

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

Tuesday 29 April 2025 at 7.00 pm

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

Watch the meeting live: youtube.com/hammersmithandfulham

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: 17 April 2025

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

29 April 2025

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

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| 4. | CULTURAL COMPACT UPDATE | 13 - 19 |
| | <p>This report provides an update on the work of the Where Culture Connects cultural compact and its future plans. The compact is the Borough's stakeholder partnership for cultural planning and delivery.</p> | |
| 5. | ACTIVE WELLBEING STRATEGY | 20 - 28 |
| | <p>This report provides an update on the development of an Active Wellbeing Strategy for the Borough, which supersedes the Sport & Physical Activity Strategy, reflecting up-to-date policy at national level in this sector.</p> | |
| 6. | PLACE-SHAPING THROUGH AFFORDABLE HOUSING DEVELOPMENT AND COMMUNITY INFRASTRUCTURE | 29 - 38 |
| | <p>This report builds on the paper presented to this committee in April 2024 which covered the council's housing development programme and its role in place-shaping across the borough. Using that item as a background paper, this report will recap the history to and core principles of the programme and note significant updates within the last year.</p> | |

London Borough of Hammersmith & Fulham

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



Monday 3 February 2025

PRESENT

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

Other Councillors:

Councillor Sharon Holder (Cabinet Member for Public Realm)
Councillor Rowan Ree (Cabinet Member for Finance and Reform)
Councillor Stephen Cowan (Leader of the Council)

Officers:

Andrew Munk (Assistant Director Economic Development)
Bram Kainth (Executive Director - Place)
Kellie Gooch - Head of Finance (Place)
James Newman (Assistant Director Finance – Corporate Finance)
Mark Raisbeck (Director of Public Realm)
Annie Baker (Assistant Director – Street Environmental Services)
Charles Francis (Committee Coordinator)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Jackie Borland, Andrew Jones (Cabinet Member for the Economy) and Zarar Qayyum (Cabinet member for Enterprise and Skills). Apologies for lateness were received from Councillor Adam Peter Lang.

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 18 November 2024 were agreed.

4. **UPDATE ON 'UPSTREAM LONDON': THE VISION FOR THE NEXT PHASE OF THE COUNCIL'S INDUSTRIAL STRATEGY**

Councillor Stephen Cowan (Leader of the Council) introduced the item and provided a comprehensive update on the development of the next phase of the Council's pioneering Industrial Strategy: *Upstream London*. This was launched in late November 2024, at an event at the new WEST Youth Zone in White City. Building on the first phase of the Strategy, the Committee noted the aim was to make the borough a global hub of innovation and inclusive growth.

Councillor Stephen Cowan provided details on how the strategy had initially developed, following the establishment of a partnership with world-leading Imperial College London in 2017 to establish a cluster of science, technology, engineering, maths, medicines and media (STEM) businesses around Imperial's existing research and development, to create a world-leading economic ecosystem in future industries.

Councillor Stephen Cowan explained the Council had developed a clear strategy to grow a localised economic ecosystem, with a focus on the sectors that were set to grow and that were deemed right for the local area. He highlighted the importance of creating the conditions for serendipity to occur and the innovation which stemmed from this. It was noted that since the inception of the Industrial Strategy, the Council had helped to generate £6billion of high-growth business investment, creating over 13,000 jobs. This had led to increased opportunities in the community through working closely with partners including anchor institutions, businesses and investors.

At the same event and as a central part of Upstream London, the Council also launched the Upstream Pathway Bond. Councillor Stephen Cowan explained this was a groundbreaking initiative giving people a clearer pathway into new careers and more opportunities to develop new skills. The Committee were informed that utilising relationships with businesses and with the international partnerships the Council had developed, young people would have significantly more opportunities.

Councillor Ashok Patel congratulated Councillor Stephen Cowan on Upstream London / the Industrial Strategy. He noted the innovation districts which had been set up in Europe and Australia and asked if there were any plans for these to be developed in the Far East, particularly Singapore and India. Councillor Ashok Patel also commented on the work of the Sands End, Arts and Community Centre and the events which had been taking place there. In response, Councillor Stephen Cowan explained that next year, the Council would be launching the Innovation District Convention, and the council was currently in the process of speaking to all its partners and stakeholders in Hammersmith and Fulham about this, which would be open to people from around the world.

He explained that the Council was keen to extend the number of innovation districts in the democratic world as this was the best way to share learning and ensure the Council made the right decisions. He explained that the Council had met with the Leaders of Kanataka about linking with them in India and the Council was particularly keen to develop its Life Science connections. It was noted the Council had signed a letter of intent and memorandum of understanding with them in 2024.

Councillor Stephen Cowan explained the Council had been in contact with the Korean Embassy about establishing innovation districts in the Republic of Korea and Singapore was another area of interest. Given that Hammersmith and Fulham was an economic hotspot and was world renowned for having produced fast economic growth, the opportunities to share and learn were increasing.

In relation to the Governance structures – the Upstream London Delivery Board and the Upstream London Political Oversight Group, Councillor Ashok Patel asked for more details to be provided on these, including their composition. In response, Councillor Stephen Cowan confirmed that he Chaired the Delivery Board which also included several Cabinet Members and prominent members of the community. This was the formal body that steered decisions and ensured that land development connected with skills, which then connected with entrepreneurial support.

Councillor Stephen Cowan also explained there was an Oversight Board, Stakeholder Board and day to day delivery was monitored by an Advisory Board which aimed to meet about three times per year. He confirmed that Elanor Gunn had met with the Council last week to discuss the Pathway Bond, which Councillor Cowan felt needed to act like a steering group. The composition of the Boards was still to be confirmed, but Councillor Cowan confirmed he was pleased with the number of people who had agreed to sit on these at this stage. He also provided comprehensive details on the Pathway Bonds and what these sought to achieve.

Councillor Rory Vaughan asked about the delivery of Scale Space and how this worked in practice, as well as sharing innovations more widely within the borough. He also mentioned the CO2 absorbing paint amongst other exciting innovations and how these were being shared. Councillor Rory Vaughan commented that Upstream was not purely focused on White City and there were also a number of places around the borough such as Fulham Riverside which had focused particularly on health and well-being.

Councillor Rory Vaughan also highlighted it was important to consider how the industrial and cultural strategy interacted with each other and helped to increase visitor numbers to the borough. In response, Councillor Stephen Cowan commented that next week there would be visitors from Poland who would be shown around the innovation district as well as share learnings. He commented that it was positive that the new Government had talked about economic growth and growth plans were now increasingly commonplace. It was noted the Council introduced its growth plan in 2017, and by working in partnership with Imperial College, this had given the council a significant advantage over late adopters.

The Chair thanked Councillors Stephen Cowan, Andrew Jones and the officers supporting Upstream and the Industrial Strategy work. He confirmed the Committee looked forward to a further update in due course.

RESOLVED

1. That the Committee note and comment on the recently launched Upstream London 'white paper' vision document
2. That the Committee note the intention to develop and cost a delivery plan

5. 2025/26 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)

Corporate Budget

Councillor Rowan Ree, Cabinet Member for Finance and Reform, introduced the item that provided details on the proposals for the 2025/26 revenue budget – including the risks, financial resilience, and impact of those proposals.

He explained this had been achieved through ruthless financial efficiency and reforming how services were delivered. The following points were noted:

- The Net General Fund Revenue Budget was £221m.
- The financial environment, including reduced revenue funding, changing demographics and a sluggish national economy.
- The key objectives of the financial plan: Ensuring the safety of residents, businesses and visitors, protecting the statutory services and other Council services valued by residents. Promoting prosperity, running an efficient council, and preserving low council tax rates.
- The budget headlines for 2025/26 included: Investing £3.5m in community safety and crime prevention, relieving pressure on statutory services, investing in the Upstream Industrial Strategy, tackling climate change and investing in sports facilities.

Councillor Rowan Ree noted that the Revenue Budget would be presented to the Cabinet and Budget Council in February 2025 and thanked cabinet members and officers for their work in realising a balanced budget over the past year.

