



Conservatives

H&F Council Elections - 6th May 2010



DELIVERING **THE** BOROUGH OF OPPORTUNITY

**Manifesto for a
Second Conservative Term
in Hammersmith & Fulham**

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Cllr Stephen Greenhalgh

DELIVERING THE BOROUGH OF OPPORTUNITY

Manifesto for a Second Conservative Term in Hammersmith & Fulham

The national debt is forecast to exceed £1 trillion and the British state now borrows about £1 for every £4 that it spends. All areas of public expenditure will have to be reduced. Given this dire situation what aspirations can a Conservative administration have for a second term?

H&F Council had been a Labour Council for decades. Rather like this current Labour government, Labour left the Council mired in debt (non housing debt was £169 million) which cost £10 million a year to service. In the last 4 years under the Conservatives £24 million of this debt has been repaid saving £2.9 million in debt interest payments.

H&F is now an ambitious Conservative Council that is committed to providing the best possible services at the lowest possible cost to the Council taxpayer. We are proud at having led the way in Britain in cutting Council Tax by 3% four years in a row whilst improving the Council services that matter most to our residents.

Now our intention is to hold council tax at current levels for two years followed by renewed reductions of at least 3% per annum. We will continue with round the clock town centre beat policing, continue to roll out Neighbourhood Watches and implement more CCTV on estates. We will not let up on the drive to improve the environment of the borough.

We will continue to protect the vulnerable shown by the fact that this Conservative council has a higher safety net than the vast majority of councils.

Finally our mission is to make H&F your Borough of Opportunity by offering schools of choice, creating a housing ladder of opportunity and regenerating the most deprived parts of the borough.

A handwritten signature in blue ink, appearing to read 'Stephen Greenhalgh'.

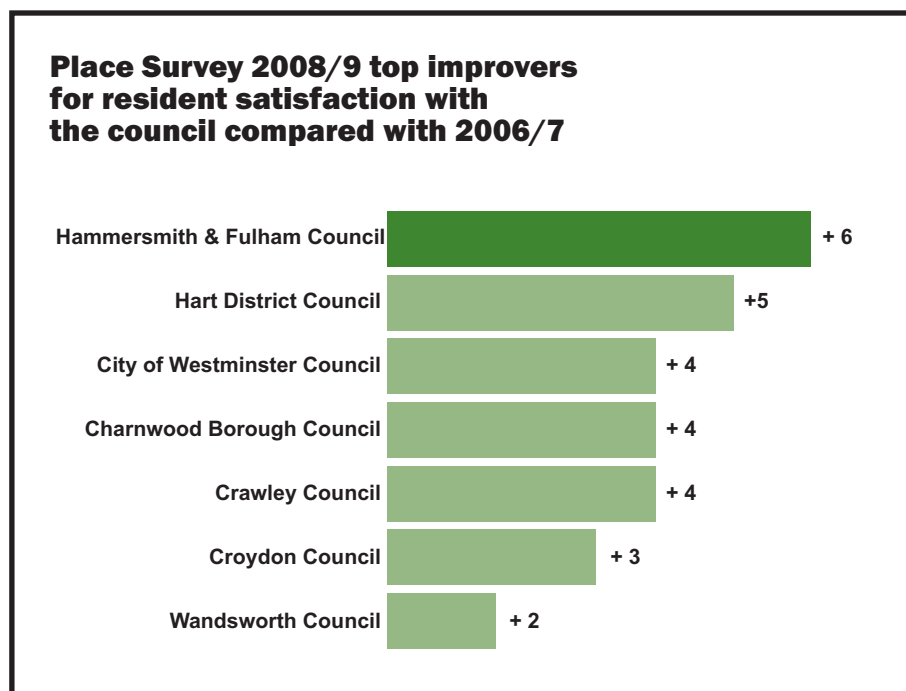
Cllr Stephen Greenhalgh
Conservative Group Leader

Impact of the national debt

Borough elections will be held on the same day as the general election, 6 May 2010. The fiscal outlook for the UK which will confront the new incoming government is the bleakest for over half a century since 1945, with the national debt forecast to exceed £1 trillion or over 80% of GDP, possibly even higher. The British state now borrows about £1 for every £4 that it spends.

