

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

Monday 20 November 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

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Date Issued: 10 November 2023

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

20 November 2023

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTEREST	
<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3. MINUTES	4 - 12
<p>To approve the minutes of the previous meeting and note any outstanding actions.</p>	

4. REVIEW OF PERFORMANCE OF THE NEW HOUSEHOLD WASTE COLLECTION CONTRACT / IMPLEMENTATION OF WHEELED BIN AND FOOD WASTE COLLECTION 13 - 19

This report sets out the expectations of the new waste, recycling, and street cleansing contract. It then discusses contract performance and details upcoming service changes taking place.

5. AN EMERGING APPROACH TO DEVELOPING AND PROMOTING OUR VISITOR ECONOMY 20 - 29

This report presents an emerging approach to developing a plan for promoting Hammersmith and Fulham as a culturally diverse and visitor friendly destination, increasing the numbers of visitors to our borough, improving their experience, and growing the local economic impact.

6. LONDON BOROUGH OF CULTURE BID 30 - 38

This report provides the Committee with an update on the development of the borough's bid for the Mayor of London's Borough of Culture (LBoC) scheme 2025 / 2027.

This item includes an appendix which contains information exempt within the meaning of Schedule 12A to the Local Government Act 1972 and is not for publication. The appendix has been circulated to the Committee members only.

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

7. DISCUSSION OF EXEMPT ELEMENTS

Proposed resolution:

Under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information).

Agenda Item 3

London Borough of Hammersmith & Fulham

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



Monday 24 July 2023

PRESENT

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

Other Councillors:
None in attendance

Officers:
Bram Kainth (Strategic Director of Environment)
Simon Ingyon (Assistant Director Parks and Leisure)
Paul Smith (Sports Development Officer)
Ian Hawthorn (Assistant Director Highways)
Jessica Bastock (Service Manager Healthy Streets)
Eugene McGee (Arboricultural Officer)
Charles Francis (Committee Coordinator)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Jon Pickstone (Strategic Director of Economy), Councillor Andrew Jones (Cabinet Member for the Economy), Councillor Sharon Holder (Cabinet Member for the Public Realm) and Councillor Liz Collins.

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 29 March 2023 were approved.

4. **UPDATE ON THE SPORT AND PHYSICAL ACTIVITY STRATEGY FOR HAMMERSMITH & FULHAM**

Simon Ingyon, Assistant Director Parks and Leisure, introduced the item. He explained that the draft strategy and action plan was close to completion, but that officers were seeking the Committee's views on the five priorities of the new strategy.

He provided a presentation which covered the following aspects:

- An overview of the five key elements, integral to the strategy
- The strategy vision and structure
- Successes and ongoing areas of work
- The links to the Health and Well-Being Priorities
- The proposed themes for the new strategy
- Areas of work for new strategy themes
- The next steps

Councillor Adam Peter Lang highlighted that the previous week, the Council was awarded a further Green Flag award for Wormwood Scrubs. He asked about parks and leisure, the use of open spaces by young people and how officers envisioned these areas could be used creatively as part of the sport and physical activity strategy.

Councillor Adam Peter Lang commended rowing as an activity and the goal of offering this to all young people (in the borough), however, he asked if there were any perceived gaps such as skateboarding, mountain biking and walking football that had been missed from the list of activities. In addition, he highlighted the tight timescale for the strategy going out to consultation in September 2023 and whether officers were confident this was feasible and realistic. He highlighted it was important the Council considered how it would engage the community in the consultation process, in addition to the traditional route of canvassing sports clubs and societies.

In relation to young people, Simon Ingyon confirmed the Council worked closely with Young Hammersmith and Fulham which were one of the key stakeholder and consultation groups and it was noted the Council had a good working relationship with less traditional forms of sport forms like skateboarding. With regards to the tight consultation timeframe, Simon Ingyon confirmed officers would start the consultation process at the end of September which would last for between 4 and 6 weeks. The information which had been collected would then be consolidated in November 2023 and used to inform the final strategy. He was confident that there was sufficient time, as the Council had already been in contact with some of the consultees and they were aware of the process the Council was following. Finally, in relation to rowing, Simon Ingyon confirmed that this was a manifesto pledge and so it had been

specifically included, however, he was keen that children had the opportunity to experience a widespread range of sports in the future.

Councillor Ashok Patel commented that the challenge was to try and get young people off their screens (telephones and tablets) and on to playing fields. He asked if there was any reason community sport providers list did not include any schools. He also noted that schools were being encouraged to use public parks and whether this was part of the strategy. In response, Simon Ingyon confirmed that schools were already using park facilities, and one of the recommendations from the Parks Commission was to ensure that state schools had affordable and access to local park facilities. This goal had recently become even more key with its links to the climate change agenda, with those students which needed to be bused out of the borough to use playfields. The aspiration was to try and make facilities accessible within walking distance to try and reduce the carbon footprint of some of the borough's private schools that were transporting pupils out of borough. He explained that there were limited park facilities which needed to be shared in an equitable way and one of the challenges was the use of parks by schools and the general public. However, having brought the sports booking facility back in house, from the Grounds Maintenance Contractor, the Council was looking at the prioritisation and policy to ensure that state schools were favoured.

Simon Ingyon explained, further improvements included the investment in an all-weather pitch in Hurlingham Park, replacing the ones at Linford Christie Stadium and also, through the King's Coronation Youth Fund, to improve the athletics track to ensure it was fit for purpose for all schools' sports days next summer, as well as the Thames Valley Harriers Athletics Club. With regards to the CSPAN list and the omission of schools, Simon Ingyon explained that as CSPAN meetings were usually held in the middle of the day, and difficult for school's representatives to attend. Therefore, officers had invited the school's games organiser to the meetings, who was responsible for all primary and secondary school inter-school competitions. However, outside the CSPAN remit, Simon Ingyon confirmed the Council was working closely with Primary and Secondary schools on a week-by-week basis to ensure schools were linked with activities such as the London Youth Games.

Councillor Jackie Borland asked what was being done to ensure there was sufficient accessible green space within the borough that was not being used for organised sport. And secondly, whether the Council had looked at repurposing brown field or industrial sites, such as placing a skateboard park under the flyover.

In response, Simon Ingyon confirmed that informal recreation within parks and open spaces along the Thames Path and using the cycle networks were vital for commuting and daily exercise. The Park Walks Programme was also an important mechanism to encourage healthy exercise and link green spaces together. He confirmed that the Council had looked at a regeneration scheme under one of the flyovers in the borough, but, unfortunately, the Council was unsuccessful in securing the Government grant. Other work streams included upgrading several of the multi-use games areas, ball parks and increasing the number of out-door gyms in parks and green spaces.

The Chair, Councillor Rory Vaughan, explained that one of goals of the committee was to ensure there was co-production with disabled residents and this was taken forward in the development of the Sport And Physical Activity Strategy. He asked what lessons had been learnt from the previous strategy which might be taken forward in the new Sport and Physical Activity Strategy, for example promoting accessible physical activity for those that had been less active and what the measurable outcomes would be.

In response, Simon Ingyon confirmed officers would take on board the lessons learnt centrally on co-production. The Committee noted that officers had already engaged with the Disability Alliance and Dementia Action Alliance within the borough and ensured they were involved in workshops and forums as part of the consultation process. In terms of the lessons learnt from the previous strategy, there were a number of targeted programmes working with a variety of community groups who had not taken part in sports before (Dance West, London Sport Trust). And continuing to engage with children through initiatives like the daily mile (walking to school), making the least active, active, and ensuring that children had a variety of positive experiences through inter and intra school competition.