Departmental Budget

Kellie Gooch - Head of Finance (Place) gave a presentation of the budget for the Place Directorate. The following key achievements were noted:

- Keeping the borough clean through waste / recycling collections and street sweeping.
- Minimising waste and increasing recycling.
- Maintaining 53 excellent parks and open spaces.
- Delivering 4 leisure centres and 1 swimming pool, at a net annual income to the Council (no cost to the Council).
- Providing a warm and safe space for 625,000 Library visitors every year.

- Keeping roads and pavements in good order and clear of obstacles.
- Rising to the challenge of the climate and ecological emergency.
- Pushing ahead with the Council's pioneering Industrial Strategy - "Upstream London".
- Consistently meeting learner targets, attracting full grant funding for Adult Learning & Skills (at no cost to H&F).
- Implementing the Council's cultural strategy.

Kellie Gooch, (Head of Finance, Place) also updated members on the budget changes and future strategic budget risks. These included Hammersmith Bridge works, waste collection and meeting service costs, national inflationary pressures and challenges to secure funding for the Corporate Business Plan objectives.

In relation to waste disposal, general waste to recycling, Councillor Adam Peter Lang highlighted that he had received a considerable amount of case work on topic which had now largely gone. He took the opportunity to thank the officer teams for both improving the environment and saving costs in this area. He asked if there was a grant available to the Council in relation to household cardboard.

In response, Kellie Gooch, Head of Finance Place explained the aim of the £1.8 million funding from the government (extended producer responsibility) was to charge the producers of the waste and in doing so, incentivise them to reduce the amount of packaging. Councillor Adam Peter Lang highlighted the issue of the loss of public toilets across London, and suggested this could be looked at in relation to parks at some point in the future.

Councillor Adam Peter Lang asked for an update in relation to Linford Christie Stadium. In response Mark Raisbeck, Director of Public Realm explained that the changing rooms had just been demolished and replacement facilities were being installed. He also highlighted that the running track would also be upgraded later in the year which would boost user numbers and increase revenue.

Councillor Ashok Patel asked three questions. Firstly, he noted that £3.4 million was earmarked for the Law Enforcement Team which he commended. He asked what was being done to increase participation from the Police, or Police numbers so the Council could reduce its expenditure on the LET in future. Secondly, with regards to the receipts for domestic rates, he noted that four in ten households were exempt and asked for further details on this. And finally, he asked about the proposal to balance the 2025/26 budget and the savings and efficiencies of £5.1 million and asked for a further explanation to be provided.

In response, Councillor Rowan Ree, Cabinet Member for Finance and Reform acknowledged that crime and anti-social behaviour was probably the most prevalent issue raised by residents. He provided an overview of the fall in Police numbers and activity and highlighted how important the LET had become in terms of preventing crime in the borough. And while there was a need for the LET it would continue to be funded through the base budget. He also provided details of the council's Gangs Unit as well as work being done to reduce violence against women and girls.

With regards to four in ten receiving discounts, he explained this was part of the Council tax support scheme. He provided details of how the scheme worked, which residents were assisted and highlighted that Hammersmith and Fulham was one of only three London Boroughs that offered 100% discount to the most vulnerable. Finally, in relation to the £5.1 million, Councillor Rowan Ree explained this was the total figure for efficiencies across the whole of the Council for the year.

Adding further details, Kellie Gooch explained that in the last year alone, LET had carried out over 100,000 investigations and patrols. Over 4,000 weapons sweeps were conducted and over 2,000 fines were issued. And since the LET was formed in 2021, there had been a 22% reduction in reports of anti-social behaviour reported to the Police.

The Chair, Councillor Rory Vaughan welcomed the LET had been moved into the base budget to secure its future funding. Clearly the LET was highly regarded and much needed. He highlighted its work in Coningham ward and how instances of anti-social behaviour had been reduced. The Committee noted the impact of extractions (where Hammersmith and Fulham officers were often redeployed to hotspots such as Westminster) and acknowledged the role LET played.

Councillor Rory Vaughan welcomed the funding available to upgrade sports facilities, such as the recent improvements to Hammersmith Park, which he hoped could be rolled out across the borough. He asked for further details to be provided on general sports improvements and what scope there was to enhance sporting opportunities across the borough (such as padel tennis courts). The Chair welcomed the work on enforcement around advertising boards and time banded commercial waste collections. Not only the revenue this generated, but also in terms of ensuring clear footways, which were of particular concern to disabled residents as set out in the equalities impact assessment.

In response, Mark Raisbeck commented that what was reflected was a general improvement in ongoing maintenance to increase standards across the borough. He also explained that officers were currently working on a Sports Facilities Improvement Programme which could be brought to a future committee meeting. He confirmed there was no further progress on padel tennis, but officers were in contact with a number of potential organisations and were looking at potential sites for courts.

In relation to time banded collections, he explained this work was ongoing and was particularly targeted at those locations with the highest footfall in the borough such as King Street and Uxbridge Road. With the express intention of limiting the time waste was spending on the footway both causing an eyesore as well as potential trip hazards to pedestrians. In relation to advertising Boards, Mark Raisbeck confirmed this was a licensing issue, as well as ensuring that their placement did not cause an obstruction on the highways for pedestrians. It was noted that offices were working on a programme to deliver improvements in this specific area.

Summing up, the Chair thanked Councillor Rowan Ree, Cabinet colleagues and the Finance officer team for their work to deliver the budget. He confirmed the committee

would look forward to a series of further updates on the topics identified in the discussions.

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

6. INCLUSIVE ENVIRONMENT DISABLED RESIDENTS TEAM UPDATE

Annie Baker, Assistant Director Street Environment Services provided an update on the work of the Inclusive Environment Disabled Residents Team. The report was co-authored with Jane Wilmot, Inclusive Environment Disabled Residents Team Co-Chair. This update included an overview of the Team, the work undertaken to date and planned in the future, as well as key achievements and challenges.

The following points were noted:

- The Inclusive Environment Disabled Residents Team was set up in 2024. The Team now plays in co-production work across the Place directorate.
- The Inclusive Environment Disabled Residents Team is made up of council officers and disabled residents and meets monthly with 10 meetings per year.
- The remit and membership of the group.
- Successes to date included:
 1. Access Audit of King Street and monitoring.
 2. Site visits to understand the barriers at staggered crossings and bus stop bypasses on King Street and Wood Lane/South Africa Road.
 3. The Development of Street-smart Guidance.
 4. The implementation of Disabled Shopper Bays and issues regarding E-Bikes.
- Key challenges:
 1. The provision of Inclusive technical information.
 2. Working with other organisations, and recruitment.
 3. The use of Resources and maximising impact:
 - “Doing things with residents, not to them” – further examples from the Place Directorate.
 - Information on future work streams.

The Chair, Councillor Rory Vaughan invited Kate Betteridge, local resident member of the Inclusive Environment Disabled Residents Team to provide her comments. The Committee heard that it had been an honour for the Inclusive Environment Disabled Residents Team to work with Councillors and everyone had learnt from each other. Disabled residents rightly had expectations as they wished to live independently within the Borough. The group would continue to highlight barriers to officers, so by working together these could be overcome.

Councillor Adam Peter Lang congratulated the Group on its work to date and asked if there was anything Councillors / the Committee could do to assist them further? In

response, Annie Baker confirmed that raising awareness of what the Group was doing as well as need for new members to come and work as part of the team were critical factors. Kate Betteridge commented that geographically across the borough, the Inclusive Environment Disabled Residents Team would like better representation as many of the current membership were centrally located around the Fulham / Hammersmith borders and White City. However, the Group was not represented to the East or West of the borough.

Councillor Adam Peter Lang agreed with the concerns that had been raised about E-Bikes, and in particular, where they were stored and asked if there anything else Council could do in terms of Parking bays or funding from central government to support a greater pan-London approach to E-Bikes.

In response, Mark Raisbeck, Director of Public Realm, confirmed E-bikes were a growing and important part of the transport network. However, their popularity was having consequences the Council did not want such as the parking of large numbers of bikes often in inappropriate locations. To address this, the Council was rolling out additional parking stations off the footway and Lime (one of the largest providers of E-bikes) had recently announced a £20 million package for London to address the issue. Mark Raisbeck confirmed that the Council would continue to work with E-Bike providers, alongside disabled residents to find a way of overcoming issues. Kate Betteridge confirmed that E-Bikes / scooters were recurrent theme at Disabled Residents Team meetings. She provided details of an incident in Covent Garden and reiterated, it was her view that Lime, Forest, Dot and others needed to start penalising e-transport users if they were not using the bikes/scooters in a responsible way, as the Council could not be held responsible for independent transport businesses.

