

# THE LONDON BOROUGH OF HAMMERSMITH AND FULHAM

## A Stronger, Safer, Kinder Borough for Everyone

### The H&F Corporate Plan: 2023-2026

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## ABOUT THIS PLAN

H&Fs Corporate Plan ('the H&F Plan') contains our strategy to deliver the ambitions of the H&F Vision up to 2026. It sets out what we want to achieve for our residents and reaffirms the six values of the organisation that influences everything that we do.

It provides a comprehensive and cross-cutting set of ambitions for the organisation. It explains how we will transform our services and spend and invest money to help protect high quality essential services for our residents.

In all of the services we provide, we are looking to advance our values and support those residents who need it most. We want our services to be of the highest standard and inclusive and accessible to all, whilst ensuring that our resources are used effectively, compliantly with our responsibilities, and are supported by good governance.

To deliver our Vision, we need to work together with all residents, businesses, communities, and our staff. We are fortunate enough to have a wealth of local diversity, knowledge, and experience, from grassroots community organisations to global corporations and in-house expertise. We want to harness the opportunities this brings to build alliances for change.

H&F has a proud history of being the country's leading borough for co-production, embedding its benefits across council services so that residents and our staff are fully involved at the earliest stage in shaping the services and decisions that affect their lives. We were the first local authority in the country to commit to co-production across a whole council in this way.

Co-production with residents has shaped many of the strategies, initiatives, and services that have informed the priorities and actions in this plan and will continue to do so as we expand co-production across departments and services.

This H&F Plan does not cover every service or ambition that we have. Instead, this plan provides the golden thread on which the council's overarching budget, policy and governance framework is based, informing everything that is done across the council.

## OUR BOROUGH AT A GLANCE

Population: 183,200 (2021) (4<sup>th</sup> smallest London borough).

Fifth smallest borough in England by size and sixth most densely populated.

4,700 enquiries raised by Councillors on behalf of residents in 2022/23.

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| 2023/24 gross revenue council budget: £539.6m.   | Third lowest council tax in the country (2023/24).  | Only 53% of residents pay the full council tax due to our support scheme.   |
| Diverse population: 63.2% white, 12.3% Black, 10.5% Asian.   | 46% of residents born outside the UK, with over 100 spoken languages.                                   | 5.3% of residents' self-report as LGBTQ+.   |
| 20,528 children in H&F schools.  | All schools rated 'Good' or 'Outstanding' by Ofsted (September 2023).                                   | Over a million free breakfasts provided to primary school children since 2019.  |
| 19,000 over 65s (3 <sup>rd</sup> smallest older population in London).                                   | 2,412 Disabled young people receiving special educational needs support.                                | 5.5% of residents identify as Disabled whose day-to-day activities are limited a lot.   |
| Almost 37,000 housing repair fixes responded to in 2022/23.  | Average house price: £790,000 (higher than London average £532,000).                                    | Almost +2,600 homelessness approaches in 2022/23.   |
| 9.9% of residents earning below the London Living Wage.  | 27.7% of children living in poverty.  | 7.3-year difference in life expectancy between most and least deprived areas.   |
| Home to the iconic Hammersmith Bridge and River Thames, with over 231 hectares of parks and open spaces. | Home to world-leading Imperial College London, Westfield London and the White City Innovation District. | Home to Apollo Theatre, Lyric Theatre, Queen's Tennis Club and three professional football clubs – Chelsea, Fulham and Queens Park Rangers. |

## OUR VISION

H&F is a wonderful place in which to live, work and do business. It's diverse, connected and on the up; but things could be better still. As we look forward, setting out new ambitions to make residents' lives better, we do so in the most testing of times. In our part of this busy city, we want to build a stronger, safer, and kinder borough for everyone.

In H&F, we have compassion. We put fairness, equity, and inclusion at the heart of everything we do. We're committed to making H&F the most inclusive borough in the country; a place where everyone feels valued, and residents have equitable access to the opportunities our borough offers.

We believe our residents should feel secure in their homes and on the streets. Our residents deserve a borough that is safe, clean and green, and they should have access to high-quality, responsive services they can rely on.

The borough is constantly changing. Our staff and residents recognise the urgency required to tackle the impacts of climate change and plan for a sustainable future. We are also impacted by tough economic conditions and the potential for growing unfairness in our society. These challenges, together with what our residents tell us, drives what we want for the future.

We're strong because we are inclusive and care about our neighbours. We'll succeed if we bring everyone together, listen to what our residents are telling us, and act. We will use all our powers and resources to support our residents and our workforce, and we are not afraid to take on the powerful to get results.

Against a backdrop of national economic uncertainty and central government cuts, we're continuing to manage our finances responsibly and drive efficiency in how we work. We're protecting essential services, particularly those that deliver help to low-income residents, people with additional support needs, and those at risk of harm or neglect.

As a small borough, we punch well above our weight, and we're aiming to make H&F the best place to do business in Europe. We support entrepreneurs, start-ups and local innovation, and want the opportunities to be shared locally.

We are a different kind of council - pioneering and always searching for better solutions. We'll keep listening and finding creative ways to take us forward.

## OUR VALUES

**Building shared prosperity:** H&F is a connected community that's on the up. It's a great place for businesses, small and large. There are growing opportunities here, but the prosperity must be shared by everyone, and our young people need the best start in life. We'll support everyone to thrive by building genuinely affordable housing designed for residents, not absent overseas investors. We're committed to driving forward the improvements that residents need in how we deliver our landlord services. We'll build a strong local economy through the next phase of our Industrial Strategy, by supporting entrepreneurs and start-ups, and creating more jobs and opportunities for those furthest away from the jobs market.

**Rising to the challenge of the climate and ecological emergency:** We have declared a climate and ecological emergency, working with a resident-led commission to develop our strategy to target becoming a net carbon zero borough by 2030. We are taking decisive action to improve our environment. We'll work with residents and partners to build a clean, safe and sustainable future that works for the benefit of all people and the environment.

**Creating a compassionate and inclusive council:** We want to be a council that acts with compassion and inclusivity. This will increase our efficiency and strengthen cohesion in our communities. We're reforming the council to ensure this is a place for everybody, and we'll challenge any unfairness and all forms of discrimination that threaten to drive inequality in our borough. We'll put the health and happiness of all our residents first and seek out new ways to challenge deep rooted inequalities.

**Taking pride in H&F:** In our part of this busy city, our residents and staff are proud to live and work here. They deserve access to places that are safe, clean and green. We'll invest in public spaces, community programmes and cultural activities to ensure the borough remains a great place to live, work and thrive. We'll transform the Grade II listed Town Hall to be one of the most environmentally positive and accessible community buildings in Britain. We'll continue to be on the side of responsible residents and crack down on anti-social behaviour and use the full breadth of our regulatory powers to tackle rogue traders and landlords.

**Doing things with residents, not to them:** We'll only succeed in our aims if we bring people with us. That means giving additional support where it's needed to give everyone the opportunity to participate. We've listened and worked with residents to help us do this, by co-producing more and more of our work and engaging with more and more residents. We'll continue to use resident insight and feedback to inform how we work in the future to ensure our ambitions continue to reflect what our residents want.

