

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

Monday 22 April 2024 at 7.00 pm

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

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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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UPDATED ON: 15 April 2024

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22 April 2024

<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 - 11
To approve the minutes of the previous meeting and note any outstanding actions.	
4. HIGHWAYS CONTRACT REVIEW	12 - 33
This report outlines a review of the current Highways service delivery contract, focusing on contractor performance as well as highlighting future procurement requirements.	

- 5. PLACE SHAPING APPROACH AND PRIORITIES** 34 - 40
- This report presents the Council's place shaping approach to transform key town centres and priority areas. The vision is to create vibrant and connected hubs that celebrate their unique character and foster a keen sense of place. The report also outlines ongoing work to support vibrant secondary high streets which are at the heart of communities.
- 6. PLACE SHAPING THROUGH AFFORDABLE HOUSING DEVELOPMENT AND COMMUNITY INFRASTRUCTURE** 41 - 49
- This report provides an update on the council's work to shape better places through the development of new, affordable housing and community infrastructure such as schools, community spaces, and commercial space.
- 7. HAMMERSMITH TOWN CENTRE SPD** 50 - 52
- This report provides information on the Hammersmith Town Centre Supplementary Planning Document (SPD).
- 8. WHITE CITY PUBLIC REALM STRATEGY** 53 - 55
- This report provides details on the White City Public Realm Strategy.
- 9. DATES OF FUTURE MEETINGS**
- To note the following dates of future meetings:
- 22 July 2024
 - 18 November 2024
 - 3 February 2025
 - 22 April 2025

Agenda Item 3

London Borough of Hammersmith & Fulham

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



Monday 5 February 2024

PRESENT

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

Other Councillors:

Councillor Sharon Holder (Cabinet Member for Public Realm)

Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Officers:

Kellie Gooch (Head of Finance Environment)

Danny Rochford (Head of Finance, Economy and Housing Revenue Account)

James Newman (Assistant Director Finance)

Bram Kainth (Strategic Director of Environment)

Jon Pickstone (Strategic Director of Economy)

Mark Raisbeck (Director of Public Realm)

Val Birchall (Artistic Director and Civic Campus Curator) - online

Charles Francis (Committee Coordinator)

1. **APOLOGIES FOR ABSENCE**

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

2. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3. **MINUTES**

The Open and Exempt minutes of the Economy, Arts, Sports and Public Realm Policy and Accountability Committee meeting held on 20 November 2023 were agreed.

4. **2024 MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

Councillor Rowan Ree, Cabinet Member for Finance and Reform, introduced the item that provided details on the proposals for the 2024/25 revenue budget – including the risks, financial resilience, and impact of those proposals.

Councillor Ree noted that it had been a challenging time for local government, with central government grant reductions and high inflation, but despite the conditions, the Council had delivered a balanced budget that protected core services and continued funding for the areas that were unique to borough such as free home care, universal free school breakfasts, and the Law Enforcement Team. He explained this had been achieved through ruthless financial efficiency and reforming how services were delivered.

James Newman (Assistant Director of Finance) gave a presentation on the corporate budget, highlighting the following:

- The difficulties of the operating environment including inflation, pressures on household budgets, new legislative burdens, and uncertainty around local government funding.
- The key objectives of the financial plan were to protect statutory services, deliver services valued by residents, ensure people's safety, and be a modern and innovative Council with strong financial governance and resilience.
- That council tax would increase by 2.99% (with a 2% Social Care uplift.), but a significant number of households in the borough would not pay the full amount due to discounts and exemptions.

Bram Kainth (Strategic Director of Environment) gave a presentation of the budget for the Environment Directorate. The following points were noted:

Key budget changes that were highlighted included:

- Additional investment for inflationary increases on both major contracts (minimum 4%) and council staff pay (3%)
- Plus additional investment in services of £488k:
 1. new waste collection service (£278k) for garden waste
 2. continuation of the community and cultural events programme (£150k)
 3. ongoing contribution to the new H&F Black History Cultural Centre (£60k)
- Savings of £1.55m for the whole Environment department
- £1.35m savings relevant to EASP PAC:
 1. Thorough review of fees and charges (£200k).

2. Service transformation and commissioning savings (£250k)
3. Garden waste collection subscription service (£650k)
4. Further efficiencies through roll out of wheeled bins (£250k)

Daniel Rochford (Head of Finance) gave a presentation of the budget for the Economy Directorate highlighting the following:

- A Net Budget of £0.6m, balanced over last 4 years
- £0.8m savings completed for 2022/2023
- Officers had negotiated £98m Section 106 monies and there was excellent planning performance, including Planning consent for 134 homes
- A Supplementary Planning Document (SPD) for small business workspace
- Co-produced housing with carbon down a significant 80%
- Officers working in partnership had leveraged £85m for affordable housing
- The Industrial Strategy had created 8,100 jobs and £6.1bn investment
- The Authority continued to provide excellence in adult-learning

Councillor Adam Peter Lang asked if he was correct in assuming that Hammersmith and Fulham had a relatively young population compared to other London Boroughs. And he commented on how this shaped priorities. He asked what demographic change if any there was. In response, Councillor Rowan Ree, Cabinet Member for Finance and Reform confirmed that the Borough was ageing and provided details on the ramifications this had for the budget, grant funding opportunities and future budget planning.

Councillor Adam Peter Lang highlighted the savings that were being made through the new waste management collection service. He confirmed he supported the additional investment in services including the garden waste, community and cultural events programme and the ongoing contribution to the new H&F Black History Cultural Centre. He suggested that officers might make how the Council used Section 106 money more prominent on the website.

In relation to the compensation for lost business rates, Councillor Ashok Patel asked for more detail to be provided and in particular what the enforcement policy was for collection. In relation to Appendix 4 of the report, he asked about parks usage and the distinction between state and private schools and also the difference in costs between burial and cremation.

In response, Councillor Rowan Ree confirmed it was a £60k contribution to the Black History Culture Centre and the Council was working in partnership with third sector providers to move the initiative forwards. In relation to business rates, he explained the differences between small and larger businesses and their rates. As smaller businesses paid less for their rates, these needed to be topped by central government. He assured the committee that the Council was using big data and analytics to improve collection rates and in relation to the cost of living, it was noted that the Council had frozen all charges in children's, adult social care and housing services while other charges had risen with inflation. It was noted that the disparity between funeral costs related to burial plot / land ownership.

Bram Kainth, Strategic Director of Environment, confirmed that pitch usage within parks was very popular and so the council was having to prioritise these services to

schools, and use a charge to control the amount of time pitches were available to non-state schools to use. With regards to burial fees and charges, Bram Kainth confirmed Hammersmith and Fulham's charges were comparable to neighbouring Boroughs.

Councillor Jackie Borland asked why bulky household waste collection charges had increased from £30 to £45 for 10 items and was concerned that the rising costs might be prohibitive to some residents. In response, Bram Kainth explained that Hammersmith and Fulham's allowance of up to 10 items for a set charge was generous compared to neighbouring boroughs, where the charges were comparable but for far fewer items. These costs also had to take account of the waste disposal costs.

Councillor Jackie Borland suggested that in future, perhaps officers could look at a sliding scale where costs would be less, if for example there were only five items. In response, Bram Kainth explained that in his experience, when waste disposal charges had risen, this had not resulted in increased fly-tipping. He also commented that most of the costs derived from the journey required to collect the waste, and so a sliding scale would not enable the Council to recoup its costs. He assured the Committee that waste collection costs would be closely monitored and kept under review.

Adding a supplementary question, in relation to Section 106 money, the £98 million was exceptional. She asked if this was guaranteed money which was already being spent, as some developments did not go ahead, and so asked where this money was in the pipeline. In response, Danny Rochford confirmed that S106 money was paid in instalments over a period of time and these were linked to a series of milestones within any such development. There was always a risk that some developments might not proceed as planned, so this could affect what monies came forward.

Councillor Jackie Borland enquired about £85 million which had been leveraged for affordable housing and asked how this had been achieved. In response, Danny Rochford provided details of how the relationships worked between the external bodies and the Economy Team to achieve grant funded schemes and confirmed that most of the £85 million was grant funded money.

Councillor Liz Collins asked about events, encouraging visitors to the borough and in particular the economic value of the "grey pound". She asked how this demographic was factored into future budget planning. In response, Councillor Sharon Holder suggested this could be addressed in the next item.