There will be an absolute necessity for the new government to reverse the reliance on deficit financing to avert a real possibility that the burgeoning debt will a) be unfinancible leading to national bankruptcy and/or b) lead to a destabilizing rise in interest rates which will cripple the UK economy for decades to come. In such a situation, it is likely that virtually all areas of national expenditure will have to be reviewed and efficiencies and reductions sought by proportions which will dwarf those seen in the 1980s. The likelihood is that a new government will also revise the 2010/11 local government settlement (final year of the preceding 3 years settlement on which all financial planning has been assumed) even though that financial year has already commenced. Given the extraordinary bleak national situation, what aspirations and achievements can H&F look to over the coming years?

The strive to achieve value for money and increased efficiency across all departments over the past four years means that H&F is better placed to weather the coming storm than most councils. It is true to say that H&F Council did fix the roof while the sun shone. H&F has also demonstrated that high levels of service and high levels of resident satisfaction are not inextricably linked to high overall spending levels. In the four years which the Council has reduced Council Tax and constrained the growth in spending, resident satisfaction with service levels has shot up and the Council has been promoted by the government's Audit Commission to the elite division of local authorities designated "4* Improving Strongly" – a premier league to which two neighbouring authorities which coincidentally also happen to levy the two lowest Council tax levels by far in the UK belong, namely Wandsworth and Westminster.



This huge achievement has been recognised when H&F won the most recent accolades of Municipal Journal Political Team of the Year and Local Government Chronicle Council of the Year, which are the premier local government national awards. H&F will remain at the forefront of driving forward the value for money agenda while maximising the efficacy of front line services. There will be continued plans to do more with less money and services will be configured in the most efficient way possible. Where appropriate this will include the joint (or group) provision either with other local authorities or with bodies such as the NHS Primary Care Trust or with the private sector. The culture of continuing commercialisation using the private sector for competitive tendering will remain at the heart of future plans. The aim must be to secure the place of H&F Council as a flagship authority in all it does. A future Conservative council will continue to seek to reduce Council Tax over the coming four years, although it will not do this in an irresponsible manner.

H&F COUNCIL'S RECORD IN THE FIRST CONSERVATIVE TERM

H&F Council had been a Labour council for decades. The last Conservative majority administration was elected in 1968. Labour left the council mired in debt (non housing debt was £169 million) which cost £10 million a year to service. In the last 4 years under the Conservatives £24 million of this debt has been repaid saving £2.9 million in debt interest payments.

H&F is now an ambitious Conservative council that is committed to providing the best possible services for our residents at the lowest possible cost to the council taxpayer. We are proud at having led the way in Britain in cutting council tax by 3% four years in a row whilst improving the council services that matter most to our residents.

Round-the-clock town centre beat policing and CCTV upgrade on estates:

spending £2 million a year round-the-clock beat policing in our town centres. These beat bobbies are cutting town centre crime and twice the number of residents in Shepherds Bush feel that crime and anti-social behaviour is reducing since its introduction. There has also been an additional £1.7 million spent on CCTV upgrades on our estates

Cleaner streets:

introducing same day refuse and recycling collections and ensuring the streets are swept after the bins are emptied. 93% of streets are now cleaned to "Tidy Britain" standard – an 8% rise in just 2 years (5th best score in London).

Better parks:

improving our parks, with 3 green-flag status parks awarded for the first time ever in 2009.

H&F has shown consistently that cutting council tax does not translate to cutting services. We have protected frontline services and continue to protect the vulnerable.

Protecting the vulnerable:

continuing to protect the vulnerable with a higher safety net than the vast majority of councils. 800 people receive home care who would not be eligible in 4 out of 5 other London authorities. Cumulative spending on adult social care has increased by £2.7 million and £3.75 million on vulnerable children in the last three years.

The key policy themes for the first term were:

- Cutting Crime & Anti-social behaviour
- Delivering Value for Money in all areas.
- Developing a Cleaner & Greener borough

In all these areas, the Conservative administration in Hammersmith & Fulham has achieved dramatic progress since 2006.

