

THE CHANGE WE'LL BRING TOGETHER

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THE H&F BUSINESS PLAN 2018/22



# The H&F Vision

**People love living in Hammersmith & Fulham. It's diverse, connected, on the up and could be better still. In our part of this busy city, residents deserve a place that is safe, clean and green.**

In Hammersmith & Fulham, we have compassion. We believe our residents should feel secure in their homes and on the streets. They should have high-quality services they can rely on.

The area is changing and some are worried about growing unfairness, being left behind and the future of local services. This threatens what we want for the future.

We're strong because we care about our neighbours. We'll succeed if we bring people together and tackle what holds them back. We can't escape national and international challenges. Many will benefit locally, but some may lose out. We will not stand by.

We'll manage our finances responsibly and relentlessly challenge unfairness, waste and old-fashioned thinking in how we work.

We're a compassionate council and are not afraid to take on the powerful to get results. We're making H&F the best place to do business in Europe. We support entrepreneurs

and start-ups and generate opportunity and shared prosperity.

We are a different kind of council – pioneering and relentlessly searching for better answers. We'll keep listening, working with residents and finding creative ways to take us forward.

## Our priorities

**Building Shared Prosperity**

**Doing things with residents, not to them**

**Taking pride in Hammersmith & Fulham**

**Creating a compassionate council**

**Being ruthlessly financially efficient**

# Foreword

Our plan sets out the council’s main priorities for the next four years.

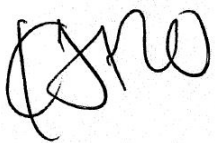
This is an ambitious programme that builds on the success that has already set Hammersmith & Fulham Council apart as a leader and innovator in compassionate local government.

We are creating a new order and dialogue by doing things with residents and not to them.

The plan will ensure our work is focussed on priorities that are critical to the commitments made by the council’s administration to the residents of Hammersmith & Fulham.

With year on year funding reductions yet increasing demand for services, we are fundamentally reforming the way we work with public, private and third sector organisations to achieve more for residents, and borough businesses.

Success will depend on the continued commitment and support of the local organisations we collaborate with, and of our residents and businesses. Our business plan therefore directs our work to improve Hammersmith & Fulham, as a place and a council, for the benefit of those we serve - the people of Hammersmith & Fulham.



**Kim Dero**  
Chief Executive

# Building Shared Prosperity

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## WE'RE WORKING ON IT NOW

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### Brexit

We'll campaign for an opportunity for the British people to vote on the Brexit deal alongside the option of remaining in the EU.

### Industrial strategy

We'll use our partnership with Imperial College to help all our children and young people into the path they want to take in life - be that higher education, starting their own business, or apprenticeships and further vocational training.

### Genuinely affordable homes

We'll build at least 1,500 genuinely affordable homes, prioritising larger flats and homes for families, at least 500 will be affordable part-ownership homes-to-buy, prioritising local residents.

### Affordable rents

We'll ensure that new housing association developments are delivering affordable rents.

### Protecting homes

We'll seek to protect all existing housing estates, including West Kensington and Gibbs Green estates, and develop further mechanisms to prevent any future sell-offs to developers.

### West Kensington and Gibbs estates

We'll negotiate to save the West Kensington and Gibbs estates and investigate how the estates could have been sold at such a low price.

### International partners

We'll seek to develop international partner cities to facilitate international investment and attract overseas firms to H&F.

### Commercial rents

We'll maintain low rent levels on the council's industrial estates and enterprise parks, providing preferential rates for new start-up firms.

### Access to council contracts

We'll support local businesses to gain more of the council's contracts, leading to local expenditure within the borough.

### Opportunities for young people

We'll work with schools and colleges to increase the access of young people to training, apprenticeships and work placements.

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## BY 31 OCTOBER 2018

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### Night time economy

We'll support the night time economy in our town centres in a way that is sensitive to local residents but enhances the borough as a destination for inward investment, non-residents, tourists and visitors.

### Shopper parking

We'll expand the cheap, 30-minute parking bays in town centres, high streets and shopping parades to support local retail and restaurant businesses.

### Concierge

We'll look to introduce the concierge service once the Edward Woods pilot is evaluated.

### Food poverty

We'll promote and support supermarkets and shops to share food and products to homeless charities and other third sector groups such as food banks.