Councillor Ashok Patel reiterated the issues which had been raised about E-bikes and suggested more should be done by the respective business to control; how they were used and stored. Mark Raisbeck confirmed that the issues which had been raised about E-bikes were the same faced by many Councils' across London, and officers would continue to work with E-bike providers to address these in innovative ways going forwards.

Councillor Rory Vaughan asked what the step and railings at the crossing on Wood Lane involved and how well the disabled shoppers bays just off King Street worked. In response Kate Betteridge explained how the shopping bays operated and confirmed these were working well. With regards to the crossing at Wood Lane, Annie Baker confirmed that she would need to provide details outside the meeting.

Action: That Annie Baker provide further details on step and railings at the crossing on Wood Lane.

The Chair thanked officers for the co-production report and was pleased that there was a significant amount of work being done across a range of issues throughout the Council.

RESOLVED

1. That the Committee note and comment on the report

Meeting started: 7.00 pm

Meeting ended: 9.31 pm

Chair

Contact officer:

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LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 29/04/2025

Subject: Cultural Compact Update

Report author: Val Birchall, Assistant Director, Culture Tourism & Sport

Responsible Director: Mark Raisbeck, Director of Public Realm

SUMMARY

This report provides an update on the work of the Where Culture Connects cultural compact and its future plans. The compact is the Borough's stakeholder partnership for cultural planning and delivery.

RECOMMENDATIONS

1. The Committee is recommended to review and comment on the report.

Wards Affected: ALL

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Where Culture Connects compact is effectively the delivery board for the Borough's cultural strategy, whose themes are Destination, Creative, Inclusive and Working Together. The actions of the strategy support the local creative and visitor economy, contributing to the aims of the Upstream strategy by helping to attract investment, boost cultural tourism and creating opportunities for local businesses and artists.
Creating a compassionate and inclusive council	The compact comprises representatives from different backgrounds, including specialist providers of disability arts. It champions diversity and inclusion with initiatives that widen access to cultural opportunities.

Doing things with local residents, not to them	The compact has an associated open access group – the Cultural Forum – which is a space for collaboration and codesign, and it has community voices embedded in its governance.
Being ruthlessly financially efficient	Through Working Together, the compact leverages external funding, shared resources and in-kind support to deliver cultural impact in the most cost-effective way. It aims to co-ordinate and align activities in pursuit of strategic objectives.
Taking pride in H&F	The Compact promotes local heritage and creativity helping to build pride of place and celebrate H&F's cultural identity and assets, including the unseen culture of the Borough.
Rising to the challenge of the climate and ecological emergency	Through its programming and partnerships, the Compact encourages sustainable practices and supports environmentally conscious approaches across the sector.

Background Papers Used in Preparing This Report

None

BACKGROUND

1. Hammersmith and Fulham's Cultural Compact "Where Culture Connects" was established in line with recommendations from the Cultural Cities Enquiry and supported by Arts Council England and DCMS.
2. Designed as a constituted cross-sector partnership, the Compact brings together stakeholders from culture, community, education and business to deliver a shared vision for culture across the Borough, supported by the Council.
3. Locally, the Compact plays a strategic leadership role, acting as the governing body for cultural collaboration in Hammersmith & Fulham. A key function is to oversee delivery of the Cultural Strategy, *Where Culture Connects*.
4. The aims of the cultural strategy and the work of the Cultural Compact align closely with Hammersmith & Fulham's industrial strategy, *Upstream London: Accelerating Inclusive Growth*. In particular, the focus on creative and cultural skills supports economic development, while the emphasis on destination

development supports inward investment, business tourism and building our reputation.

STRUCTURE

5. The Compact operates through a defined governance structure, as set out in its Terms of Reference. It is the principal partnership for overseeing delivery of the Borough's cultural strategy, resourcing and monitoring progress.
6. Key structural elements include:
 - An independent Chair supported by two Co-Chairs providing leadership and continuity across the Compact's work.
 - A strategic steering group responsible for setting direction, co-ordinating investment and aligning efforts across sectors¹.
 - Constituted sub-partnerships lead on the delivery of key projects.
 - An open access Cultural Forum involves the wider sector and supports collaboration, learning and feedback.
 - The Council's cultural team supports the Compact by servicing the meetings and providing policy advice and practical actions within available resources.

PROGRESS TO DATE

7. The Cabinet Member for Public Realm initially invited the Compact members and is a member of the group on an equal footing. Since its inception, the Compact has held eight meetings across the Borough, each hosted by one of the partners.
8. The Compact was launched at a meeting of the Cultural Forum, hosted by the Lyric Hammersmith Theatre and attended by over 80 borough-wide stakeholders. The Cultural Forum is a practical network, designed to build capacity in the local cultural sector through collaboration between artists and organisations and by providing information briefings and training sessions.
9. An early action was to appoint an independent Chair, to facilitate the partnership and acting as a figurehead for culture in the Borough. The Chair represents the Compact at meetings of the national Compact Chairs Network. Using an open recruitment process, Harris Bokhari OBE, was appointed and took up the role at the end of 2024.

¹ See the Appendix for the membership of the Compact

10. Three sub-groups have been established²:

- i. Destination Management Partnership, focussing on developing the visitor economy
- ii. Cultural & Creative Education and Skills Partnership, expanding young people's engagement in the arts and linking them to opportunities for work
- iii. Heritage Partnership, with a remit for inclusive heritage development

PROJECTS

- 11. Destination Management Partnership (DMP) comprises representatives of cultural and entertainment attractions, Business Improvement Districts, developments, hoteliers and hospitality businesses and is supported by the Council's visitor economy officer. It is the principal stakeholder body for tourism in the Borough.
- 12. The DMP has been working to improve the knowledge of the local visitor sector, through visitor data and research in order to support the development of visitor-oriented product (such as events or conferences) that can utilise projected hotel availability or link to other planned programmes in order to build a stronger presence and support our reputation as a place to live, work, visit and invest.
- 13. To help build its priorities, the DMP held a workshop facilitated by London & Partners to shape a collective vision and begin work on brand identity for key locations within the Borough. This is being followed by more detailed work on the opportunities which were surfaced and prioritised by the members such as improving wayfinding and welcome, optimising the riverside and finding ways to amplify the impact of sports. This work contributes directly to the placemaking ambitions of the industrial strategy, stimulating growth in the visitor economy, developing local businesses, and linking to the promotion of the Borough as a home of innovation and a venue for quality cultural content.
- 14. The DMP undertook a collaborative campaign to promote Christmas in H&F, resulting in increased footfall and visitor spend in the festive period 2024. It is now continuing to collaborate on promotional activity year-round, while developing campaigns to support Summer and Christmas in 2025 under the banner VisitH&F.
- 15. The Cultural Education & Skills Partnership is working with the University of the Arts London (UAL), University College London (UCL) and London Academy of Music & Dramatic Art (LAMDA) which are all part of the Creative Education Coalition, a national network of specialist providers of cultural skills, training, qualifications and research. This partnership is responding to changes in

² See the Appendix for a diagram of the Compact governance

cultural education nationwide (such as reducing provision in schools) which limit the opportunities for some young people to have a fulfilling cultural life.