Another key area was continuing to support Hammersmith and Fulham's Community Workforce, the volunteers who helped deliver activity through the borough sports clubs, and ensuring they were valued and acknowledged through the annual / biannual sports award ceremony. In terms of outcomes and measures, Simon Ingyon explained that the most important one was the Active Lives Survey, supported by Sport England which had highlighted that Hammersmith and Fulham was the second most active London Borough. Officers would also continue to look at a number of metrics to measure how sport and activity could be increased and enhanced further in the future.

The Chair, Councillor Rory Vaughan, confirmed it would be useful and helpful to follow up on a number of the measures to increase sports / activity participation in the future when the Committee revisited the strategy.

Councillor Rory Vaughan asked how the opportunities for sport and physical activity were currently being communicated to residents and how this could be improved in the future, such as by celebrating achievements. In addition, he asked about how the Authority was working to deliver sports and physical activity on the fringes of the borough given its geography and very porous boundaries in some places. For example, Shepherd's Bush Cricket Club in Acton is but a 2-minute walk from the borough boundary, as well as Wormwood Scrubs bordering Brent and Acton.

In response, Simon Ingyon confirmed that as part of the new strategy, a Leisure Needs Facilities Needs Assessment, as well as Playing Pitch Strategy (working with Sport England and Consultants) would be delivered which would assess the facilities within the borough. Sports Development Officers would also continue to improve access to sport and physical activity through various forums.

In relation to communication, he explained more could always be done, as well as ensuring as many different formats as possible were used. He agreed that resources dependant, more could be done to celebrate achievements with the Council's

partners such as GLL and Virgin Active. Improving publicity and promotion, revamping the Council's website, as well as ensuring generic apps (as championed by London Sports) which sign posted users to where their local clubs were, were useful devices to improve access. The Chair, Councillor Rory Vaughan stated it was important to celebrate the work being done by people, especially the Community Volunteers and for various award ceremonies to be publicised.

Closing the item, the Chair, Councillor Rory Vaughan confirmed the Committee welcomed the hard work which had been conducted on the strategy. There was clearly further work to be done on the consultation before the strategy went to Cabinet for consideration. He confirmed the Committee supported the priorities which had been set out and the committee looked forward to an update in about six months' time.

Resolved

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

5. DRAFT TREE STRATEGY

Eugene McGee (Arboricultural Officer) introduced the draft tree strategy which had been compiled with a significant amount of input from internal and external stakeholders. He explained the rationale behind the strategy was that in 2019 the Council declared a climate emergency and made a commitment to reduce carbon emissions to net zero by 2030. Trees are known to be highly efficient at reducing carbon emissions, and as a result, effective tree management has been weaved into both national and international policy. Eugene McGee provided details of Trees and Woodland Strategy toolkit (commissioned by Defra) which had been used to inform Hammersmith and Fulham's Tree Strategy.

Eugene McGee and Jessica Bastock (Service Manager Healthy Streets) provided a presentation which covered the following aspects:

- The need for a tree strategy.
- The structure of the tree strategy.
- The vision (and process for developing the vision) of the tree strategy.
- Delivering the vision.
- The Tree Strategy - next steps.
- Details of ongoing consultations.

The Committee noted that the strategy included three main aims: increasing the canopy cover, preserving and improving existing trees and working closely with residents and stakeholders. Details were provided of how these three core areas broke down into a further twelve sub-sections.

Councillor Ashok Patel asked three questions. Firstly, if officers could provide some idea of what the likely costs would be involved in the tree strategy (and to what extent was the Council relying on private funding). Secondly, he commented that he was surprised that Hammersmith and Fulham was only 28 greenest borough (out 32)

and asked for some feedback on that. And finally, he asked for further information to be provided on the private land (and the vision of planting one tiny forest per year and promoting Forest Schools). He asked how many Forest Schools there were currently.

In response, Eugene McGee explained that, thankfully, there were a considerable number of funding opportunities available. At present, two funding applications were ongoing (The Urban Tree Challenge Fund and Local Authority Treescapes Fund). Eugene McGee confirmed that all the action points within the draft strategy had been costed, with the majority of these being met internally, however, officers would be looking for as many external funding opportunities as possible. Jessica Bastock explained that the Tree Service was cross-cutting throughout the Council (Planning, Climate Change, Parks) and the actions had been costed and built by the service areas responsible for delivering them.

Clarifying the statistic, 28th greenest borough, Eugene McGee explained this referred to access to green space, so this needed to be reworded when the draft strategy was finalised. With regards to private land, Eugene McGee confirmed that the only influence the Council had was in relation to protecting trees through the planning process or by encouraging the land owner to plant trees and working in partnership with land owners the Council held joint assets with like TfL. In relation to the tiny forests, Jessica Bastock confirmed there were a couple already and officers would be looking within parks and the Council's housing estates for opportunities to develop more. Officers confirmed there was currently one Forest School situated at Wormwood Scrubs and the Council was encouraging more nurseries, schools and after school's clubs to book these spaces.

Councillor Adam Peter Lang commented that a significant proportion of his casework related to trees. Recent topics included: that trees were pruned at the wrong time of the year, for dead trees to be removed and replaced and finally, a group of residents had asked how they could go about getting trees planted in their road. While he commended the planting of more trees, he noted that there was a paucity of dates within the draft strategy and asked if the draft could be strengthened by the inclusion of some key milestone dates. Echoing the previous item, in relation to communication, he asked who the officer contact point was for tree queries. He said while it was important to raise expectations, it was essential any pledges were realistic and deliverable given the current financial climate. And finally, he asked who the Tree Council were.

In response, Eugene McGee confirmed The Tree Council were a committee that had been constituted by Defra. It was formed to provide Local Authorities with guidance on the arboriculture through the tree and woodland toolkit to fulfil a commitment made in the England Trees Action Plan 2021.

Jessica Bastock agreed that the points made about future communications needed to be taken forward. She confirmed there was a key piece of work about communication. So key information, such tree inspections and when works would be undertaken and why, were key messages that needed more prominence.

Councillor Adam Peter Lang asked about the merits of events possibly being held in the north, middle and south of the borough, being held by officers in conjunction with the Tree Council to inform future strategy development. Jessica Bastock explained she was aware that public engagement was an area that Parks colleagues pursued and resident engagement on trees and open spaces and this was something that tree officers could contribute to.

Councillor Jackie Borland commended the ward-by-ward tree surveys which were undertaken and asked if this information could be made available to ward councillors. She reiterated the comments made by Councillor Lang about residents' requests for more trees and asked if there was 'a buy a tree for your road' option and if it was possible to crowd fund along a specific road. It was mooted that perhaps some of the more affluent areas of the borough could buy their own trees which could then free up some budget capacity for trees elsewhere in the borough. Councillor Jackie Borland also highlighted the plight of hay fever and asthma sufferers as a result of (pollen from) plane trees and asked if officers also considered the species and allergens (impact) when trees were due to be planted.

In response, to the contributions for tree planting, Eugene McGee confirmed that one of the key contacts was Trees for Streets which was an organisation that facilitated donations for tree planting. It was noted that the Parks Team already had a well-developed system for making donations and the Highways Team were looking to emulate them. Eugene McGee explained that officers had costed tree donations within the action plan. At present, the Highways Team were looking at expanding the donations system used by the Parks Department.

In relation to allergen levels, Eugene McGee confirmed officers did consider these and were looking to design a species selection matrix to prioritise those species which were most beneficial for biodiversity and did not exacerbate existing allergen levels. In doing so, the aspiration was the right tree would be planted in the right place. However, it was noted that the costs associated with highways planting was higher than for parks.