### Contractor approved list

We'll maintain an approved list of local contractors which would assist leaseholders but may also help tenants to get small things done should they choose to pay themselves.

### Repairs

We'll introduce a 'quality performance' expectation for repairs including for all our contractors and we'll ensure that officers and residents have the tenants' handbook and the repairs handbook.

### Charges

We'll insist on honesty and transparency in service delivery and charging.

### Aids and adaptations

We'll speed up the aids and adaptations service for Disabled people.

### Affordable office space

We'll support entrepreneurs in the borough by providing affordable office space, networking opportunities and workforce training and skills.

### Business forum

We'll promote Upstream and create a business forum to understand better the needs of businesses.

**BY 31 MAY 2019****Genuinely affordable homes**

- We'll develop a new partnership strategy with our housing association partners to deliver further genuinely affordable homes through a joined-up approach.
- We'll create a priority scheme to make sure local residents have first preference for all new genuinely affordable homes.
- We'll explore a new housing finance mechanism with partners such as housing associations and trade unions to increase the number of genuinely affordable homes we can deliver.

**Second homes**

We'll look at the St Ives planning restriction model so a newly built property can't be sold as a second home.

**Old Oak – homes and jobs**

We'll work with the Old Oak Regeneration Corporation to deliver thousands of new affordable homes to rent and buy for H&F residents, and secure thousands of jobs for residents.

**Affordable homes**

We'll review all small sites that could be used to increase the number of affordable homes on every possible spare piece of land.

**Empty homes**

We'll seek new planning powers to bring at least 250 empty homes into use.

**Housing associations**

We'll work with housing associations to help them improve their policies and services including the provision of a tenants' handbook. We'll promote an H&F Housing Association Charter / service level agreement.

**Handy person**

We'll introduce a handy person scheme.

**Business portal**

We'll develop a new online business portal to help bring entrepreneurs, innovators and investors together.

**Opportunities for young people**

We'll work with schools, colleges, businesses, Imperial College London, LAMDA and others to ensure that children and young people from all backgrounds get the education and training that equips them with necessary capabilities to benefit from the many new jobs and career opportunities that will be delivered by our economic growth plan.

**BY 31 MAY 2020****Matching homes to needs**

We'll match older people in large homes with young people in need of housing.

**BY 31 MAY 2022****Spin-out companies**

Building on our Industrial Strategy and Enterprise Partnership, we'll work with Imperial College to anchor at least 20 new spin-out companies in the borough by 2022.

**West Tech hub**

We'll work to bring in new investment of large 'anchor' firms that will enable a vision of a West Tech hub.

**Jobs**

Through the industrial strategy, we'll create 2000 jobs in technology, media and creative industries by 2022.

**Affordable office space**

We'll deliver new affordable space through planning agreements with developers to support small businesses.

# Creating a compassionate council

## WE'RE WORKING ON IT NOW

### Disabled children

We'll support our outstanding special schools and continue to ensure that services are designed to meet the additional needs of Disabled children and their families. We'll also target public health resources on early speech and language intervention.

### Disabled children's centre

We'll ensure that the brand new state-of-the-art Stephen Wiltshire Centre for Disabled Children is used by as many children with disabilities and their families as possible.

### Isolation and loneliness

We'll combat social isolation and loneliness.

### School funding

In the face of budget cuts, we'll protect and improve our schools.

### Life chances

We'll improve residents' life chances.

### Equalities in schools

We'll work with schools to support them to welcome children who come from different ethnic and cultural backgrounds.

## BY 31 MAY 2019

### Family Support

Our Family Support organisation will ensure families can access joined-up support and those requiring more help can be identified and supported from the earliest opportunity.

### Sport, play and food poverty

We'll help children participate in sport and have free access to active play. Through local sports partnerships, we'll provide healthy food and stop any children going hungry. We'll work with schools to ensure they have access to parks and other sporting facilities.

### Hurlingham running track

We'll develop a running track at Hurlingham Park for use by schools and a safer, pollution-free opportunity for recreational jogging for all ages.

### Period poverty

We'll support girls and women who are in 'period poverty'.

### Maintenance allowance

We'll consult on an 'H&F Education Maintenance Allowance' for students and if introduced, the impact will be reviewed.

### School admissions

We'll continue to challenge schools we feel are not taking a fair approach in their admissions policies.