Cutting Crime & Anti-social behaviour

This year recorded crime has come down in the borough and we are the leading borough in London for burglary reduction. This year's projected fall in crime comes despite an estimated additional 23 million footfall from people

visiting Westfield London – the equivalent of hosting the FA cup final every single day in Shepherds Bush.

The Round the Clock Town Centre Beat Policing pilot initiatives, initially in the Shepherds Bush Green and Fulham Broadway areas but later rolled out to Hammersmith Broadway, have been highly successful. For example, MORI polling shows the number of people who think crime and anti-social behaviour is decreasing in Shepherds Bush has doubled, 20% of people feel the police are more accessible and 59% of residents feel more informed about policing activity in their neighbourhood. There have been colossal increases in the number of offenders arrested for crimes such as drugs and yet there has been no evidence to suggest that the enhanced enforcement has led to crime being displaced to adjacent areas. A tougher approach to low level crime with initiatives such as the borough wide Controlled Drinking Area has led to reductions in anti-social behaviour as have initiatives on our Council Estates aimed at targeting known trouble makers and deterring others by use of CCTV (spent additional c£1.7 million) and mobile monitoring. The CCTV system inherited from Labour in 2006 was one in which nobody monitored the cameras covering the streets and the Council Estate system didn't work at all. There has also been an enormous rise in Neighbourhood Watches. Four years ago there were just six active Neighbourhood Watch schemes in Hammersmith & Fulham. Today there are over 150, covering over 200 streets, involving thousands of residents in the fight against crime.

Developing a Cleaner & Greener borough

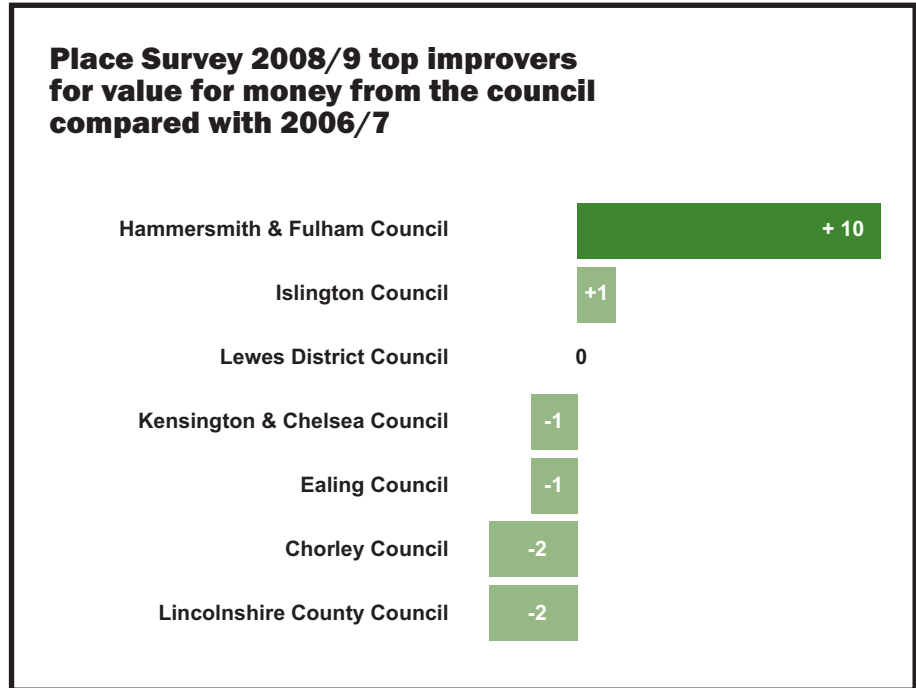
In 2006, Hammersmith & Fulham was characterized as a generally scruffy London borough in terms of the street scene with some nice parks which were shabby and run down. The previous Labour administration realized that the streets were unacceptably scruffy but its only response was to throw money at the problem for which there was no budget in place prior to the last election. While it took a long period to respecify and restructure the refuse, grounds maintenance and street cleaning services, there is no doubt that there have been dramatic improvements in the measured outputs of all of these. Hammersmith & Fulham parks are at the centre of our vision for the borough and are now dramatically better with the recent first ever achievement of three Green Flag awards to demonstrate this. The successful introduction of "single pass" with general refuse and recycling collected together has also led to a massive fall in the presence of sacks of one sort or another (flytipping) on the streets. The cleanliness of our streets has improved markedly. 93% of streets are now cleaned to "Tidy Britain" standard – an 8% rise in just 2 years (5th best score in London) and for the first time in many years our main roads are generally free of the scourge of sacks and debris. On the transport front, two brand new rail stations (Shepherds Bush and Imperial Wharf) have just been opened on the west London Line and an entirely new tube station on the Hammersmith & City Line at Wood Lane plus the completion of a new bus station at Westfield. All these public transport improvement projects have improved the north south connectivity in the borough.