The Chair, Councillor Rory Vaughan, welcomed the contribution to the new Black History Museum which reinforced one of the outcomes of the Cultural Strategy and he asked for the Committee to be kept informed of future developments. In terms of sports pitch hire, and specifically the tennis courts in Ravenscourt Park, he asked about block bookings, how this was monitored, and to ensure residents had an opportunity to use these facilities.

The Chair mentioned the charge for garden waste and highlighted this was a topic which would require further information in the future. He noted the prevalence of garden bonfires / fly tipping and reiterated that the Council needed to reinforce its messaging about disposing of garden waste responsibly.

In response, Bram Kaith, Strategic Director of Environment, confirmed that the Council wished to prevent bonfires, given all the hard work which was being done to improve air quality. In relation to fly-tipping, Bram commented that other boroughs which had introduced a garden waste service had not seen fly-tipping levels increase. With regards to tennis courts and block bookings, it was noted that this was a balancing act and officers were looking at ways to improve accessibility so that all parties had an opportunity to use them.

The Chair, Councillor Rory Vaughan asked officers to provide further details on the savings for corporate accommodation and how these would be reviewed and monitored over the course of the year. In response, Danny Rochford explained there were a number of pipeline opportunities that had already been identified, such as repurposing the fourth floor of 145 King Street to residential, renegotiating the Council's property database contract, reviewing the repairs and maintenance budget for the entire corporate property portfolio and potentially making some amendments to the way in which rental income was set. He confirmed that, as April approached, the Property and Asset Management Team were compiling an Asset Strategy which would enable that target to be delivered.

Jon Pickstone, Strategic Director of Economy, confirmed that this would need monitoring in the short term and a variety of other areas such as being more energy efficient and relinquishing office space where the Council could, were part of the plan to save the Council money in the medium term.

In relation to Table 6 in the report - Summary of Savings, Councillor Ashok Patel noted £200k saved on a review of fees and charges which he felt was surprising given spending cuts over the last 14 years. He asked why this had taken so long. In response, Councillor Rowan Ree explained that fees and charges were reviewed every year, and the priority was to ensure the fees for core services, such as Adult Care, Children's and Housing Services were frozen to assist resident residents during the cost-of-living crisis. It was noted that most other charges tended to fluctuate with inflation or where there was a commercial element, charges reflected market changes.

The Chair thanked Councillors Rowan Ree, Sharon Holder and all the officers present for their hard work in a very challenging environment to balance the budget. Officers were also commended for their clear presentations.

RESOLVED

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

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

5. HAMMERSMITH & FULHAM CULTURAL COMPACT

Mark Raisbeck, Director of Public Realm, gave a presentation which provided the Committee details of the proposed terms of reference for the new strategic partnership for culture (the Cultural Compact), including its proposed membership structure.

The presentation covered the following points:

- The outcomes of the Cultural Strategy and background to the Cultural Compact (Compact).
- What the Cultural Compact was.
- The scope and purpose of the Cultural Compact.
- The proposed membership of the Cultural Compact.
- Role of the Cultural Compact should the London Borough of Culture Bid be successful.

Councillor Ashok Patel noted that the London Borough of Culture Bid interviews were taking place on 7th February 2024 and asked how the Council would be responding to the “making an impact” category. In response, Jon Pickstone confirmed the Council’s position was well thought through, and in terms of finance, governance and deliverability, expert advice had been sought and the bid was well tailored to Hammersmith and Fulham and reflected the Council’s assets, goals and communities.

Councillor Adam Peter Lang confirmed that he had attended the London Borough of Culture Bid event and this had gone well. He asked about the membership structure of the Culture Compact and whether the template had been borrowed from The Arts Federation. He stated that in his view, the number of proposed members of the Compact was about right and he was pleased that this included representatives for young people. In response, Mark Raisbeck confirmed that a loose framework, geared towards Hammersmith and Fulham had been used, and 16 members was probably about the maximum number to achieve the desired breadth of experience for the Compact. Mark Raisbeck also confirmed there would be a Cultural Forum so that those groups that were not members of the Compact would have a vehicle for their views.

Councillor Jackie Borland commented on the importance of culture to residents living in the borough and asked about the relationship between the Cultural Strategy and the Compact. In response, Mark Raisbeck confirmed the Compact would oversee

the delivery and governance of the Cultural Strategy. Val Birchall, Artistic Director and Civic Campus Curator, added that the difference between the Compact and the Arts Commission was that the Compact was intended to be more of a strategic partnership looking at how the outcomes of the health, economy or private sector could be met, to draw in additional resources and how the Council might then jointly resource the delivery of the Cultural Strategy. Whereas the Arts Commission was the mechanism for consulting and developing the themes for the Cultural Strategy work. Val confirmed that in terms of the models, nationally, there were over 20 places with cultural compacts which were very specific to particular places.

Councillor Jackie Borland asked for details to be provided about how the Compact would work and whether there were any set timeframes in mind, and what steps were being taken to ensure the Compact / Forum was inclusive and representative. In response, Mark Raisbeck confirmed that further to discussion with Councillor Holder and the Chair, it was envisaged that the membership of the Compact would be reviewed every 12 months and that the Compact would meet every two to three months depending on its workload. He confirmed that the details for the governance of the Compact would be developed with Councillor Holder and the Chair (after they had been appointed).

Councillor Liz Collins commented that a considerable amount of culture was unspoken and that the dominant culture would have the loudest voice. She suggested that if the borough was unsuccessful in its London Borough of Culture bid, then the strengths and weaknesses of the winning bid should be assessed as a good learning experience. She stressed that ensuring a legacy stemmed from a winning bid was also very important. In response, Mark Raisbeck assured the Committee that these particular points were captured within the Cultural Strategy.

The Chair, Councillor Rory Vaughan, commended the use of the Compact to deliver the Cultural Strategy more broadly and the use of the Compact to deliver the ideas which had been generated through the bid. The Chair asked for disabled people to be represented on the Cultural Compact, especially given their important input formulating the bid.

Mark Raisbeck confirmed that the Cultural strategy was developed in partnership with over 70 of the boroughs' cultural organisations and there was a need for them to work strategically together to drive the delivery of the overall (cultural) vision. Jon Pickstone, Strategic Director of Economy explained that the Cultural Strategy sat within the Environment Department but was inter-twined with the Visitor Economy / Economy Department. It was noted the borough was perceived as one of the principal centres of culture in West London and due to its strong transport links and connectivity it had a bright future.

The Chair confirmed the Committee welcomed the Cultural Compact and looked forward to its confirmed membership and the agenda that would be pursued in the future. The Chair welcomed that a disabled representative would be integral to the Cultural Compact and looked forward to the Cultural Strategy (rather than the Hammersmith and Fulham Council Cultural Strategy) being driven forwards.

RESOLVED

1. For the Committee to comment on the draft terms of reference for the Hammersmith & Fulham Cultural Compact and proposed membership structure (Appendix One).

Meeting started: 7.00 pm
Meeting ended: 8.45 pm

Chair

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Agenda Item 4

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

Date: 22/04/2024

Subject: Highways Contract Review

Report author: Ian Hawthorn, Assistant Director Highways

Responsible Director: Mark Raisbeck, Director of Environment

SUMMARY

This report outlines a review of the current Highways service delivery contract, focusing on contractor performance as well as highlighting future procurement requirements.

RECOMMENDATIONS

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

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Maintaining highway assets has an impact on residents, communities, and businesses. The proposed actions and mitigations seek to manage the disruption from defects and keep the asset ready for use.
Creating a compassionate council	Highways affects all especially disadvantaged groups the most, therefore any measures to better manage the highway conditions as well as any impact defects have been important for protecting the most disadvantaged.

