

Leader's Introduction

In 2009 we published the last three-year corporate plan for H&F Council which set our plans for delivering the highest quality services at the lowest possible cost to the taxpayer. We were ambitious to deliver even more and wanted H&F to become a 'borough of opportunity' with the focus on regenerating deprived parts of the borough and creating more jobs, affordable housing, economic growth and prosperity for our residents.

Now I want to renew our vision for the next three years.

Our key priorities, vision and commitment remains the same. As a Council we want to be:

- Delivering High Quality, Value for Money Public Services
- Tackling Crime and Anti-Social Behaviour
- Ensuring a Cleaner, Greener Borough
- Providing a Top Quality Education for All
- Promoting Home Ownership
- Regenerating the Most Deprived Parts of the Borough
- Setting the Framework for a Healthy Borough

Yet, in addition we are committed to becoming more open, transparent and accountable and more responsive to our residents' needs. Within our new commitments we pledge to:

- Ensure our services are more accessible and responsive; many available 24 hours a day
- Be more open and transparent about how public services are performing
- Involve our residents more in the decision-making process, installing greater confidence in the planning process and making more use of technology to keep residents informed

The next three years will continue to be financially challenging for all councils, yet we are focused on:

Keeping council tax bills amongst the lowest in the country. At a time when living costs are continually increasing we will help residents by keeping council tax bills as low as absolutely possible.

Protecting frontline services by reforming the delivery of public services, combining services with neighbouring boroughs and asking residents to play their part in reducing cost where possible. We will protect services that matter to our

residents the most while delivering the savings demanded of us by the national economic climate.

Continuing to reduce council debt by selling under-utilised assets. We have already reduced debt from £169 million in 2006 to below £100 million in 2012, saving our taxpayers £5 million a year in debt repayments. We will continue to reduce debt.

Providing quality services to our residents, ensuring that Hammersmith & Fulham continues to provide the highest standards in education and greater educational choice; that we continue to reduce crime and anti-social behaviour through our investment in extra town centre police; that our parks are maintained to the highest standards in Britain and our streets remain amongst the cleanest in London.

Our residents consistently say that they are proud to live in Hammersmith & Fulham. We will ensure that it remains one of the best places to live in London with greater choice and opportunity for all.

Cllr Nicholas Botterill
Leader of the Council

Providing a Top Quality Education for All

Both primary and secondary schools in Hammersmith and Fulham have continued to build on previous success and, to ensure this trend continues, we have developed a “Tri-borough” education service together with the Royal Borough of Kensington and Chelsea and Westminster City Council.

Combining back office services in this way will help to protect front line services and ensure that a high quality Education Service is maintained within each borough, while responding to the changing relationship between schools and local authorities.

We will continue to ensure that there is a range of schools for parents to choose from and that there are sufficient places provided throughout the borough. This will include liaison with all new schools, such as Academies and Free Schools, to ensure that the needs of the local community are being met.

We have seen substantial improvement in educational attainment over the last three years across the three boroughs involved in the Tri-borough plans. Along with shared key measures across all three local authorities, a “mandate” has been agreed which specifies the educational outcomes we expect in Hammersmith & Fulham.

What we aim to deliver:

80% of all pupils achieving at least 5 A*-C grades at GCSE including English and maths by end of 2014 (75% by 2013)
At least 90% of schools judged good or outstanding by Ofsted
All schools exceeding the Government’s new floor standards at the end of the primary and secondary phases
An increase in the number of borough residents in local schools
More pupils with SEN statements accessing local provision
A continued reduction in the number of pupils who are excluded from school

Regenerating the Most Deprived Areas of the Borough

H&F is an ambitious Council, intent on creating a 'borough of opportunity' by providing our residents with new education, housing and employment opportunities. Our ambition is evidenced by the fact that H&F, despite being one of London's smallest boroughs, has three 'Opportunity Areas', as classified by the GLA (Earls Court Opportunity Area, White City Opportunity Area and Old Oak). This represents 10% of London's opportunity areas in our borough.

Earls Court Opportunity Area

The plans for the Earls Court Opportunity Area are well advanced and will mark the start of a major new London neighbourhood and cultural quarter bringing jobs, investment and greater choice of housing for local people over 77 acres of land.

Thousands of new homes and jobs will be created as part of the £8billion regeneration scheme - which is the biggest new project in the Capital since Stratford was transformed by the Olympics. The plans, based on Sir Terry Farrell's masterplan, propose the redevelopment of the Earls Court Exhibition Centres, Lillie Bridge London Underground Depot and the West Kensington and Gibbs Green housing estates.

