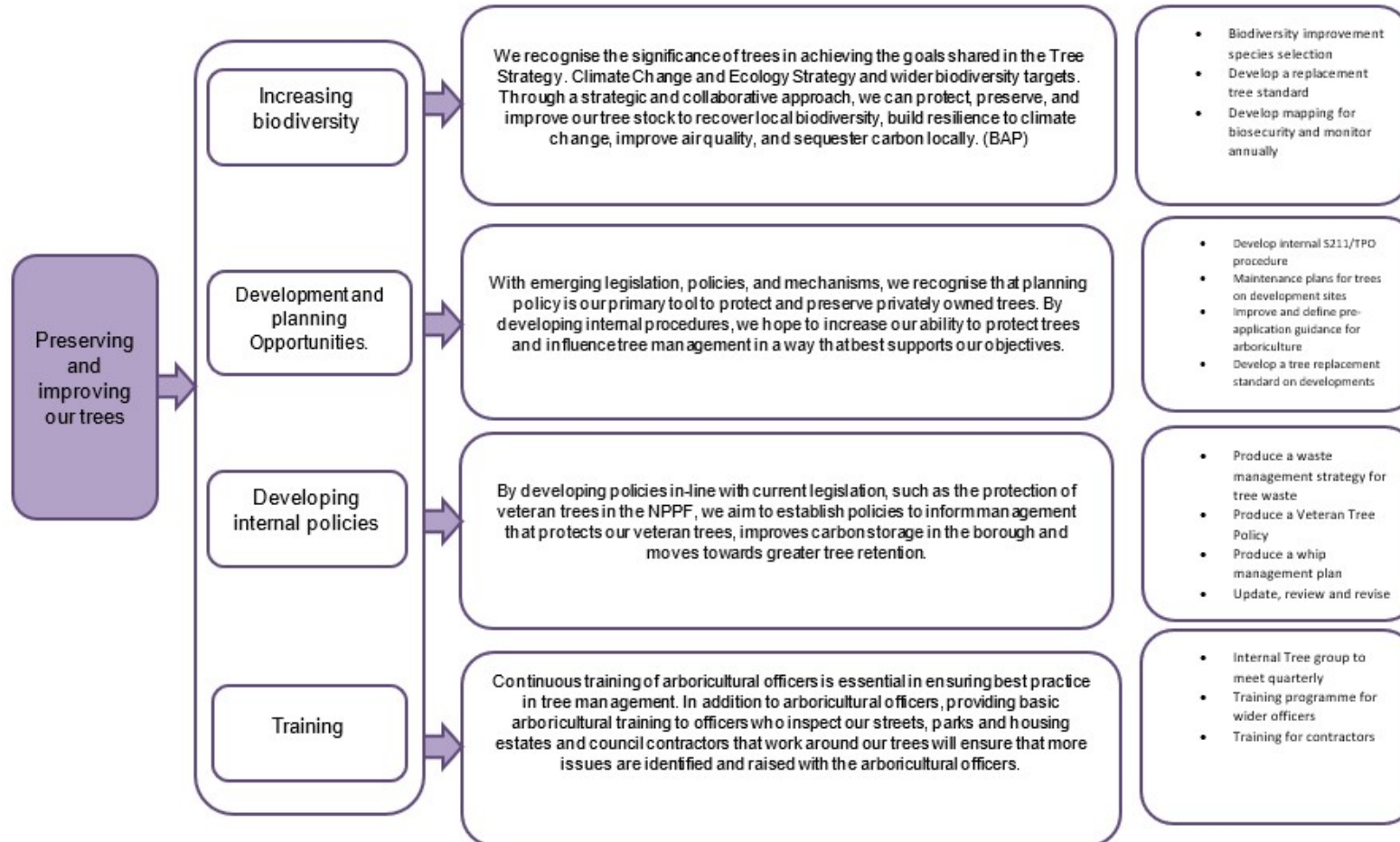
Strategy focuses on how we get to where we want to be, it is built on top of policies.





# Process of developing the vision

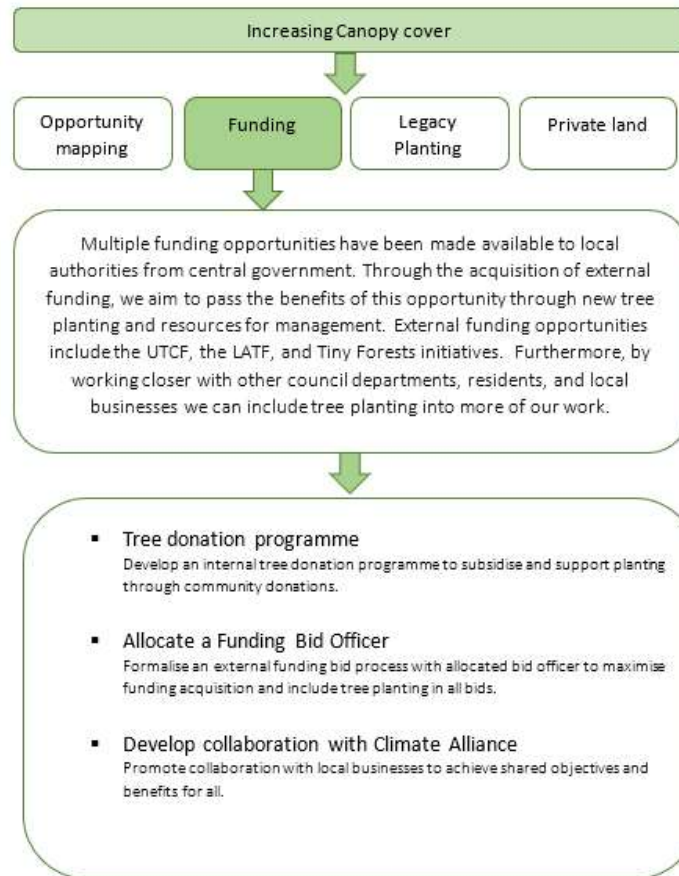
(actual diagram not to be in the final document)



# Example of a DRAFT page on delivering the vision

## Goal 2 – Funding

To deliver our vision we know that funding is critical, and that we need a plan to fund our vision.



# Tree Strategy - Next steps

Page 63

Collation of actions from internal stakeholders and internal consultations

Drafting the final chapters inc. monitoring and development

Design the final document and final consultations

Consultation

Publication

Referencing document information and gathering supporting information, commissioning design. The Tree Council are supporting us in checking our strategy.

# Consultations on-going

## Internal

- ▶ Climate Change
  - The Climate Alliance
- ▶ Ecology
  - BNG etc.
- ▶ Parks
  - Friends of groups
- ▶ Planning
  - BNG etc.
- ▶ Housing
  - TRA
- ▶ Communications
  - Graphic design and publication

## External

- ▶ Forestry Research
  - Corroborated data
- ▶ Treeconomics
  - Future data collection training
- ▶ Trees for Streets
  - Tree donation scheme
- ▶ Gentian
  - Private tree data
- ▶ Greentalk
  - Curated maps
- ▶ The Tree Council
  - Strategy guidance