<p>Doing things with local residents, not to them</p>	<p>All schemes will be developed, designed, and delivered with residents in mind. Residents are key to any successful maintenance and their feedback plays apart in how planned works are developed.</p>
<p>Being ruthlessly financially efficient</p>	<p>Whilst reducing the impact of climate change and deterioration the Highways team deploy a 'stitch in time' strategy to capture the worst defects before they escalate into larger issues. This saves time and money. This is in line with the Department of Transport best practice for highway maintenance.</p>
<p>Taking pride in H&F</p>	<p>Highways transform streets and neighbourhoods, through methods such as maintaining good standard assets and increasing green infrastructure. The process will allow residents to take an active part in shaping these plans, working with the Council to manage their space, fostering pride and shared equity in their borough.</p>
<p>Rising to the challenge of the climate and ecological emergency</p>	<p>Risk from adverse weather is increasing due to the impacts of climate change. Through better identification of those communities at risk and delivery of proposed highway maintenance and new measures, management of the risk will directly combat the negative effects of climate change and mitigate against the risks presented by extreme weather events.</p>

Background Papers Used in Preparing This Report

Well-managed highway infrastructure – a code of practice
H&F Highways Maintenance Management Plan
LoTAG's; State of London Annual Report

DETAILED ANALYSIS

Background on Highway assets maintenance and management in H&F

1. Hammersmith and Fulham council (H&F) as the Highway Authority has a statutory duty to maintain the highways that are maintainable at the public expense under Section 41 of the Highways Act 1980.
2. This duty is delivered by maintenance and renewal through a combination of Reactive, Cyclic and Planned Maintenance work undertaken by contractors managed by Council officers.
3. The highway network is the largest, most visible, and valuable asset of the Borough, helping to shape the character and quality of the local area. The Council recognises the contribution of highways towards its vision:
 - To protect and enhance the Borough’s residential and historic character and promoting pride in the borough.
 - To seek to continuously improve the Borough’s streetscape by undertaking major improvement projects, promoting good design, using high quality materials and workmanship, and removing street clutter.
 - Creating and maintaining well-designed, well-managed, clean, green and safe streets and open spaces.
 - Maintaining streets to a high standard, so that all highway users can move safely.
4. The performance of the highway network affects the lives of everyone who live in or visit our Borough. Being at the heart of London, the highway network and associated infrastructure is of local and national importance. The Council has a duty to ensure that its highway network is in a safe and in a serviceable condition and is committed to complying with the applicable legal and regulatory requirements and adopting national standards and best practice. ‘Safety and accessibility’ are key service drivers.
5. **The Highway Service and our asset.** The highway is made up of multiple assets with key ones listed in the table below.

Summary of highway assets in Hammersmith and Fulham (correct as of 01/09/2022)

Asset Type	Asset Group	Quantity	Total
Carriageways	A Road	26.7 km	223.8 km
	B, C & Unclassified Road	197.1 km	
Footways	Category 1, 1a	47.4 km	363.7 km
	Category 2,3,4a	316.3 km	
Highway Structures	All types	8 no.*	*Hammersmith Bridge
Street Lighting	Columns	8,594 no.	
Street Furniture	Pedestrian Guardrail	8.2 km.	
Drainage	Gullies	10,029 no.	
Street Trees	All types	9267 no.	
EV Charging	Lamp columns	2400 No.	

6. Compared to other central London Boroughs, H&F have a Highway that is generally in good repair with regards to certain assets such as the carriageway, as shown by the comparisons in the table below. However, other areas such as footways, where there has been investment in planned maintenance programmes in recent years, we are bringing up to the London average. Lamp column condition has been a challenge for many boroughs in London with an increased number of attachments reducing asset sustainability; so we are reviewing our renewal programme to gradually improve the overall condition of this key asset.

Benchmarks against London Borough average – Roads, Footways and Street Lights			
H&F Good Condition		Benchmark Good Condition	
Principle Road	Secondary Roads	Principle Roads	Secondary Roads
93%	96%	81%	80%
Principle Footways	Secondary Footways	Principle Footways	Secondary Footways
81%	57%	80%	79%
H&F Lamp Columns		London Average	
72%		80%	

7. We currently use the RBKC Highways Works Framework contract with FM Conway winning most of the contract Lots in 2017 on an assessment of cost and quality. The contract was extended last year for a further 3 years ending on 1st April 2026 and cannot be extended further so a new procurement process is required.

8. The contract consists of six Lots:

- (1) Paving (FM Conway),
- (2) Asphalt resurfacing (FM Conway),
- (3) Lighting and electricals (FM Conway),
- (4) Projects (FM Conway),
- (5) Structures (FM Conway) and
- (6) Drainage repairs (Cappagh), Drainage Cleansing (FM Conway).

The tables below describe the type of work carried out in each Lot.

(1) Paving Contract – FM Conway

Maintenance Work Type	Maintenance Activity
Reactive	The repair and making safe of footways and paved areas as required on an emergency basis, including provision of 24hr standby
Planned	The repair and reconstruction of footways and paved areas under planned maintenance programmes (generally Bituminous, Concrete Flags but some Natural Stone)

(2) Asphalt Resurfacing – FM Conway

Maintenance Type	Activity
Reactive	The repair and making safe of carriageways as required on an emergency basis, including provision of 24hr standby
Winter Gritting	Provide x2 gritters during winter months to grit borough roads
Planned	The resurfacing or reconstruction of carriageways under planned maintenance programme
	The line marking of new carriageways and new highways works as required
	The alteration and/or removal of existing carriageway line marking

(3) Lighting and electrical works – FM Conway

Maintenance Work Type	Maintenance Activity
Reactive	Response to customer complaints and safety defects
Cyclic	Structural testing by deflection and ultrasonic techniques to inform condition of lighting column and future replacement programmes
	Electrical testing of units' safety
Planned	Phased replacement of life expired light columns
	Replacement of other electrical street furniture: EV, Bollards, WBP, CIBs

(4) Projects – FM Conway

Maintenance Work Type	Activity
Planned Projects	The construction of new highway works such as continuous footways carriageways and public realm improvements
	The design and delivery of major projects including traffic schemes, cycle lanes and junction improvement

(5) Structures – FM Conway

Maintenance Work Type	Activity
Reactive	Response to safety defects
Cyclic	Serviceability Inspections
Planned	Structural – work required to maintain the integrity and load carrying capacity of the structure, such as repairs to bearings, abutments, parapets and walls, strengthening works

(6) Drainage including Gully repairs – Cappagh; Cleansing – FM Conway

Maintenance Type	Activity
Reactive (Cappagh)	Response to surface water flooding and drainage defects
Cyclic (FM Conway)	The cyclic cleansing and jetting of all gullies and gully connections
Planned (Cappagh)	The repair and / or replacement of new and existing gully pots, grates and frames, pipes and manholes

9. The contract has a governance process that requires FM Conway and Cappagh to attend regular performance review meetings with officers although the nature of the contract means there is daily contact with officers on work delivery matters. Examples of performance review meetings include:

- **Strategic Board** (Quarterly) that considers overall contract performance, new initiatives such as carbon reduction, change in board membership, discussion on client core values, future programmes and development of innovation programmes.
- **Operational Board** (Monthly), that consider performance across the work areas, health and safety and future programmes.
- **Task Order Working Groups** (weekly) to review progress with key service delivery areas like street lighting, footway and carriageway maintenance works, projects etc.
- **Innovation Board** is held 2/3 times a year to review best practice and to meet other London Boroughs who have FM Conway as their contractor. This has resulted in changes to service delivery such as use of sustainable materials, sharing best practice from their other contracts such as new techniques and equipment i.e., use of electric diggers; co production training; mental health awareness and effective education initiatives like the Highway Academy. The innovation board also challenges costs and discuss efficiencies which has resulted in increased value such as a reduction in delivery of carriageway resurfacing and increased recycling.

- The Assistant Director Highways meets with the FM Conway's Managing Director (Board Member) and the Contract Manager once a month to discuss any issues or initiatives that need high priority.
10. Contract payments are based on agreed measurements of maintenance carried out and what materials have been used on site, after checks made by officers.

Social Value

11. Despite social value not being part of the contract there are social value initiatives being delivered from the contract. Examples include: -
- Hammersmith Bridge Education Programme - where classes are run in schools on building a suspension bridge, and the second part of the activity is for pupils to visit the bridge where engineers go through the work that is happening and its history. More detail can be seen in Appendix 3.
 - Landscaping works completed recently for Children Services young adult accommodation. FM Conway is revamped the garden space of local Council accommodation for young adults creating recreation and social space that transformed these areas for better use. Materials and labour were delivered free of charge. More detail can be seen in Appendix 2.
 - Support for events like the Civic Awards.
 - Supports Women into construction initiative through engagement with schools and the Job Centre.
 - Delivering female only work experience weeks. Working with schools to help break gender stereotyping when it comes to career choices.
 - FM Conway invites staff for joint training such as the mental health first aiders and co-production. They have also done several lunch and learn sessions for staff.

Environmental Sustainability

12. The contractors are required by the Council to observe good environmental practice and comply with the relevant statutes, codes of practice and industry guidance, as well as supporting the Councils Climate Change Agenda.
13. Following a successful trial of an electric 3.5 tonne pickup truck in the Borough, FM Conway introduced using this vehicle in the Borough and are gradually replacing their existing diesel trucks with the electric versions. They have also increased the recycling rate of materials they take out of the highway to 96% and are due to report an improvement on that recycling rate.