16. The creative economy is a fast growing sector locally, identified in the Upstream London strategy as an opportunity for the Borough and the partnership will collaborate with local businesses and the Creative Enterprise Zone to create a clear pathway linking local young people to the opportunities around them.
17. This partnership will map the Borough's cultural and creative education ecosystem, from early years to adult learning. The findings will inform the development of a new model for a Cultural and Creative Education & Skills Partnership, aligning with national agendas and supporting local creative talent to make the most of the links between creative skills and the innovation economy, supporting the ambitions of Upstream.
18. The Compact has established a new 'Schools Art Week' in summer 2025 which it hopes will become an annual event. Local artists will deliver workshops for Year 5 children in 36 schools across H&F. In 2026, the partnership will foreground the cultural lives of children and young people in the Borough. Activities will be developed and projects co-produced with young people to be showcased across Hammersmith & Fulham.
19. The Heritage Partnership is in its early stages and is being convened by Fulham Palace Trust (FPT). In time, the Heritage Partnership could take responsibility for the co-ordination of Heritage Open Days, the processing of Blue Plaque applications, the framework for prioritising local bids to the National Lottery Heritage Fund and for ensuring that Heritage (including Archives) is engaging and accessible to all. The partnership links cultural heritage, local identity and civic pride with inclusive place-based development and will support the Upstream London objective of creating a borough where identity, community engagement and innovation are better connected.
20. FPT is the lead partner for delivering the Black History Community Collecting and Engagement project which forms the initial development stage of the Black History Museum. The museum project steering group sits under the Heritage Partnership and comprises specialists in black history, community development and heritage education. FPT is the Borough's principal museum and has specialist knowledge in curatorial and collections management as well as being a member of the national Anti-Racist Museums programme.
21. Building on the needs identified by the Cultural Forum, an Arts Audit is currently under way. This will create a comprehensive view of cultural activity across the Borough and map hard and soft assets, enabling a reliable overview of provision and improving opportunities for local collaboration. The mapping will build on the Greater London Authority's Cultural Infrastructure Map and the West Midlands Cultural Infrastructure Map, which use GIS data.

Appendix One

Members of the Where Culture Connects Compact

Harris Bokhari OBE (Independent Chair)

Will Bagnall - Co-Founder of HQI

Amy Belson - Executive Director of the Lyric Hammersmith Theatre and board member of Hammersmith BID

Tom Branton - Development Director of Earls Court Development Company

Jazz Browne - CEO of Nubian Life

Rachele Caltagirone - Head of Place-making at Olympia

Mimi Findlay – CEO of Bush Theatre

Georgina Firmin - Commercial Director at LAMDA

Sian Harrington - CEO of Fulham Palace Trust

Cllr Sharon Holder – Cabinet Member for Public Realm

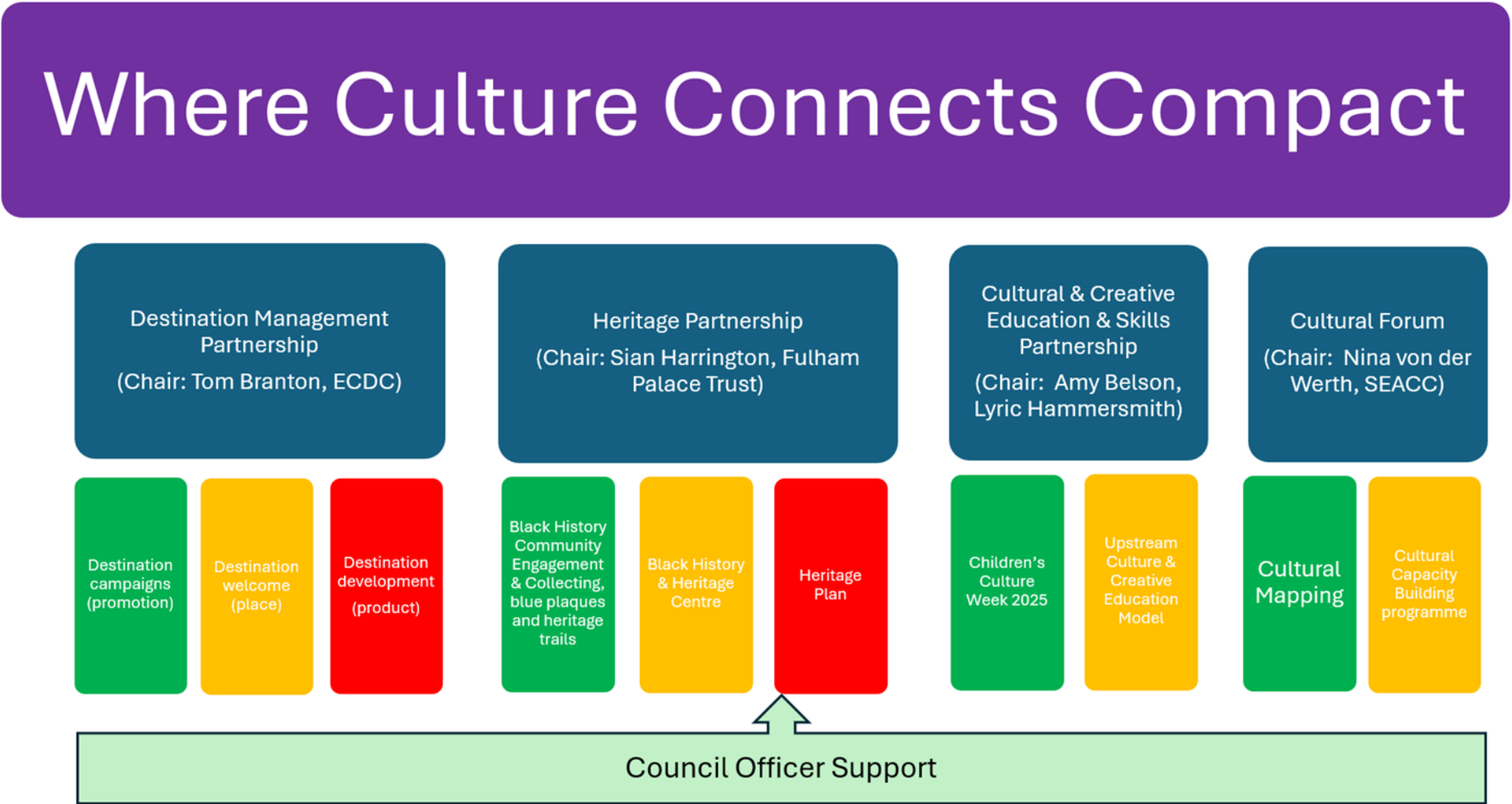
Alison King - CEO of Turtle Key Arts

Rebecca Richardson - Strategic Lead for Prevention in H&F Public Health

Stella Subbiah – Artistic Lead for Bhavan

Nina von der Werth - CEO of Sands End Arts & Community Centre

Appendix Two Compact governance and workstreams



Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

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

Date: 29/04/2025

Subject: Active Wellbeing Strategy

Report author: Nigel Court, Interim Lead for Sport and Active Wellbeing

Responsible Director: Mark Raisbeck, Director, Public Realm

SUMMARY

This report provides an update on the development of an Active Wellbeing Strategy for the Borough, which supersedes the Sport & Physical Activity Strategy, reflecting up-to-date policy at national level in this sector.

The Borough has high average levels of participation in sport and physical activity. However, some population groups face additional barriers to participation with consequent impact on health inequalities. In order to improve public health in priority groups, in accordance with the Council's values, activities will need to be tailored to meet the needs of these residents, co-produced with them, and delivered in partnership with trusted groups in the community.

The report sets out the work carried out to date with partners and stakeholders, acknowledging that the vision stretches across Council services and across sectors, requiring a systems-based approach. It identifies the next steps towards finalising the strategy, which will include appropriate partnership governance that includes a strong voice for resident users and non-users of services, a detailed action plan and an agreed indicator set for measuring progress.

RECOMMENDATIONS

1. The Committee is recommended to review the report and provide comments.

Wards Affected: ALL

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The strategy will play a crucial role in fostering economic and social benefit for all residents by reducing the strain on public health services; our residents will become more healthy and more likely to be economically active and able to

	benefit from the opportunities set out in the Upstream London industrial strategy. Initiatives will tackle inequalities in access to active lifestyles.
Creating a compassionate and inclusive council	The Active Communities theme of the strategy will focus on how the grassroots sport sector and the wider voluntary sector can support residents to become more active and at the same time build community resilience and capacity and reducing social isolation.
Doing things with local residents, not to them	The strategy is being developed in conjunction with a range of partners including sports and community third sector operators. Residents have been consulted on the themes at the previous stage, and will be represented on the Active Wellbeing partnership steering the work. Delivery will include community programmes / wellbeing activities at a local level which will be planned together with residents to ensure they are relevant and effective.
Being ruthlessly financially efficient	By taking a systems-based approach with all partners involved in supporting active wellbeing, the strategy will aim to reduce long term costs for public health and social care services. At the same time, partners' activities will be better co-ordinated and aligned (resulting in less duplication and greater degree of targeting), within a more cost-effective model.
Taking pride in H&F	Working together with the community and across Council services and stakeholders will create a shared sense of purpose and pride in the resulting outcomes.
Rising to the challenge of the climate and ecological emergency	The proposals support Active Travel (Walking & Cycling) which aims to reduce carbon consumption. They include a focus on locally delivered activities which reduce the distances travelled to access opportunities. The Active Environment theme seeks to ensure accessible outdoor activities, fostering appreciation for nature and local ecosystems.

