

APPENDIX 1



RISING TO THE CHALLENGES OF OUR TIME, TOGETHER

*Hammersmith & Fulham Council
Business Objectives
2022/23*

OUR VISION

Hammersmith & Fulham is a wonderful place in which to live, work and do business. We are recovering from the disastrous effects of a global pandemic and, in a time of global economic uncertainty, our residents and businesses deserve high-quality services on which they can rely. Our urgent priority is to support people hit hardest by the cost-of-living crisis. We'll continue to bring people together and create new alliances for change to rise to the challenges of our time, and build a stronger, safer and kinder borough for everyone.

This document sets out what we will achieve in 2022/23, as we take forward an ambitious programme to reform and improve the services we provide, with and for residents, building on our strong record of delivering on our promises.

OUR VALUES

Building shared prosperity: In Hammersmith & Fulham, the prosperity we create must be shared by everyone. We want to transform our borough into an inclusive global economic hotspot that delivers the best possible life opportunities for local people of all backgrounds and create an inclusive economic climate where the next global innovators can thrive.

Creating a compassionate council: We are driven by compassion for our residents. We'll help local people through the cost-of-living crisis as an urgent priority, forming alliances of support to find new ways to help people through these difficult times. We'll empower young people to feel ambitious for their future and protect our hospitals and health services. We'll help drive out systemic inequalities and challenge unfairness, helping to build safer and more resilient communities.

Doing things with residents, not to them: We'll bring people together to build alliances for change, and reform our services to respond to the needs of our communities. We'll work with residents and partners to make Hammersmith & Fulham the finest place in which to live and work in London. This means engaging with our diverse communities to co-produce our services.

Being ruthlessly financially efficient: We'll take a ruthless and business-like

approach to cutting out waste and modernising the Council. We'll reduce bureaucracy, break down barriers and drive reform in ways that support our residents. This means spending more efficiently and using business intelligence and resident views to transform our services, making use of technology and new partnerships to drive innovation in delivery.

Taking pride in H&F: Hammersmith & Fulham is one of the UK's most diverse places to live. We delight in that diversity – in the value added to our community by the differences between cultures and people. We'll take pride in our borough's physical and natural features and celebrate who we are. This means investing in our parks and Civic Campus, tackling crime and its causes and strengthening partnerships locally and abroad to build a stronger, happier and more resilient borough.

Rising to the challenge of the climate and ecological emergency: The climate and ecological emergency is one of the greatest challenges we face. It is incumbent on all of us to act with boldness and at pace to become a net zero carbon borough by 2030. We'll partner with experts and leading organisations to clean our air, green our borough, and lead by example in ensuring all new major developments apply the highest possible building standards.

FOREWORD

We were elected in May 2022 to continue the transformation we began in 2014 to make Hammersmith & Fulham a Stronger, Safer and Kinder borough for Everyone.

This workplan for 2022-23 outlines some of the main objectives for the year to make that ambition a reality.

Chief among these is the response to the worsening cost-of-living crisis. We said in our Manifesto that this would be our “urgent priority” and it will remain so for the remainder of the year and, sadly most likely, further beyond.

The crisis forms the backdrop to everything we do as a council in each of our vital service areas. It impacts every resident but hits hardest those on low incomes who will struggle to pay energy and food bills. We must do everything within our limited powers to support them.

We need to make progress on other fronts, most urgently with our Clean Air Strategy, fixing our housing problems and fighting crime with our Law Enforcement Team (LET). We set up the LET from a standing start last year and it has proven to be a stunning success. It shows that we *can* work at pace if we show the will and intent.

I know we can replicate that in other areas highlighted in this document.

I commend it to you and look forward to seeing early results from its implementation.