Communications

14. FM Conway and Cappagh as part of their work instruction must under legislation contact all frontages of works taking place. In addition, we work with the contractors to advise all Ward Councillors of upcoming works. For larger schemes like nightworks then an area letter drop will be carried out.

15. For planned works, letters are attached to lamp columns in and around the works area, so any highway users are aware of the works.
16. The contractors are required to maintain access to residential and business premises, so a lot of work goes into making sure we have the right contacts and there is a presence on site to deal with any issues.

Contract Performance

17. In the current contracts there are KPI's that are referenced as CMP (Contract Management Points) and in addition the six contracts are outlined with the performance ratings with both positive delivery and areas for improvement. Below is a schedule following failures on works delivery and then each contract performance rating.
18. The contractor's performance is assessed using key performance indicators which are described below with the current assessment of performance.

- **Site Health & Safety inspections** - requirement to sign and guard works and remove excess materials:
 - Performance is considered SATISFACTORY, because some small sites have been found with materials and signage left behind. The Contractor is working with its operatives to rectify this issue.
- **Site Health & Safety** – requirement to submit the monthly 'RIDDOR' report on time to the H&S Executive:
 - Performance is considered GOOD. The dashboard is produced monthly and site logs are readily available.
- **Predictability of Time** – requirement to commence works within the required time limit:
 - Performance is considered GOOD. This includes 100% compliance with attending urgent category 1 defects within 2 hours.
- **Predictability of Completion** – requirement to complete works within agreed programme and completion dates without due cause for delay:
 - Performance is considered GOOD.
- **Statutory Undertaker strikes** – requirement to conduct detection of underground services prior to starting work on site (except for carriageway resurfacing):
 - Performance is considered SATISFACTORY. There have been a small number of strikes on underground services. This is a challenge for all contractors partly due to poor Utility records and practices.
- **Respect the environment** – requirement to clear and clean the site immediately upon completion of works:
 - Performance is considered SATISFACTORY. Some smaller sites have not been cleaned quickly enough and this is part of the contractors improvement plan covered in regular feedback.

- **Lot 1 Paving Contract**
 - Performance is considered VERY GOOD because:
 - Planned maintenance programme completed in December 2023
 - Reactive works delivered (with 100% 2 hour response achieved)- Compliments received from residents

- **Lot 2 Asphalt Resurfacing Contract**
 - Performance is considered VERY GOOD
 - Planned maintenance programme completed in December 2023
 - Reactive works delivered (with a 100% 2-hour response achieved)
 - Compliments received on regularly basis
 - Winter gritting successfully delivered

- **Lot 3 Streetlighting and Electricals contract**
 - Performance is considered SATISFACTORY because:
 - Planned works not completed until March 2024
 - Structural testing delivered as scheduled.
 - Reactive works not hitting targets (Improvement Plan in Place). Inadequate resources to complete work so new team introduced to cover workload (early signs of improvement)

- **Lot 4 Projects Contract**
 - Performance is considered GOOD because:
 - Projects delivered to standard and improved delivery to programme.
 - Some Projects still delivered late, however involving the contractor in early stages of scheme development is seeing positive improvements.

- **Lot 5 Structures Contract**
 - Performance is considered GOOD because:
 - Response time met.
 - Structural works delivered to programme.
 - Inspections delivered within time scales.

- **Lot 6 Drainage and Gully Repairs**
 - Performance is considered VERY GOOD because:
 - Response time met.
 - Gully cleansing programme completed ahead of schedule.
 - Repair programme completed to schedule and within expected timeframes.

19. Several risks are associated with delivery of maintenance duties that often impact how and when works can be undertaken. Below are some examples:
- Public Utilities are a major asset occupier of highway above and below surface with numerous apparatus present in the highway all need maintenance and careful considerations.

- Working in a public space requires a high level of risk assessment and assurance.
- Weather conditions play a big factor in the works delivery and often dictating when and how they are delivered.
- Community factors play a key factor in works delivery especially the more vulnerable highway users. Disruption works are planned in school holidays for example.
- Highway space demand is on the increase and Highways works often are in direct competition with utility companies and other transport providers (i.e. Transport for London) on their renewals, installations and repairs.
- Events and development also impact when works can be undertaken.

H&F future Highways Works contract

20. The work has started to develop a new highway works contract that incorporates new challenges such as climate change, social value, sustainability, and adaptation. We have previously explored an option to work with Westminster City Council on a joint framework to reduce costs, but this did not prove practical, so we after further consideration have decided to develop our own works contract.
21. The scope of the contract will look at traditional and new service areas covering - Design and Build - Lighting - Safety Inspections - Winter Service - Drainage and Gully Cleansing. It will also consider whether it should be combined with the Parks Grounds Maintenance and Horticulture contract.
22. A number of workshops have taken place internally and discussions with other boroughs has been undertaken to gauge the market and the possibility of using other frameworks. These frameworks will enable us to compare costs and offer a fallback position on the procurement and an alternative option for more complex work that may sit outside the main contract.
23. The key findings on the current highway contract market in London are:
 - Limited number of contractors. The market has a decline in the number of contractors working in the local government area, with many now working for Utilities instead.
 - Costs have risen significantly due to escalating costs of materials and labour. Our current framework contract was let in 2017.
 - We are seeing longer contracts being offered in order to realise better value contracts by allowing the contractor more time to recover costs of establishing the contract / investment in machinery, depots etc. Most London Boroughs now have works contracts of 10 years across 2 term periods.
24. Key factors in the new contract will be **sustainability, adaptation, social value carbon reduction, ground maintenance** for the green agenda, **design capacity** including landscape gardening. The new works contract will be developed so its accessible by all departments so there can be a one contract

approach to the areas of civil engineering, lighting and electrical works, ground maintenance and design.

LIST OF APPENDICES

Appendix 1 – Social Value Example (Young Adults Accommodation)

Appendix 2 – Social Value Example (Hammersmith Education Programme Programme)

Hammersmith Bridge Education Programme 2024

H&F engineers built bridges to STEM careers for local students

More than 150 local pupils celebrated British Science Week this week by building their very own bridges with our Hammersmith Bridge engineers in March 2024.



Students from St Stephen's Church of England Primary school installing bridge platform
More than 150 local pupils celebrated [British Science Week](#) this week by building their very own bridges with our Hammersmith Bridge engineers.

Each student got to play the role of engineer, assembling and walking across a 13-meter-long bridge. They also competed to build the sturdiest model bridge out of construction toys.

“Getting our young people excited about science, technology, engineering and maths (STEM) is crucial for their futures and for building a borough that's ready for tomorrow, a vital part of [H&F's pioneering Industrial Strategy](#),” said Cllr Sharon Holder, H&F's Cabinet Member for Public Realm.

“This week's events let our youngest residents discover engineering in an exciting, interactive way. We want H&F to be the best place for kids to find and explore their passions.”

[See all the pictures from our British Science Week activities on Flickr.](#)

Bridging the gap

This is the second year of our Bridges4Schools programme, returning after [last year's success](#).

Pupils from Melcombe Primary, St Stephen's Church of England Primary, Avonmore Primary, Wormholt Park Primary and Bute House Preparatory School all got involved.

Clemmie, 10, from St Stephen's said: “I didn't know much about engineering before today, and it was really fun to learn.”

The students, ranging from Years 4 to 6, started their day suiting up in hard hats, hi-vis vests and gloves.

Assigned roles like real construction crews, the teams got to work assembling the epic 13-meter bridge piece-by-piece.

“My favourite part was connecting the bridge platforms and tightening the cables,” said Danita, 11, from St Stephen’s.



Pupils in protective clothing



Students show off their bridge design

Once the bridge was raised, each kid eagerly tested their handiwork by walking across the span themselves.

Then, the pupils built model bridges with construction toys that click together like Lego pieces.

The Bridges4Schools team tasked the eight- to- 12-year-olds with designing and constructing a bridge that could support as heavy a weight as possible.

“We learned that a structure doesn’t always need to be tall or wide to be strong,” added Mia, 11, from St Stephen’s.

On-site education

Our engineers of the future also visited [Hammersmith Bridge](#) to see the real-life importance of STEM.

Year 5s from Melcombe Primary School visited our historic, 136-year-old bridge on Thursday (14 March).

Two women engineers spoke to the kids about the Grade II*-listed suspension bridge and gave them a tour of the site – showing the class that anyone can be an engineer and helping to break the bias for the next generation of women in STEM.

[This is a part of our ongoing work to encourage young women and girls to pursue careers in these field.](#)

The team also welcomed PhD and undergraduates from University College London to site last Thursday (7 March).