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background

1. In July 2024 the Committee considered the principles of a draft Sport and Physical Activity strategy, following an initial stage of development and consultation with residents. This report updates the Committee on recent progress towards finalising the strategy and action plan.
2. The continuing reduction in public finances and well-publicised pressures on the health service have recently stimulated fresh thinking in this sector, with Active Wellbeing replacing traditional sports development approaches. The Active Wellbeing agenda is supported by Sport England, the national development agency for sport, which is the principal partner funder of sports development. Active Wellbeing is a pivot towards a systems-based approach that reflects the importance of community sports as part of a wider agenda to improve public health.
3. Traditional leisure services have tended to serve healthier, more active populations, leaving those with a greater need for support to live active lives under-served.
4. Physical inactivity is a major contributor to preventable disease and has consequences for individuals' ability to live well in the Borough. The strategy will emphasise the importance of physical activity as a crucial factor in preventing conditions such as heart disease, stroke, arthritis, diabetes and dementia. Participation in sport and physical activity (and volunteering in these areas) can also support people's self-confidence, develop transferable skills and help to increase mental resilience, contributing to reducing anxiety and stress.
5. Work has already been commissioned to develop a Playing Pitch Strategy and an Indoor Leisure Facilities Strategy, which will identify how sports facilities can best be planned, developed and maintained in order to support the future needs of the Borough and the findings will be fed into the new approach.

Context

6. Local public health data and physical activity data show that in many cases, while the Borough averages relating to ill-health are similar to London or national averages, and levels of physical activity are relatively good, the average figure obscures the very different situations of residents in particular population groups.
7. Since 2015 Hammersmith & Fulham Council has been one of the most physically active boroughs in the country. Active Lives data from the Department of Culture

Media & Sport demonstrates Hammersmith & Fulham consistently achieved levels of physical activity higher than those of other Inner London boroughs and the regional average.

8. Every year since 2020, 73% of the Borough population has achieved the recommended minimum of 150 mins per week of physical activity (4-6% higher than the physical activity levels across Inner London and 9-11% higher than those for Greater London).

	Nov 15-16	Nov 16-17	Nov 17-18	Nov 18-19	Nov 19-20	Nov 20-21	Nov 21-22	Nov 22-23
London Region	64%	62%	65%	65%	62%	62%	64%	64%
London AP	64%	62%	65%	65%	62%	62%	64%	64%
Hammersmith and Fulham	73%	70%	67%	73%	75%	73%	73%	73%
Inner London	67%	67%	68%	69%	67%	67%	68%	69%

9. Health statistics for obesity and being overweight in H&F are better than the London and England average for adults (53% compared with London at 57% per cent and England at 64%). Figures for hypertension are significantly better than the national average (7% compared with 14%). Obesity amongst primary school age children is similar to the London and national average.
10. However, there is a marked variation in life expectancy, health and wellbeing across the Borough, linked to deprivation factors.
11. Hammersmith & Fulham is the sixth most densely populated London Borough. Housing pressures and poor air quality contribute to health risks. 26% of all those aged 60 or over in the Borough experience income deprivation, compared to the England average of 14% (2019 figures).
12. The difference in life expectancy in the Borough is 6.5 years for men (from 77 years in Hammersmith Broadway to 83.5 years in Palace Riverside). For women the difference in life expectancy is 9.5 years (from 81.3 in Fulham Broadway to 90.8 years in Addison). Average life expectancy is 79 years for men and 83 years for women in London and England.
13. Inequalities between population groups result in significant variations in outcomes and clustering of poor health and certain health conditions. This context suggests that while there is a need to sustain the current strong level of participation by the wider public in sport and physical activity, our improvement focus should be on those less likely to participate, including people experiencing common barriers to maintaining and developing active lifestyles, in order to “move the dial” and improve overall health of the population.
14. Further work is needed with residents to develop a better understanding of the barriers they experience and to co-produce solutions that suit their needs and this will form an important part of developing the action plan.

Sports Facilities

15. Our facilities will remain important in delivering activities and form the backbone of public leisure provision for our user-base. The location, operating hours, condition and equipment at our sports facilities should be fit for purpose in meeting demand and achieving our strategic objectives.
16. Work on a Playing Pitch Strategy and Indoor Leisure Facilities Strategy was awarded in March 2025 and will provide a detailed assessment of provision. It is expected to take up to 12 months for the assessment to be completed (to enable both the summer and winter seasons to be incorporated). As the data from this work becomes available, it will feed into the Active Wellbeing strategy.
17. Extensive works to improve the Linford Christie Outdoor Sports Centre have already started with Phase One being completed in January 2025. The works comprised of the demolition of the main building which has been replaced with semi-permanent cabins for changing and toilet facilities.
18. Phase Two of the scheme started in January 2025. The works will replace the all-weather pitches and replace them with a 3G state of the art 11-a-side football pitch, 1 x 3G 7-a-side football pitch, 1 x sand based 7-a-side football pitch and 3x hardcourts that will be used for tennis and netball.
19. Phase three will see the refurbishment of the athletics track and new stadium lighting, the works will be completed later within the year.
20. Greenwich Leisure Limited and Virgin Active, the operators of public leisure facilities in the Borough, also have ongoing programmes to update their sites and have recently replaced old gym equipment.

Developing a Partnership Strategy for Active Wellbeing

21. Given the complex lifestyle factors involved it is imperative to ensure the range of stakeholders represented in discussion about Active Wellbeing is wider than sports development and sports facilities (though these continue to be important in delivering the objectives and remain involved).
22. A stakeholder workshop was held in March 2025 involving Council teams from Public Health, Social Care, Children's Services, Sport and Active Travel as well as external organisations ranging from London Sports Trust, Dementia Action and Sands End Arts & Community Centre to London Sport, Chelsea FC Foundation, Greenwich Leisure Limited, Dance West, Hurlingham Club and Virgin Active.
23. The relationship between sport, physical activity and wellbeing was explored through the lens of the public health data and data relating to sports and

physical activity participation and identified the key issues set out below.

24. Better co-ordination of delivery would enable a more cost-effective model. Sharing of plans and collaboration between parties is needed to reduce duplication and reach more people with a wider range of provision that is appropriate to their needs and accessible in their locality.
25. Physical activity peaks at the end of primary school. As children enter secondary school their attention moves towards academic pressures, and they tend to prioritise personal friendships over social interaction. At the same time, this age group sees changes in leisure time use, including moving towards the use of smartphones and online gaming.
26. Girls and young women are only half as likely to be physically active as boys and young men. Biological differences between girls and boys contribute their participation in physical activity. Girls go through puberty earlier than boys, triggering self-consciousness and uncertainty about their bodies along with monthly cycles which can make participation less comfortable.
27. People living with deprivation are less likely to be active. People on low incomes are facing cost-of-living pressures which mean that gym and club memberships, travel costs, equipment and basic athletic wear can be out of reach. Combined with having fewer facilities (parks, leisure centre and safe walking / cycle routes) in less well-off areas, this makes it harder to participate in physical activity.
28. People from non-white backgrounds are less likely to be active. They are disproportionately affected by low pay and unemployment and more likely to live in insecure housing or in areas with higher crime. Some cultures may place less emphasis on physical activity and certain sports may not be as popular or accessible. In addition, language difficulties can make it harder for some individuals to access information about sports and activities, or to participate in sports clubs and teams. Racism and discrimination in sport and leisure settings can discourage joining in.
29. The Borough has a high level of male suicide in comparison with other places. People at risk of suicide can experience social isolation and an absence of sense of purpose or value. Societal norms suggest men must be strong, stoic, and emotionally reserved and men often lack access to spaces where they feel safe to express their emotions. Sports and physical activity can create opportunities for healthy conversations and sharing of experiences with a peer group.
30. The “manosphere” and misogyny. Levels of violence against women and girls are a public health concern. An absence of positive role models for young men and active encouragement and normalisation of misogyny in some online spaces increases this risk. Sport and physical activity can provide role models for healthier masculinity and help to break down those harmful stereotypes.