**Being ruthlessly financially efficient:** We're remodelling our services to cut out inefficiency and ensure they genuinely satisfy residents' needs. Our financial efficiency has allowed us to maintain very low council tax and charges for residents. We'll invest where it matters most to protect and improve essential services. We'll use our influence to deliver the best services from council staff and contractors. As a landlord, we will be transparent and accountable in how we spend housing rental income.

# BUILDING SHARED PROSPERITY

## Building a better future for children and young people

We already invest substantially in early intervention, safeguarding, and building a better future for children and young people. We provide an extensive range of services, delivered by multiple providers in locations across the borough, from children's and family hub health centres to libraries and schools. Children receive a good start to life in the borough.

All schools in H&F are rated 'good' or 'outstanding' by Ofsted, and we were rated 'outstanding' for our Youth Justice Service. We have a purpose-built facility; the Stephen Wiltshire Centre for Disabled children and our Care Leavers Hub will provide a full range of services for care experienced young people. The council takes seriously its responsibilities to protect and safeguard the wellbeing of all children. We are prioritising the identification and assessment of children and young people's needs, the delivery of timely early help and support, with inclusive and effective local provision, to enable young people to be fully prepared for adulthood.

Partnership working and the voice of young people sits at the heart of our approach. We work closely with public health and NHS partners, the third sector, young people, and their families, to co-produce how we design and deliver services. This is underpinned by our co-produced Early Intervention and Special Educational Needs and Disabilities (SEND) strategies, together with the significant investments we are continuing to make in our special and maintained school estates to provide a first-class inclusive education for all. At the same time, our workforce is embracing our role as a Corporate Parent to hundreds of children and young people, to ensure their safeguarding is something that everyone acts upon, regardless of their roles within the council.

**OUR AMBITION:** Our ambition is for every child and young person to have the best possible start to lead happy, healthy, and fulfilling lives, and that they are equipped with the skills they need to realise their full potential. We want our children to feel cherished, confident, safe across all stages of their development, and to experience a deep sense of belonging. Our priorities are to improve the life chances of all children and young people by safeguarding them from harm, and ensuring they can access excellent education and opportunities.

### In the short-term, we will:

- Make Care Experience a protected characteristic by the end of 2023 to advance equity among care leavers, by providing training, housing and employment support.
- Enhance our Corporate Parent Pledge by 2024 to strengthen our whole Council approach.
- As the only London Borough chosen to participate in the Family Networks Pilot, we will help family networks to play a more active role in providing loving and stable homes for children.
- Build on our continuous commitment to listen and respond to the voice of our children, young people and families, and engage them in the design and development of services.
- Launch our Family Hubs in 2024, co-produced with local families and young people, to make it simpler for families to access a wide range of council services.

### **In the long-term, we will:**

- Recruit more local people to be foster carers every year through to 2026.
- Deliver improved support for young people as they prepare for adulthood by providing greater access to skills and employment, as part of our Industrial Strategy.
- Implement phase one of the Special School Organisation and Capital Plan by 2025/26 to invest in provision for young people with Special Educational Needs and Disabilities.
- Ensure all young people in SEND can access excellent support across mainstream schools.
- Continue to invest in our early help, safeguarding and specialist services to equip young people at all stages of their development with the skills and confidence they need.
- Continue our long-term commitment to work in partnership with parents and families to do all we can to keep families together wherever possible.
- Seek out opportunities to improve how we deliver help for young people across the whole system, through a proactive community-based approach.

## **Inclusive, sustainable economic growth for everyone**

H&F is changing rapidly, and we're determined to seize and share the opportunities this can bring for everyone. Despite recent economic challenges, our borough is one of the UK's most resilient and competitive economies. Owing to a dense network of research, tech and creative institutions and high-growth firms, along with talented and ambitious local people, H&F is on its way to becoming the best place to start and grow a business in Europe.

We are collaborating across the public, research, and private sectors, working with inspiring people to create the conditions in which everyone can thrive. Since the launch of our Industrial Strategy in 2017, developed with our business community, we have delivered over 625,000 sqm of quality space for small businesses, and seen growth in high productivity sectors such as life sciences, digital, creative and tech. In addition to creating over 8,000 good jobs since then, these sectors are cementing the borough's position as a global economic hotspot, with around £5bn invested since 2017.

Our challenge is not only ensuring this growth continues, but that all our residents can benefit from the opportunities it brings. The prospects, opportunities and advantages that will be opened up to residents will be made accessible to all. Across the council, we are determined that nobody is excluded from accessing the great opportunities our borough offers, and the next phase of our Industrial Strategy will be critical in making this happen.

**OUR AMBITION:** Our ambition is to continue to improve H&F's position as a global economic hotspot, and for this growth to benefit all our residents and our environment in the fullest way possible, improving outcomes for everyone.

### **In the short-term, we will:**

- Take our Industrial Strategy to its next phase to reflect the evolving needs of businesses and residents.
- Put in place a lifetime approach to skills development - from nursery, through school and into high-quality training and good work - focused on a partnership between business and education.



- Develop targeted initiatives to improve access to good quality jobs and volunteering opportunities, for those furthest away from the job market.
- Establish a borough-wide employment and skills board and programme of work to enable delivery of high-quality employment support.
- Support local businesses and start-ups by facilitating access to resources, networking opportunities, affordable workspace and business support services.
- Set up an Enterprise Board to champion the business sector and ensure businesses have a strong voice.

**In the long-term, we will:**

- Provide fair and inclusive opportunities for sustained employment through apprenticeships, other learning initiatives, and meaningful work experience.
- Deliver our £118m EdCity education campus to align career opportunities in the White City Innovation District to the work of schools, apprenticeships, and reskilling programmes.
- Work with Imperial College London to strengthen the White City Innovation District's position at the heart of a global network of innovation districts.
- Create the conditions to attract more inward investment into the borough.

## **More affordable, accessible, safe and sustainable housing**

We are committed to making the change our residents want and need in housing. The high cost of housing makes it difficult for some residents to access suitable homes that meet their needs. Insufficient government funding for affordable homes, including adapted housing for older and Disabled residents, means that some residents are less able to stay in the borough.

Access to good quality housing is central to social mobility and enabling the delivery of wider ambitions in this plan. When housing costs spiral, they drive in-work poverty, divide communities along economic lines, and push down housing standards. Building homes is not just about bricks and mortar, and that's why our housing ambitions are framed in a suite of plans that sit alongside our Housing Strategy, which have been co-produced with the views of residents at their core.

Through our Climate and Ecology Strategy and our development programme, we're targeting achieving net zero carbon council owned and operated buildings by 2030, helping to reduce residents' bills and improve air quality across our borough, starting with 3,000 new energy efficient affordable homes constructed or underway by 2026. This approach also maximises housing land to ensure that accessible, high-quality green spaces are available throughout the borough.

**OUR AMBITION:** Our ambition is to continue to work with residents to provide more affordable, accessible, safe, and sustainable housing. We will take a holistic, community-minded approach to meeting housing needs to ensure we have the right mix of affordable housing options that are accessible, of high standards, and fully integrated with the rest of the borough.