A total of 8,383 new homes will be built, of which 760 will be replacement estate homes and 740 will be additional intermediate affordable homes. The development will include new shops, offices, leisure facilities, public open space, a new school, new transport links, healthcare centre and community centre. It will create up to 9,500 new permanent jobs and 1,500-2,000 jobs per year in construction, based on an approximate total of 36,000 construction jobs over an estimated development period of 20 years.

What we aim to deliver:

7, 500 new homes
9,500 new jobs
Brand new homes for ALL estate residents
New mixed use sustainable neighbourhood
Better housing choice for residents
New mixed use sustainable neighbourhood
Public and private open space
Public transport improvements

White City Opportunity Area

The Council and the Greater London Authority are jointly producing the White City Opportunity Area Planning Framework, which allows for the delivery of a significant number of new homes, student units and jobs in the area. This will include the provision of affordable housing and jobs in the creative and retail industries on the industrial land to the east of Wood Lane.

New social rented homes will be built exclusively for tenants of existing estates in White City West to better meet current housing needs and tackle overcrowding. Subject to further consultation there may be opportunities to offer vacated properties on the White City estates on fixed term, affordable rent tenancies, or to offer low cost home ownership opportunities. For those able to pay, options can include discounted market sale and shared equity. Over the long term, this will enable more mixed and balanced tenure provision and socio-economic mix across the Opportunity Area. Development proposals have been put forward by Imperial College and Westfield. Other landowners are expected to do the same in the next five years.

The White City Estate comprises 2,036 dwellings out of approximately 4,230 dwellings within the opportunity area. 1,492 of the dwellings on the White City Estate are council-owned. The estate is home to around 4,540 residents. It is the second most deprived neighbourhood (based on IMD 2007) in the Borough, and ranked within the top 5% most deprived nationally with regard to income levels and within the 10% most deprived with regard to barriers to housing services. In order to provide opportunities for these residents the White City Challenge was launched in 2012.

The White City Challenge is one of 12 national Neighbourhood Community Budget pilots that seeks to devolve power and funding decisions to the local community. Social enterprises will be established to give residents of the White City Opportunity Area control of their own destiny and to empower the community to tackle long standing problems of worklessness and deprivation.

We will develop a hub for new and small businesses as we recognise that these are significant employers locally; building on our National Skills Academy accredited retail skills service WorkZone at Westfield London and offering businesses training and support in local growth sectors, e.g. retail, hospitality and leisure.

What we aim to deliver:

4,500 new homes of different types (including family houses)
1,260 student units
10,000 new jobs on the industrial land to the east of Wood Lane
More community facilities

More public and private open space
Public transport improvements

Old Oak Opportunity Area

Old Oak Common, which comprises over 90 acres of developable land and is part of the Park Royal Opportunity Area, is located on the edge of Hammersmith & Fulham, but is adjacent to three other boroughs – Brent, Ealing and Kensington & Chelsea. It comprises railway lands and low density industrial uses and is bound by the Great Western Main Line to the south, Kensal cemetery to the east, the West Coast Main Line to the north, and Park Royal to the west. The Grand Union Canal runs through the centre of the area which is also bisected by rail lines making redevelopment difficult and requiring imaginative solutions.

At present the area is land locked with poor local transport access. This has led to a pocket of sustained deprivation in terms of employment opportunities and housing despite being located so close to London’s major wealth creating areas. In total, 15 out of the 33 Super Output Areas within 0.6 miles radius of Old Oak Common are in the worst third of deprived areas nationally (IMD 2010).

Following this Council’s high profile campaign the Government announced this year that as part of the proposed High Speed rail line between London and Birmingham (to be operational from 2026) there will be a major HS2/Crossrail interchange located at Old Oak Common. The Council has developed a vision for Old Oak Common and surrounding area (Park Royal City International) which could lead to 10,000 new homes and 40,000 jobs located within the area. A revised Park Royal Opportunity Area Planning Framework is being developed in partnership with the GLA, TfL and neighbouring boroughs which will set out in more detail the development opportunities and transport/infrastructure investment requirement to achieve the regeneration objectives for the area.

What we aim to deliver:

40,000 jobs in the area
10,000 new homes in the area

Shepherds Bush Market area

Shepherds Bush Market is identified in the LDF Core Strategy and the White City Opportunity Area Planning Framework as a priority location for town centre regeneration. The market has been in decline for a number of years due to lack of investment in its upkeep, promotion and improvement. The Council has encouraged a scheme to be brought forward through the assembly of adjoining land (including its own land ownership) that has the capacity to generate sufficient Section 106 funds to catalyse the regeneration of the market.