31. These issues will now be further explored with residents and community groups to better understand them in more detail. This will enable co-production of programmes specific to the needs of people who are currently physically inactive and who have most to gain in health improvement from taking part.

Vision

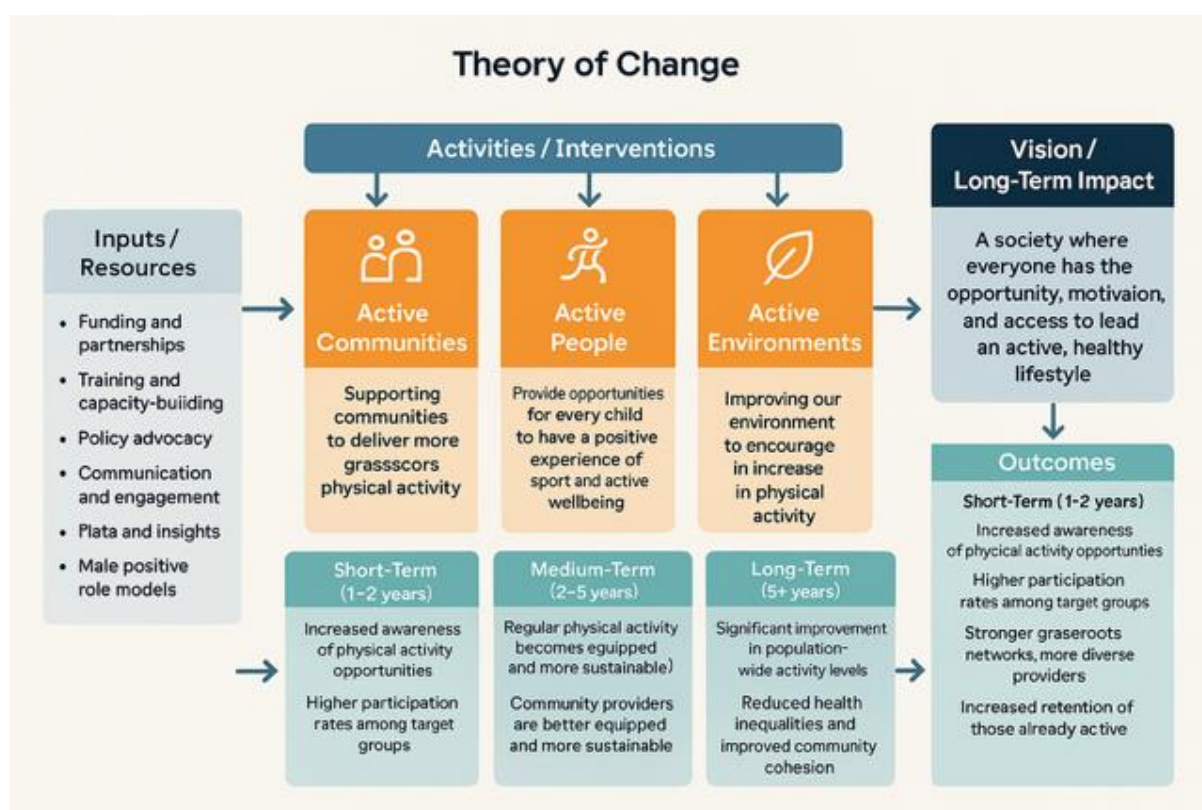
32. The Borough has relatively high levels of participation amongst the general population but there are pronounced differences between the wellbeing of groups within our population and can be done by targeting activities to address these disparities. The draft vision for the new strategy is:

“A place where everyone has the opportunity and motivation to lead an active, healthy lifestyle, contributing to improved physical, mental, and social wellbeing for all.”

33. The consultation undertaken in 2024 confirmed public support for a focus on the three themes of:

- Active People
- Active Communities
- Active Environments

34. A logic model set out below shows how the Council, residents, local providers, community sector and sports bodies will work through a new Active Wellbeing Partnership to design and deliver a series of activities and outcomes.



35. The goal is for regular physical activity to become the norm for more individuals. Data and insight can help to support this approach and inform interventions tailored to the priority cohorts described above.
36. The focus of commissioned and directly delivered activities is therefore expected to be on boosting participation rates for these groups. The strategy will also aim to strengthen grassroots networks and diversify the providers delivering activity programs.
37. Working with a wider range of community partners, while ensuring appropriate quality and safeguarding standards, will help to generate trust in communities where participation is low. For example, partnerships with residents' associations and voluntary organisations, or activities linked to community programmes such as those supporting people with dementia, can help to create an entry point for people who do not currently participate.
38. Support for existing groups will strengthen their capacity through training, funding, and partnership opportunities, ensuring they have the resources to grow and sustain their impact.
39. The resources available include funding and partnerships with schools, voluntary and professional sports sectors and health providers, training and capacity-building, policy advocacy for supportive urban planning, and communication and engagement strategies targeting less active population groups.

Next Steps

40. Further work is needed to work with residents and stakeholders to build an action plan for delivery of the Active Wellbeing model in the Borough.
41. Since the Active Wellbeing model needs to be system-wide, the governance through the Active Wellbeing partnership should reflect include partners from the sports, health, education and voluntary sectors, all of whom play an important role as well as related Council services. It should encompass grass roots and professional sports, sports events, community and informal youth provision and it must also include the voice of residents, including people from the target cohorts, to ensure that activities are resident-led and relevant.

Outline Timetable for Completion

	Description	Date	Progress			Lead
1	Hold Active Wellbeing meeting	Mar-25				LBHF Sports and Active Wellbeing
2	Award contract of Playing pitch strategy to Strategic Leisure	Mar-25				LBHF Planning / LBHF Sports and Active Wellbeing
3	Award contract of Indoor Leisure Strategy to The Leisure Consultants	Mar-25				LBHF Planning / LBHF Sports and Active Wellbeing
4	Launch Playing pitch strategy	Apr-25				LBHF Planning / LBHF Sports and Active Wellbeing
5	Launch Indoor Leisure Strategy	Apr-25				LBHF Planning / LBHF Sports and Active Wellbeing
6	Establish Governance for the new Active Wellbeing Partnership	Apr-25				LBHF Sports and Active Wellbeing
7	Development of Key Actions with partners	May-25				Active Wellbeing Partnership
8	Produce 1st draft action plan	Jul-25				Active Wellbeing Partnership
9	Establish baseline and measurements framework	Aug-25				Active Wellbeing Partnership
10	Finalise Action plan for approval	Sep-25				Active Wellbeing Partnership
11	Produce a final draft of the strategy	Oct-25				Active Wellbeing Partnership
12	Cabinet Member approval	Nov-25				LBHF Sports and Active Wellbeing
13	Produce a final strategy and action plan in web, hard copy and accessible formats	Dec-25				Active Wellbeing Partnership
14	Review data from PPS and ILS	May-26				LBHF Sports and Active Wellbeing

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

Date: 29/04/2025

Subject: Place-shaping through affordable housing development and community infrastructure

Report author: Labab Lubab, Head of Partnerships, Investment and Assurance

Responsible Director: Bram Kainth, Executive Director of Place

SUMMARY

Effective place-shaping is a foundational pillar of the council's approach to inclusive economic growth. *Upstream London*, the second phase of the council's Industrial Strategy, articulates this vision; it focuses on the conditions for innovation-led growth and shared prosperity.

Prosperous places are built on diverse communities and comprehensive social infrastructure. It is for this reason that the provision of a range of affordable housing options and modern community facilities is crucial to successful place-shaping and the continued growth of the local economy in line with the principles of *Upstream London*.

This report builds on the paper presented to this committee in April 2024 which covered the council's housing development programme and its role in place-shaping across the borough. Using that item as a background paper, this report will recap the history to and core principles of the programme and note significant updates within the last year.

Principally, it will focus on the different models of affordable housing and modes of social infrastructure delivered within the programme and highlight to the committee its ongoing and future role in driving quality place-shaping across the borough.