**In the short-term, we will:**

- Deliver a suite of strategies including our Older and Disabled Peoples' Housing Strategies, Homelessness and Rough Sleeping Strategy, Tenancy Strategy, Private Rented Sector Policy, and our Local Plan.



- Embed within each development project the principles of co-production and the Defend Council Homes Policy to avoid loss of permanent homes.
- Continue with our shared equity affordable home ownership solution for residents and workers in the borough.
- Deliver a range of comprehensive measures to tackle rogue landlords and improve the quality, accessibility, and security of all housing tenures as far as possible.

#### **In the long-term, we will:**

- Deliver our target for 50% of new residential dwellings to be affordable with a focus on genuinely affordable family housing.
- Develop a Family Housing Strategy to increase the number of family-sized homes in the borough across all tenures.
- Grow our own development programme and influence the market to enable 3,000 new energy efficient affordable homes to be built or underway by 2026.
- Deliver the aspirations of our Local Plan, including 16,000 new homes by 2029.
- In line with our Retrofit Strategy, improve the energy performance of housing stock, as well as adapt it for a changing climate.
- Explore the feasibility of creating a council owned housing company to support an increase in affordable homes for residents who do not qualify for social housing and cannot afford the open market.

### **Delivering high quality housing services**

The council has high ambitions for its housing services, which have an important role in helping to raise living standards in our borough. High quality, well-maintained and safe housing is what we all need. H&F is taking a resident-centred approach to co-producing better housing solutions and outcomes for our tenants and leaseholders. We are offering services that address the holistic needs of people at risk of losing their home, providing them with advice and guidance across all areas of welfare and benefits, debt, employment, social inclusion, health, and social care.

We are focussed on meeting the housing needs of residents and delivering effective advice and homelessness prevention, housing allocations, homelessness, and rough sleeping and refugee resettlement. In tackling homelessness, we believe that the best way is to stop it happening in the first place, and so irrespective of where initial contact is made, advice on homelessness will be available to anyone who needs it. We are also seeking to reduce waiting times and the use of temporary accommodation through an expanded range of alternative housing options.

Residents have told us our maintenance and repairs services need to improve, and that's why we have made this a top priority. We are overhauling the service to ensure residents' needs are built into new repairs contracts, and we are using data to better focus on preventing common issues before they occur. This is underpinned by an ambitious £729m housing improvement and retrofit programme which will transform our council homes and other buildings to be more energy efficient. Key is that residents are safe in their homes, can be confident that all checks have been competently done, and that fire detection systems and fire doors work as designed.

**OUR AMBITION:** Our ambition is to continue to engage with our residents to provide safe and decent social homes, and excellent landlord services for our leaseholders, tenants, and prospective tenants.

**In the short-term, we will:**

- Deliver improvements to our customer engagement and complaint handling through our new Housing Hub.
- Get a stronger operational grip on housing repairs through our new Repairs Team, effective contract management and future re-procurement.
- Continue to provide clear information for our leaseholders about their rights, offer eligible leaseholders the chance to buy the freehold, and operate a voluntary lease extension policy.
- Improve front line housing management from tenancy management, home visits, to engagement with residents in their neighbourhoods.
- Continuously tackle damp and mould causes and defects through our new dedicated team within the repairs service.
- Co-produce with residents a new engagement strategy and housing charter that gives real influence and a stronger voice to our tenants.
- Ensure that the council is ready to comply with the Consumer and Economic standards introduced by the Social Housing Act 2023.
- Meet residents' housing needs whether they are seeking access to social housing through the housing register, finding housing solutions for those who are homeless and rough sleeping, or who have housing and support needs such as refugees and asylum seekers, victims of domestic abuse or people with mental health support needs.

**In the long-term, we will:**

- Integrate and better coordinate our approach to stock condition assessment, asset management planning and the delivery of housing improvements and compliance.
- Develop a refreshed Housing Strategy that addresses the borough's current and future housing needs such as the supply of new social housing, investment in our existing stock as well as wider requirements in relation to private rented housing and owner occupation.
- Ensure that our existing homes receive the investment they need, meet decent home requirements, moving to meet the council's ambitions for net zero carbon and are compliant with fire safety, asbestos, gas, electrical and legionella legislative standards.

# RISING TO THE CHALLENGE OF THE CLIMATE AND ECOLOGICAL EMERGENCY

## Targeting becoming a net zero borough by 2030

Reversing the destabilisation of our climate and ecosystems will be the great challenge of this century. We need to make positive changes that secure a clean, safe, and sustainable future for our residents and people around the world.

H&F has a direct stake in halting the climate and ecology emergencies, with unprecedented floods and heatwaves having caused damage and disruption to the borough since we declared a climate emergency in 2019. Local impacts alone include over 1,000 properties being flooded in recent years, and record temperatures causing damage to public infrastructure. Extreme rainfall and summer daytime temperatures are projected to rise significantly without rapid action. Climate change impacts fall disproportionately on people who are less financially resilient.

Our Climate and Ecology Strategy was rated one of the top climate plans in London, and targets net zero carbon emissions for the borough by 2030. We're radically adapting our buildings, resources, and strategic partnerships to meet this ambitious target. We've introduced new cycleways and 20mph limits across the borough, We're supporting active travel through cycle hangars, free maintenance, and a try-before-you-bike scheme. We've installed the largest concentration of air quality monitors anywhere in Europe.

**OUR AMBITION:** Our ambition is to realise a clean, safe and sustainable future that works to benefit all people and the environment, led by our target of achieving net zero greenhouse gas emissions by 2030. We want to ensure that residents, infrastructure, and nature are resilient to climate risks, and that our transition to net zero and adaptation of the public realm improves the life chances of everyone, and that its benefits and costs are shared justly.

### In the short-term, we will:

- Tackle fuel poverty and climate change in private homes with our Winter Ready Homes grants, work with landlords, and other support.
- Support local organisations through our Climate Alliance and energy grants.
- Build industry leading Passivhaus homes.
- Host one of the densest electric vehicle charging networks in Britain and transition our own fleets to low-carbon vehicles.
- Continue to deliver and enhance our low-carbon procurement policy.
- Roll out food waste caddies for more than 50,000 households.
- Launch our new £5m investment offer to fund local climate and ecological projects, the largest ever by a local authority.
- develop proposals for a service to collect garden waste as a separate waste stream in the future for recycling from 2024.

### In the long-term, we will:

- Deliver our retrofit programmes to upgrade our council homes and non-domestic buildings with energy efficiency and low-carbon heating.
- Identify opportunities for new heat networks in our Clean Heat Plan.
- Help to launch H&F's first Community Energy co-op.
- Continue to expand our active travel infrastructure.

- Undertake a full climate risk assessment of the borough and continue to deliver sustainable drainage that increases our resilience to the changing climate.
- Renew our Air Quality Action Plan in consultation with residents and cut air pollution through field-leading projects and partnerships.
- Publish a new Climate Change Supplementary Planning Document.