Councillor Jackie Borland asked how much a tree on a street cost. In response, Jessica Bastock confirmed that to purchase and plant the tree (and in the case of highways to excavate the hole through a civil works contractor) it cost between £800 and £900 per tree. However, there was the caveat that more than one hole might be required if utilities were struck when digging. Officers hoped that by opportunity mapping the borough, there would be a better understanding of where trees could be planted in future.

The Chair, Councillor Rory Vaughan commented on the key policy driver of extending the canopy cover by 10 percent, from 14 to 16 percent. He asked officers where they envisaged this increased canopy cover would come from given the complexities of planting on the highway. In response, Jessica Bastock confirmed that if possible, trees would be planted in the footway. If not, then officers looked to use the carriageway into the road space (such as a parking bay or where there were road lines). However, using the carriageway was more expensive. In relation to housing estates, officers confirmed it was a case of working with residents to find out where the preferential planting sites were and then to make assessments based on

the complexity of planting the trees. Trees situated by street properties also required monitoring and husbandry to ensure dead trees were removed and live trees were managed and pruned. There were also trees in parks to consider.

Eugene McGee confirmed while the Council had data on trees it owned, it had outsourced data collection to a private company to establish how many private trees there were. Data analysis from aerial photography suggested there were approximately 45,000 trees and so to increase the canopy cover by 2% in a 7-year period, 1125 trees needed to be planted approximately or 160 trees per year. In 2020/21, Eugene McGee confirmed that 120 trees were planted using the Urban Tree Challenge.

In relation to improved communication, the Chair, Councillor Rory Vaughan suggested that the Council's website could be updated to include some FAQ's on trees / tree issues. The Chair confirmed that one of the amenity societies had passed on some comments which he asked officers to consider in developing the strategy. The issues they raised included the type of materials used at the base of trees (the need for a permeable surface), the promotion of watering some street trees by local residents and in town centre areas, cages were required around some saplings.

In response, Jessica Bastock confirmed the FAQs were currently being developed. In relation to comments that were sent through, officers agreed that permeable surfaces should be used over tree pits, or left as open soil where possible. In terms of watering, officers confirmed that new trees were watered twice a week and residents were encouraged to help water a tree for the first 2 years of life when it was most vulnerable. And cages were used where appropriate to protect the base of some trees.

At the invitation of the Chair, a resident from the Crabtree Estate asked several questions (in the context of supporting tree planting). These included that the consultation list did not include residents themselves and insurance premiums / cost of living crisis and proximity of trees to properties was significant. He asked if the Council still planned to plant plane tree as street trees. Eugene McGee confirmed that plane trees were still being planted as they were very efficient at absorbing particulate matter and it was a balancing act between allergens and mitigating climate change effects. He explained given the proximity to buildings, a right tree, right place, right person, right time approach was taken.

The resident highlighted the issues created by trees very close to properties and Eugene McGee confirmed that trees within the pollarding scheme were ideally pruned every three years. However, if trees had never been pollarded they would be reduced in accordance with British standards (no more 30% of a tree should be removed at one time).

Jessica Bastock confirmed the draft tree strategy consultation document was due to go out at the end of September / early October but the duration of the consultation had not been finalised. The Chair asked officers for the consultation to be circulated for as long as possible so that residents had a good opportunity to provide their views.

Summing up, the Chair confirmed the committee were interested in increasing the canopy cover, agreed that enhanced communications about trees was required, and the committee wished to look at the final strategy and how this was progressing in due course.

Resolved

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

Meeting started: 7.00 pm
Meeting ended: 8.30 pm

Chair

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

Date: 20/11/2023

Subject: **Review of performance of the new household waste collection contract / Implementation of wheeled bin and food waste collection**

Report author: Annie Baker, Assistant Director, Street Environmental Services

Responsible Director: Mark Raisbeck, Director of Public Realm

SUMMARY

The report sets out the expectations of the new waste, recycling, and street cleansing contract. It then discusses contract performance and details upcoming service changes taking place.

RECOMMENDATIONS

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

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Clean streets and an efficient waste collection service support the local economy, including shopping areas and the night time economy. The Social Value commitments in the new contract include significant levels of spend in the local supply chain, delivering positive outcomes for local businesses and a commitment to local employment. The contract requires the provider to continue paying all staff employed on the contract at least the London Living Wage (LLW).
Creating a compassionate council	The contractor has committed to delivering social value outcomes in

	<p>excess of 10% of the annual contract value. These include, but are not limited to, a significant commitment to local employment, including for young people, those not in education training or employment, and those in long term unemployment.</p> <p>The move to wheeled bin collections where possible will reduce risk of injury for collection crews (both through manual handling and sharp items)</p>
Doing things with local residents, not to them	<p>The contractor and Council will work together to effectively engage with residents around any service improvements, ensuring that the Council's commitments to coproduction and resident access is reflected in the delivery of services. A workshop has recently been held with disabled residents to review the waste services provided by the Council.</p> <p>Residents within the prototype area for wheeled bin collection services have been surveyed on their experience of using the service and as has previously been reported to this committee.</p>
Being ruthlessly financially efficient	<p>The contract will enable more recycling, particularly through the introduction of food waste and options to increase containerisation of waste and introduce garden waste recycling – all of which will help the council to drive down waste disposal costs. The contract was competitively procured to ensure value for money.</p>
Taking pride in H&F	<p>The specification for the services supports the Council's commitment to be a cleaner, greener borough, including halving the time to clear fly tipped waste.</p> <p>The recycling and cleansing targets within the contract escalate over time to ensure an improving standard of service.</p> <p>Collecting a greater proportion of household waste and recycling in wheeled bins as opposed to sacks will reduce the incidence of waste presented in sacks being torn open by foxes, birds, and other animals, and will reduce the levels of litter and refuse spillage on our streets.</p>

Rising to the challenge of the climate and ecological emergency

The contract for the services reflects significant enhancements to minimise waste and increase the level of recycling of unavoidable waste and seeks to reduce the environmental impacts of the operation of the services. The contract includes the flexibility to move away from reliance on diesel vehicles and towards a greener fleet.

Background Papers Used in Preparing This Report

None

BACKGROUND

1. A procurement strategy to commission a new contract for the services was approved by Cabinet on 5th July 2021. The Council's previous contract for the delivery of Waste, Street Cleansing & Recycling Services expired on 29th January 2023.
2. The new contract was designed to help meet the Council's environmental objectives by allowing opportunities to minimise waste and increase recycling, including opportunities to collect more materials for recycling and reflecting the Council's commitment to collect food waste for recycling.
3. The contract includes a range of significant improvements on its previous iteration, with an obligation for the provider to use up to date Management Information Systems (MIS) and flexibility to adapt to emerging technologies in the marketplace particularly with respect to vehicles. It ensured value for money through competitively priced services and a contractual structure including an excess profit share mechanism.

Contract Award

4. In October 2022 Cabinet approved the award of the Contract to Veolia ES UK Ltd for a period of 9 years and 9 months from 30th January 2023 to 30th October 2032, with an option to extend up to a further eight years. The initial contract period was arrived at so that it aligned with the council's waste disposal arrangements, managed by the Western Riverside Waste Authority.
5. As well as the existing waste collection, recycling and street cleansing requirements, the new contract included the delivery of food waste collection and recycling as a core service to eligible residential properties. It also included two provisional services that the council could enact to help meet its recycling targets: the collection of garden waste as a separate waste stream and the containerised collection of household waste and recycling using wheeled bins at eligible properties.