This item is supplemented by a presentation to the committee which serves to develop the foremost themes, to prompt further discussion during the meeting, and to provide visual examples of many of the concepts and schemes referenced in the paper.

RECOMMENDATIONS

1. That the committee note the report and the contents of the accompanying presentation

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Affordable housing and modern social infrastructure sit at the heart of the mission to build shared prosperity. Fair and equal access to secure housing and good services is vital to ensuring that the borough's economic growth is shared across residents of all backgrounds.
Creating a compassionate and inclusive council	The development programme aims to ensure that residents from the borough's most deprived and disadvantaged communities have fair and equal access to secure homes and good services.
Doing things with local residents, not to them	According to the principles of the <i>Defend Council Homes Policy</i> , each development proposal is subject to a comprehensive process of resident engagement and co-production in order that schemes truly reflect the priorities and needs of local communities.
Being ruthlessly financially efficient	One of the founding principles of the development programme is that all schemes must be able to self-finance on an ongoing basis in order to be deemed viable.
Taking pride in H&F	Through comprehensive procurement processes, the council ensures that the consultant teams involved in the design of new homes and community assets are of the highest standard in order to protect the quality of the built environment in Hammersmith and Fulham.
Rising to the challenge of the climate and ecological emergency	As evidenced by a number of schemes currently on site, the council is committed to – wherever possible – designing and building homes and community assets to the highest possible sustainability standards.

Background Papers Used in Preparing This Report

The committee may wish to note background information within the item considered at this same PAC in April 2024.

Available at:

<https://democracy.lbhf.gov.uk/documents/s127759/22%20April%202024%20-%20Placemaking%20and%20Development%20Programme%20Update.pdf>

Background

1. The council has recently published *Upstream London*, a whitepaper document that serves as the second phase of its Industrial Strategy, first launched in 2017. *Upstream London* seeks to guide both the council and its partners in the pursuit of continued innovation-led, inclusive economic growth.
2. A full summary of the whitepaper falls beyond the scope of this paper though, in short, it establishes a mission-led strategy encompassing entrepreneurial governance, place-shaping, housing, pathways and partnerships as a route to achieve sustained, inclusive economic growth.
3. The development programme precedes the publication of *Upstream London*, though its aims align closely to the missions underscored in the document. The development programme, established through Cabinet's decision to endorse the *Building Homes and Communities Strategy* in 2019, is a self-financing programme to build and to co-produce new, sustainable, affordable housing and modern social infrastructure tailored to the needs of local communities.
4. The programme, which consists of a combination of council-led projects and partnership schemes, is on track to deliver approximately 1,800 homes and additional community assets within the next five years. A number of schemes, delivering 123 homes, have already been completed, with the remainder on-site or in the planning process.
5. The council is committed to fostering diverse, mixed communities and therefore must supply new homes of all different tenures with a strong geographic spread across the borough. To this end, the programme has been recently supplemented by a number of opportunities to purchase, rather than build, new affordable homes.
6. This approach has the effect of enabling the council to deliver quickly, spread risk, and provide a true range of affordable housing tenures including *Council Shared Equity*, a low-cost homeownership tenure, the importance of which is emphasised in *Upstream London* in respect of its contribution to promoting inclusive growth in Hammersmith and Fulham. The council continues to actively work – in response to *Upstream London* – to explore opportunities for employment-linked housing with major employers in STEM³ sectors.¹
7. A third strand of housing supply activity consists of the council's active response to the disposal strategies recently pursued by a range of supported housing providers across the borough. The council has directly intervened to acquire and protect the support provision at 6 supported housing blocks across the borough, safeguarding over 50 bedspaces. The provision ranges from rough sleepers and

¹ Science, Technology, Engineering, Maths, Medicine and Media

care leavers to victims of domestic abuse, and is vital to promoting social and economic inclusion, which sit at the foundation of healthy places.

8. In view of the fact that the background paper covers the programme and some key schemes in detail, what follows describes significant updates on schemes from the previous 12 months. The report then concentrates on a number of projects of particular interest and relevance in respect of their contribution to the place-shaping mission in *Upstream London*. A programme overview that captures the most current data in terms of each scheme is included at appendix one.

Programme updates – 2024/2025

9. This section of the paper highlights a number of programme updates since the programme was last subject to scrutiny by this committee. In simple terms, schemes within the programme need to respond to four questions to consider their effectiveness in terms of place-shaping:
 - a) does the scheme respond to the housing need of local residents and promote the sustainability and growth of diverse, mixed communities in line with the draft family housing strategy?
 - b) does the scheme contribute towards the council's ambition to become net-zero by 2030?
 - c) does the scheme involve local residents and foster opportunities for meaningful co-production and engagement?
 - d) does the scheme, where possible, maximise opportunities to (re)provide social infrastructure?

Hartopp and Lannoy

10. Hartopp and Lannoy is the council's most advanced scheme in the direct delivery programme. The scheme has progressed well on site for the duration of this year and is expected to be handed over in Spring 2026. The project presents a vast range of place-shaping benefits.
11. The scheme provides 134 homes, all of which are affordable following recent work to lever section 106 funding to convert the scheme's 22 market sale homes to Council Shared Equity.
12. The development therefore offers a mix of social rent, shared ownership, and Council Shared Equity in order that it can both alleviate pressure on the council's housing register, which currently contains just under 3,000 households, and offer low-cost homeownership options to the just shy of 9,000 households on the council's homebuy register.
13. The scheme, in line with the council's *H&F 2030 Climate and Ecology Strategy*, performs exceptionally well from a sustainability perspective; it continues to be built to Passivhaus standard – the highest energy efficiency standard for new build homes in the United Kingdom.

14. Moreover, the scheme has continued to embed the principles of co-production and resident engagement outlined in the council's *Defend Council Homes Policy*. In Winter 2024, the council hosted an event at a local primary school to celebrate the social value delivered through the main construction contract, which included refurbished playground equipment and new planting.
15. Resident Advisory Panels have continued throughout the construction period. Significantly, local residents have been involved in determining the names for the new blocks and the landscape design process. Through this process the council hopes to improve the sense of identity and place, and to help the new homes to embed seamlessly into the local community.

Farm Lane

16. Farm Lane is a development of 31 new homes, 50% of which are affordable. Throughout the past 12 months the council has completed a competitive procurement process to select a main contractor. The contractor has now started on site and expect to complete the new homes in Summer 2026.
17. The homes will be built to Passivhaus classic standard, which translates into an expected 60% reduction in future residents' energy bills relative to homes designed and constructed to normal regulatory standards.
18. In the last year, a number of resident engagement events have taken place such as a meet the contractor event to enable residents to convey their priorities and concerns to the contractor in the interest of a smooth build period.

Four Sites

19. The Four Sites programme consists of smaller in-fill developments. The schemes are Barclay Close, Becklow Gardens, Pearscroft Road and The Grange. Collectively the four projects deliver 69 new homes of which 67% are affordable.
20. The schemes are all in the final stages of the pre-planning process and will, if successful in gaining planning consent, start on site in early 2026.
21. Each individual project has been scrutinised by an inclusive design review panel and through three phases of co-production within the last 12 months. This process has, among other initiatives, consisted of 11 public exhibitions and 8 co-production workshops. This process is important to fulfilling the objectives of both the *Defend Council Homes Policy* and the *Disabled People's Housing Strategy*.

Mund Street

22. Similarly to the Four Sites programme, Mund Street is in the last stages of pre-planning design work. It provides 107 homes, 50% of which are affordable. A planning submission is due to be made in Summer 2025, though as the site currently serves as a decant site for Avonmore Primary School, it will only be able to begin construction once that project is completed.

Quayside Lodge

23. The council has agreed to purchase 37 new homes in the Quayside Lodge development in Sands End of which 21 homes are affordable rent and 16 homes are Council Shared Equity. Offering affordable rent and homeownership options within new private developments are vital to the council's ambition to foster good place-shaping through promoting mixed communities and opportunities for key workers in particular to access affordable housing in the borough.