## Cleaner, greener, and healthier neighbourhoods

The climate and ecological crises are inextricably linked: they share common drivers and solutions. Reclaiming green space can allow nature to recover, while simultaneously locking up carbon, and providing residents with clean air and public spaces that can help improve personal health. To bring about the change we need, we must adapt and work together to help preserve our local resources, protect our environment, and build shared spaces for people and nature.

Through the work of our resident-led Climate and Ecological Emergency Commission, we heard that waste recycling, pollution, loss of nature and high traffic are among the biggest concerns for residents. We are actively working with residents to promote sustainable choices so that we can reduce what is thrown away, and goods and materials have a second life through reuse, repair, and recycling. Our tailor-made Recycling Improvement Plan is helping to minimise waste and increase recycling, supported by our Education, Communication and Outreach Team. Successes from our South Fulham Clean Air Neighbourhood (eastern) project have seen thousands fewer cars on our roads, and that's helping to inform a new trial west of Wandsworth Bridge Road. Our borough offers a fantastic opportunity to show what urban conservation can look like when space and resources are limited. H&F has over 231 hectares of parks and green open spaces accessible to residents; 21 parks have been awarded the prestigious international Green Flag status. Keeping and improving these important spaces is central to our ecology and climate change work - enabling us to build an environment that reflects resident's needs, whilst actively increasing local biodiversity and habitat cover.

**OUR AMBITION:** Our ambition is to enable the recovery of rich local ecosystems that support people and nature, and the best possible health and quality of life for all our residents. To do this, we must ensure that green space is expanded, enriched, and nurtured and valued by all for the benefits it brings.

### In the short-term, we will:

- Implement our 'parks for the future' strategy and invest in improving the appearance, maintenance and facilities of our parks and open spaces.
- Protect, improve and expand biodiverse habitats, including working through the planning system, making Wormwood Scrubs a local nature reserve, and expanding habitats and tree canopy with new tiny forests and pollinator pit-stops.
- Connect residents with nature through schools' gardens, community food growing and orchards, and free tree giveaways for residents.
- Grow our understanding of our biodiversity baseline, including engaging with residents to join citizen science monitoring projects.
- Continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.
- Introduce a food waste collection service across the borough.
- Maintain regular waste collections.

**In the long-term, we will:**

- Target delivering a significantly improved recycling rate.
- Increase the number of Green Flag parks.
- Open up more disused green spaces for community gardening.
- Retrofit ecology into our building estate, including investigating the significant potential for 'green roofing.'
- Review the impacts of the Clear Air Neighbourhood trial in the streets to the west of Wandsworth Bridge Road, with a full and proper consultation before a decision is made to amend, abandon, or make permanent the trial.

# CREATING A COMPASSIONATE AND INCLUSIVE COUNCIL

## Fairness, equity and inclusion in everything we do

H&F is a diverse borough place in which to live. We delight in the diversity of our borough and in our European identity – in the value added by the variety of differences cultures and communities. Forty-six percent of residents were born outside of the UK, from over 100 different countries.

The disastrous impact of the Covid-19 pandemic and the cost-of-living crisis highlighted the importance of community collaboration in tough times, which brought out the best in our communities. At the same time, we witnessed the widening of some inequalities. We have continued to make strides in tackling inequalities affecting individuals and families ranging from food poverty and health inequalities to access to good quality affordable housing and tackling social isolation. But we know we need to do more.

Excellent progress has been made by Disabled residents and Council services working together in an active way to plan, design and review policies and services that affect them. This approach has been pioneered in the Civic Campus development through the work of the Disabled Residents Team, which has seen co-production at every stage of the design. There are now seven groups across the council working with Disabled residents to co-produce solutions to some of the barriers that they face.

**OUR AMBITION:** Our ambition is to make H&F one of the most inclusive and accessible boroughs in the country; a place where everyone feels valued, and where residents have equitable access to the opportunities our borough offers. This means putting fairness, equity, and compassion at the heart of everything we do, and ensuring all residents and staff are factored into how we make decisions and provide services.

### In the short term we will:

- Drive the delivery of our Equalities Plan through our Equity, Diversity, and Inclusion Board across all protected characteristics.
- Continue to drive our ambition to make the H&F Academy a world-class leader through developing exciting and sustainable employment opportunities for all.
- Continue to support staff networks that co-design changes in how the council can become an employer of choice and foster greater inclusion.
- Act to reduce the council's gender, disability and ethnicity pay gaps.
- Continue to deliver on all aspects of the Public Sector Equality Duty, as set out in the Equality Act 2010.

### In the long term we will:

- Ensure our equality ambitions demonstrably shape how we design and deliver services.
- Make our borough Autism friendly, through raising awareness, training, and developing community Autism Champions.
- Deliver events that celebrate and commemorate the diversity of the borough.
- Ensure the council's workforce reflects the borough's diversity at all levels across all protected characteristics.
- Create a work culture where all staff feel secure and confident in being themselves.
- Tackle race inequality in the workplace through initiatives such as the Race at Work Charter and Social Care Workforce Race Equality Standard.



- Continually improve upon our offer of equity, diversity, and inclusion awareness.
- Identify opportunities to bring older and younger people together through mutually beneficial activities which promote greater engagement and knowledge sharing between generations.

## Long, healthy and fulfilling Lives

Good health is fundamental to creating a thriving society. We face many challenges including entrenched health inequalities, higher than average levels of child poverty and obesity, and some of the highest levels of mental health conditions in the country. We also have growing numbers of people living with long-term conditions who require person-centred, coordinated care at a time when public services face significant financial challenges and rising demand for services.

The tragedy of the Covid-19 pandemic showed us that health inequalities persist in our communities and there is a lack of trust in the healthcare system. We need a system that serves everyone fairly. There is a seven year difference in life expectancy between residents in the most and least deprived areas of the borough, and this needs to change. This requires a preventative long-term approach by focusing not just of direct care, but also on the wider social, economic, and environmental determinants of health, such as access to clean air and green spaces.

Public health improvements cannot rely solely on the health sector, and it requires a joined-up approach across organisations and newly emerging governance structures. Our new Health and Wellbeing Strategy will be created with a range of stakeholders and communities across the borough to ensure we provide a joined up and resident centred approach to our public health duties. We're taking a holistic preventative approach to supporting residents with wider education, employment, and housing opportunities to improve their long-term health outcomes.

**OUR AMBITION:** Our ambition is that all residents can enjoy long, healthy and fulfilling lives, in a thriving and well-connected community, where every person is equipped with the resources, support and opportunities to thrive. We want to make health everyone's business, and to provide the right services in the right place, first time.

### In the short-term, we will:

- Deliver on the aims of our Public Health and Suicide Prevention strategies, and refresh our Health and Wellbeing Strategy.
- Drive forward our 'Building Trust' project with residents, community groups and NHS North-West London to restore trust in health care systems.
- Target reducing health inequalities and improving life expectancy, including supporting the NHS Core20Plus initiative to reduce inequalities across mental health, chronic respiratory diseases, and early cancer diagnosis services.
- Act to deliver all our statutory responsibilities in partnership with the North-West London Integrated Care Board and other partners.

### In the long-term, we will

- Continue to deliver a range of services including sexual health, public health advice and population health protection.