Delivering Value for Money in all areas

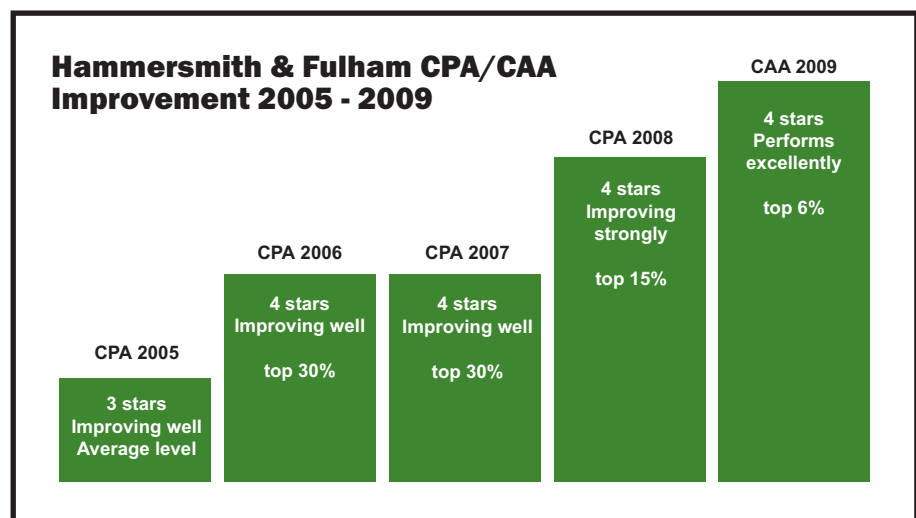
Council Tax has been reduced by 3% annually for four years running and the levels of Council Tax levied are now at the same sort of levels as at the start of the previous Labour administration in 2002. In 2006/07, Hammersmith & Fulham rated 363rd out of 387 UK local authorities in value for money rating

amongst its residents. In 2008/09 this had risen dramatically to 10th out of the now 353 authorities. In the 2008/09 place survey alone a +10% rise in value for money was recorded. These staggering figures speak for themselves but it should be stressed that the reduction of Council Tax has been achieved without reducing quality of services.

Overall satisfaction has also risen from 203rd in 2006/07 to 9th out of 353 local authorities. In short Hammersmith & Fulham after 4 years of Conservative administration is now a Council which has demonstrated that it can provide better value for taxpayers' money year on year.



The continued improvement in the external assessments of the services provided by the Council have been equally dramatic rising from 3 stars (average) in the 2005 CPA assessment conducted by the Audit Commission to 4 stars 'improving well' (top 30% of councils) in 2006, to 4 stars 'improving strongly' (top 15% of councils) in 2008 to the new 4 grade 'performs excellently' (top 6% of councils) in the 2009 CAA.



As a result of the reductions in taxation coupled with dramatic rises in both resident satisfaction and assessments of services by the Audit Commission, Hammersmith & Fulham is now seen as a high profile, high achieving council and is thus now at a position where it can engage with its peers (e.g. Wandsworth and Westminster) and influence the debate on the future of local service delivery in the country.