Read all about other times the bridge has been a valuable teaching tool:

- **[How the women working on Hammersmith Bridge are changing the face of engineering](#)**
- **[H&F engineers help local pupils bridge the gap to STEM careers](#)**
- **[Hammersmith Bridge is educating a new generation of engineers](#)**



Student during Bridges4Schools activity



University College London students visited Hammersmith Bridge

Social value for our care experienced young people

FM Conway, one of our contractors, has recently helped us to make improvements to three of our supported accommodation properties for free.



In June last year, we purchased three properties providing supported accommodation for children looked after, care leavers, and homeless young people in our borough. The properties are managed by our provider, Centrepont, who support our young people to develop the skills required to move on into their own accommodation.

Two of these had usable gardens that were in quite a poor condition, while the third had a garden that could not be used at all. We reached out to our contractor, FM Conway, who offered to help. The gardens are now completely transformed, with new paving and raised beds, pruned trees and repaired fences, ready for our young people to enjoy. Feedback has been really positive from services, who are looking forward to getting young people involved in

gardening and other physical and creative activities meant to support wellbeing, as well as hosting barbecues and social events.

Have a look at the 'before' and 'after' photos below.





Photo 1 and 2: the gardens before





Photos 3 and 4: the gardens after

Our vision is for every child and young person in, or leaving, our care to be happy, healthy and have the opportunity to thrive, supported by a compassionate community of businesses and partner organisations. Our collaboration with FM Conway has really made a difference - a heartfelt *Thank You* to Ian Hawthorn, H&F Assistant Director of Highways, who facilitated their support.

We are the first council to have published a Social Value Statement and continue to build on our success to date in securing social value through all of our contracts. Read more about our strategy [here](#).

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 22/04/2024

Subject: Place Shaping Approach and Priorities

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

Report author: Nicki Burgess, Head of Business & Enterprise

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

SUMMARY

The Council's is taking the lead in shaping the places that people want to live, work, play and do business. This report presents the Council's place shaping approach to transform key town centres and priority areas. The vision is to create vibrant and connected hubs that celebrate their unique character and foster a keen sense of place. The report also outlines ongoing work to support vibrant secondary high streets which are at the heart of communities.

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	Our ambitious place shaping programme aims will create vibrant, accessible, and inclusive places for everyone. Investment in town centres will boost footfall and trade supporting economic growth and job opportunities.

<p>Creating a compassionate council</p>	<p>Co-production with residents, and businesses is at the heart of our place shaping ambitions, to ensure the design of public realm is inclusive of the entire community.</p> <p>We will work with local businesses and cultural attractions and share joined up marketing to promote our places as destinations so there are business benefits for all.</p> <p>Our continued commitment to supporting secondary high streets will ensure that local centres are not left behind.</p>
<p>Doing things with local residents, not to them</p>	<p>The Council's Business Network and Enterprise Board are both primary vehicles for sharing information, engagement, and feedback with small and corporate businesses across the borough.</p> <p>Monthly meetings have been set up with Hammersmith BID, Fulham BID and Shepherds Bush Business Forum to ensure a collaborative approach to proposals. A new Arts and Cultural stakeholder group has been set up to create an ecosystem of cultural institutions across the Borough.</p>
<p>Being ruthlessly financially efficient</p>	<p>Place shaping projects are being funded through existing budgets or S106 wherever possible, with external sources of funding actively being identified and applied for.</p> <p>Further investment will be leveraged from the private sector through effective collaboration.</p> <p>The Finance AD is a member of the Place Shaping Board.</p>
<p>Taking pride in H&F</p>	<p>By transforming places, we are promoting and providing a sense of ownership and pride among residents,</p>

	businesses, and other stakeholders in the borough.
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Background Papers Used in Preparing This Report

None

Background

1. Place shaping is a multi-faceted approach to the planning, design, and management of public spaces. Place shaping capitalises and builds on a local community's inherent strengths and assets, creating an accessible and inclusive public realm that supports the local economy and helps build a unique identity and fosters a sense of place.

The Councils place shaping vision is to transform three key regeneration priority areas. It aims to enhance public spaces, integrate diverse uses, promote business and entrepreneurship, foster a vibrant cultural scene, and prioritise sustainability. The three areas are:

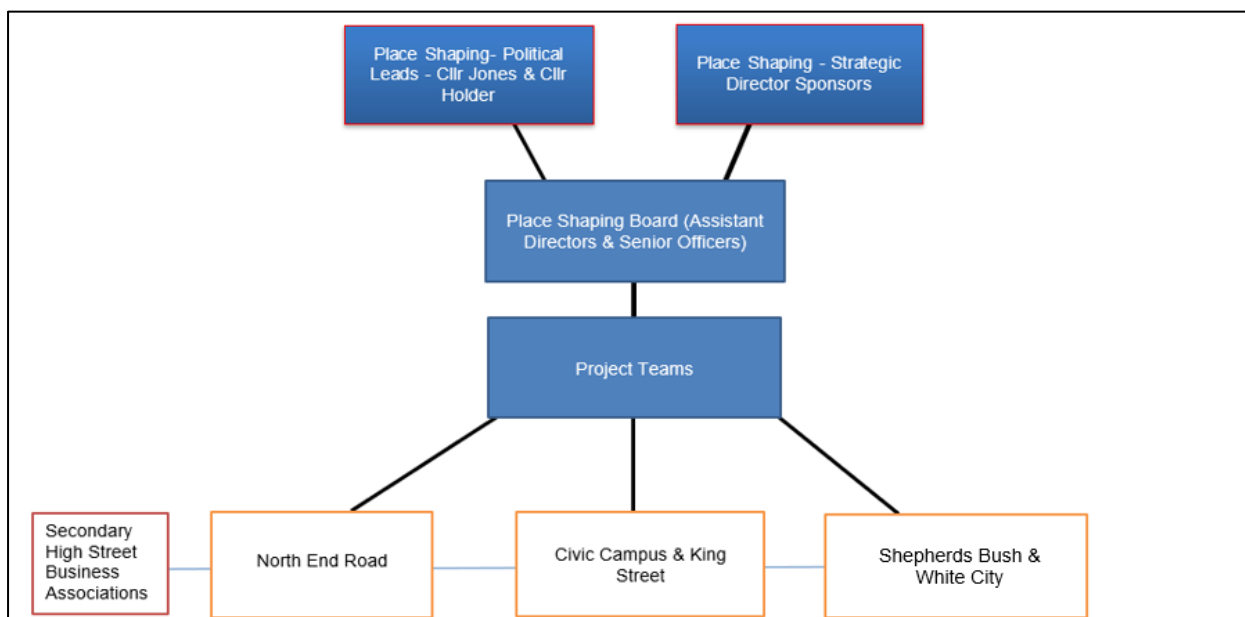
- King Street and the opportunities the Civic Campus presents as catalyst for change to rejuvenate Hammersmith town centre.
 - North End Road and the section 106 opportunities Earls Court Development present to develop a master plan and vision, and
 - Shepherds Bush and its connectivity with White City Innovation District and development of a public realm strategy.
2. Place Shaping ambitions align with the Local Plan, Arts & Cultural Strategy, Hammersmith SPD, Civic Campus Board, White City Public Realm Study, and the overarching aims of the Industrial Strategy.
 3. In addition, the Council's Business Network and Enterprise Board are both primary vehicles for engagement, sharing information, and private sector feedback with small and corporate businesses across the borough.
 4. This alignment with strategic documents and engagement will ensure synergy and coordination among various aspects of place shaping, including planning culture, economic development and co-production and ensure activities are inclusive of the borough's diverse community.
 5. This report sets out the Governance framework for accountability, strategic direction, co-ordination, and decision making, along with outlining emerging place shaping priorities for each of the three priority areas.

- In addition, the report conveys the continued support to secondary high streets and the activities being undertaken with local business associations to boost footfall and trade to grow and sustain the local economy.

Place shaping governance

- The implementation of robust place shaping governance has been recognised as critical to ensuring joined up working across council directorates. Cross directorate project teams, each with a project lead have been established for each of the three priority economic development areas. The project teams drive the development and implementation of projects and workstreams and are also responsible for developing consultation programmes and driving engagement with external stakeholders.
- The Place Shaping Board provides leadership and strategic oversight of the workstreams developed and implemented by each project team. The group is made up of Assistant Directors and senior officers who act as the steering group to formalise place shaping initiatives across the identified workstreams for each priority area and challenge project teams to be creative and innovative in their approach. The board will ensure projects are running on schedule and within budget and eliminate any risks that may arise.
- The Strategic Director Sponsors are the key decision-makers for the place shaping programme to ensure alignment with activities across the Council and strategic plans.
- The Political Leads will offer scrutiny of placing shaping activities and will give approval for key decisions. A joint briefing now takes place with the political leads for Public Realm and Economy.