- Continue to deliver quality assurance of immunisation and vaccine hesitancy programmes and increase the uptake of these programmes such as Tuberculosis and Flu vaccinations.
- Deliver our Air Quality Action Plan, by tackling the sources of pollution, raising awareness of local emissions, and working with partners to reduce pollution.
- Publish and deliver on a new Health and Wellbeing Strategy.
- Tackle health inequalities that residents from global majority backgrounds experience to prevent early morbidity rates
- Address systematic health inequalities women face accessing services and treatment.

## Preventing poverty and its impacts

H&F is a relatively wealthy part of one of the richest cities in the world. It supports relatively high employment, is home to several multinational companies and a world-class university. Yet within the borough, poverty and worklessness still exist, and despite multiple interventions over the years, they have proved intractable.

For many residents, living costs are higher than ever. The recent rise in prices has sparked a renewed and re-energised focus on tackling the key determinants of poverty and inequality across the whole of our borough. Being in poverty means not being able to heat your home or pay for food or rent, and facing insecurity, uncertainty, and impossible decisions about money. This leads to unjust inequalities as a cause and consequence of someone's financial circumstances.

We will not stand by, and that's why we are developing a range of bespoke strategies, funding initiatives and partnerships aimed at preventing poverty, and tackling the systemic unfairness and chronic deprivation that exists in our society.

**OUR AMBITION:** Our ambition is that every citizen of H&F can live a healthy, happy and dignified life, free from poverty and its impacts. This means ensuring that everyone can share in the borough's prosperity, be treated with compassion and access high-quality education, training and support that can provide the help needed to lift people out of poverty for good and prevent it occurring in the first place.

### In the short-term, we will:

- Target our resources to residents and families most in need through a joined-up approach across all our services and partnerships.
- Build alliances to tackle the high cost of living, working together with residents, third sector partners, local businesses, the NHS, Public Health and registered social landlords.
- Deliver our Food Strategy through the H&F Food For All Partnership, to ensure no-one goes hungry or is malnourished and everyone can eat healthily.
- Deliver our new Fuel Poverty Strategy and carry out the action plan to ensure that all residents have access to affordable energy and can keep their homes warm.
- Continue to support local businesses to tackle rising costs through support initiatives, networking events, and working with our two Business Improvement Districts.
- Tackle inequalities in health outcomes including aiming to reduce the gap in life expectancy between our lowest and highest income communities.
- Lead by example by continuing to be a London Living Wage employer.

- Continue to support residents through our local support payment grants and help people on pre-payment meters to access fuel vouchers.
- Continue to offer support to the H&F Foodbank and Nourish Hub.

#### **In the long-term, we will:**

- Use data insights to pioneer new strategies and programmes to combat the root causes and effects of poverty and inequality including through our significant voluntary sector grants programme.
- Help residents to build their financial resilience and maximise their income through actions within a new Financial Inclusion Strategy.
- Build an inclusive local economy through the next phase of our Industrial Strategy that helps all residents to gain work and skills through H&F Works, our Adult Education Service and partnership between business and education.
- Improve access to financial information, including debt advice and affordable credit to build financial resilience, understanding and capability.

## **Independent living**

Independent Living is the right of Disabled people to live in the community with the same choices, control, and freedom as other residents. This applies equally to people of all ages who face barriers due to long-term health conditions. Independent Living is a council-wide commitment beyond just ‘social care’ and it does not mean Disabled People doing everything for themselves.

Having an adequate income and access to personal assistance if needed are key pillars of Independent Living. Since 2015, H&F has been the only council in England to provide free home care to Disabled and older residents. People who need support to live independently should get what they need, rather than what they can afford.

Recommendations from our groundbreaking resident-led Disabled People’s Commission report, “Nothing About Disabled People without Disabled People”, have driven considerable progress. However, Disabled and older residents continue to face societal barriers that affect their quality of life. That’s why H&F has adopted the Social Model of Disability, developed by Disabled people, recognising that our focus must be on tackling discrimination and removing barriers to inclusion.

We have focused our home care support around enabling residents to live independently, and ensuring they have choice and control over their lives. H&F offers ‘reablement’ support, which is rated ‘outstanding’ by the Care Quality Commission (CQC). This supports residents to keep living in their own homes, in their own community, and it helps avoid unplanned hospital admissions and supports them to settle safely back at home when returning from hospital.

We have a strong track record of co-producing our strategies and services with residents, such as the Dementia Action Alliance in co-producing our Dementia Strategy, older and Disabled residents in developing housing plans that meet their needs and residents co-producing improvements in Direct Payment support so people can develop their own individualised support.

**OUR AMBITION:** Our ambition is for Disabled people of all ages to have the same rights as everyone else to live in the community how they choose, with the same control and freedom as any other resident. Independent Living is about all the things that are important in our lives – real choice in where you live and who you live with, access to a job, transport, healthcare, decent housing – as well as personal support if it's needed.

**In the short-term, we will:**

- Continue to provide free homecare for elderly and Disabled residents.
- Continue to deliver on all our statutory responsibilities, such as the those set out in the Care Act, in partnership with our Safeguarding Adults Board.
- Work with our Independent Living Delivery Group, led by Disabled residents, to implement our Independent Living vision across the council.
- Continue to ensure that Safeguarding of all people is a collective responsibility that we fully embrace and act upon across the council.
- Continue to build capacity and a culture of co-production in our strategic decision making, to inform how we redesign our Independent Living services, working in partnership with Disabled People's Organisations and resident-led groups.
- Make Independent Living the priority focus of our roles in Adult Social Care.
- Continue to deliver localised training for staff to further embed the value of co-production, including into our new Carers and Autism Strategies.

**In the long-term, we will:**

- Target increasing the uptake of direct payments by residents eligible for social care to enable more choice over how residents wish to be supported at home.
- Fully implement our Dementia Strategy to make the borough more dementia friendly.
- Co-produce improvements in the quality of home care, so that residents have carer-workers who are consistent, well trained, punctual, and knowledgeable.
- Work with informal carers and carer organisations to co-produce a new Carers Strategy and promote the inspiring care they give.
- Implement a strategy to make Independent Living a reality.

# TAKING PRIDE IN H&F

## Making H&F a great place in which to live, work and thrive

Nowhere else in the UK is there such cause for celebration of local pride. In H&F, we are unique in having institutions of national significance, an exciting creative economy and a variety of grassroots events highlighting the importance of the arts, culture, sport, and heritage to residents.

Our new co-produced Cultural Strategy will support London's best mix of world-class culture and community activities, reflecting our diverse heritage and enhancing the borough's attractiveness as a place to live, work, play and invest.

We're not just investing in residents; we're investing in places. We are regenerating key areas, including our new Civic Campus which will act as a catalyst for the rejuvenation of Hammersmith. It will be one of the most accessible Grade II listed public buildings in the country, have cutting-edge environmental performance, and provide an exciting new space for cultural, business and community activities to flourish.

Plans are underway to revitalise our town centres by creating public spaces that are welcoming hubs for commerce and leisure. We're improving public spaces to be more accessible, sustainable, and safe for residents, with significant investment in active travel infrastructure and key areas including White City, Olympia, St Paul's Green and Lyric Square. Our green spaces are being cultivated to be more wildlife friendly, climate change resilient, and accessible.