Councillor Stephen Cowan, Leader of the London Borough of Hammersmith & Fulham

BUILDING SHARED PROSPERITY

Early intervention: We'll continue to review, refine, and refocus our range of early interventions to ensure that services are accessible and coordinated by improving multi-agency support for children across education, health and social care. We'll

Offering free meals for school kids

We've funded over 500,000 free breakfasts for all pupils in our local primary schools to combat food poverty and paid for free school meals in the holidays.

continue to meet need earlier in life, and work with children and young people through schools, youth services, family teams and the voluntary sector. This will include developing a new pre-birth-to-five strategy, working with health partners, residents, and local businesses. We'll also enhance our fostering service.

Schools: We'll ensure the community schools' programmes at Avonmore and Flora Gardens primary schools are green projects that create high quality learning spaces for our children.

Excellent schools

Ninety-five percent of schools in Hammersmith and Fulham are rated outstanding or good by Ofsted – well above the national average.

Equality: We are already transforming the Council to be ruthlessly inclusive. We'll continue to support lesbian, gay, bisexual, transgender, queer and others (LGBTQ+), and women, Black, Asian and Minority Ethnic

people with access to development opportunities and leadership programmes. We'll strive to ensure that our workforce reflects the communities we serve and that we work with our communities and partners in a way that helps residents to shape the services they receive.

Ex-offenders: We'll expand our work with local business to provide career paths for ex-offenders and work more closely with the probation services to prevent further offending. This includes introducing a mentoring programme for young people who encounter the youth justice service, using volunteers from across the borough.

Care leavers: We'll renew our pledge to our care leavers to improve their opportunities for independence, by supporting them with training, employment, healthcare and housing.

Affordable homes: We'll continue to invest in our ambitious housing development programme and work to enable through the planning system 3,000 new energy efficient affordable homes, to be built or underway in the next 4 years. We'll introduce a H&F shared equity, affordable home ownership solution for residents in the borough to purchase equity in a new home without the need to pay rent on the unsold equity. We'll continue to prioritise affordable housing for key workers, enabling them to live and work in the borough, and continue to demand that developers build 50% genuinely affordable homes on their residential developments. Where possible, we will acquire affordable rent homes in private developments, so the Council is the landlord.

Delivering new homes

Despite having the third-highest land prices in the country, we will continue to deliver a programme of 3,000 new energy efficient and affordable homes, to be built or underway in the next four years

Regenerating Hammersmith: We'll bring forward a paper to Cabinet, including initial economic and financial modelling, on the business case for the A4 fly-under. We'll also work with residents to redesign central Hammersmith, with new genuinely affordable homes, affordable office space and a more attractive town centre.

Help with employment and skills: We'll introduce a bespoke programme to offer genuinely supportive mentoring, jobs and benefits advice from the Council to all on the housing waiting list to increase their chances of accessing the private rented sector. We'll continue to provide opportunities for young people, disabled residents and other key groups of residents to gain work experience that is consistent, meaningful and valuable. Our officers will work together and with smart apprenticeship providers and local firms to combine apprenticeship levies to increase opportunities. This will include working with other skills providers to offer new schemes that give people a chance to retrain and take up new jobs, building on significant successes with our Adult Learning and Skills Service.

Economic growth: We'll support productivity-led growth and renew our visionary Industrial Strategy and continue to support businesses in the emerging economic eco-system to deliver new jobs in Science, Technology, Engineering and Maths (STEM) industries, medicine, media and the arts in the borough.

Support to business: We'll use our successful Upstream partnership with Imperial College London to give business leaders expert advice, facilitate learning and development, and extend networking opportunities. We'll encourage entrepreneurs in the borough by aiming for 20% of all new office space to be affordable and flexible and made available as start-up and scale-up space for local businesses. We'll also continue to support local businesses to gain more of the Council's contracts through promoting opportunities to local supply-chains.

CREATING A COMPASSIONATE COUNCIL

Dementia: We'll make the borough an even more dementia-friendly community and implement the H&F Dementia Strategy. We'll work with the NHS to increase diagnosis and trained support for people living with dementia and offer a range of dementia specific and inclusive activities that give choice and control, reduce social isolation, and provide clear accessible information about how to access services and support.