Refugee Housing Programme

24. As part of the council's commitment to sustaining diverse communities and acting as a Borough of sanctuary for refugees, in the last 12 months it has –having secured £8.4m GLA grant – acquired 18 family-sized homes to support refugee resettlement. The council recognises the substantial housing need among refugee communities and the role of safe, secure housing in promoting successful integration. In the long-term, these homes will remain affordable in perpetuity and continue to alleviate the substantial temporary accommodation pressures faced by councils nationwide.

Strategically significant place-shaping schemes

25. This section of the report concentrates on a number of projects of notable importance in terms of place-shaping in the borough, namely Lillie Road, Avonmore Primary School, White City Central and EdCity.
26. These mixed-use projects are noteworthy for their significant contribution to providing both affordable housing and social infrastructure in the borough.

Lillie Road

27. The Lillie Road scheme provides 42 new affordable homes, 50% of which are affordable. The homes are designed to Passivhaus classic standard. In the last 12 months it has begun construction and is due to be completed in Summer 2026.
28. The project also reprovides the former tenant and resident hall for the West Kensington community. The hall is an important community asset that has been co-designed with the local community and will provide flexible spaces for community and engagement events to take place for years to come. A range of bookable meeting rooms have also been included to provide local community groups with spaces to organise, plan, and come together.
29. Outside learning and play space will also provide opportunities for local organisations and schools to adapt and improve their events and offers to young people.
30. In line with the council's ambition to act with ruthless financial efficiency, it has worked hard to secure external funding towards the reprovision of social infrastructure. The community hall is part-funded by £620,000 from the GLA's *Good Growth Fund* in recognition of its place-shaping and regeneration benefits.

Avonmore Primary School

31. Avonmore Primary School is a significant primary school redevelopment within the council's *Community Schools Programme*. It provides 91 new homes (50% affordable) and a new one-form entry primary school.
32. In the last 12 months, the proposal has successfully gained a planning consent and the council is due to complete the procurement process for a main construction contractor in Spring 2025, with start on site due shortly afterwards.
33. There are a range of place-shaping benefits associated with the scheme, not least the reprovision of a modern, sustainable primary school on the site of the rundown buildings which are in disrepair and expensive to maintain.
34. The scheme also responds directly to the theme of 'placemaking an innovation borough' that is emphasised within *Upstream London*. In addition to widespread public realm and urban greening improvements, the scheme provides 91 new homes prioritised for groups such as key workers to maintain the borough's diverse social mix and to provide as many households as possible with the opportunity to start and grow families within the borough.
35. In respect of innovation, the scheme aligns sharply to the borough's broader placemaking and economic growth ambitions. A range of specialist teaching spaces for arts, technology, and science will enable first-in-class teaching around the skills required to access training and employment in the borough's sustainable growth sectors in STEM³ industries.

White City Central

36. White City Central is the largest project within the development programme; the Planning and Development Control Committee resolved to grant planning consent to the scheme on 2 April 2025. The scheme provides 253 new homes (50% affordable) in the central area of the White City Estate, along with a new mixed-use community hub, a modern nursery, and improved playspace and public realm throughout the central area of the estate.
37. Housing need on the estate is acute; 24% of all households are defined as overcrowded. The residential element of the scheme responds – in terms of both affordability and housing typology – directly to this identified housing need.
38. Moreover, the scheme provides a significant amount of social infrastructure for estate residents. The community hub and nursery have been co-designed through a series of workshops and exhibition sessions in order that they best reflect the needs of residents and users and provide flexible, modern spaces for services to be delivered.
39. The project is a strong example of place-shaping. The central area of the estate is currently comprised of a mixture of underused assets and neglected open space. The proposals, however, seek to transform this area to address the need for more family homes, the need for modern, improved social infrastructure, and the need for enhanced, sustainable public realm and open space.
40. It is also noteworthy, though, that the council cannot facilitate good place-shaping without ensuring that proposals reflect the ideas, priorities and aspirations of

residents and local communities. During the planning process for this scheme, a total of 115 public consultation events have been held, ranging from co-produced design workshops to focused engagement sessions with various minority groups across the estate.

EdCity

41. EdCity is a project that the council is delivering in partnership with Ark, the national education charity. The scheme, which is phased and due to complete in Winter 2025, provides 132 new homes (100% affordable), and new social infrastructure such as a primary school, nursery, youth zone, adult education centre, and 100,000sqft commercial space.
42. Thus far 24 social rent homes (8 of which are accessible), a new school, 100,000sqft office space and the youth zone have been completed.
43. In conjunction with White City Central, the scheme seeks to ensure that the place-shaping benefits derived from the continued growth of the White City Innovation District are not limited to the immediate vicinity and extend to the broader area, in particular the White City Estate.
44. Similarly to other schemes in the programme, the affordable homes are a combination of affordable rents and shared ownership to ensure that there are a range of pathways for local residents that encompass both genuinely affordable rents and low-cost homeownership options. In the case of EdCity, a number of homes have been earmarked for local teachers and, in any event, key workers will be prioritised for the remaining homes.
45. The community assets delivered through the scheme seek to foster good place-shaping by promoting social and economic inclusion.
46. Good-quality education and training facilities are crucial to economic inclusion. The scheme provides a new Ark White City Primary Academy which has a bespoke focus on digital learning and strategy, owing to the nature of employment opportunities within the innovation district. Similarly, the new adult learning centre will be managed by the council and expand the lifelong learning and training offer in respect of digital skills in particular.
47. Furthermore, the new youth zone facility is fundamental to the scheme's ability to nurture social inclusion within the local area. It provides modern, high-quality facilities such as a multimedia suite, climbing wall, all-weather pitch and boxing room among other features. The youth zone attracts between 500-800 weekly visits and has a membership of 3,000. It is important not only in its holistic entertainment and socialising offer to young people, but also in its capacity as a strategically located site between the estate and the innovation district where events and interactions between young people and business can take place.
48. Relatedly, it should also be noted that the public realm improvements within the scheme have halved the walking time between the estate and White City underground station, improving the physical connectivity between the innovation district and the wider area.

Summary and conclusion

49. This paper has sought to demonstrate to the committee the extent of positive place-shaping benefits derived from the development programme.
50. From affordable homes and community assets to improved public realm and comprehensive approaches of engagement, the programme continues to drive good place-shaping across Hammersmith and Fulham. It seeks to ensure that all residents, of both existing and new homes alike, can live comfortably in sustainable, safe neighbourhoods with modern, fit-for-purpose community facilities to access good-quality public services.

LIST OF APPENDICES

- Appendix One: Development Programme Overview

Appendix One: Development Programme Overview

Direct delivery programme

Direct Delivery Programme		Affordable Homes				Market Homes		Total Homes
Project	Estimated Completion Date	Genuinely Affordable	Intermediate	Total Affordable	%	Homes	%	
Springvale (Completed)	Apr 2022	10	0	10	100%	0	0%	10
Education City	Dec 2025	33	99	132	100%	0	0%	132
Hartopp and Lannoy Site	Apr 2026	67	45	112	84%	22	16%	134
Farm Lane Site	Jun 2026	10	6	16	52%	15	48%	31
Lillie Road Site	Jul 2026	12	9	21	50%	21	50%	42
White City Central	Mar 2028	76	51	127	50%	126	50%	253
Flora Gardens School	TBC	32	22	54	50%	55	50%	109
Avonmore School	Sep 2027	28	18	46	51%	45	49%	91
Mund Street Site	TBC	33	21	54	50%	53	50%	107
Barclay Close	Dec 2027	1	1	2	67%	1	33%	3
Becklow Gardens	Dec 2027	6	14	20	100%	0	0%	20
The Grange	Dec 2027	2	2	4	50%	4	50%	8
Land Near Jepson House	Dec 2027	12	7	19	50%	19	50%	38
Old Laundry Yard	TBC	24	16	40	100%	0	0%	40
Commonwealth Avenue	TBC	24	16	40	100%	0	0%	40
Hemlock Garages	TBC	2	1	3	50%	3	50%	6
Pipeline Site	TBC	11	7	18	50%	18	50%	36

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	In Procurement

Acquisitions programme

Acquisitions Programme		Affordable Homes		
Project		Genuinely Affordable	Intermediate	Total Affordable
Supported Housing Acquisitions		6	0	6
Refugee Housing Programme		18	0	18
Quayside Lodge		21	16	21
Total		45	16	45