**OUR AMBITION:** We want H&F to continue to offer London's best mix of world-class culture, creativity, and community arts, but also to build a borough with healthy, green, and accessible public spaces for an inclusive and sustainable future; as we seek to make our borough the best place to live in London.

### In the short-term, we will:

- Transform the Grade II listed Town Hall to be one of the most environmentally positive and accessible buildings of its type in Britain.
- Introduce safe cycle routes, more cycle storage, and green roofs on estates.
- Work with local communities to best use funding secured through the planning system.
- Continue to provide a comprehensive and efficient library service for all.
- Deliver cultural programmes in line with our new Cultural Strategy, bringing together our world class culture, creativity, and community arts, reflecting our diverse heritage, and animating our high streets, parks and public buildings.
- Continue to promote major sporting events such as The Boat Race, Queen's Club tennis and three professional football clubs as a catalyst to wider community benefits.
- Continue to run Black History Trails to bring into focus local and national heroes from the Black community who lived or worked in the borough.

### In the long-term, we will:

- Revitalise our town centres and high streets through strategic place-making initiatives by securing high-quality vibrant, attractive buildings and public spaces that foster economic growth, job opportunities, and overall well-being of residents, including a refreshed plan for Hammersmith Town Centre.

- Improve the public realm to make it a better place for people to shop, eat, drink, relax and enjoy local arts and facilities, and ensure it is accessible for families and Disabled people.
- Ensure major investment programmes, such as in White City, Earls Court, Olympia, and Old Oak Common serve to benefit residents and businesses.
- Increase arts and cultural opportunities for all young people by working with partners, including local theatres and the London Academy of Music and Dramatic Arts.
- Refresh our Sports Strategy to promote the benefits of sport and exercise.
- Build on our Women's History Month celebrations with a Women's History Trail celebrating the contributions women bring to H&F

## A safer borough for everyone

H&F is a wonderful place to live, and despite falling crime rates in some areas, the rise in violent crime is of real concern. Each year, our Community Safety Partnership (made up of Health, Probation, Policing and other partners) carries out a detailed review of crime data and agrees a Community Safety Plan, which informs our priorities. The Community Safety Partnership also oversees and supports the work of partner agencies, including the Metropolitan Police, as they work to rebuild the trust and confidence of our communities following the Baroness Casey review and, subsequently, the New Met for London Plan.

Police numbers may have been cut significantly in recent years, but as a Council, we are proud to have created one of the largest Law Enforcement Teams (LET) in Britain, comprising over 70 uniformed staff, who patrol the borough day and night, seven days a week. Their presence and early intervention, together with our advanced CCTV network of over 2000 cameras, is helping to build a safer borough for everyone.

We are determined to safeguard our residents from harm, including through delivery of our corporate parenting responsibilities protect children in care from harm, and through strong regulatory enforcement action against criminals and rogue traders that seek to undermine fair, safe and honest trading and environmental health standards.

The Gangs, Violence and Exploitation Unit (GVEU) works in collaboration with the Police to support vulnerable young people with bespoke support. Our Youth Justice Service also works in partnership with the Unit, and was rating 'Outstanding' in 2022. There was a reduction in the number of young first-time entrants into the criminal justice system between 2020 and 2022, with the rate below the London and England averages. Our Community Safety Team is also working to ensure that Violence Against Women and Girls (VAWG) is prevented, survivors are supported, and abusers are held to account.

**OUR AMBITION:** We want to put residents and victims at the heart of everything we do and keep them safe. This means we must continue to work in partnership to safeguard our residents and enforce high trading and environmental health standards across our borough. This means delivering on our statutory responsibilities and holding criminals to account; ensuring the right services are in place at the right time to support victims and those at the greatest risk.



**In the short-term, we will:**

- Continue to invest in our high performing Law Enforcement Team
- Tackle violent crime through our Gangs, Violence and Exploitation Unit
- Deliver the ambitions of our Modern Slavery and Serious Violence Strategies and refresh our Hate Crime Strategy.
- Continue to deliver the Prevent Duty in the face of national funding cuts.
- Deliver our locally focused strategy to tackle VAWG to make our borough a safe place for women and girls and hold perpetrators to account, starting with our street sexual harassment Public Space Protection Order and Safer Streets programme.
- Deliver targeted crime prevention operations in Shepherd's Bush Green and Hammersmith Broadway, where we see the borough's highest crime rates.
- Continue to deliver targeted regulatory enforcement action against rogue traders and private rented sector landlords in partnership with the police and other partners.
- Set out a clear statement on how we will enhance our private rented sector policy position.

**In the long-term, we will:**

- Invest further in refuge accommodation for domestic abuse survivors by purchasing properties and funding vital improvement works and invest in prevention and intervention strategies to make the borough safer for women and girls.
- Deliver a £4.6m CCTV investment programme by the end of 2025/26.
- Work with Public Health to combat drugs through increased treatment referral, targeting dealing, and supporting affected children - supported by a new Combatting Drugs Partnership.

# DOING THINGS WITH RESIDENTS, NOT TO THEM

## Co-production with residents, staff, and partners

H&F has a proud history of being the country's leading borough for co-production, embedding its benefits across council services so that residents are fully involved at the earliest stage in decisions that affect and impact their lives. We were the first local authority in the country to commit to co-production across a whole council.

Co-production is about doing things with residents, not to them, and whilst co-production for us often means starting with the views of Disabled residents, it is ultimately about all residents. It means residents and decision makers are working together in an active way to plan, design and review how we work as a council – leading to better decision making and outcomes for residents. The same principles apply to our workforce; we will co-produce with our staff where decisions impact them also.

Building on the outstanding work and difference made by our 17 resident-led commissions, we have continued to operate several co-production groups including our Digital Accessibility Group and Disabled People's Housing Strategy Implementation Group. The work is overseen by our Co-production Matters Group, which includes residents, community organisations, Councillors, and staff. Other co-production successes include our award-winning Civic Campus development, which will be a truly inclusive community-led development that meets the needs of everyone in our borough.

**OUR AMBITION:** Our ambition is to have co-production so well embedded that it becomes second nature in the development of all service areas, leading to improved policy making, service delivery and efficiency – having no decision about residents, without residents.

### In the short-term, we will:

- Continue to expect all major strategies, projects and service design works to have co-production principles, openness, and transparency at their core.
- Strengthen our governance processes to ensure all residents, staff and partners can check and challenge how we work to improve services through co-production.
- Continue to employ new co-production tools, techniques, standards, and training across the organisation to build the capacity of staff in delivering effective co-production activities.
- Establish a staff co-production working group to enable greater shared learning.
- Strengthen our resident engagement platforms to enable all residents to be better informed and involved in decisions that affects them.

### In the long-term, we will:

- Bring together more co-production groups, starting with a focus on independent living and inclusive public spaces.
- Work with voluntary sector organisations and residents to co-produce their services.
- Introduce a more effective approach to enable our leaseholders to have a greater say in the shape and delivery of services they receive.
- Actively work to engage underrepresented groups across a range of decision-making areas that affect them.