WHAT A CONSERVATIVE ADMINISTRATION 2010 - 2014 WILL MEAN

We are committed to securing further progress in the three key policies areas which were highlighted in the 2006 manifesto, namely:

Cutting Crime & Anti-social behaviour

We will continue with Round the Clock Town Centre Beat Policing initiatives, continue to roll out Neighbourhood Watches and the programme to implement more CCTV on Council Estates. The decision to concentrate on town centres has proved to be correct in that these are the parts of our borough which have concentrations of drug related activities, street drinking and anti social behaviour. Conservatives therefore make no apology for concentrating the war on crime on the town centres and reject the view of Labour councillors who advocate that such policing is a “waste of time”. The government’s ill thought out Licensing Act has had many adverse consequences for residents who live close to areas with high concentrations of licensed premises. We will look to replicate the introduction of enhanced restrictions on licensed premises in Fulham Broadway to the Hammersmith and Shepherds Bush town centres and we will continue to step up enforcement of the ban on street drinking. The Conservative Administration is determined to do everything possible to ensure that we deliver Safer Neighbourhoods for our residents to live in but we are aware however that this requires a strong and productive working relationship with the local Police. We will pay particular attention to tracking the opinions of how safe our borough’s residents feel with a view to measuring the overall efficacy of crime & disorder reduction policies.

Delivering a Cleaner & Greener Borough

We will build on the successes of the first term and will not let up on the drive to improve the environment of the borough and the quality of life of citizens. The aim is to be one of the top three borough’s in London on a broad range of metrics:-

Street scene: We will concentrate on the fabric of our streets and the design and quality of street furniture such as railings, benches, litter bins, signs and street name signs.

Street lighting: We will continue to roll out the new energy efficient white street lights as replacements for the aging decrepit concrete posts.

Waste collection: We will continue with Single Pass at a minimum of a once weekly service and will maintain the recent enhancement of the recycling service for the parts of the borough which receive twice weekly refuse collections.

Trade refuse collection: We will improve the provision of trade waste services and seek to reduce further the clutter of sacks presented for collection on our main roads.

Recycling: The drive to increase the rate of recycling will continue as will the emphasis on home composting.

Parks: We will continue to support capital programmes to improve parks with Bishops (recently along with Fulham Palace awarded a Heritage Lottery Grant), Ravenscourt, South and Wormholt Parks being particular priorities for the second term. The programme to improve Shepherds Bush Common and make it a fitting gateway to the borough will also be completed.

Improving north south links: Future successful regeneration of the

borough depends on improving the generally poor north south connectivity of the borough. Public transport has been improved with the 2 new rail stations and a new underground station but the road network remains prone to over chronic congestion. We will therefore continue to make the case for improvements at critical junctions such as with the Hammersmith Gyrotory (completion due late 2010).

Congestion Charge Western Extension: The extension of the Congestion Charge Zone westwards has been a lamentable failure and significant volumes of traffic have been displaced into Hammersmith & Fulham which has had an adverse impact on the quality of life of our borough. We will continue to make the case for the scrapping of this failed policy.

District Line improvements: We will continue to press for the early completion of the planned improvements to the Wimbledon branch of the District Line which is currently one of the most congested sections of line.

Crossrail: We will campaign for a Crossrail station and High Speed train interchange at Old Oak which would connect with the West London Line.

Planning: We will continue to make planning policies more effective and appropriate to the general regeneration needs of the borough. We will (as proposed) set up a design panel to review and suggest improvements to the design of major planning proposals at an early stage. We will ensure that new developments don't overwhelm an area (e.g. Fulham riverside) and that entire areas are regenerated.

Heathrow expansion: We remain opposed to the planned third runway at Heathrow and welcome the recent decision by the High Court that the government's consultation on this was flawed. We are committed instead to see better use of high speed rail, a better organized and run Heathrow and serious consideration given to the proposal to locate London's future major airport in the Thames estuary.

Parking: We will consult on the introduction of Smart Match Day parking arrangements in the Fulham area.

Thames Tideway Sewer: We remain of the opinion that this project is ill-conceived and will bring few net environmental benefits for the expenditure of an as yet unquantifiable sum of money which will have to be paid for through water bills. The Super Sewer will not contribute to reducing the serious problem of sewer flooding of properties in the borough and the construction will create a decade of turmoil along the river. We believe that alternative solutions exist to ameliorating the problem of discharge of sewage (albeit in dilute form) into the river but that these would require a long term plan of changes.