Place Shaping Governance Structure



Meeting frequency

11. The project teams, Board, Strategic Board and Political leads meet on a regular basis through a variety of monthly and bi-monthly meetings.

Identifying key place shaping priorities

12. Cross directorate master workshops have taken place to bring officers together in person to identify key place shaping workstreams and priorities for each area as well as discuss wider strategic ambitions.

Key work streams and priorities Hammersmith

13. Four key work streams have been identified with a lead sponsor (Director or AD) for each. The key work streams are:

- Public Realm
- Community Safety
- Economic Activity
- Cultural Programming and Events

14. Current priorities seek to deliver short-term tactical interventions to improve the appearance of the town centre in the lead up to the opening of the Civic Campus. These short-term interventions will begin to seed change across the town centre and work towards achieving more ambitious goals. Priority projects include:

- Streetscaping improvements to the public realm including deep cleaning, removal, or maintenance to help declutter the high street along with small cosmetic enhancements and greening.
- A Wayfinding Strategy to improve connectivity across the Town Centre and between key sites and the river.
- Shopfronts Improvements to uplift the appearance of the high street.
- A4 Subway improvements to make pathways to and from the river safer, attractive and more accessible.
- Economic activation by exploring opportunities to bring empty units back into use for mean-while space including subsidising workspaces, spaces that can be used for creatives and makers, subsidising retail units for traders that would encourage footfall and increase the shopping offer.

It is recognised there is a need to develop an ambitious, long-term vision for Hammersmith town centre. The vision will act as the blueprint for renewal of the public realm whilst addressing the key structural challenges.

Key work streams and projects Shepherds Bush

15. Four key work streams have been identified with a lead sponsor (Director or AD) for each.

- Public Realm and Traffic Options
- Economic & Cultural Activation
- Community Safety
- Strategic Sites

Current projects include:

- Activating the Green to support economy activity and improve safety
- Boosting the visitor economy/ Shepherds Bush Comedy Festival
- Shepherds Bush Market redevelopment- ensuring maximum benefits for the surrounding area including Uxbridge Road and Goldhawk Road
- Public realm and greening improvements

16. The Council is working in partnership with Imperial College and Imperial NHS Trust to conduct a public realm study with the aim of identifying a set of ambitious public realm interventions for Shepherds Bush, as well as better connecting Shepherds Bush with the White City Innovation District. Priority proposals will include rejuvenation of Shepherds Bush Green.

17. With the council's place shaping governance adopted the council is also ready to apply for external funding and is preparing an application via the GLA's Civic Partnership Programme.

Key workstreams and projects North End Road

18. The council has invested £1.9m to improve the public realm including creating seating areas, replacing paving and kerbs, and improving market pitches. Place shaping objectives have involved working with the Government's High Streets Task Force (HTSF) to create a roadmap for transformation of the high street. They identified 5 key areas to help fulfil North End Road full potential:

- Creating a more pedestrian friendly environment with traffic easing measures
- Making the best use of assets and improving stakeholder engagement
- Improving the quality of the public realm and maximising the use of space
- Expanding and diversifying the street market offer
- Creating a coherent place identity for North End Road

19. Projects include:

- Cycle hub, markets storage and e cargo bikes on Coomer Place
- New branded trader equipment and opportunities for startups
- Market diversification – attracting new products and traders.
- Trader waste disposal
- North End Road traffic free Summer Festival

- Economic activation and attracting new businesses
- Shop front improvements.
- Improved lighting
- Wayfinding

As well as these smaller scale improvements, the upcoming planning application from the Earls Court Development Company presents an opportunity to finance larger-scale projects via their S106 obligations, including a transformative long-term plan to help reimagine the high street.

Supporting High Streets

20. Working with local businesses the council has formed 7 High Street Business Associations over the last two years. Associations were encouraged to form and apply for a High Street Grant working together to develop initiatives to increase trade. They were also supported to become constituted and develop a delivery plan. Projects have included new branding wayfinding for Lillie Road Antiques Quarter, A 'Taste of Askew' where customers could eat a starter, main and desert in three different restaurants in Askew Road + a local magazine, an Arts Trail along the riverfront and a new web site for Parsons Green which is to be launched shortly. Shepherds Bush Business Forum are currently developing a map to show case local attractions and landmarks. Business Association meetings are held monthly with the council providing secretariat and facilitating initiatives including finding funding.

Conclusion

21. As a Council, we have put in place a new way of working together across departments - enabling a joined-up approach to reimagining places and delivering place-shaping programmes. This is enforced by a governance framework that sets out accountability and strategic direction.
22. The process facilitates both long-term visioning and short-term activation to invest in places and public spaces before embarking on more transformational visioning and future proofing as we move towards sustainable, net-zero carbon future.
23. Next steps would be to seek feedback and input to refine and finalise the approach.

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

Date: 22 April 2024

Subject: Place shaping through affordable housing development and community infrastructure

Report author: Matt Rumble, Strategic Head of Regeneration and Development and Labab Lubab, Head of Partnership Investment and Assurance

SUMMARY

Successful placemaking sits at the heart of the council's Industrial Strategy and is core to ensuring that the borough remains a place that promotes growth, happiness, and well-being. The council recognises that inclusive places and inclusive growth rely on diverse, mixed, and cohesive communities.

The provision of affordable housing and high-quality community infrastructure is, therefore, fundamental to promoting good placemaking and inclusive growth across Hammersmith and Fulham. This report provides an update on the council's work to shape better places through the development of new, affordable housing and community infrastructure such as schools, community spaces, and commercial space.

The council leads much of this work directly through its development programme whereby it acts as the developer of new affordable housing and community facilities, though this report will also detail the importance of partnership schemes and acquisition opportunities to boost the overall supply of homes which currently stands at over 1800 homes.

This paper is accompanied by a presentation to the committee which will provide further detail on a number of key projects that support the council's place shaping vision.

RECOMMENDATIONS

1. That the committee note and comment on the report and the presentation
-

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Affordable housing is a vital element of fostering inclusive growth that benefits all residents.
Creating a compassionate council	The council recognises the importance of maximising the delivery of affordable homes through its schemes in order to provide a range of affordable housing options to residents who may be unable to otherwise access secure housing.
Doing things with local residents, not to them	Co-production is at the forefront of new development and guided by the Defend Council Homes Policy.
Being ruthlessly financially efficient	Each development project must evidence that it is self-financing in order to proceed. Once built, new homes will generate a long-term income stream for the council and reduce reliance on other, often costly housing solutions.
Taking pride in H&F	The design team on each project works closely with the council's planners to ensure that schemes are designed to a high-quality and adopt best practice principles such as secure by design.
Rising to the challenge of the climate and ecological emergency	Each scheme maximises its sustainability credentials as far as possible beyond those legally required. A number of schemes are designed and being built to Passivhaus classic standard, which is a high, industry-recognised standard of sustainability and energy efficiency.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background and strategic context

1. The Industrial Strategy guides the approach to inclusive economic growth in Hammersmith and Fulham. In order to attract residents and businesses to live and work in the borough, successful placemaking is crucial. The council promotes the importance of diverse, mixed, and cohesive communities to

successful places and has therefore prioritised the development of new affordable housing across the borough.

2. The council recognises, however, that affordable housing alone cannot facilitate effective place shaping. It has therefore sought to develop a range of community infrastructure improvements to enable the continued growth of diverse and happy communities across the borough.
3. The council has – both directly and with partners – identified and progressed development opportunities on a range of key sites across the borough in order to drive the supply of affordable housing and community infrastructure, and to ultimately shape under-used, vacant land into better places.
4. With a particular focus on placemaking, this report provides an overview of the programme in terms of its key principles, aims, and outputs, as well as a summary of key schemes that make a significant contribution towards better place shaping across the borough.

Building Homes and Communities – Key Principles

5. The Building Homes and Communities Strategy, approved by Cabinet in 2019, acts as the strategic framework for the council's investment in new, affordable homes. The strategy sets out a range of key objectives, chief among which are the delivery of new, genuinely affordable homes and the renewal of key community assets to generate a long-term income stream for the council.