## Enhancing our partnership with the third sector

Our borough has a vibrant and flourishing third sector which caters for a variety of needs covering everything from dementia to disability, sport to parent support networks. We value the passion, diversity, and independence our partners bring which plays a crucial role in advocacy, service delivery, representing residents and developing enterprising solutions to many of the challenges we face. Thanks to them, the borough ranks as the “kindest” in London based on the number of charities per head.

Many council services work with local voluntary and community sector organisations to offer direct support, advice, and information to residents. The sector was instrumental in the community response to the Covid-19 pandemic and more recently the cost-of-living crisis. Our Cost-of-Living Alliance brought together local organisations to share information and develop approaches to maximise the positive impact we can make together.

In recent years, H&F has invested over £3.3m annually in our third sector, such as for commissioned advice services, grant-funded projects, fast track small grants and support to the third sector itself to develop and excel. This has included investing in the local Citizens Advice, the H&F Law Centre, Action on Disability, and domestic abuse charities – providing help for important services in a period of reduced central government funding and increasing demand on services.

**OUR AMBITION:** Our ambition is to maintain a strong and capable third sector that is well equipped to support our rapidly changing communities. This means working with and listening to independent organisations to continue to improve the delivery of their and our own services, with the aim of building stronger, active, and more connected communities across our borough.

### **In the short-term, we will:**

- Continue to invest in and enhance our partnerships with third sector organisations, not least those that support residents with the cost of living, poverty and social exclusion.
- Build on the Cost-of-Living Alliance to create a permanent forum for interaction with and within the sector.
- Review our approach to engagement and funding provision for third sector organisations, as part of the development of our Third Sector Strategy, to ensure it serves the changing needs and aspirations of our diverse residents.

### **In the long-term, we will:**

- Work with third sector organisations to co-produce their services and ensure that ours is the country’s leading borough for co-production.
- Work with third sector organisations on delivering shared, cross-cutting priorities.
- Extend our co-production activity to ensure third sector organisations fully represent the community and participate in decision-making in their areas of expertise.
- Work to build capacity within the third sector enabling them to better serve our communities.
- Undertake outreach with our communities across the borough so that residents can tell us what they would like the council to support and invest in.
- Ensure our third sector is flexible to adjust to the changing needs of residents during emerging times of crisis.

# BEING RUTHLESSLY FINANCIALLY EFFICIENT

## Protecting essential services

Recent years have been dominated by a rapidly deteriorating national economic situation, with high inflation, rising interest rates and record UK government peacetime borrowing. This has had a knock-on effect on household budgets, businesses, and a rise in demand for council services. Despite these challenges, the council has continued its strong track record of good financial governance, low council tax, and a balanced budget.

The future operating environment for local government will continue to be challenging, as central government continues to place more duties on councils without providing the necessary funds needed to deliver added services. Since 2010, Central Government funding for our borough has been cut by 56% in real terms.

We have kept Council Tax and charges to residents amongst the lowest in the country (35% lower than the London average in 2023/24). Despite this, we are spending more on vital services such as Adult Social Care and are pioneering in a range of areas. We are continuing to reform the way services are delivered to provide the best value for residents. Despite the difficult financial conditions, we have provided over one million free breakfasts to school children since 2019, abolished home care charges, established a local Law Enforcement Team and maintained weekly bin collections.

**OUR AMBITION:** Our ambition is to protect essential statutory Council services, particularly those that support residents who have additional support needs or face barriers in accessing our services, whilst maximising our financial self-sufficiency and resilience over the long term.

### In the short-term, we will:

- Embed even tighter financial controls and discipline in how we operate, and ensure we maximise the added value and benefits that can be secured through contracts.
- Continue to take an ethical and compassionate approach to council tax debt recovery, and improve our ethical debt collection and outreach advice, whilst acting swiftly to recover taxes and retaining high recovery rates.
- Preserve the delivery of housing services valued by our tenants.
- Continue to operate a wide-ranging Council Tax support scheme, whereby many residents who need additional support pay nothing at all.
- Continue regular assurance reporting for major projects and programmes through our Corporate Programme Management Office and Strategic Leadership Teams.
- Maintain appropriate levels of expenditure on agency workers.
- Lobby Central Government for a fair funding deal for H&F.

### In the long-term, we will

- Build a workforce culture that maintains a ruthless focus on how we use resources.
- Maximise efficiencies to be gained through digital transformation, income generation, corporate accommodation, and agile working practices.
- Drive accountability for financial efficiency and revenue raising through all our staff, and particularly our senior officers.

## Reforming how the council works

As central government cuts funding, we must build long-term financial resilience and efficiency by maximising the benefits of technology, partnerships, data, resident insight and a commercial mindset to reform how we work.

We are putting the resident experience at the centre of everything that we do. We are enhancing how residents access our services, as we bring more online, whilst continuing to assist residents who need support over the phone and in person. Residents can continue to access a one-stop-shop for council services online, supported by an accessible website that offers translation in over 100 languages. In addition, our Digital Inclusion Strategy will provide residents with the connectivity, equipment and skills needed to help navigate an increasingly digital world.

We're building more strategic alliances with global anchor organisations and community groups to bolster the local economy and draw in the expertise we need to improve how we deliver services. We want to go further in maximising the benefits of data, automation, and co-production in shaping the decisions we make. We're also developing the council's commercial culture to better identify income opportunities and secure greater value through our investments. These aspirations are shaping how we redesign our town hall, which will embody what it means to be a modern, efficient, and commercially minded organisation.

**OUR AMBITION:** Our ambition is to continue to reform how we work with residents, staff and partners to drive efficiency and innovation in how we deliver our services, as we seek to secure the best possible outcomes for all residents.

### In the short-term, we will:

- Respond positively and quickly to feedback, complaints, and compliments to improve how we work and resident satisfaction with our services.
- Maximise smart working as part of the 'Hello Hybrid Future' programme.
- Continue to bolster our cyber security capabilities.
- Maximise the added value secured through our procurement processes.
- Continue to operate effective governance arrangements across the council, to support assurance, compliance, transparency, and collaboration across decisions.

### In the long-term, we will

- Deliver on the aspirations of our Resident Experience and Access Programme to provide a consistent and inclusive approach for resident access across the council.
- Challenge digital exclusion to better connect residents with council services.
- Deliver a programme of work to improve digital confidence and literacy in the council through our Technology Adoption Programme.
- Drive up our in-house capabilities in digital automation and Artificial Intelligence.
- Apply the latest business intelligence to better inform decision-making and improve outcomes for residents.
- Embed universal standards for policy and strategy development across the council, centred on co-production, quality evidence, equity, and climate considerations.
- Enhance our commercial culture, financial returns and added value through our refreshed Commercial Strategy.
- Undertake a comprehensive review of the council's non-residential property division to inform a new Property Strategy and Strategic Asset Management Plan.

## Investing in the future

The investment we make in our communities and infrastructure will be critical in making H&F a better place to live. We have plans to invest over £500 million in the borough between 2023-27 to meet the ambitions in this H&F Plan.

