

Furthering the Borough of Opportunity

**A SHARED VISION FOR
HAMMERSMITH & FULHAM
2014-22**

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Foreword by the Leader of the Council



Hammersmith & Fulham is the 'Borough of Opportunity' and our vision for 2022 is to continue to work hard to bolster local economic growth, prosperity and opportunities for our residents and borough-based businesses.

By 2022 I want to see enhanced prospects in the way of better housing options, reduced unemployment, better training opportunities and a better choice of schools. I want to see improved infrastructure - better transport links, reduced traffic congestion and greener streets. I want to see more flourishing and cohesive neighbourhoods - more working families, less crime and stronger, healthier communities.

The council and our partners recognise that we cannot do this on our own. We want to inspire our neighbourhoods and communities to work with us on continuing to make sure that H&F remains the best place to live in London.

Together we have signed up to seven key priorities for delivering our vision for the borough in the years ahead. These are:

- Encouraging greater involvement in our neighbourhoods
- Regenerating the most deprived areas of the borough
- Providing a top quality education for all
- Providing better housing opportunities
- Providing a cleaner, greener borough
- Tackling crime and anti-social behaviour
- Improving health and wellbeing

We want to see more localised control of local services:- greater decentralisation, more devolved powers and greater social responsibility within our neighbourhoods. In the face of a continuing squeeze on public spending we need to reduce the demand for public services and work together to maintain the necessary support for the most vulnerable in society.

We already have a fantastic community spirit in H&F, wonderful parks, some of the best schools in London and falling crime. By working together we can make our borough and the communities we serve even stronger in the years ahead.

A handwritten signature in black ink, appearing to read 'Nicholas Botterill', written in a cursive style.

Cllr Nicholas Botterill

Leader, Hammersmith & Fulham Council

Demography

Hammersmith & Fulham is a small and densely populated west London borough with a population of 182,500 (2011 Census). The population increased by 10% over the ten years between the last two Census's and, with major regeneration programmes planned for the north of the borough, we expect further population growth over the coming years. By 2022 the projected population of the borough will exceed 200,000.

The population is ethnically diverse with 43% of residents born overseas and 14.5% of households with no speakers of English as a main language. A high proportion of residents are young and single - 29% of households consist of a single person under pensionable age and 56% of residents aged 16 and over have never married. Three quarters of all residents are of working age (aged 16-64), which is the third highest proportion in the country.

Local economy

Hammersmith & Fulham is the fifth most competitive economy in the country (Huggins Competitive Index 2010). There are 17,000 businesses in the borough, generating £9.3bn to the borough economy. Business survival rates are relatively low, however, with a high business death rate and high churn.

74% of adults (aged 16-74) are economically active: 66% are in employment, 5% are unemployed, 3% are students and 26% are economically inactive. The professional, scientific and technical activities sector is the largest source of employment, accounting for 16% of all residents' jobs. 42% of residents are employed as managers, directors, senior officials or professionals.

Levels of deprivation

According to the Index of Multiple Deprivation (IMD), published in 2010 by DCLG, Hammersmith & Fulham is measured the 55th most deprived local authority in England (out of 326) and the 13th most deprived in London. The most deprived

wards in the borough are all in the northern sub area. College Park and Old Oak ranks 75th most deprived out of 628 wards in London, Wormholt and White City ranks 120th, Shepherd's Bush Green ranks 138th and Askew ranks 178th. Residents in these wards tend to have the poorest housing, income, employment and health outcomes of the population in the borough.

Housing

Historically Hammersmith & Fulham has had a very high average house price when compared to other parts of the country and most other London boroughs. The borough remains a very attractive place to live. At March 2013, the average price for a property sold in the borough was almost £603k, over 1.6 times higher than the average price for London as a whole. Along with very high prices in the borough, the average monthly rent in the private rented sector is also high. The average rent across all types of properties in the borough is close to £1,500 per month, the 6th highest in London and over three times the average for England as a whole. According to the 2011 Census, the private rented sector now makes up almost one third of the borough's housing tenure.

31.2% of households who live in Hammersmith & Fulham live in social housing (either council or other landlord). This is the 9th highest of all London boroughs.

Transport

Hammersmith & Fulham is situated on key strategic road and rail routes between central and west London. The busiest roads are Great Western Road (A4) and Westway (A40).

The borough is served by 5 underground lines, one overground line and one national rail line. The busiest tube station is Hammersmith (Piccadilly and District Lines), followed by Shepherd's Bush (Central Line). There are over 60 daytime and night time bus routes serving the borough. Almost all of the borough's households live within 400m of a bus route.

Review of the community strategy 2007-14

In 2007 we set out a vision with challenging objectives for the next seven years. Through hard work and joint endeavour we have delivered on all of those objectives. The full feedback report on all performance indicators benchmarked in the last Community Strategy is attached as Appendix A.

A top quality education for all

We said we would raise educational achievement. The proportion of 7 year olds achieving Level 2 or above in reading, writing and maths has increased across the board since 2007, as has the proportion of 11 year olds achieving Level 4 or above in science, maths and English. The performance in our secondary schools is equally impressive with more pupils achieving 5+ GCSEs with English and mathematics at age 16.