Disabled children: We'll increase our investment to ensure that children and young people with additional needs, and their families, are able to access locally the services they need at the earliest opportunity. We'll explore the feasibility of the potential re-design of the H&F special school estate and of creating an inclusive campus. We'll establish an early speech and language offer and continue to invest in maintained schools to provide the facilities for a first-class education. This means

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completing a Sufficiency Review to ensure our long-term investment in the school estate meets local need.

Frozen council tax

H&F froze council tax bills for 2022-23 – making it one of only two councils in London to freeze bills this year, as well as freezing charges in adult social care.

Council tax: We'll continue to operate a full council tax support scheme for the poorest families in the borough and maintain a ban on the use of bailiffs to collect council tax.

Landlords and letting agencies: We'll clamp down on rip-off letting agencies and landlords who flout health and safety rules. This means

maintaining an additional licencing scheme for Houses in Multiple Occupation to ensure that landlords are held to account for the quality of their accommodation.

Refugees: We are committed to becoming a City of Sanctuary for refugees. We'll continue to provide comprehensive support to the hundreds of Ukrainian and Afghan refugees hosted in the borough, and support sponsors hosting refugees as the number of refugees grows. We'll expand our support to Ukrainian refugees through the Family and Friends scheme and to those already here on short term visas such as students. We'll continue to press the Home Office to give resettlement funding to local authorities to enable refugees left in limbo in bridging hotels to find their own self-arranged accommodation, and to extend the Homes for Ukraine scheme to Afghan refugees.

Welcoming Ukrainian and Afghan refugees

We have helped accommodate over 200 Afghan and Ukrainian refugees in the borough and are seeking to support significantly more people in response to the tragic events unfolding abroad.

Asylum seekers: We'll challenge the government's plan to place asylum seekers overseas and press for the provision of open safe routes for asylum seekers.

Rough sleeping: We'll continue to build on the successes of our Rough Sleeping Strategy and work closely with third sector partners to provide pathways out of homelessness.

Stop and Search: We'll work with the police to ensure 'stop and search' is used proportionally and appropriately. We'll review and make recommendations to encourage more diversity where it matters and ensure the composition of those overseeing the use of stop search reflects the communities most likely to be stopped and searched, for example, young black males.

Food Strategy: We'll launch a Food Strategy so that no-one in the borough goes hungry, malnourished or has to eat alone, and people can eat healthily without harming the environment. This includes continuing to support the borough's food banks and food charities and investing in 'social supermarkets.'

Free Home Care: We'll keep home care free, as we have done since 2015, and improve the quality of our care ensuring carers are well trained, punctual and knowledgeable about each resident's needs. We'll focus on enabling independent living, with a strength-based approach starting from people's abilities.

Health Services: We'll fight to protect H&F residents' health and care services, including any threat to Charing Cross Hospital, building on our successes in preventing closures. We'll push for a strong and equal voice in the Integrated Care System (ICS) so that H&F residents do not lose out from plans to 'equalise' services across North-West London and reject any proposal that private healthcare companies be invited to join the ICS's Board or committees.

Providing free adult social care

H&F remains the only borough in the country to offer free home care. We currently support more than 2,000 people in their homes, which also frees up hospital beds to protect the NHS. We also offer free, top-rated 'reablement' support to enable residents to keep living in their own home and stay as independent as possible. This includes helping people to recover after time in hospital.

Direct payments: We'll further expand direct payments so they reach more disabled residents and ensure that all needs identified by a community care assessment are met.

Mental health: We'll expand our mental health garden pilots across the borough to support people who are feeling stressed and overwhelmed.

Racism: We'll continue to tackle structural racism in health and other services and work to ensure everyone enjoys equity of access, treatment and outcomes no matter their background or the colour of their skin.