Riverside: We continue to support the myriad of initiatives which have led to an improving environment along the river which has benefited borough residents.

Delivering Value for Money in all areas

We believe that the continued reduction of Council Tax is the key objective although we will never increase indebtedness or borrow recklessly to achieve such reductions. We will also not increase Council Tax under any circumstances.

Our intentions are to:-

- Hold Council Tax at current levels for the following two years followed by renewed reductions of at least 3% per annum. These targets should be seen as a minimum and it is hoped that they could be bettered should conditions allow.
- Reduce indebtedness further by way of asset sales of at least £20 million over the coming years as the markets generally improve. Good progress has been made since 2006 in reducing overall debt by £24 million.
- Deliver the Civic Regeneration Project which will provide a new lower cost hub for the Council's operations.

The future improvements in efficiency of service delivery which will allow the Council tax to be continued to be reduced will inter alia come from:-

- The integration of public services (and the providers) such as those currently provided by the Council and the Primary Care Trust. There is existing considerable overlap in service provision and administration which can be rendered much more efficient through joint programmes for example in local Community Care and the National Health Service. The recent decision to share the managing director of Hammersmith & Fulham Council with the H&F local NHS Primary Care Trust is only the first step to delivering the sort of general integration which will be required to achieve savings.
- Support localisation and integration pilots of services such as Job Centre Plus and Youth Justice and Offender activities which are currently provided by central government.
- Active asset management: The Council will continue to reduce its requirement for property by better use of its premises and disposing of any that are surplus to future requirements. Introduction of 'smart working' will further reduce the requirement for expensive office space and the council will continue to consolidate civic operations on the Hammersmith hub ahead of the completion of the Civic Accommodation Plan.
- Extension of market testing and competitive savings to drive down costs.
- Continued commercialisation: the Council will use assets to generate returns for taxpayers. This is not a commitment to raise Councils fees and charges excessively (which provide relatively little at c1% of overall gross spend), but rather to continue to generate new income streams such as that from new poster sites.
- Provide transparency on officer and councillor pay and expenses.

In addition to the continuing above three policy priority areas, the Conservative administration is committed to transforming Hammersmith & Fulham into the “Borough of Opportunity”. The main themes are:

Social mobility

Under the Labour government there has been a disturbing decline in social mobility. Someone born into the poorest quarter of society 50 years ago had a greater chance of working their way up to a higher economic group than a young person today. The people at the bottom of our society are being left further and further behind. The Conservative approach to promoting social mobility is not based on crude targets and transfers of cash but on creating a ladder of opportunity so that people can move from dependency to independence.

Over the past years our borough has become more polarised. Some of the wealthiest households in the country are located in Hammersmith & Fulham. The borough ranks fourth highest in London for average house prices. But the borough also has significant areas of deprivation, where people’s lives are blighted by crime, poor environments and low aspirations.

- 27% of people in Hammersmith & Fulham are in poverty vs 17% in England, 18% in London and an inner London average of 20%
- 36% of households received less than £10K per annum gross household income in 2003
- 18% of the working age population is on some form of benefit and a staggering 3725 lone parents are on income support

We want to promote social mobility by combining opportunity and social justice:

- Helping the vast majority to help themselves
- Helping those who need help
- Helping those who help themselves

Our mission is to make Hammersmith & Fulham the “Borough of Opportunity” by:

- Offering schools of choice and excellent state education for the young people
- Creating a housing ladder of opportunity with low cost home ownership at its core
- Regenerating the most deprived parts of the borough with a focus on physical, economic and social renewal.
- Providing support for local business creation to promote entrepreneurship and innovation

Schools of choice

Education plays a key role in the regeneration of our most deprived areas where residents’ access to jobs and opportunities needs to be improved. Some of the highest performing secondary schools in Britain are in Hammersmith & Fulham. These are all voluntary aided church schools: the London Oratory (Roman Catholic boys), Lady Margaret (Church of England girls), Sacred Heart