An outline planning permission was granted in March 2012 for a scheme of development that contains 212 new residential units and sets out a fully committed £6.9m of s106 investment in repairs and improvements to the market together with business support and funding.

The Council seeks to secure the long term future of the market and a vibrant mixed use destination providing a new focus in the western part of the town centre. The locally loved Bush Theatre has been relocated to the former Shepherds Bush library building and has added considerably to the cultural life of the area.

The Council has facilitated the development of regeneration proposals for the market primarily through the adoption of a Supplementary Planning Framework and land assembly (including acquiring land directly and in future through its CPO powers if necessary).

What we aim to deliver:

212 new homes built.
£6.9m invested in improvements to the market

King Street

Residents will be at the heart of new proposals to regenerate the area around Hammersmith Town Hall - with a height limit of eight storeys for any new developments, i.e. no higher than the current Town Hall extension, which needs to be demolished.

Tri-borough Community Budget

Through the Tri-borough Community Budget programme we will ensure that the opportunities created by economic growth are open to all, and through integrated and coherent joint working ensure we reduce dependency and reward ambition.

What we aim to deliver:

A business friendly environment where every business has the opportunity to grow
Every young person under 25 in a job or in training or education
The conditions that ensure that every resident is supported and encouraged to access opportunity and make a contribution to the economy and local community

Providing Better Housing Opportunities

The rebalancing of the local housing market combined with the imperative to maintain our success in responding to the housing aspirations of local residents and deliver effective homelessness prevention services, places an even greater emphasis on efficiency and customer care. Our response will be to ensure Homebuy sales continue to provide a step up the housing ladder for local residents on moderate incomes and to vigorously promote increased discounts for the Right to Buy. We will also explore innovative ways to introduce home-ownership, including part ownership, to a wider range of residents, including council tenants. We will build on the work of the HB Assist team to minimise the impact of changes to the housing subsidy regime for vulnerable homeless households. Our strengths in these areas are reflected in over 560 Homebuy sales since 2008, in excess of 450 homelessness preventions in 2011/12 and the referral of 724 cases to our multi-agency services for housing, health and care support.

During the coming year we will consult upon and implement a new Housing Strategy, "Building a Housing Ladder of Opportunity." This will set out the Council's priorities to increase levels of home ownership and will focus on three key objectives:

- Delivering major economic and housing growth;
- Tackling economic and social deprivation;
- Managing a better, streamlined council housing service.

At the same time we will bring forward a suite of documents in support of these objectives and make use of new flexibilities within the Localism Act:

- The Tenancy Strategy will seek to maximise the use of social housing resources in the borough through the introduction of fixed-term tenancies for some categories of resident;
- The Scheme of Allocation will give greater priority to households who are working or making some other form of community contribution, including ex-service personnel;
- The Homelessness Strategy will set out the Council's priorities to continue to provide services for vulnerable people and to use new flexibilities in the Act for use of private sector accommodation.

In line with national good practice we are rolling out the process of risk assessing all anti-social behaviour complaints, to ensure vulnerable complainants are supported and will be signing up to the new Respect Standard once it is finalised. We are also reviewing our Tenancy Agreement in consultation with residents to strengthen our response to anti-social behaviour issues.

The work already started with neighbourhood strategies will be extended to other estates to ensure that we are providing local solutions to issues that concern our residents.

What we aim to deliver:

By 2013 vigorously promote the Right to Buy and achieve 20 Right to Buy sales
By 2013 consult upon and implement proposals to build a Housing Ladder of Opportunity.
By 2015, increase to 33% the proportion of lettings to households who are working or making another form of community contribution.

Delivering High Quality, Value for Money Public Services

Over the next three years we plan to merge management structures and back office functions with two neighbouring boroughs: the Royal Borough of Kensington & Chelsea and Westminster City Council. The aim of combining services is to reduce overheads, management and support costs so that a higher proportion of the money available goes to the frontline delivery of those services. H&F and K&C already share a chief executive, halving the cost to local taxpayers.

The proposals come at a time when councils up and down the UK are under huge financial strain because of the national deficit. Local government faces a spending reduction, in real terms, of 28% from 2010/11 to 2014/15.