Benefits of the new contract

6. The benefits we expect the contract to deliver include:

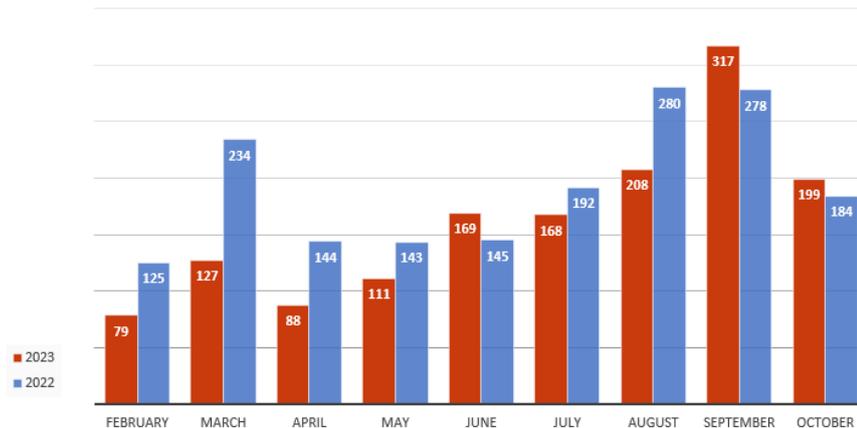
- **Increased Recycling Rates**
The contract will ensure significantly higher recycling rates are reached, with food waste collection as a core service and the ability to introduce recycling for more materials.
- **Improved Street Cleansing**
The contract will maintain existing high cleansing standards and will include “live” Management Information System (MIS) reporting which, once integrated with council systems, will ensure that reports of issues such as fly-tipping can be acted upon more quickly.
- **Enhanced Performance Management**
The new contract contains Key Performance Indicators (KPIs) around waste collection and street cleansing. It also contains an enhanced suite of annual contract targets against resident satisfaction, recycling rates, cleansing standards and social value commitments.
- **Supporting Climate Objectives**
At the procurement stage, Veolia were asked to set out a roadmap to transition towards a zero-emission fleet as soon as practicable and as the supporting infrastructure allows. The opportunity to collect more waste streams separately enables food waste and garden waste to be recycled.
- **Providing Improved Social Value Outcomes**
The new contract provides a level of Social Value (measured local benefits arising from the operation of the services) that is more than the Council’s requirement of 10% of the contract value.

Contract Performance

7. Missed collections

The new contract mobilisation went very well, with missed collection levels immediately improving despite the significant service transition. This improved service has been maintained except for two specific periods, first in June when the crews transitioned to using new on-board reporting technology and one in September when new rounds were introduced because of changes to vehicles that required staff needing to learn new collection routes and residents adapting to changed collection times in many cases. The missed collections subsequently reduced significantly in October and the improvement is expected into November and beyond. A flyer about the changes went to all homes affected in late August, in advance of the changed rounds, and we are now following this up with letters and tailored communications wherever we are finding issues with waste presentation.

Domestic Missed collections per 100,000



8. Weeding

The service has been enhanced so that the 800+ streets in the borough are on the weeding schedule every eight weeks for three tranches between April and October compared to twelve weeks previously. The crews are now equipped with new tools including electric strimmer’s to keep on top of the weeding during periods of intense growth. This year, we received almost half as many reports of weeding issues from residents than we had in the previous year (54 enquiries vs 99).

9. Litter and detritus

An independent assessment of litter and detritus is undertaken in the Borough three times a year. So far, the performance has scored consistently better than the expected level. The independent assessors select segments of streets at random for each inspection. We expect at least 97.5% to be clean to a high standard for litter picking on inspection. The contract has delivered levels of 98.85% and 98.19% in the two tranches of assessments carried out to date.

For detritus clearance, we expect 98.6% of segments to be clean to a high standard on inspection and the contract has delivered levels of 99.83% and 99.65% in the assessments.

10. Fly-tip clearance

Previously, approximately half of fly-tips were cleared within 24 hours, this has already improved to over two thirds of fly-tips as an average during the contract’s life so far and over 90% of fly-tips are now cleared within 48 hours (previously approximately three quarters of fly-tip clearances occurred within 48 hours). Further improvement on this is expected once the MIS system is fully integrated because Veolia will be notified more quickly about reports of fly-tipping.

Delivering New Services

11. In July 2023 a Key Decision report approved implementation of a wheeled bin service alongside the core food waste service.
12. Delivery of the new bins and food waste caddies commenced on 6th November. To ensure that we can meaningfully engage with any residents who have concerns about the new scheme, deliveries will take place for street-based homes in the borough over an approximate 6-month period. Days of collection will remain the same.
13. The pace of the implementation will enable us to ensure that we are delivering the appropriate service for each household.
14. Not all properties will be suitable for wheeled bins. For example, there may not be sufficient space for wheeled bins outside every property. Officers from the council and contractor will be in situ on the days the containers are delivered to ensure that bins are only delivered where there is suitable space. Where there is inadequate outside space, officers will see if smaller bins can be accommodated. Where there is space, we will be asking residents to try the new containers and we will work with residents to resolve any issues. Where properties are deemed unsuitable for the new bins, they will have their waste and recycling collected as they do now, but with the addition of the new food waste recycling service.
15. Nearly all kerbside properties will have space to receive the 7-litre indoor food waste caddy, with a larger 23 litre outdoor container to put their food waste into for collection. Homes eligible for wheeled bins will receive one 140 litre general refuse bin and one 240 litre recycling bin as standard. Some properties may find they require a larger or smaller bin as the scheme develops, and we will work with residents to accommodate their needs as far as possible. As we found in the prototype, some homes may prefer to share bins with neighbours, which we will also do our best to accommodate this.

16. Implementation of New services

We have undertaken a wide range of activities to ensure that the implementation of the new service runs smoothly, including:

- Information sent to all households to give advance notice of the upcoming changes at the end of the summer.
- Bin deliveries will operate over five phases, usually aligning to waste collection days. Homes included in each phase will receive a letter prior to the deliveries and ward councillors will receive details of deliveries in their ward in advance of this.
- We will engage with resident associations and groups wherever possible.
- Local drop-in sessions will be held for residents in the early part of each delivery phase to respond to any queries.
- On the day of deliveries, managers from both Veolia and the Council will be on hand to oversee the work and help resolve any issues.
- Additional resources are being provided by Veolia to help officers ensure the service is very responsive to any queries or complaints received about the new bins.

- The speed of the roll out will be determined by the number of queries that need attention so we can ensure we continue to be responsive with the resources available.
- We will continue to review the process and learn as the roll out proceeds.

Looking forward

17. Food waste collections for homes with communal bin stores

The current roll-out will deliver food waste recycling services to street-based properties, and once this is complete we will offer the service to homes with communal bin stores starting in 2024. As properties with communal bin stores are unlikely to be able to accommodate a 23-litre outdoor food waste caddy for each household, officers are developing proposals for an alternative storage and collection methodology which will enable residents to participate and are already consulting colleagues in Housing on how this might be achieved.

18. Garden Waste collection services

The July 2023 key decision report also approved a recommendation to allow officers to work with the contractor to develop proposals for a garden waste collection service. The ability to collect garden waste separately from normal household waste will enable us to dispose of this waste stream in a more environmentally friendly manner. We anticipate commencing implementation of this service in 2024.

Summary

19. New waste contract performance

- Mobilisation was excellent, service levels were maintained without disruption.
- There was an immediate and sustained improvement on missed collections.
- Recent changes, required by the contract, have had a temporary impact as we have introduced new technology and changed collection rounds.
- We are confident that service is improving as the changes are embedding and residents become used to new collection times.
- Veolia managements engagement with staff is positive and bodes well for the future of the contract period.

20. Upcoming changes

New waste collection service is now starting to be rolled out to street-based homes and we will be able to provide a verbal update on this at the PAC meeting in November.

LIST OF APPENDICES

None

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 20/11/2023

Subject: **An emerging approach to developing and promoting our visitor economy.**

Report of: Cllr Andrew Jones, Cabinet Member for the Economy

Report author: Logan Smith, Visitor Economy Officer

Responsible Director: Jonathan Pickstone, Strategic Director for The Economy.