### Childcare

We'll work with the government, employers, schools and third sector to deliver affordable high-quality child care for H&F residents.

### Teacher parking

We'll consult on giving borough-wide free parking permits to teachers.

### Teaching qualifications

We'll look at sponsoring Master's degrees for teachers - provided they stay in borough for a fixed period.

### Teaching assistants

We'll encourage teaching assistants to become teachers, building on the work of the excellent West London Teaching Alliance.

### Special educational needs

We'll build a world-class special educational needs service with constructive and collaborative relationships with parents at its heart.

### School support for Disabled children

We'll support mainstream schools to become better at supporting children who have disabilities or other physical and mental health needs.

### Care leavers' hub

We'll create a hub for our care leavers.

### Mental health forum

We'll set up a forum to develop strategies to improve child and adolescent mental health services.

### Adult mental health

We'll develop an effective approach to mental health, working across partner agencies such as the Police and Non Governmental Organisations such as Food Banks.

### Intergenerational projects

We'll support intergenerational projects that bring young and old together.

### Hospital discharge

We'll further improve hospital discharge, including a 'going home box' (basic food and toiletries) for people discharged from hospital.

**Meals-on-wheels**

We'll further improve meals-on-wheels to provide healthy choices and meaningful time spent with residents.

**Armed forces**

We'll seek to achieve the Gold Award in the Defence Employer Recognition Scheme by:

- Continuing to develop the offer under the Armed Forces Covenant;
- Maintaining a lead officer to implement the measures to achieve the Gold Award;
- Maintaining a councillor lead to oversee the implementation of the Armed Forces Covenant and the DERS;

**BY 31 MAY 2020****Faith school admissions**

We'll ensure that faith schools service their local communities, and work to ensure that local children make up at least half their intake.

**Play streets**

We'll support communities in local streets to facilitate temporary closures to become play streets.

**Learning partnership**

We'll work with schools to create a Learning Partnership to promote peer-to-peer learning across our schools and help recruit and retain the highest quality teachers.

**Dementia**

We'll make H&F a dementia-friendly council. We'll provide dementia-friendly programmes including, for example, the provision of nursery schools alongside care homes.

**Sports and youth facilities**

We'll develop more physical education, sport and youth facilities.

**Fuel poverty**

We'll provide effective support to those in fuel poverty.

**Healthy eating**

We'll work with fast food outlets near schools to improve nutritional content of their food.

**School places**

We'll start planning now for how the borough can best meet the growing need for more primary schools and high quality local secondary school places.

**Teacher recruitment**

We'll work to attract and retain good teachers, which may include offering support with accommodation and we'll look into starting our own teacher recruitment agency.

**Mental health**

We'll support good mental health for adults and continue to build upon and also implement the recommendations of the Child and Adolescent Mental Health Task Force report.

**Keeping families in the borough**

We'll join up housing, health, social services and education so that no-one is forced to live outside the borough.

**Health and care hubs**

We'll set up two new joint social care and GP hubs.

**Carers**

We'll identify young carers and ensure their support needs are met and that our borough values, respects and supports carers.

**BY 31 MAY 2022****Joined-up services**

We'll help families earlier and better by joining up our services within the council and with other governmental and non-governmental organisations.

**Carers**

We'll aim to help carers have financial security, care services which are there when they need them, an NHS which supports them, the ability to combine work and care if they choose to, and better information and advice to prepare and make choices about caring.

**Convalescent homes**

We'll help with reablement and reintroduce convalescent homes.



# Doing things with residents, not to them

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## WE'RE WORKING ON IT NOW

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### Charing Cross

We'll continue to save the hospital.

### Disabled people

We'll put Disabled people at the heart of decision-making in H&F. Co-production will lie at the heart of how we operate in future - nothing about Disabled people without Disabled people.

### Information on schools and children's activities

We'll help parents choose the best school for their child. This includes online information and advice and events for families to find out more about schools, as well as play and youth work opportunities.

### Heathrow

We'll work with the H&F Commission on Airport Expansion and fight against a third runway at Heathrow

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## BY 31 MAY 2019

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### Community engagement

We'll develop new ways of engaging and working with residents.

### Co-production with older people

We'll ensure co-production with older people.

### Resident-led commissions

We'll work with existing resident-led commissions and set up new commissions, including a teaching commission, an arts commission and a carers' commission and we'll

implement the recommendations of the resident-led commissions to date.