Already the three boroughs have:

- Combined children's and education services - assessment of children at risk will continue to be done on a borough basis but specialist functions and management will be combined with a single director in charge;
- Combined adult social care with a single director in charge of commissioning services;
- Combined library services;
- Combined corporate support services, including facilities management, IT and HR support;
- Combined some environmental services, on a Bi-borough basis, including leisure, highways, transport, waste, street cleaning and parks.

Each of the three councils will retain its identity, decision making powers and local councilors and will continue to set its own budget and policies. Services key to local areas, such as housing management, licensing and planning will not be combined.

We are three London boroughs that responded quickly to the challenging public spending environment by recognising the efficiencies that can be released through integrating and operating at scale where appropriate, and localising services where this provides the best outcomes. We are all comfortable with having services provided in many different ways, recognising our role as the commissioner of services based on community need within a local environment where the Government has devolved power to communities, police and crime commissioners, schools and clinical commissioning consortia.

In Hammersmith & Fulham we have embarked on a long term procurement process for the market testing and the re-provision of our housing and repair and maintenance service functions, commencing in 2013. A number of our residents will play a significant part in this process and it is anticipated that this will deliver improved service delivery year on year, along with better value and greater satisfaction to all of our tenants and leaseholders.

What we aim to deliver in Hammersmith & Fulham;

The lowest level of council tax possible each year to 2014/15
An increase in the proportion of residents who are satisfied with the way the Council runs things from 62% to 70% by 2014/15
An increase in the proportion of residents who believe that the Council delivers value for money from 55% to 60% by 2014/15

What we aim to deliver Tri-borough:

£7.7m savings in 2012/13, £33.4m by 2014/15 and the overall savings target of £40.4m by 2015/16
An overall reduction in 'the overheads' on direct services to the public by 50%
To ensure that by 2014/15 the costs of overheads and middle and senior management will be a smaller proportion of total spend than in 2010/11

Providing a Cleaner, Greener Borough

The focus remains on cleaner streets and higher recycling rates. Waste containers will be replaced or refurbished where necessary to improve the street scene and we will increase recycling facilities in flats. We will support our Friends of Parks groups, and continue to invest in our open spaces. We will work more closely with the Royal Borough of Kensington & Chelsea and other appropriate organisations to reduce management overheads and work with our residents to maintain and enhance service delivery.

What we aim to deliver:

Annual increases in the recycling rate of household waste
Unacceptable levels of litter to be reduced to 3% of surveyed streets
Unacceptable levels of detritus to be reduced to 2% of surveyed streets
LBHF to be in the top five performing London authorities for levels of street cleanliness
An increased number of parks to be awarded Green Flag status

Tackling Crime and Anti-Social Behaviour

The opening of Westfield London in 2008 has had a negative impact on overall crime figures in the borough. Responding to this emerging priority the Council has negotiated an agreement between Westfield London Shopping Centre and the Metropolitan Police Service which will see a greater police presence in and around the shopping centre, in addition to the enhanced town centre police teams.

In addition to these initiatives the Council is committed to working with persistent offenders to change their behaviour as well as work with other partner agencies to support vulnerable victims of crime.

As part of the Neighbourhood Community Budget pilot, in the White City Opportunity Area, we wish to explore with Government how we can ensure that residents feel connected to the mechanisms and structure of the criminal justice system and feel that it reflects 'justice being seen to be done'. We would like to explore how we can bring the 'workings of justice' closer to communities. We believe that all offenders with non-custodial sentences should be made to work for the community, through payback schemes managed by local voluntary groups. We wish to explore, with London Probation, the possibility of being co-located with them in a neighbourhood office.

The Community Safety Unit is becoming locally based and will mirror structures already adopted for Children's Services with teams based in the North, South and Central locations. The units will take on board a generic problem solving approach with other officers based in these localities.

We will work with the Police, courts, third sector and families to develop the most effective responses to young offenders including prevention of reoffending. This will focus on a pilot with three other local authorities developing rigorous and robust alternatives to custody. We will also carry out structured work with families to reinforce their role in effectively supporting their children to reduce the risk they pose, and protect the public from their behaviour.

What we aim to deliver in Hammersmith and Fulham;

To reduce serious violent crime rate per 1,000 population by 10% in 2013
To reduce serious acquisitive crime rate per 1,000 population by 5% in 2013
To reduce the overall crime rate per 1,000 population by 4% in 2013
To increase the percentage of complainants satisfied with the outcome of the anti-social behaviour complaint to 68% in 2013
To increase satisfaction levels so that 85% of respondents rate the Neighbourhood Wardens service positively in 2013
To increase satisfaction levels so that 85% of respondents rate the Parks Police service positively in 2013

What we aim to deliver Tri-borough:

To reduce the use of custody bed-nights by 11.8% by 2014
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Setting the Framework for a Healthier Borough

We will continue to roll out self-directed support where patients will have more choice and control over their treatment and decide the service that is most suited to their own needs.