SUMMARY

This report presents an emerging approach to developing a plan for promoting Hammersmith and Fulham as a culturally diverse and visitor friendly destination, increasing the numbers of visitors to our borough, improving their experience, and growing the local economic impact.

Targeting residents' friends and family, leisure seekers and business travellers, the report presents current projects underway and an outline plan for proposed future activities encompassing branding, sustainability, cultural engagement, and business collaboration - aiming to position the borough as an easily accessible, and sustainable destination with a range of attractive economic, environmental sporting, heritage, retail, and cultural assets.

RECOMMENDATIONS

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

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The development of our visitor economy aims to increase visitor numbers and awareness of the attractions. This will build economic growth, sustainability, and community engagement within the borough.

Creating a compassionate council	This plan looks at collaboration between the council and our various cultural centres, engaging with people from diverse backgrounds. Our co-production team will be engaged as the plan develops.
Doing things with local residents, not to them	By engaging with residents and community groups/businesses in the development of this plan, we are emphasising community engagement, collaboration, and knowledge sharing.
Being ruthlessly financially efficient	The plan relies heavily on partnership collaboration and explores third party sponsorship of certain initiatives.
Taking pride in H&F	By promoting and providing a sense of ownership and pride among residents, businesses, and other stakeholders in the borough.

Background Papers Used in Preparing This Report

None

Background

1. The visitor economy refers to the economic activities and industries that revolve around and cater to tourists and visitors. These include hospitality, transportation, accommodation, attractions and many more. Tourism is the act of traveling for leisure, business, and other purposes involving diverse activities and motivation of people exploring destinations away from home. Destination management revolves around strategically planning and coordinating resources and services to enhance the appeal to tourists, including business travellers, making sure they have a great impression from when they first arrive to when they leave. This includes first-time and repeat visitors. It also includes a geographical range of visitor origins, from local to international.
2. The development of our visitor economy is motivated by several key factors. Our Industrial Strategy places a strong emphasis on creating a distinct sense of place within our borough, forming our diverse tourism offer. As detailed in appendix 1, the borough's tourism proposition is strong: we are a cultural hub with amazing sport, green space, and retail options. In addition, our new Cultural Strategy also outlines the path for a more culturally rich and diverse Hammersmith and Fulham.
3. The report addresses the proposed target audiences, new and ongoing initiatives as well as a range of possible future developments with the

overarching goal to not only increase the number of bed stays, footfall, and revenue per visit, but also to enhance their experience and economic impact, making H&F a more attractive and sustainable destination for residents and tourists alike.

4. It is also worth noting that tourism is still recovering from the COVID-19 pandemic. Although there are improvements and the industry is slowly recovering, we are still not at the pre covid levels, according to visit Britain, last year in 2022, visits to the UK were still down 24% from 2019.

Proposed target audiences

5. To effectively cater to a diverse spectrum of tourist and visitor motivations, three proposed primary target markets have been identified as a starting point in our plan to build the visitor economy.

- Residents' friends and family: A diverse group who has a special connection to our borough. Comprising close friends, family members and acquaintances of the borough's residents, they share a unique and historic bond with the area and local community.
- Leisure tourists: Catering to both domestic and international tourists who visit London, this encompasses those who are keen on vibrant nightlife, entertainment venues, shopping, dining, and cultural exploration. Westfield, Hammersmith Apollo and the three professional football clubs are some of the popular locations in our borough.
- Businesses and conference visitors: Visitors who visit the borough for conferences and those travelling for professional purposes. Business visits accounted for 21% of all inbound visits to the UK in 2019 and is the third highest market for domestic overnight stays in the UK according to VisitBritain.

Workstreams already underway

6. A new role of Visitor Economy Officer has been in place in the Economy department since June 2023. Since the postholder's appointment, the below workstreams have begun to build and co-ordinate the visitor economy in Hammersmith and Fulham. These efforts signify our commitment to becoming a vibrant and attractive destination for both residents and tourists.

Shepherds Bush Comedy Festival

7. Officers are exploring how best to deliver the manifesto commitment to resurrect the Shepherds Bush Comedy Festival, speaking with private companies and internal colleagues on possible options and opportunities with the goal of advertising it for a private company to run, potentially in summer/autumn 2024, bringing in leisure and entertainment visitors from across the country.

Developing the H&F Tourism Network

8. The first meeting of the inaugural H&F Tourism Network was held in early November. This network comprises local tourist attractions, hotels, and retail venues. Objectives range from sharing knowledge and intelligence on the current state and trends of the local visitor economy, fostering collaboration among partners and creation of new and enticing deals while addressing tourism opportunities and challenges.

Developing the visitor economy around the Civic Campus and North End Road

9. The Civic Campus is positioned as the epicentre of Hammersmith and holds immense potential for fostering tourism in the borough, while instigating a rejuvenation of the town centre. Hammersmith and its surroundings can become a dynamic and multi-faceted destination, with salience among visitors both here and abroad. Along with North End Road, officers are looking at boosting footfall, job creation and improved infrastructure with new culinary and dining tours, festivals, accommodation packages, competitions and possible new events attracting both residents and tourists alike.
10. Officers will look to develop a marketing strategy specifically for North End Road. This strategy will focus on celebrating the heritage, culture and people of North End Road, increasing dwell time in the area while also attracting new and returning visitors. There will also be a focus on attracting new, quality retailers and businesses while broadening the market offer with more diverse traders.

Promoting the borough via VisitLondon.com

11. Officers are working with London and Partners – the business growth and destination agency for London - to update their current webpages on Hammersmith and Shepherds Bush to incorporate more attractions in the borough. VisitLondon.com receives millions of views each year and is the first stop for many international leisure visitors when looking at what to do in London.

Sport partner discussions

12. Initial discussions have begun with local sporting clubs around collaboration and new ways of working, including with Fulham Football Club on how best to capitalise on their new riverside development as an amazing local attraction for both local and international visitors.

Using major events to drive footfall

13. Officers are also scoping how best to leverage major events hosted in the borough as a strategic means to increase visitor numbers and enhance the borough's appeal. This includes the upcoming 2024 London Tech Week at Olympia, where we aim to harness the momentum to draw in visitors and

showcase the diverse offerings of the borough. We are engaged with London and Partners on attracting business events.

Proposed new workstreams

14. The future workstreams below are proposed to enhance the visitor experience and further amplify the borough's appeal.

Destination Management partnership and plan development

15. As referenced in the Cultural Strategy approved by Cabinet in October, there is an ambition to develop an approach to destination management for the borough. This could involve formulating a broad strategic framework (a destination management plan) steered not only by the Council but also by key partners (a destination management partnership).
16. The likely components below would entail both a cross council endeavour across multiple departments and close partnership working with external partners, with the overarching goal of enhancing the visitor experience in Hammersmith and Fulham, ensuring visitors have an enjoyable experience while in our borough.
 - i. **Community and Environment:** We are dedicated to fostering safer communities, maintaining cleaner areas, and optimising ease of movement throughout the borough.
 - ii. **Sustainable Travel:** Promoting sustainable travel is a priority, and we will actively encourage the use of our cycle lanes and public transport options to reduce the carbon footprint of visitors.
 - iii. **Attraction Development:** Identifying opportunities for the creation of new attractions and unique experiences, further enriching the visitor landscape.
 - iv. **Visitor Website:** Officers will evaluate the feasibility of launching a dedicated Hammersmith and Fulham visitor website to serve as a comprehensive resource for tourists. We will also explore other forms of complementary social media.
 - v. **Visitor Journey Understanding:** To inform our strategies, we will commission data collection and market research to gain valuable insights into visitor demographics.
 - vi. **Visitor Feedback:** Establish a feedback system that allows visitors to share their experiences and suggestions and enables partners to act on feedback to continually improve their experience.
 - vii. **Branding and Promotion:** Officers will look to work across the Council – and with external partners - in producing consistent marketing and

messaging strategies that effectively promote the borough. This could include attraction maps, social media improvements/digital advertising as well as local business toolkits.