### Transition planning

We'll ensure adults' and children's services work together on transition planning, once a child turns 14.

### Direct payments and personalisation

We'll further improve Direct Payments by working with residents and the organisations that represent them. And we'll co-produce an independent living strategy in H&F for Disabled residents of all ages.

### Ward panels

We'll set up new ward panels with a budget and new powers.

### Environment committee

We'll establish an environment committee to scrutinise the green agenda; develop green policies; ensuring the recommendations of the Biodiversity and Air Quality commissions are implemented; and scrutinise the 'greening our estates' programme and develop new policies and initiatives.

### Devolved powers to committees

We'll devolve decision making where possible, developing Policy and Accountability Committees as wider forums.

### Childcare enquiry with residents

We'll carry out a public enquiry via the new policy and accountability committee to review childcare costs and availability.

### Language barriers

We'll work with specific communities where there are language and interpretation barriers to civic engagement.

### Voter registration

We'll support additional voter and young voter registration projects.

### Online services

We'll improve the use of digital technology to make it easier and quicker for residents to get what they need from the council, while maintaining traditional contact channels for those that prefer them.

### Pupil experience guarantee

We'll work with local theatres, sports clubs and businesses to create a 'Pupil Experience Guarantee' and we'll encourage all schools to develop strong links and share resources with the local community.

### Parents' groups

We'll go on creating strong links with parents' groups including those for children with learning disabilities and complex needs.

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## BY 31 MAY 2020

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### Youth Zone

We'll build an OnSide Youth Zone in White City offering a wide range of sport, art and enterprise activities.

### North End Road

In Fulham, we'll seek to invest in a community-led redesign of the North End Road providing a long-term enhancement of the market and supporting the growth of existing and new businesses.



# Being ruthlessly financially efficient

## WE'RE WORKING ON IT NOW

### Value for money

We'll continue to be the best value council in the country.

### Protecting vulnerable residents

We'll make sure future government cuts are not passed onto vulnerable residents in the form of reduced services.

### Council tax and charges

We'll continue to keep council tax and council charges low.

### Budgeting

Council departments will stay within agreed budgets, with any new investments agreed in advance.

### Ethical debt collection

We will not use bailiffs to collect council tax debt from residents, instead using an ethical approach that is more effective and supports families put their finances in order.

### Council reform

We'll reform the council using third sector partners to tackle problems intrinsic to our society

### Public services reform

We'll find new, innovative ways of delivering local services with other local organisations.

## BY 31 MAY 2019

### Empty properties

We'll use to the maximum our powers to increase council tax on empty properties.

### Budgeting

We'll extend zero-based budgeting to strip out more waste and build joint working with other organisations to achieve better outcomes for residents.

### Improving the way we do business

By leaving the Tri-borough and the managed services contract, we'll modernise financial processes to ensure each pound we spend supports better services for residents.

### Income generation

We'll develop entrepreneurial skills across the council to bring in more commercial income that we can invest in residents' services.

# Taking pride in Hammersmith & Fulham

## WE'RE WORKING ON IT NOW

### Greenest borough

We'll make our borough the greenest borough in Britain.

### Plastics

We'll review council use of plastics; develop ways to minimise the use of all plastics; and build an alliance of local organisations that commit to ending the use of all plastics.

### Bin collections and street cleaning

We'll go on investing in more and better street cleaning and protecting bin collections - never cutting these services.

### Cycle route CS9

We'll lobby the Mayor to run the CS9 cycle route down the A4.

### Flyunder

We'll seek to put together a scheme that works with private investors and TfL to build the Hammersmith Flyunder.

### Train services

We'll press Transport for London to bring back regular services to Olympia Underground station, more West London Line trains and improved facilities for pedestrians and cyclists.

### Hate crime

We'll tackle hate crime when and wherever it happens.

### Policing

We'll ensure the new Borough Command Unit is working effectively.

### Pedestrian space

We won't reduce pedestrian space for cycle lanes.

## BY 31 MAY 2019

### Electric cars

We'll increase the number of electric car charging points in the borough and we'll extend the use of electric car clubs.

### Bats and beetles

We'll install bat boxes and loggeries in all parks to support the endangered bat and beetle populations.

### Trees

We'll audit the number, location and type of trees to help plan what type of trees to plant and where. We will not reduce the number of trees but we'll identify which streets and roads without trees are the best place to have them.