DOING THINGS WITH RESIDENTS, NOT TO THEM

Cost of Living Crisis: Tackling the cost-of-living crisis is our most urgent priority. We'll develop a comprehensive approach alongside our partners to provide practical advice and direct support, particularly to those hit hardest (for example, via our Food Strategy). We'll host a cost-of-living conference in the Autumn, bringing partners together to find new ways of helping residents to get through this crisis. We'll build an alliance of support – working with residents, local businesses and third sector organisations. For the longer-term, we will prepare a Financial Inclusion Strategy to help pioneer new approaches to combat poverty and deprivation.

Co-production: We are aiming for H&F to be the country's leading borough for co-production, expanding co-production across council departments and services so that residents are fully involved from the earliest stage in shaping the services that affect their lives. This will include co-producing with residents a review of sheltered housing support, a new digital inclusion strategy, third sector strategy and services, and a new vision for independent living. Those developing new council services will be required to demonstrate how they have been co-produced.

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Community engagement: We'll create a new Community Engagement Strategy. Its core aim will be to shape an improved relationship with H&F residents. We'll be persistent in ensuring that effective community engagement is central to all our future key policy decisions that affect residents. We'll continue to improve the resident experience and regularly measure satisfaction and introduce a bespoke 'resident satisfaction' training programme for frontline council staff and contracted operatives.

Children and young people: We'll continue to listen and respond to what our children and young people tell us they want and need to be safe and thriving.

Disabled residents: We'll implement our Disabled People's Housing Strategy, working in co- production with Disabled residents.

Accessibility: We'll keep improving to ensure we meet people's accessibility requirements in a range of ways – if residents need to speak to someone, they will be able to do so. This includes ensuring we communicate in plain language and in a way which is accessible to all.

BEING RUTHLESSLY FINANCIALLY EFFICIENT

Efficiency: We'll continue to ensure ruthless financial efficiency across council services and further reduce our spend on agency workers. We'll focus on streamlining, identifying bottlenecks and innovating to find the best ways to deliver services.

Cutting agency spend
We have cut agency spend by 50% over the last two years.

Modernisation and improvement: We'll continue to reform and modernise the Council, building on successes with our Resident Experience and Access Programme. We'll ensure frontline services are well-connected and offer an excellent direct interface with residents, whilst always learning and making improvements.

Investing £1m a week to upgrade homes

We're spending £1m a week for the next 12 years to refurbish council-owned homes. A new survey of our properties will also help us target the funding to where it's most needed.

Housing repairs: We'll grip the management of individual housing repairs, with a 'right first time' approach, ensuring operatives turn up on time and jobs are completed to the resident's satisfaction. If something goes wrong, we'll make residents aware of the compensation they're entitled to. We'll work relentlessly to bring void homes swiftly back into use.

Service charges – We'll ensure that service charges are fair, transparent and timely for housing tenants.

Business Intelligence: We'll expand our use of Business Intelligence data to inform all aspects of our decision-making and service transformation.

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TAKING PRIDE IN H&F

Celebrating our diversity: We'll continue hosting annual events celebrating Black history and launch a Black History Trail to bring into focus the famous Black, Asian and minority ethnic people who have lived or worked in our borough.

Community events: We'll continue to work with residents to put on events such as community concerts, parties, food markets, street theatre, and tea dances.

Civic Campus: We'll plan for our new Civic Campus to be a modern community, work, entertainment, recreational and retail space to help rejuvenate Hammersmith while retaining the historic listed elements of the Town Hall. The development will meet the highest possible environmental standards. We'll then look to employ a curator to ensure the whole space is continuously activated and adds to our residents' cultural life.

Keeping people safe and secure: We'll build an enhanced approach to tackling environmental crime and anti-social behaviour through our 72-person strong Law Enforcement Team (LET), who will build strong relationships with local people, and be supported by an upgraded and extended CCTV network. We'll prevent unlicensed music events and support crime prevention 'community days' which include the police and the fire brigade. We'll tackle cuckooing and support victims in bringing perpetrators to justice. We'll regulate to encourage courteous cycling, including along the extended river path giving pedestrians priority and banning mopeds and electric bicycles.