- viii. Local Resident Engagement: Recognising the role of residents in promoting our events and attractions, we will target this demographic, encouraging them to share their borough experiences with friends and family. While also doing more to promote the current resident schemes in place.

Hotel and conference centre alliance

17. Officers will explore how best to collaborate with large hotels and conference centres to assist in attracting new conferences to the area, while also equipping them with collateral and training about the local area, including dining options, transportation links, itineraries, and other points of interest. This workstream could improve public knowledge of the area, boosting footfall, increasing bed stays and revenue per stay.

Innovative Product Development

18. Officers will be working with local partners to create new innovative tourism products; these could include the following:
 - i. Tailored Walking Tours/Scavenger Hunt: Designed around historic sites, music history, famous filming locations and our sporting heritage. Such trails could offer a sustainable, accessible, and immersive way to explore the borough.
 - ii. Notable residents' insights: To provide unique local perspectives, we will engage with notable and famous residents, seeking their recommendations to promote the borough effectively.
 - iii. Targeted Tourist Itineraries: By crafting tourist itineraries and days out guides tailored to specific target audiences.
 - iv. Digital Exploration: Investigate the development of using QR codes for historical and cultural locations, enabling digital in-depth insight into our rich heritage 24/7.
 - v. New Events: Scoping ways of curating high-quality events, including local food festivals, buskers' festival and continued support for existing festivals like Off the Rails. This would also involve collaborating closely with our cultural partners to explore new events, aligning with the commitment in our Cultural Strategy to providing diverse cultural experiences for residents and visitors alike.
 - vi. Accessibility and Inclusion: Ensuring that all attractions and events are accessible to people with disabilities and promoting an inclusive environment to welcome a diverse range of visitors.

Nighttime Economy Enhancement

19. Officers across the Council are already working collaboratively to improve our nighttime economy, an important facet of the Visitor Economy, including through developing a strategic nighttime economy plan tailored to Hammersmith and Fulham. These efforts align closely with the Cultural Strategy, emphasising the importance of cultivating a vibrant and secure nighttime economy.

Al-fresco Dining

20. Officers will explore opportunities to enrich the local dining and beverage scene within the borough by encouraging and promoting more outdoor dining and drinking options. Any enhancements will also focus on prioritising accessible pavement access for everyone fostering a welcoming and inclusive environment.

Borough Collaboration + Zone 2 Marketing Initiative

21. Inspired by a new initiative launched in Berlin earlier this year, officers are looking to engaged with neighbouring boroughs to establish collaborative efforts aimed at attracting visitors outwards from central London, increasing the footfall and spend in H&F and other 'Zone 2' boroughs. The goal would be to develop innovative products and events, jointly promoting activities and attractions situated in areas outside of central London.
22. This endeavour aligns seamlessly with the overarching objectives of London and Partners in encouraging visitors to explore the wider spectrum of London's offerings. Additionally, we will actively engage with travel journalists/bloggers to feature the diverse attractions and experiences offered by Hammersmith and Fulham.

Delivering the workstreams

23. The workstreams outlined above combine activities already in train and those requiring further scoping/development. An outline delivery plan, setting out timescales and anticipated outcomes, is provided at Appendix Two.

Conclusion

24. This report has outlined the emerging approach to developing, promoting, and managing the visitor economy in Hammersmith and Fulham with a focus on increasing footfall, while enhancing the overall visitor experience and fostering economic growth.
25. While the industry is slowly improving following the pandemic, H&F has a great offer and opportunities to gain a better market share of visitors to the area. The report, along with alignment with the Industrial and Cultural

Strategies, shows how the borough is poised to position itself as an attractive and sustainable destination.

26. Subject to Members' comments, next steps will be to continue to deliver the activities already in train and develop those proposed in more detail.

Appendix One - Hammersmith and Fulham outline tourism proposition

Theme	Details	Attractions
Cultural Hub	Showcasing the borough's cultural and entertainment scene, with venues hosting world-class performances, concerts, and shows. This draws in both local and international visitors, making Hammersmith and Fulham a hub for arts and entertainment.	Bush Hall, Lyric Theatre, Riverside Studios, BBC, ITV studios, Kings Rd Festival, Olympia London, Fulham Palace, Civic Campus
Green Spaces and Parks	Highlighting the borough's parks, gardens, and green spaces as havens for relaxation, recreation, and community events. While also focusing on leveraging the borough's prime location along the river Thames which provides picturesque views, riverside walks and dining.	Ravenscourt Park, Bishops Park, Hammersmith Bridge, Riverside Walk
Shopping, Dining and Accommodation	Showcasing the borough's vibrant culinary scene, including local eateries, street food markets, and food festivals that celebrate diverse cuisines. While also promoting the borough as a shopper's paradise with independent boutique shops, vibrant street markets and large shopping centres. We also want to promote the wide range of accommodation options available to visitors, from budget to high end rooms, all within walking distance to our major attractions.	Westfield Shopping Centre, Shepherds Bush Market, Fulham Broadway Retail Centre, London Olympia, Jerdan Place, Northend road, Novotel, Holiday Inn, IBIS, Hoxton, Premier Inn
Sporting and Leisure Activities	H&F boasts the largest concentration of football stadiums in the city, from Premier League teams Chelsea and Fulham to the iconic QPR in the championship. Each stadium brings in weekly visitors on game days while each also offer stadium tours during the week. The borough also plays host to the cinch Championship at Queens Club which was recently voted 2022 ATP tournament of the year.	Fulham Football Club, QPR, Chelsea, Queens Club, Chesterton's polo in the park, Oxford v Cambridge Rowing Race

Appendix Two - Outcomes and delivery over the next 12 months.

Workstreams	Delivery	Goals
H&F Tourism Network	6 November 2023	New business to business collaboration. Stronger relationships/collaborations between council and attractions. Quarterly meeting set in place.
Collaboration with visitlondon.com	November 2023	More clicks and visits to H&F pages
Borough Collaboration	New collaborations in place by February 2024.	Collaboration agreements with at least two neighbouring boroughs. Increased footfall and visitor spend.
Nighttime Economy	Plan in place by December 2023.	Increased footfall Business revenue increase.
Shepherds Bush Comedy Festival	Festival launch in Summer 2024.	Increase attendance on 2019. Featured in notable publications. Increased footfall/spend during festival week.
Civic Campus/North End Road Visitor Economy	New initiatives launch Spring 2024.	Increased footfall and expenditure in designated areas. Improved public recognition on area. Increased percentage of out of borough visitors. Positive visitor reviews.
New Product Development	From June 2024	New tours created. Greater footfall/spend in publicised areas.
Hotel and conference centre alliance	February 2024	More conferences held in borough (Long term) Longer hotel stays
Destination Management Plan (DMP)	Draft DMP for consideration December 2024. Ongoing initiatives to begin March 2024.	Three-year strategic direction for the borough.

Agenda Item 6

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 20/11/2023

Subject: **London Borough of Culture Bid**

Report authors: Daniel Waller, Assistant Director Cultural Services
Thomas Dodd, Arts Development Officer

Responsible Director: Mark Raisbeck, Director of Public Realm

SUMMARY

This report provides the Committee with an update on the development of the borough's bid for the Mayor of London's Borough of Culture (LBoC) scheme 2025 / 2027.