### Pollution

We'll introduce state-of-the-art technologies to absorb pollution and we'll improve our noise pollution operation.

### Grass and wildflowers

We'll dedicate a minimum of 5% of all parks and cemeteries to long grass and wildflowers and we'll use the grass and wildflower space in cemeteries and bat boxes and loggeries in parks as the basis for educational opportunities for children and schools.

### Green estates

We'll work with our estates alongside tenants' and residents' associations and residents to identify areas to plant new trees, bushes and flowers; buildings to

install green roofs or green walls; large paved areas which can be converted to grass; and places for bird boxes.

### Schools and young people

We'll involve local schools and community groups, providing educational opportunities and inclusivity for identified groups and develop an enrichment strategy for facilities for young people.

### Living walls

We'll plant 'living walls' to absorb pollution near schools and other targeted buildings.

### Cycle parking

We'll increase cycle parking on streets and estates.

### Arts strategy

We'll refresh the arts strategy, to include a greater number of local residents in the diverse range of cultural and artistic activities.

### Arts endowment fund

We'll establish a local arts endowment fund.

### Public art

We'll develop a programme of public visual art, making use of our parks, public spaces and public building to promote the borough as a major artistic and cultural environment.

### Arts opportunities

We'll work with partners to increase the number of arts and cultural opportunities for young people. We'll provide more cradle-to-grave opportunities for local people and look to Music for Youth as a gateway to working with local schools.

**Arts Trust**

We'll establish a borough wide arts trust with independent input.

**Central Hammersmith**

We'll seek agreement to deliver the flyunder and work with residents to redesign central Hammersmith.

**Public events**

To build up our place-making, we'll develop an annual cycle of events to increase the attractiveness of our town centres.

**Knife and gang crime**

We'll work with the third sector and community to tackle knife crime and gang and youth violence. We'll provide effective help for young people who are involved in gangs or at risk of becoming gang members.

**Moped crime**

We'll work with the police to stop moped crime and drug dealing.

**CCTV**

We'll continue to invest in CCTV.

**Stop and search**

We'll work to ensure stop and search is targeted appropriately and effective.

**Victims of crime**

We'll provide better processes to support residents who have put up with anti-social behaviour and drug dealing in their neighbourhood. We'll support the work of 'victim support' and crime prevention measures.

**FGM**

We'll take action to prevent Female Genital Mutilation and support prosecutions.

**Safer neighbourhoods**

We'll enhance the community safety team and the work of the safer neighbourhood board. We'll ensure local ward police officers are supported effectively.

**Radicalisation**

We'll protect residents from being victims of radicalisation.

**Young people and crime**

We'll reach out to young people who are disengaged from society and at risk of exploitation for criminal purposes.

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**BY 31 MAY 2020**

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**Car-free businesses**

We'll use planning conditions to encourage car-free businesses and we'll promote and encourage more car free developments.

**Imperial Wharf station**

We'll campaign for a Crossrail 2 station at Imperial Wharf and seek to gain an increase in trains on the West London overground line.

**Arts**

We'll draw in more popular artists as well as new and innovative productions and provide more support, venues and galleries for local artists and musicians to perform. Through planning, we'll increase the number of performance and artistic event spaces.

**Cecil French Collection**

We'll restore the Cecil French Collection and, through planning, ensure it gains a long term gallery home in the borough.

**Town centres**

We'll build on the success of our markets we will invest in our town centres and develop new shopping parade strategies.

**Youth services**

We'll set up mini-projects/resources for targeted groups of disengaged or alienated young people. And we'll develop access opportunities for all across the borough outside the school curriculum.

**Crime prevention**

We'll go on investing more on crime prevention.

**CCTV**

We'll install CCTV cameras on stairwells in tower blocks if residents want them.

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**BY 31 MAY 2022**

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**Pollution**

We'll introduce policies including traffic management to reduce the sources of noise, light and air pollution.

**Pedestrian river bridge**

We'll continue to support a new pedestrian river crossing at Imperial Wharf to enhance transport in the south of the borough.

**Artists' studios**

We'll gain agreements with developers for new affordable artist studios, performance and rehearsal spaces.

**Arts venues**

Through planning, we'll seek to attract at least two new major artistic venues to the borough by 2022.