Law Enforcement Team

We launched a Law Enforcement Team (LET), a new specialist £1m Gangs Unit dedicated to safeguarding young people, and new measures to better protect women and girls. Our LET of 72 officers is the first of its kind in the country, providing dedicated law enforcement for every ward in the borough.

Tackling Crime: We'll work even more closely with the police to crack down on crime. We'll join the 'Safe and Together' programme to strengthen our support for families experiencing domestic abuse and ensure violence against 'protected groups' under the Equalities Act 2010 is challenged and prevented.

Violence against women and girls (VAWG): We'll deliver our locally focused strategy to prevent VAWG, supporting survivors and holding abusers to account. This means increasing the number of VAWG LET Officers and women's champions across the borough, and extending our work with residents, partners, the third sector and victims to provide a comprehensive zero tolerance programme. We'll aim to ensure that all perpetrators of VAWG are brought to justice in partnership with the police and key stakeholders.

Preventing gangs, violence and exploitation: We'll continue our already substantial investment in preventing young people becoming victims of gang crime and exploitation by identifying those at risk of becoming involved. This means providing effective early-intervention strategies and offering long-term support and guidance to help people transition away from gang association. We'll identify,

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disrupt, and act against specific gangs and provide ongoing support for victims, working with concerned families to enhance the impact of our outreach work.

Modern Slavery: We'll deliver our Modern Slavery Strategy by taking a zero-tolerance approach to all aspects of modern slavery. We'll fund and introduce a new approach that seeks to support victims and bring the perpetrators to justice.

Waste collection: We'll continue weekly waste collections.

Recycling and waste

We've steadily improved recycling rates and launched a food waste scheme. It's saved taxpayers' money and the waste has been transformed into energy to power homes across London.

Parks and open spaces: We'll maintain world-class parks, open spaces and cemeteries, making sure that parks are a safe space for residents to enjoy with patrolling by our LET. We'll further increase the number of Green Flag parks and green spaces in the borough and open up more disused green spaces owned by the Council for residents to use for community gardening. We'll implement our Parks for the Future Strategy, putting us in harmony with the needs of nature in our open spaces and re-introduce native flora in these areas.

Green Flag Awards

20 parks in H&F now have Green Flag status as part of the Keep Britain Tidy Scheme – a new record for the borough.

Arts and culture: We'll develop a new Arts Strategy, building on the borough's strong artistic and creative heritage to grow the arts and creative economy. We'll work with the renowned Lyric and Bush theatres, London Academy of Music and Dramatic Art and other partners to increase arts and cultural opportunities for people of all backgrounds. This includes working with the independent Sands End Arts and Community Centre Trust to improve opportunities for residents to create and experience a wide range of art forms and advertising for a private company to run the Shepherds Bush Comedy Festival. Through the planning system, we'll gain agreements with developers for new affordable artist studios, performance and rehearsal spaces and artistic event spaces across the borough, and we will develop an ongoing programme of public visual art.

Public Realm: We'll improve the public realm to make H&F a better place for people to shop, eat, drink, relax and enjoy local arts and facilities. This includes working with residents to deliver supported schemes such as the Better Brackenbury Project.

Residents' health and wellbeing – We'll seek to improve residents' health and wellbeing in all we do, producing a new Health and Wellbeing Strategy for the borough in 2022/23.

Fixing our iconic Hammersmith Bridge

H&F's world-leading specialist engineers have developed a pioneering temperature control system and carried out extensive safety work on the 135-year-old Grade II*-listed bridge.

Healthy school streets – We'll continue to review safe walking routes to schools, making sure every school has safe crossings to its main entrance and encourage parents not to use motor vehicles to drop their children off.

Sports and physical activity: We'll develop a Sports Strategy designed to allow every resident who wants to become active to do so. We'll scale up the learn-to-row programme so that every school child has the opportunity to row, and look to create a digital hub for sports bookings which will also provide accessible information about H&F parks and events. We'll also seek opportunities for sporting exchanges with our European partner boroughs.