(Roman Catholic girls) which are all over subscribed. More recently over the past 4 years, H&F community schools have achieved record improvements and 64% of all children now get 5 A* - C GCSEs including English and Maths. H&F is the fourth most improved council nationally in 2009 for 5+ GCSEs including English and Maths. Phoenix High School had the highest contextual value added (CVA) in the country based on progress between Key Stage 2 and 4. The council has also championed the opening a brand new bilingual primary school in partnership with the French lycée in 2010 and building the new Hammersmith Academy secondary school co-sponsored by the Mercers and the IT Company.

We will seek to provide a great education for all making sure that our children and young people reach their full potential. We will:

- continue to support the new planned academy in Hammersmith and increase the proportion of 16 – 19 year olds who stay in full time education
- support independent but state funded schools (Free Schools) if legislation is introduced by a future government
- continue to support Headteachers in the borough
- continue to support the federation of Fulham Cross and Henry Compton schools
- continue to strive for excellence at all our schools
- seek innovative ways to reduce the central educational bureaucracy and give schools more freedom through the joint provision of educational services with neighbouring boroughs
- support the continued development of a bilingual primary school and consider a bi/tri lingual secondary school
- continue to support the Building Schools for the Future programme as well as the Primary Schools Capital Programme
- support and facilitate the expansion of successful schools to meet demand to makes sure as many parents as possible get their first choice of school
- improve the adversarial SEN statementing process and continue to support our high performing special schools to ensure our neediest children get the education they deserve
- continue to strive to provide an excellent library service available to all.

Housing ladder of opportunity

More than one third of households in Hammersmith & Fulham are in social rented housing which is higher than Newham or Haringey and we have relatively low levels of home ownership. We believe that Hammersmith & Fulham will be better off with more people owning their own homes and having a real stake in the community. Being able to own an asset such as a home is central to advancing social mobility and an important foundation for personal security. Research from the Joseph Rowntree Foundation states that half of all households aged under 40 who cannot access a council home cannot afford to buy even the cheapest property in the borough.

Our objective is to increase home ownership so that the number of households

owned outright or with a mortgage increases from 43% to over 50% of all households and to double the number of households in shared ownership. This Conservative council launched H&F Home Buy in the first year of our administration to promote low cost home ownership. More than 70% of our council tenants want to own their own home and 2,853 active members on the council's Low Cost Home Ownership Register who cannot afford to buy. The Conservative council has also boosted development to 772 completions over our 4 year term vs. 150 under Labour. The Council was also selected by DCLG as 1 of 11 Enhanced Housing Options trailblazers to modernise Housing Advice Services and extend to skills and work.

We will:

- continue until the expiry of the current management contract, to improve the performance and management of the Arms Length Housing Organization (ALMO) in order to serve better our tenants and leaseholders, at the end of which the Council will take steps to seek to return the ALMO to being run directly by the Council.
- continue to promote low cost home ownership including via the H&F Home Buy unit
- continue to support development policies which will build for the middle income residents who are under represented in the borough
- continue to focus on promoting shared equity housing and rent to equity schemes such as Notting Hill's Rent Plus
- continue to deliver value for money for Council leaseholders and better clarity over leaseholder bills
- continue to crack down on crime and antisocial behaviour on estates to protect the quality of life of residents
- work to ensure that the Government reduction to the Supporting People grant for sheltered housing wardens has minimal impact on sheltered housing residents and that we continue to provide the services that the wardens currently provide

The levels of rents payable will continue to be determined as per the government's rental setting regime.

Regeneration of the most deprived parts of the borough

In our first term we had to manage the opening of Westfield London in November 2008 - the largest urban shopping centre in Europe. In addition we opened the first new library at Shepherds Bush in 40 years and connected the north and south of H&F by rail for the first time since World War II with the opening of new stations at Shepherds Bush and Imperial Wharf

We now face a number of challenges. The first is that the population growth in the inner city has been predominantly among the young and childless and the general profile in Hammersmith & Fulham is of significant numbers of single households. Notwithstanding this there are higher concentrations of family households on Council estates and yet not enough larger units of accommodation available for these families. There is little doubt that affordability in general is a key issue for all family households leaving boroughs such as Hammersmith & Fulham to seek larger sized accommodation elsewhere. We are not helped by the fact that the average house in the borough is only two and half bedrooms. There is a clear demand for decent

sized family housing that people can afford to buy.