Leveraging the insights and recommendations from across the Council's Arts Commission and Cultural Strategy, alongside extensive stakeholder engagement and consultative efforts, our bid is now being finalised ahead of its submission by 30th November 2023.

The bid seeks to accelerate delivery of the Cultural Strategy and transform the borough through arts and culture. This report highlights the background to the bid's development and its key themes. Members will be provided a draft of the bid document, so the Committee has an opportunity to review and provide feedback before its submission.

The collective ambition expressed in this bid reflects our commitment to celebrating diversity, fostering inclusion, and promoting artistic excellence for all in Hammersmith & Fulham.

RECOMMENDATIONS

1. For the Committee to note and comment on the report and draft bid submission.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The LBoC bid underlines the power of culture in stimulating economic growth, ensuring that the cultural economy is inclusive and benefits all residents
Doing things with residents, not to them	Our bid is built upon extensive collaboration with residents and stakeholders, representing a shared cultural vision for the borough.
Being ruthlessly financially efficient	The LBoC bid is strategic, ensuring sustainability by seeking external funding and partnerships. Beyond expenditure it is a thoughtful investment in our cultural future.
Taking pride in H&F	Our bid embodies the cultural spirit of H&F, showcasing our unique heritage and artistry that define Hammersmith and Fulham.
Rising to the challenge of the climate and ecological emergency	Our LBoC bid is conscious of our environmental responsibilities. Every event, partnership, and initiative will strive to be sustainable and contribute to the borough's net zero goals.

Background

1. The London Borough of Culture (LBoC) award was established by the Mayor of London in 2018 to acknowledge the cultural contributions of London's boroughs. This initiative was inspired by schemes like the European Capitals of Culture and UK City of Culture which saw cities like Liverpool and Hull benefit from transformative cultural endowments.
2. The Mayor of London's LBoC award comes with substantial financial investment with title award winners receiving an initial prize grant of £1.35 million. Additionally, a dedicated fund of £125k supports the Liberty festival, focused on D/deaf and disability arts, and another £500k is allocated for heritage-related initiatives. Hammersmith and Fulham will be bidding for 2025 to align with the launch of our new Civic Campus as well as the Lyric's 130th Anniversary.
3. Previous winners, including Croydon, Lewisham, Brent, and Waltham Forest, have not only elevated their cultural profiles but developed opportunities for additional external funding through a range of sources including grants, donations, and charitable trusts.

Cultural Strategy

4. The Council last submitted a bid in 2018 for the LBoC 2020 award when we placed second. Following this outcome, from 2019-2021 the Council convened an

independent Arts Commission, made up of residents, volunteers, arts experts and local arts organisations. The recommendations emerging from the Commission's work highlighted the need to develop a new Cultural Strategy for the Borough.

5. The strategy's development drew on an extensive stakeholder engagement programme with two distinct phases:
 - Phase 1: Established an evidence base of priorities and issues. (August – December 2022)
 - Phase 2 – Heard the 'word on the street', testing indicative priorities for the strategy and developed an action plan. (December 2022 – March 2023).
6. The activities undertaken during these two phases and the approaches taken – which were designed to be as inclusive as possible of all our communities – are detailed at Appendix One, alongside the organisations engaged. The Cultural Strategy was approved by Cabinet on 16th October 2023, and its implementation will be considered at a future meeting of this Committee.
7. Taking its cue from the Council's longstanding, strategic support for culture, the Cultural Strategy recognises the central role culture plays in the lives of our residents and how it supports and underpins a growing economy. Culture is a thread running through our thriving local start-ups in the creative sector, our flagship cultural institutions and our vibrant community arts scene. Culture also sits at the heart of our Borough's attractiveness as a place: a location for growing creative and cultural businesses with a thriving night-time economy; a visitor destination; and a home to exciting new developments – including our new Civic Campus, among others – built around culture. It recognises that culture has the potential to reduce social isolation and improve health outcomes and creates connections within and across all our communities.
8. The Cultural Strategy highlighted that a bid would be submitted for the LBoC award, and it would be informed by the opportunities identified within the strategy, aligned with the competition's evaluation criteria. It would also be developed in partnership with the many stakeholders engaged in the strategy's development.

Bid Evaluation Criteria

9. The bid must be a partnership bid, demonstrating the distinctiveness of the Borough, and putting culture at the heart of communities. It must:
 - show how local people, including young people, people with disabilities and people with diverse backgrounds will be involved in leading, delivering and experiencing culture.
 - clearly respond to the socio-economic needs and challenges identified and show how it embeds culture within the wider priorities for our community.
 - highlight the value of culture and be linked to a legacy plan demonstrating how the improvements in the cultural life of the Borough that are catalysed by the title can be sustained in the longer term, linked to the partners' cultural strategy.
10. The LBoC's evaluation process will therefore examine each bid across the following criteria:

- **Making an Impact:** measuring the transformative potential of the bid. It reviews how the bid addresses community needs, its ability to instigate positive change, and its strategies to engage the youth.
- **Celebrating Creativity:** delving into the bid's creative propositions. It reviews the cultural programs, their uniqueness, and ambition. It also examines plans to highlight local heritage and alignment with events, such as the Liberty Festival.
- **Deliverability:** the bid's feasibility is analysed here, covering its project management tactics, communication strategies, and risk mitigation plans. Commitment to equality objectives, sustainability, and enduring legacy are also essential components of this criteria.
- **Financial Management:** is centred on the bid's financial prudence. It reviews financial planning, budgeting, and potential funding avenues to gauge the bid's fiscal robustness.
- **Cultural Impact Awards:** highlights potential additional awards and funding opportunities. It evaluates the bid based on project details, overall impact, feasibility, and financial acumen.

11. Part of the evaluation will include a presentation of the bid in February 2024 if we are shortlisted before the award is announced in April 2024.

London Borough of Culture Bid Development

12. To ensure it is a true partnership bid, that demonstrates the distinctiveness of the Borough and puts culture at the heart of our communities, officers grounded the bid's development in the spirit of co-production.

13. The Cultural Strategy and the comprehensive input gathered for its development during 2022, (from residents, businesses, community, and cultural organisations) was used as the bid's foundation. To develop this work specifically for the LBoC bid a workshop involving over 15 cultural stakeholders took place in August 2023 that served as a forum to collaboratively explore and refine bid ideas which continued to be developed individually with partners. Through these dedicated sessions we embraced a truly co-produced approach, ensuring that our bid is both reflective of our community's aspirations and strategically aligned with our broader cultural vision.

14. In more recent weeks the programme of activities and themes included within the bid have been refined with a team of cultural partners including the Lyric Hammersmith, Bush Theatre, Riverside Studios, Imperial College, DanceWest, Artsfest, Turtle Key Arts, Irish Cultural Centre and others. Some of these partners (Lyric Hammersmith, Kindred Studios, and HQI) were present at the Cabinet Meeting on 16th October to support the strategy and the intention to bid for LBoC.

Bid Themes

15. The main message for our Year of Culture is "Where Culture Connects" which reflects our Cultural Strategy and consists of four main themes:

- **Connecting our communities** - we want to bring our communities closer, building stronger ties both within and between.
- **Connecting Talent to Opportunity** - to support our residents to use their creative potential to access the opportunities in our place, including those in our fast-growing innovation economy.
- **Celebrating our Connections** – by experiencing special events together we will strengthen our shared bonds, our sense of common humanity and shared identity, and
- **Connecting to the World** - ultimately, looking beyond our boundaries to be a beacon for West London culture and consolidate our role as a national and international destination for tourism and investment.