Financing development

6. From a funding perspective, the council uses a combination of HRA and General Fund borrowing, as well as GLA grant and section 106 income to finance development.
7. All schemes must demonstrate the ability to finance themselves over a long-term period in order to proceed. Projects are able to self-finance through the income generated by market sale and shared ownership homes. The Gross Development Value (GDV) of the programme currently stands at approximately £685m with a total construction cost of approximately £505m, of which £55m is community infrastructure provision.

Co-production, consultation and resident engagement

8. Consultation and co-production with local residents and community representatives are integral to the development process. Where sites sit within housing land the council follows the cabinet approved Defend Council Homes Policy. This policy ensures that residents' priorities are continually reflected in the design of each new scheme and provides residents with a greater degree of assurance in regard to development proposals in their area.
9. Each scheme has a resident-led steering group with whom the design team work closely to understand priorities that are reflected in emerging designs. Public exhibitions are held in advance of the submission of planning

applications and residents are offered the opportunity to input into the procurement process for a main contractor.

10. Where land is outside not estate-based the development process still follows a resident centric approach with structured consultation and engagement throughout the design process

Sustainability and net-zero

11. In response to the council's ambitious target to achieve net-zero carbon across all homes by 2030, the programme embeds a range of additional design principles across all schemes that seek to exceed the sustainability standards required by the relevant building regulations. Hartopp and Lannoy, Lillie Road and Farm Lane, which are three of the council's schemes to have achieved planning consent thus far, have all been designed to Passivhaus classic sustainability standards. This translates to reductions in resident energy bills of between 50-65%.
12. The impact of new homes and community facilities on good placemaking across the borough is best articulated through individual schemes. An overview of specific projects will be provided later in this report and in the presentation to the committee. For reference, though, a programme-level overview of key outputs in terms of new affordable housing and community infrastructure is provided below.

Affordable Housing Delivery

13. Delivering good-quality, sustainable, affordable housing is an important element of fostering mixed communities and contributing towards good placemaking.

How affordable housing is delivered

14. The council has various routes and mechanisms to grow the supply of affordable housing and community infrastructure across the borough. On sixteen council-owned sites across the borough the council is directly responsible for the delivery of 1119 new homes and new community infrastructure. 65% of these homes will be affordable, and market sale homes serve to subsidise the provision of genuinely affordable tenures and community infrastructure. Specific information in regard to key schemes will be provided elsewhere in this report and in the committee presentation.
15. On a further six sites, the regeneration and development team also manages partnership development schemes with a range of housing association and private sector partners. This is a well-established partnership programme that, once completed, will contribute 692 new homes.
16. More recently, the council has also begun to focus on acquisition opportunities. These opportunities consist of both affordable new homes in private developments and the acquisition of street properties using bespoke funding programmes, such as the Refugee Housing Programme. At present, there are 55 homes within the council's acquisition pipeline.

17. Appendix One contains an overview of each scheme and a breakdown of the proportion of affordable housing on each site, as well as an overview of the number of homes to be delivered per year. A map of all of the council's development sites is located at Appendix Two.

Tenures of affordable housing

18. As described above, 65% of the homes that the council's development programme delivers are affordable, though there are many different tenures of affordable housing within the programme, which are explained below:
 - Genuinely Affordable: The definition of this term varies, though in Hammersmith and Fulham this refers to the lowest rents in the market. Typically, these are Social Rent or London Affordable Rent.
 - Intermediate Housing: These are homes that are for rent and sale below market levels, and is aimed at those who do not qualify for social housing but cannot afford to rent or buy on the open market. It includes ownership products such as Shared Ownership and other shared equity and discount market sale products. It also includes rental tenures such as London Living Rent and Intermediate Rent. The Homebuy service oversees intermediate housing allocations for in Hammersmith and Fulham.
19. At present, of the 725 affordable homes within the direct delivery programme 390 (54%) are genuinely affordable and 335 (46%) are intermediate homes. Market sale homes subsidise the delivery of these homes and new community infrastructure.
20. Of the 460 affordable homes within the partnership programme, 313 (68%) are genuinely affordable and 147 (32%) are intermediate homes.

Looking ahead

21. In addition to our current projects, we have successfully secured more than £300,000 of revenue funding from the GLA's Land for Council Homes Revenue Fund (LCHRF) initiative. We are using this funding for two key projects that compliment and supplement our development programme.
22. The first initiative concerns establishing the council's future development pipeline. This will be done through site identification and capacity/feasibility studies. At its conclusion, we expect to have identified at least 15-20 sites on council owned land, that could be progressed in addition to the existing direct delivery programme of schemes. Each identified site will have high-level capacity study informed by the council current and emerging policy directives, indicative site layout plans, initial Planning appraisal, a high-level delivery programme and a risk assessment matrix.
23. The second initiative is to develop a bespoke Hammersmith and Fulham Council design guide. This comprehensive document will set out a standardised set of best-practice design metrics in order to drive consistency, quality and efficiencies within the development and acquisition programmes, that align with asset management and maintenance strategies and policies.

24. Both projects are due to be completed by the end of July 2024

Building new community infrastructure

25. The programme also delivers a range of modern civic spaces such as educational facilities, community halls, and play areas. This infrastructure is important to supporting community well-being and promoting the principles of good placemaking.

Project	Homes	Community infrastructure
EdCity	132	A new primary school, 75 place nursery and youth zone as well as a bespoke adult education facility. New commercial space with dedicated workspace for local charity and community organisations
White City Central	253	A new nursery and a mixed-use community hub with a range of services. There is also new outdoor play areas and improved public realm.
Avonmore School	91	New one form entry primary school with a high specification beyond DfE standards and dedicated STEM learning space.
Lillie Road	42	A new community centre for residents and community organisations to book on a flexible basis.
Old Laundry Yard/Shepherds Bush Market	40	New market pitches for traders and new employment space.

Information on key projects

26. The presentation to the committee will present more information on the programme and a number of key projects that are particularly important to the council's placemaking vision.

LIST OF APPENDICES

Appendix One – Development Programme Data

Appendix Two – Map of Development Projects

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix One – Development Programme Data Direct Delivery

Project	Affordable Homes				Market Homes		Total Homes	Completion <i>(Estimated)</i>
	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%		
Springvale (Completed)	10	0	10	100%	0	0%	10	Apr 2022
Education City	33	99	132	100%	0	0%	132	November 2025
Hartopp & Lannoy Site	67	45	112	84%	22	16%	134	December 2025
Farm Lane Site	10	6	16	52%	15	48%	31	May 2026
Lillie Road Site	12	9	21	50%	21	50%	42	June 2026
White City Central	76	51	127	50%	126	50%	253	March 2028
Flora Gardens School	32	22	54	50%	55	50%	109	TBC
Avonmore School	28	18	46	51%	45	49%	91	March 2027
Mund Street Site	34	23	57	50%	58	50%	115	March 2028
Barclay Close	4	2	6	100%	0	0%	6	December 2027
Becklow Gardens	4	8	12	92%	1	8%	13	December 2027
The Grange	5	3	8	50%	8	50%	16	December 2027
Land Near Jepson House	14	9	23	51%	22	49%	45	December 2027
Old Laundry Yard	24	16	40	100%	0	0%	40	Nov 2027
Commonwealth Avenue	24	16	40	100%	0	0%	40	TBC
Hemlock Garages	2	1	3	50%	3	50%	6	TBC
Pipeline Site	11	7	18	50%	18	50%	36	TBC
Grand Total	390	335	725	65%	394	35%	1119	

Completions by year – Direct Delivery

Year	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	Totals
Volume of Homes	10	0	0	266	164	448	231	1119

Partnership Programme

Partnership	Affordable Housing				Market Housing		Total Homes	Status
	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%		
Lavender court	24	21	45	100%	0	0%	45	Completed
Emlyn Gardens	14	0	14	100%	0	0%	14	Completed
Mo Mowlam house	18	12	30	100%	0	0%	30	Completed
Civic Campus	69	36	105	51%	99	49%	204	Under Construction
Watermeadow Court	83	50	133	50%	133	50%	266	Under Construction
Edith Summerskill House	105	28	133	100%	0	0%	133	Autumn 2024
Grand Total	313	147	460	66%	232	34%	692	

Appendix Two – Map of Development Projects

DEVELOPMENT PROJECTS IN HAMMERSMITH & FULHAM



Agenda Item 7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 22/04/2024

Subject: Hammersmith Town Centre SPD

Report author: Matt Paterson, Assistant Director for Spatial Planning

Responsible Director: Jon Pickstone, Strategic Director for Economy

SUMMARY

The Hammersmith Town Centre Supplementary Planning Document (SPD) is currently being prepared to set out the Council's vision for the regeneration of Hammersmith Town Centre up to 2035. The draft SPD has recently been the subject of public consultation and engagement and is moving towards being finalised and formally adopted.