We said we would improve parental choice of schooling to encourage more people to send their children to H&F schools. The proportion of local children educated in our state primary schools has increased from 65% to 74% in the last three years, and the proportion of local children entering our state secondary schools has increased from 38% to 52%.

We also said we would reduce surplus school places. In primary schools the figure has been reduced from 12% to 10.8% and in secondary schools it is down from 33% to 9.1%.

We have also delivered on increasing the number of permanent placements for looked after children, improving their educational achievements and, therefore, enhancing their opportunities in life. We have also overseen a reduction in the number of 16 year olds not in education, employment or training from 7.7% to 4.3%.

Tackling crime and anti-social behaviour

We said we would reduce crime and disorder. The number of domestic burglaries, violent crimes, robberies and vehicle crime have all substantially reduced since 2007. Residents' fear of crime, however, has only marginally reduced.

We said we would reduce youth crime and the numbers of first time entrants into the youth justice

system has reduced from 270 to 91. The proportion of residents who think that people using or dealing drugs is a problem in their area has also reduced from 50% to 42%.

Creating a cleaner, greener borough

We said we would increase recycling rates and we have done so but not as substantially as we would have liked. The proportion of residents satisfied with the recycling facilities, however, has increased substantially.

We said we would protect and improve green space. The number of parks awarded Green Flag status has increased from none to ten since 2007. We also said we would maintain cleaner streets and open spaces. The percentage of residents satisfied with parks and open spaces, with the cleanliness of the borough and with refuse collection have all increased and the percentage of land that falls below an acceptable standard for litter has substantially reduced.

Promoting housing opportunities

We said we would increase home ownership but the percentage of owner occupiers has reduced from 43.5% to 36%. At 33% of all tenures, Hammersmith & Fulham has the eighth highest proportion of private rented housing stock in the country.

We said we would reduce the number of households in temporary accommodation and this has come down from 1830 to 1203. We also said we would improve the quality of social rented housing and the proportion of such housing meeting the Decent Homes standard has increased from 66.13% to 99.6%.

Setting the framework for a healthier borough

Over the last five years, we have seen a reduction of a quarter in death rates for cardiovascular disease (heart disease and stroke) in under 75 year olds. We have also seen a reduction in health inequalities between the local authority area and the England population.



Over 2012/13, 3,240 people set a quit date and 1,651 quit smoking at 4 weeks, which exceeded the target set for the year. NHS Stop Smoking services have been found to be one of the most cost effective approaches to improving health.

Over the same period, 4,276 NHS health checks were provided to 40-74 year olds in the local population.

The 1st April 2013 saw the transfer of public health from the NHS to local government. This transfer provides opportunities for councillors, council staff and public health specialists to work together to realise the synergies between local government's existing functions and its new central role in Public Health.

Delivering high quality, value for money public services

We said we would reduce council tax levels annually. We have now reduced council tax, year on year, for seven of the past eight years. We said we would improve resident satisfaction with efficiency and value for money. The percentage of residents who think the council provides value for money has increased from 45% in 2008 to 61% in 2012.

Regenerating the most deprived parts of the borough

We said we would improve skill levels. The percentage of working age adults (16-64 years) with qualifications has increased from 88% to 93.1%. We said we would increase the number of local businesses. Business registrations have increased from 8,680 to 10,245 (in 2012).

We also said that we would increase employment and reduce dependency on benefits. Despite the intervening recession, the employment rate in the borough has increased from 69.5% to 69.7% and the proportion of working age residents on out-of-work benefits has decreased from 14.1% to 11.4%

Annual residents survey 2012

Resident satisfaction with local services

The Annual Residents' Survey has mapped trends in public perceptions and resident satisfaction since 2006. The latest survey, conducted in 2012 and published in 2013, shows that 85% of local residents are satisfied with the local area as a place to live, with only 7% dissatisfied. This is the highest satisfaction rating, year on year, since the 2006 survey, when 71% were satisfied and 12% dissatisfied. The full survey report can be viewed via the following link: <http://www.lbhf.gov.uk/ars2012>.

Council services

In 2012, 66% of residents were satisfied with how the council runs things and 12% were dissatisfied. This compares with a satisfaction rate of 53% in 2006, with 17% dissatisfied in that year. The extent to which people agree that the council provides value for money has increased from 45% in 2008 to 61% in 2012.

Almost all other services supported by the council and monitored by the Annual Residents' Survey have also shown increased satisfaction rates over the course of the last Community Strategy:

- Satisfaction with the clearance of litter from public land has increased from 59% in 2006 to 74% in 2012.
- Satisfaction with refuse collection has increased from 70% to 82%.
- Satisfaction with doorstep recycling has increased from 71% to 76% but there has been a decrease in satisfaction with local tips, from 66% to 55%.
- Satisfaction with sport and leisure facilities has increased from 45% to 63%.
- Satisfaction with museums and galleries has increased from 22% to 42%.
- Satisfaction with theatres and concert halls has increased from 39% to 59%.
- Satisfaction with parks and open spaces has increased from 67% to 78%.