RIISING TO THE CHALLENGE OF THE CLIMATE AND ECOLOGICAL EMERGENCY

Climate and ecological emergency: We'll act on the climate and ecological emergency, working with our expert in-house climate unit and residents to focus on the implementation of climate change measures across all that we do. We'll also look to promote and support companies who share our climate and ecological ambitions and through social value procurement, incentivise better environmental performance from our suppliers.

Greening our buildings and cutting energy costs: We'll start to deliver the introductory phase of our £600m housing improvement and retrofitting programme over the next 12 years and ensure that it is fully aligned to our climate strategy programme. This will transform the stock condition of council homes and make them and the other buildings we own more energy efficient, meet the highest green building standards, and help cut heating bills for residents and businesses.

Greening our estates – We'll install more cycle storage and more green roofs on our estates, and create wildlife-friendly green spaces for residents to enjoy.

Flood mitigation – We'll develop plans to implement further sustainable drainage systems and flood reduction and mitigation schemes. This includes continuing our 'greening the grey' policy of removing tarmac and paved areas to increase green planting and reduce flooding. We'll lobby for Parliament to make it easier to get insurance following a flood.

20mph Speed Limit: We'll extend the 20mph speed limit across all the borough's roads.

Electric vehicle charging: We'll build on our status as a leader in electric vehicle charging, with at least one charging point in every street, and continue to have the highest density and largest number of charging points per head in Britain. We'll also support businesses to use electric vehicles and support net zero carbon delivery options.

Parking charges

We're the only borough in London to have frozen parking charges for residents over the past seven years. Our resident visitor parking permit scheme also allows friends, family and tradespeople to park at a cheaper rate.

Parking policy: We'll utilise emissions-based residents' parking, which will reduce parking fees for many residents and include

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free parking for clean vehicles outside of high-volume traffic neighbourhoods, rush hour and school-run traffic. This includes maintaining a parking policy targeted at non-residents and providing more regular information to residents' about how RingGo operates.

Energy efficiency: We'll continue to work with private landlords to improve the energy efficiency of their properties to ensure they meet the required standards, and look at new ways of supporting private residents to reduce emissions. This includes making it easier and more affordable for residents to generate their own, better value, green energy, such as through green energy offers and schemes like Solar Together London.

Planning policy: We'll encourage developers to find clean, non-fossil-fuel power sources for all new developments. We will apply the highest possible planning and design standards to ensure all new major developments in the borough are net zero carbon and provide a net gain for wildlife and ecology.

Biodiversity: We'll develop a biodiversity action plan for the borough, building on the work of the Biodiversity Commission. We'll plant more 'tiny forests' and street trees, and only plant trees that are native to support our ecosystem, and not plant street trees that are proven to cause allergies such as silver birch.

Tiny forest

London's first-ever tiny forest was planted in our borough, consisting of over 600 trees and shrubs planted in an area the size of a tennis court – offsetting carbon emissions and providing a refuge for people and nature.

Air quality: We'll continue to consult widely with residents and local businesses to help expand schemes which improve air quality, and look to grow our air monitoring network as part of implementing the Clean Air Strategy.

Hybrid working: We'll build on successes to reduce the Council's carbon footprint by maximising smart working as part of the 'Hello Hybrid Future' programme and explore the use of virtual and community hubs where different agencies will work together and take a wrap-around approach to supporting residents with multiple needs.

Climate education – We'll continue our climate education programme with schools in the borough. We'll explore further forest school training for our maintained schools, and work closely with schools and local colleges to provide students with outside space in the borough's parks and open spaces to learn.

LOOKING AHEAD

This document sets out what we are doing to deliver on our objectives for residents in 2022/23. These shorter-term ambitions, many of which are already underway, are part of a much wider programme of work aiming to create new alliances for change to address the challenges of our time, working towards a stronger, safer, kinder

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borough for everyone. In 2023, we will publish a longer-term plan, going further to bring about the changes we need, together.