The SPD seeks to reinforce and strengthen Hammersmith's existing role as a major office, retail, and cultural hub, and encourages additional growth to diversify the town centre offer and deliver a step change in the quality of the physical and built environment in Hammersmith. In particular, it provides guidance on the redevelopment and/or refurbishment of sites throughout the area, promotes transformation of the public realm and street network, creating new public spaces and more legible routes and, in the long term, progress the Hammersmith Flyunder plans and changes to the gyratory system.

A short presentation will be given at the meeting.

RECOMMENDATIONS

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

Wards Affected: Hammersmith Broadway, Ravenscourt, Grove, and Brook Green.

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The SPD encourages growth and investment in the town centre and promotes job opportunities and support for vitality and viability of the high street.
Creating a compassionate council	The SPD seeks to improve residents access to the town centre and its role in

	providing for their retail, leisure and cultural needs.
Doing things with local residents, not to them	The SPD builds upon the outcomes of the resident-led Hammersmith Masterplan (2019).
Being ruthlessly financially efficient	The SPD promotes improvements that new development within the town centre is expected to deliver and/or fund.
Taking pride in H&F	The SPD seeks to ensure the town centre continues to be successful and capable of serving the needs of residents.
Rising to the challenge of the climate and ecological emergency	The SPD reinforces the objectives of the Council's Climate and Biodiversity Strategy, in particular the enhancement of sustainable travel to access local amenities, jobs and transport hubs.

Background Papers Used in Preparing This Report

[Draft Hammersmith Town Centre Supplementary Planning Document, February 2024](#)

PURPOSE OF THE HAMMERSMITH TOWN CENTRE SPD

1. The SPD provides guidance for development associated within Hammersmith Town Centre. It contains a brief identification of the overarching policy context, including national and London wide policy relevant to meeting local housing, economic and business needs.
2. The SPD is informed by a Resident-led Masterplan completed in 2019. The Masterplan was shaped through extensive collaboration with local residents and outlines the key opportunities and challenges in Hammersmith, identifying areas for growth and key interventions to help restore the identity of the town centre. It focusses particularly on the public realm, giving the streets and spaces back to the pedestrians, whilst providing space for new development and bringing cultural life to the heart of Hammersmith. The SPD seeks to elaborate on the masterplan findings to provide planning guidance for developers and residents for Hammersmith town centre.
3. The SPD sets out a range of requirements to be delivered through the planning application process, as well as more detail on implementation to ensure policy objectives are delivered. In particular, it identifies areas of opportunity within the centre redevelopment, including sites within and surrounding Hammersmith Broadway and King Street. There is also specific guidance related to accessibility, sustainability, heritage, tall buildings and density, public realm and transportation.

Consultation

4. The draft SPD has been the subject of a eight week consultation, closing on 19th March. During the consultation period, officers held a number of in person and online consultation events that were reasonably attended.
5. At the close of consultation, we had received over 40 representations. Officers are reviewing the comments received and will make recommendations for changes to the SPD. These will be discussed and agreed with members before the SPD is finalised and reported to Cabinet for formal adoption.

Post adoption

6. After adoption, officers will ensure all necessary requirements under the Town and Country Planning (Local Planning) (England) Regulations 2012 are met, including making the SPD available for inspection and published on the Council's website, alongside an adoption statement, and will notify any person who requested to be notified of the publication of the SPD. The adoption statement must be sent to the Secretary of State.
7. Following completion of the above, the SPD will form a material consideration in the determination of planning applications that come forward within the town centre. It will inform pre-application discussions with landowners and developers seeking to promote new development and in negotiations about the infrastructure to be provided on site or financial contributions towards off-site improvements.

LIST OF APPENDICES

None

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

Date: 22/04/2024

Subject: White City Public Realm Strategy

Report author: Matt Paterson, Assistant Director for Spatial Planning

Responsible Director: Jon Pickstone, Strategic Director for Economy

SUMMARY

The Council's ambition is that the White City Innovation District is a global economic and cultural hotspot, competing with the most advanced economies in the world. Currently the public realm across the area does not exhibit this ambition. As new sites have come forward for redevelopment, such as the BBC Television Centre, the Council has worked with the developer to rethink the quality of the public realm offer. However, there is currently no overarching strategy in place to guide provision and deliver consistency and coherence across the Innovation District.

Public realm is an essential infrastructure of innovation districts. As an area shared between employees, residents and visitors, public realm facilitates the overlapping of social and professional networks. How this social life is organised and regulated is key to how public realm performs as a 'networking asset'. Therefore, not just the provision of public realm, but how it is designed, programmed and managed are critical success factors. The White City Public Realm Strategy is to provide this framework.

The Strategy is in progress and there will be a short presentation provided to members at the meeting.

RECOMMENDATIONS

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

Wards Affected: College Park & Old Oak, White City, and Shepherd's Bush Green

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The White City Innovation District seeks to secure inclusive growth. Public realm is a key component in helping to achieve this.

Creating a compassionate council	A quality public realm enhances residents access and provides space for local activities and leisure.
Doing things with local residents, not to them	The preparation of the Public Realm Strategy will involve significant community engagement.
Being ruthlessly financially efficient	The Strategy will enable the Council to secure public realm enhancements from new development that comes forward within the Innovation District.
Taking pride in H&F	A high-quality public realm will help to improve residents access across the area and provide local amenity.
Rising to the challenge of the climate and ecological emergency	New public realm provision offers the opportunity to deliver significant improvements to combat the effects of climate change, including sustainable drainage, greening and tree cover.

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

1. White City has undergone significant and fast paced investment over the last few decades. What's emerged is an exciting and vibrant residential neighbourhood combined with a world-class innovation district. The spaces that link neighbourhoods, campuses, open spaces and attractions can amplify the success of an area. The way these spaces are designed can impact how people move around and use these spaces. On a hot sunny day, trees provide shade, local parks and green spaces give us places to play, exercise, meet friends or re-connect with nature. As well as for people, these spaces are a vital piece of infrastructure for wildlife habitats and our environment. Public spaces can help enhance air quality, reduce the likelihood of flooding and help balance heat in our cities.
2. The Council has commissioned LDA Design to help prepare a Public Realm Strategy for the White City Innovation District. The intention of the strategy is to improve connectivity, permeability and link newly regenerated areas with existing communities through public realm enhancements.
3. The public realm strategy will set out the context and design principles for future investment, ensuring consistency in materials and landscape schemes to ensure area-wide cohesion aligned with the vision for the innovation district – a work class vibrant, accessible, and inclusive public realm that facilitates social and professional interaction. The strategy will also consider connectivity from White City to the new HS2 transport hub to the north and Hammersmith town centre to south, and potential options for enhancement.

Stage 1

4. Commencing in October 2023, the first stage of the study was to review existing connections, permeability, and public space provision within the study area; establishing the baseline. A key part of the baseline study was to also capture opinions from the public and stakeholders, gathering data to inform how people are using and moving around these spaces and across the study area. As well as a postcard drop to properties across the area, virtual and in-person drop in sessions were held, and there were dedicated meetings with specific sectors, including youth and local businesses.
5. The baseline assessment and community engagement has been used to develop options to illustrate where investment opportunities might exist; for enhancing pedestrian networks, cycle routes, green spaces or urban public spaces. The wider connections HS2 and Hammersmith town centre were also considered in this first stage and, whilst the strategy may not be able to fully resolve the aspiration for connectivity to HS2, it provides a basis for future work streams.
6. A key output for Stage 1 was to establish a long list of projects for future improvements from which six projects are to be developed up into concept design. The six projects (a combination of small, medium, and large interventions) are to illustrate the vision and design quality expected of future public realm provision through implementation of the Strategy.

Next Steps

7. The relevant portfolio holders are to be engaged about the long list of projects and the six proposed to be selected for detailed concept illustration. The consultants will then use the evidence gathered, including the views of local stakeholders, to develop the Urban Realm Strategy for White City. This will set out the overarching objectives and design principles to be followed when new projects, developments and opportunities come forward
8. The final strategy will also be subject to further community engagement before being formally adopted. The Strategy will then be used by the Council and its landowner partners to inform capital investment decisions, in bidding for external funding opportunities that come available, such as Greater London Authority's Partnership Fund, and to inform requirements and financial contributions to be secured from new developments within White City through the Planning process.

LIST OF APPENDICES

None