We will work with the NHS to join up health and social care services, so that they are provided in the local community, rather than in hospital. These services will be targeted at people who are at risk of requiring unplanned hospital and residential care admission. We will aim for them to receive the right care at the right time, so that they can remain independent and stay in their own homes.

Work on the construction of the White City Collaborative Care Centre has begun, with the Centre due to open in 2014. As part of the regeneration of White City it will be a major part of the integration and redesign of health and social care in the borough to promote independence and choice.

While we will continue to maintain a high quality children's social work service to ensure the most vulnerable children are kept safe and have good outcomes through earlier intervention, we will also help vulnerable families to support themselves.

We will redesign and outsource those services which we provide at Rivercourt residential respite service, Coverdale Road residential service, the day centres at Ellerslie Road, Goldhawk Road, Stevenage Road, Imperial Wharf and the meals service.

We will continue the improvements made in relation to the Safeguarding of Vulnerable Adults and develop alternatives to nursing homes in Extra Care settings.

We will build on our relationships across the local health and social care economy through the development of the Health & Well-being Board and work with the local community and third sector and the new Local Healthwatch.

We will build on our work with Westminster City Council, the Royal Borough of Kensington & Chelsea and the Clinical Commissioning Groups to provide the most cost efficient and effective health and social care services for borough residents.

What we aim to deliver:

An increase in the proportion of people, from the current 37.5%, receiving a community based service through self directed support
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An increase in the proportion of people completing a reablement programme who do not require ongoing social care upon completion from the current 35.3%

A reduced percentage of people receiving a social care service who receive this support via a residential or nursing home placement from the current 17.5%

A reduced rate of emergency admissions to acute hospital services

A Responsive, Open and Transparent Council

Over the next three years we will make it easier than ever for residents to access our services. We will involve people far more in decision-making, improve the way we communicate and become an even more open and transparent Council.

Today's lifestyles require a change in approach in the way services are delivered. Over the next three years many of our services will be 24 hours a day, seven days a week via our website. We will make greater use of mobile phone technology to allow people to interact with services and we will localise the delivery of services by enabling residents to use Post Offices to pay for a range of services, from parking permits and council tax to licence applications and homecare support.

We will deliver more online services via the My Account portal, enabling access to a wider range of personalised service information via a single log-in. Services currently being added to the portal include: skip licensing; adult education course bookings; building control applications; housing register applications, and; licensing.

We will develop mobile applications (Android and iPhone) to make it easy for residents to engage with the Council. This will include a 'Report it' application which will allow residents to report fly-tipping and eyesores easily and seamlessly.

We will improve the way we communicate to residents, ensuring that the information that we provide is highly targeted and concentrated around their needs. This will include setting up a system of neighbourhood news alerts designed to use postcode data to inform residents about specific issues in their neighbourhood, from planning applications that have been lodged to road repairs and maintenance.

We will also improve the way we involve people in decision-making and, in particular, increase confidence in the planning process. To help our customers benefit from this change in emphasis, the planning service will re-launch its communication systems, including website, public access, as well as advertise the services widely so that our residents know how to access our services in the most effective way.

We will make it easier for residents to have their say on local issues by setting up regular forums in each of our town centres, while also enabling residents to interact with decision-makers via increased use of social media.

In the White City Opportunity Area we will implement a pilot Neighbourhood Community Budget programme to increase local accountability and decision-making, making sure that the services that are delivered are more tailored

around residents' needs. This will include looking at devolving the delivery of housing repairs and maintenance, while encouraging social enterprises to deliver a range of local employment and training services.

We will also make it much easier for residents to monitor the performance of local public services. The Council was one of the first in Britain to publish all payments over £500. This will be combined with a new 'Open Council' section of the website where residents will be able to monitor the latest performance statistics on services that matter to them the most.

What we aim to deliver:

Increased access to Council services via Post Offices, including: payment of business rates, licensing, fixed penalty notices, parking permits, council tax, rents, service charges and Homecare
80% of transactional services available 24/7 on the Council's website
Performance information on key services within a new "Open Council" section of the website
A tailored neighbourhood e-alert information system for residents with planning information, utility works and other public service information
The localisation of service delivery and decision-making in the White City Opportunity Area