The second challenge is to attract the investment necessary to make regeneration happen. The role of public money can only be to pump prime. This means that councils need to make more creative use of public assets and land.

We will:

- concentrate on regeneration in our three key Opportunity Areas, namely Earls Court, White City and Old Oak.
- ensure that in regeneration areas there is no net reduction in social rented housing provision in terms of habitable rooms
- commit to more larger-sized family social rented homes as the borough has a very high proportion of one and two bedroom homes, which can result in overcrowding.
- allocate housing priority to working households for the maximum possible number of social housing relets

Protecting the vulnerable

A Conservative administration will continue to support the vulnerable in Hammersmith & Fulham. Currently this Conservative Council has a higher safety net than the vast majority of councils. 800 people receive home care who would not be eligible in 4 out of 5 other London authorities. Cumulative spending on adult social care has increased by £2.7 million and £3.75 million on vulnerable children in the last three years.

Hammersmith & Fulham Council is joined at the hip now with its PCT. Last year we integrated the PCT and Council executive teams under one joint Chief Executive and we are in a position for the first time to integrate the PCT's "continuing care" budget where the PCT currently spends £55 million on healthcare in the community and other local health services with the Council's "community care" budget where an additional £72 million is spent currently which accounts for about a third of its net budget. Housing related support expenditure is in addition and the Labour Government is cutting this budget significantly. In H&F the government grant is going down from £14 million down to £11 million. If we can cut the duplication, then the savings should be considerable whilst protecting the frontline.

The Council move to commission an integrated home care and housing related support service for older people is a good first step but the lion's share of the benefit will be achieved when health care services are integrated as well. Our focus on personalisation and early intervention across both health and social care will empower individuals to self manage and direct their own care. We will introduce personalised care planning which emphasises self care, supported by case management to ensure a personalised and preventative approach wherever possible: This approach is in sharp contrast to the current system which is disproportionately focused on the provision of episodic care in hospitals.

In addition we will:

- continue to support the community and voluntary sector while looking for efficient use of premises through community hubs
- continue to provide excellent direct social services support to children

and adults to the best of our ability within the boundaries of central government support

The most powerful measure of the success of a political administration is whether it achieves re-election. A key factor for administrations being successful is that they say clearly what they are going to do and then do it when in power. The Conservative administration which took over Hammersmith & Fulham from a failing Labour one set out its intentions very clearly and has delivered on its promises. This has meant concentrating on a fairly narrow set of objectives despite multiple pressures for actions across a whole set of unrelated policy areas.

Outside of elections, the key metric of how successful a Council is to be found with the resident satisfaction surveys which were referred to in section 3. We will continue to use these to guide us and notwithstanding the enormous rises achieved to date in the position of the borough relative to others, we are committed to securing permanently a position within the top 10 local authorities on every key measure.

Hammersmith & Fulham will also campaign on behalf of its residents in areas where residents have expressed a continuing desire for action usually to stop something adverse happening. Such on going campaigns will include:

- Scrapping the western extension of the Congestion Charge
- Preventing the construction of the Thames Tideway Sewer
- Preventing the construction of the 3rd runway at Heathrow
- Securing action from Thames Water to introduce measures to reduce sewer flooding of basements
- Preventing the closure of local Post Offices
- Stopping any proposed downgrading of the Charing Cross hospital to a local hospital without the key specialist services required to function as a major acute hospital.

Hammersmith & Fulham will continue to seek a position as an opinion former amongst local authorities. As an excellent performing London borough it is recognized that the borough has a role in advising (and warning) future governments as to policy with regard to local government as a whole.

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2009
Achievement Awards

Most Effective Political Team
Achievement of the Year

Winner

London Borough of Hammersmith & Fulham

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is on the right track.

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