As part of our Capital Strategy, we are leading efforts to fix the iconic Grade II Hammersmith Bridge and restore it to its full beauty once again with a sustainable funding model. Our 12-year, £729m investment in Council homes will make the biggest impact, providing more Council homes that will serve as a foundation for healthy, happy, and safe living.

Through our Building Homes and Communities Strategy, we are also self-funding a programme to deliver new, genuinely affordable housing which will help maintain the borough's vibrant social mix, renew community assets such as schools and leisure centres, whilst also generating income to reinvest in essential services. For current and future generations, we are investing in new technology to clean the borough's air and adapt our streets, buildings and council homes to be more resilient to climate change. This includes using £100m of the 12-year funding earmarked for council home improvements specifically for making homes more energy efficient.

All capital investments will continue to be underpinned by robust business cases that assess costs and risks with clear outcomes for residents. Risk management and strong project and programme management practices will continue to shape delivery. Our Capital Programme is guided by statutory strategies such as the Capital Strategy, Housing Revenue Account Strategy and Treasury Management Strategy.

**OUR AMBITION:** Our ambition is to continue to invest wisely in our homes, services, public spaces, our workforce and partnerships to ensure long term financial resilience for our services, in order to deliver a stronger, safer, and kinder borough for everyone.

### In the short-term, we will:

- Invest in schools and more in-borough Special Education Needs provision.
- Reduce the carbon emissions of our homes and infrastructure, whilst also investing so physical assets can adapt to the inevitable changes in our climate.
- Regenerate the borough through schemes such as EdCity, at Hartopp and Lannoy and White City, making use of joint ventures with the private sector.
- Continue to invest in workforce and organisational development.

### In the long-term, we will:

- Deliver and fund significant investment in council homes where it will make the biggest impact on residents' quality of life, health, and wellbeing.
- Fix the Grade II listed iconic Hammersmith Bridge in partnership with Transport for London and the Department for Transport.
- Build strategic partnerships, such as with Imperial University on the Industrial Strategy, to achieve ground-breaking change through investment.
- Use capital investment to enable the council to become more efficient, such as through investing in digital transformation and income generation opportunities.



## WE VALUE OUR PEOPLE

To deliver this new plan, we need an organisation that is forward thinking; willing to pioneer new ideas, and is truly inclusive. To achieve this, we will work collaboratively with our staff and our communities to foster a culture of continuous improvement amongst our workforce, to transform how we do things, and ensure ruthless financial efficiency in everything that we do.

Our staff share our ambitions for the borough and their work will be key to delivering this plan. They endeavour to model our values in providing services to residents, businesses, and partners and in how we interact with each other. We have dedicated and hard-working staff that are proud to work for H&F and strive every day to deliver the very best for residents.

We will need to focus our limited resources on the areas that bring positive change to residents and the borough. We need to have a positive culture and create the conditions to attract and retain the best staff. We have engaged staff as part of the development of this plan and will continue to listen to and respond to their views on how we can make the borough and the council better.

Our People Strategy sets out what we will do to enable our staff to fully utilise their potential and enrich our workforce by attracting new staff from a diverse talent pool, especially from our own borough, who share our values and who have the ability and motivation to achieve our Vision. Our workforce is one of our greatest assets and Our People Strategy sets out a clear commitment to develop and support our staff.

Our values have a big influence on how we act. We expect our workforce to be consistently acting on our values. Being clear on our values will ensure we'll better understand why we do the things we do. How we act defines who we are:

- **Fair:** We treat everyone with compassion, dignity, and fairness. We value the views and opinion of others and promote benefits and equitable opportunities for all.
- **Caring:** We care about our borough and doing things well. We focus on standards and continuous improvement, learning from our mistakes and celebrating success.
- **Collaborative:** We work together for a better society. We work with our residents, businesses, schools, third sector and others for better outcomes for everyone.
- **Driven:** We will only settle for the very best. We seek to continually improve and put our residents, colleagues, customers and businesses at the heart of everything we do.

We know what our workforce requires of us and in return we are committed to maximising their full potential through programmes designed to support wellbeing, continuous learning and development and opportunities for internal progression. We will develop an engaged and motivated workforce through inclusion, recognition and great communication, and provide safe spaces for voices to be heard and listened to and acted upon. We will embed a coaching and mentoring culture across H&F to provide opportunities to develop and enhance skills, expertise and knowledge to help improve the services we deliver.

## MEASURING SUCCESS

We can't manage what we don't measure. That's why we will take a systematic approach to measuring the things that contribute towards our success as a Council and use that information to adapt how we work. We will measure our success and manage performance at two distinct levels: strategic and operational, driven by the following guiding principles:

- Focusing on outcomes for residents
- Keeping it clear and simple
- Driving a culture of accountability and responsiveness to residents.

We will focus on measuring what's most important, and drive accountability for delivery through performance management at all levels of the organisation. We will ensure there are clear ways for residents to provide feedback about our services and we will use that to inform how we work in the future. We will continue to be a performance-led organisation, with performance management, monitoring and reporting central to the development and delivery of services.

### Our Outcomes

Progress against this plan will be measured against a set of outcomes that describe the changes and improvements we want to achieve. These outcomes will be used as a basis for future reporting against delivery of the H&F Plan on an annual basis. These outcomes are often cross-cutting and reflect the priorities in the plan. They are not intended to encompass everything that we do to support our residents. A suite of key performance measures, including qualitative indicators and qualitative deliverables, will be used to measure success against these outcomes.

#### **Building Shared Prosperity**

- More residents are equipped with the education and employment prospects they need to succeed.
- Reducing inequity in our borough, including across education, health, housing, and workplace settings.
- More high-quality jobs are created locally, through high-growth businesses making the borough their home.

#### **Rising to the challenge of the climate and ecological emergency**

- Improving the quantity, quality, and biodiversity of green spaces across the borough.
- Improving resilience and adaptation to climate change across the borough
- Increasing climate and ecology education and action among residents.

#### **Creating a compassionate and inclusive council**

- More Disabled residents experience the same control, choice and freedom as any other resident.
- More young people with Special Educational Needs and Disabilities feel supported and ready for adulthood.
- Reducing the rates and impacts of child poverty.
- Residents are better protected from harm and feel safer where they live, work and socialise.

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

- Residents are more involved in decision making about changes which impact their lives.
- The third sector becomes stronger and more resilient.
- Improving resident satisfaction with Council services, in particular Housing Services.

### **Taking pride in H&F**

- More residents are engaged in and feel proud of the diverse communities and places in which they live.
- Improving the diversity and accessibility of cultural, creative and community activities.
- More residents feel their housing needs are met.

### **Being ruthlessly financially efficient**

- The council provides high-quality value for money services that are soundly managed with balanced budgets.
- Improving openness, transparency, accountability in all that we do.
- Improving service quality and resident experience through technology, reform and innovation.

### **How to Contact Us**

All our services are available online, over the phone or by email. Our switchboard number is 020 8748 3020.

Deaf and hard of hearing residents who want to use the Text Relay Service, please dial 18001 followed by the council switchboard number, 0208 748 3020.

For a full list of service contact details and accessibility options, please visit our website: [www.lbhf.gov.uk/contact-us](http://www.lbhf.gov.uk/contact-us)