16. A successful LBoC bid will accelerate the delivery of the aims and objectives of the Cultural Strategy, resulting in an enduring legacy. Such alignment ensures the LBoC bid reflects the community's wishes and is designed to offer consistent and enriching cultural experiences for all. The aspirations for the bid can be summarised as:

- **Residents** - will feel a stronger connection to H&F as a place; they will feel better able to influence and access the skills, resources and networks that enable them to plan, develop and deliver a range of locally based cultural activities that are meaningful; they will be better equipped to access work in the local creative and innovation economies; they will enjoy life and feel positive about their future.
- **Partner Institutions** - will have increased capacity for delivery and a stronger network for sharing, developing and delivering cultural activities; they will share responsibility for a thriving cultural life in H&F through the Cultural Compact (i.e. joint decision making board); they will cement their reputations and the reputation of the Borough as a destination for high quality culture; they will be part of a high-functioning system that nurtures and draws on local creativity.
- **Artists** – will be better supported and have more opportunities for work.
- **Borough** - will be known as a destination for culture; we will feel like a coherent cultural place with an identity that is owned and celebrated by our residents; we will be better placed to welcome new investment and ensure that local talent is well-placed to access opportunities for work in the new economy; we will be a Borough to be even prouder of.

17. The draft bid document (Appendix 2 – Exempt Appendix) will be provided to Members separately because of the competitive process for the award. The bid is to be submitted by 30th November 2023, so the version provided continues to be fine-tuned with input from our partners and the expertise of an external bid writer to ensure the response fully reflects the evaluation criteria. Members will be briefed on any significant changes at the Committee and any suggestions made by the Committee will be considered when drafting the final submission.

18. In addition, we continue to engage with a representative of the GLA who is providing informal feedback on the contents of the bid. For example, we know that:

- A standout feature of the bid is its firm alignment with the overarching Cultural Strategy.

- The bid's global ambition is appreciated.
- The partnership with Joy/Liberty is particularly commendable and adds value to the proposal.
- It needs to be clear how the bid will support the Council's teams to work more closely together with each other, and how the Council can work more collaboratively with the cultural sector, to fully embed culture in our wider plans.

Bid Launch and Promotion

19. To celebrate the new Cultural Strategy and the submission of the LBoC bid, a launch event featuring cultural entertainment and speeches in support of the bid from the Council and cultural partners is being organised for 30th November 2023 at the Sands End Arts and Community Centre.
20. The launch event signals publicly that Hammersmith & Fulham has entered the LBoC competition and with the results of the completion not expected until April 2024, the campaign will use the intervening period to galvanise support for the bid in advance of the bid presentation in February 2024. The Council's communications team are working in partnership with the marketing teams from key cultural partners, led by the Lyric Hammersmith, to develop a marketing and communications programme that all partners can help to deliver over the next few months to demonstrate community support and engagement with the bid. This includes production of a promotional video containing highlights of the bid and launch event to promote support on media. The bid motto, "Where Culture Connects" captures the essence of Hammersmith & Fulham's cultural aspirations and serves as the foundation upon which the marketing campaign is built.

Conclusion

21. Anchored by a clear vision and guided by robust strategies, the Where Culture Connects bid to the Mayor of London's Borough of Culture scheme for 2025 (or potentially 2027) encapsulates a shared aspiration to accelerate delivery of the cultural strategy and transform the Borough's cultural landscape. Through extensive consultations, stakeholder engagements and a co-production approach, we have curated a bid that resonates with the diverse voices of our community and reflects our overarching theme of "Connection."
22. The bid is submitted by the Council on behalf of a wide partnership, and if successful will be delivered through the Cultural Compact that is an early action of our Cultural Strategy. The Council, however, is required to underwrite the bid and ensure that 30% match funding is secured.
23. As we approach the official submission of our bid, it is evident that the collective effort, dedication, and passion poured into this initiative will leave an enduring legacy for Hammersmith & Fulham's cultural future. Irrespective of the outcome, the journey itself has strengthened the Borough's cultural relationships, fostered unity and celebrated diversity.

Appendix One: DETAILS OF PHASES OF STAKEHOLDER ENGAGEMENT UNDERTAKEN FOR DEVELOPMENT OF THE CULTURAL STRATEGY

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

Purpose	To establish an evidence, base of priorities and issues including other council strategies.
Activity	Starting point: <ul style="list-style-type: none"> • Review of the Hammersmith and Fulham Arts Commission 2020 recommendations. • Review of H&F Council Strategies. • Discussions with H&F Council elected members.
	<ul style="list-style-type: none"> • 22 meetings/sessions with individuals and small groups including. • H&F council elected members and senior managers. • Arts Commission members, • Local networks, arts culture and heritage organisations, • Commercial arts venues and partners, • Higher Education partners, • Funders and local charities, • Hammersmith and Fulham Business Improvement District. • Arts Council England.
	Three 3 group sessions with H&F Council officers on the following themes <ul style="list-style-type: none"> • Destination – boosting the local economy by developing and promoting a thriving borough for the arts. • Creation – supporting people to create and produce excellent art of all kinds.’ • Inclusion – giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic and cultural activity.
Outcomes	Identified the main themes for the strategy to tackle – the opportunities and the challenges.

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

Purpose	To capture direct feedback from residents on the street, test the priorities for the strategy and develop an action plan.
Activity	The delivery team attended King Street market (3 December ‘22) and North End Road market (17 December ‘22) and asked people what they thought was important about the arts, culture and heritage in the borough.

	6 workshops based on the themes that emerged through previous consultation events to develop the vision and outcomes people want to see.
	Public survey about participation in arts, culture and heritage.
	Action for Culture conference (1 March '23) with 40 local organisations to develop the action plan.
Outcomes	The members of the public who talked to us and responded to the public survey are proud of their borough and believe that arts, culture and heritage are important to them. There was broad agreement about the purpose of the strategy, its scope and the themes it needs to tackle. Developed the Action Plan.

Participation in consultation and engagement activities

Alongside the 528 people who engaged in the strategy's development at King St and North End Road Christmas markets in December 2022, and the 159 people who responded to the online public consultation exercise, the following organisations supported the development of the strategy:

- Action on Disability • H&F ArtsFest • Masbro • Anti-Tribalism Movement • H&F Youth Council / Parliament • Mates in Mind H&F • Arts Council England • Hammersmith, Fulham, Ealing & Hounslow Mind • New White City Youth Centre • The Bhavan Centre • The Hammersmith Society • Nubian Life • Bush Hall • Hammersmith United Charities • Olympia London • Bush Theatre • Hammersmith & Fulham Arts Commission • Petit Miracles • Charing Cross Hospital • HQI Foundation • POSK Polish Social and Cultural Association • Dance Attic • Imperial College London • Riverside Studios • Dance West • The Irish Cultural Centre. • Royal College of Art • Earls Court Development Company • John Lyon's Charity • Sands End Arts & Community Centre • EdCity • Joy Festival • Shepherds Bush Families Project & Children's Centre • Eventim Apollo • Kindred Studios • This New Ground • Flora Gardens School. • Koestler Trust • Tri-borough Music Hub • London Academy of Music and Dramatic Arts (LAMDA) • Turtle Key Arts • Friends Of The Japanese Garden • London Culture Forum • UKTV • Fulham BID • Lyric Hammersmith Theatre • Upstream • Fulham Cross Federation • Mark Baldwin (choreographer and former Rambert Artistic Director) • West London College • Fulham Palace • Mitsui Fudosan • Westfield London • Fulham Symphony Orchestra • Music House For Children. • White City Youth Theatre • Greater London Authority • NAZ Project • William Morris Society • Hammersmith BID • Next Door Records • Yoo Capital • Young Hammersmith & Fulham Foundation

Appendix Two: EXEMPT APPENDIX – DRAFT BID DOCUMENT – circulated to Members only.