In addition Our Adult Learning and Skills Service has increased learner satisfaction rates from 88% in 2009 to 94% in 2012.



Health services

The Annual Residents' Survey has monitored public satisfaction rates with health services since 2010. In that year, 66% were satisfied with their GP and 13% were dissatisfied. Other respondents had either not used the service or were neither satisfied nor dissatisfied. In 2011, the satisfaction rate had risen to 70% and only 10% were dissatisfied. In 2012, the satisfaction rate slipped back to 65% but only 8% were dissatisfied. In the 2012/13 National Patient Survey, results showed that 83% of patients were very or fairly satisfied with their overall experience of their GP surgery, compared to 82% in London and 87% nationally. Satisfaction with hospital services has remained relatively constant over the three years of monitoring. In 2010, 65% of residents were satisfied with hospital services and 6% dissatisfied. In 2011 the satisfaction rate had increased to 68% and those dissatisfied amounted to 5%. In 2012 the figures were 65% satisfied and 7% dissatisfied.

Dental services are the least used of all the health services monitored, with an average of 40% of respondents not using the service over the course of any one year. This explains the lower satisfaction rates than those for GPs and hospitals. In 2010, 43% were satisfied with their local dentist and 7% dissatisfied. In 2011, 42% were satisfied and 7% dissatisfied. In 2012, there was a satisfaction rate of 45%, with only 4% dissatisfied.

Metropolitan Police

In 2010, 50% of residents were satisfied with the police and 13% were dissatisfied. In 2011, this increased to 63% satisfaction rate, with only 7% dissatisfied. In 2012, the satisfaction rate had dropped to 57% but only 6% were dissatisfied.

London Fire Brigade

A similar proportion of respondents (an average of some 40% over the three years) had not used the fire service as had not used their local dentist. In 2010, 40% were satisfied with the fire service and only 1% were dissatisfied. In 2011, 51% were satisfied and no respondent was dissatisfied. In 2012, 47% were satisfied and 1% were dissatisfied.

General concerns and desired improvements

As well as monitoring structured feedback on residents' satisfaction with services, the Annual Residents' Survey also asks respondents for comments on any issues of concern or where they would like to see improvements made across the borough. Residents' concerns and the council's responses are published in a 'Listening and Learning' report that can be found at the following link: <http://tinyurl.com/ozzesrj>



Encouraging greater involvement in our neighbourhoods

In Hammersmith & Fulham we are committed to devolving power to the community – giving individuals a greater say in the shaping of their local environment and in the design and delivery of their local services. With greater powers, however, comes greater responsibilities and in the coming years we want to see residents of Hammersmith & Fulham taking on greater social responsibilities, becoming less reliant on the state and more in control of their own destiny. We want to develop a renewed sense of shared responsibility for improving the area that we live or work in.

The council and its public sector partners do not wish to impose public services on local communities but, instead, want to forge a new relationship between residents and public service. The state isn't the expert in designing and prioritising services that are best suited to meet local needs – the experts are those within communities who see those needs and receive those services on a daily basis. Local residents and service users see the waste in a service, they see where the failings are and they can see where changes need to be made to make services more efficient and effective. That is why we want to give local people in Hammersmith & Fulham a much greater say over what services should be funded and how they should be delivered. At a time when there is far less money available to pay for those services we must make best use of available resources and look to the community itself to become more self-sufficient.

We are the Borough of Opportunity and there are some wonderful opportunities on the horizon and we want to make sure that local people are prepared to take advantage of those opportunities as they arise. Our vision for the borough is that, by 2022, more local residents will be working families, with children who are skilled, educated and able to take advantage of the many employment opportunities on their doorstep. We want to see reduced benefit dependency, reduced crime and a lessening of the health inequalities that exist. We want to see a stronger sense of community, galvanised by the greater influence and involvement

residents will have over how public money is spent and how services are delivered.

We will work far harder in all our neighbourhoods to encourage residents to help us overcome some of the challenges we face, from reducing contamination in recycling to promoting mentoring and support projects.

Supporting the third sector

For many people the third sector is their first interaction with local services. We recognise the powerful role that community groups play in the health and prosperity of our borough.

Hammersmith & Fulham Council is proud of the way we have protected the third sector from our own requirements to make substantial savings. Yet, while continuing to protect the third sector, we will do more to support its growth beyond council investment. For every pound the council invests, an extra £2 is delivered to the third sector, either through delivering volunteering opportunities or by seeking alternative funding. The overall contribution to the borough is worth in the region of £9million. We want that magnification of council investment to grow even further with greater support given to help community groups innovate and grow in a financially self-sustaining way.

The council and its partners will work harder to support the third sector in connecting with all strands of the communities that they serve and encourage greater participation. We will make it easier than ever for people to contribute to their local groups and for people to access their services. We will support the growth of volunteering in the borough, highlighting volunteering as one of the key paths into employment.

The council and its partners will also work harder to enable third sector organisations to be more involved in the delivery of local services. We will improve our communication with and support for the sector in accessing new business opportunities and help organisations to make better links with existing services.

Creating a 'team ethos' in our neighbourhoods



In White City a new partnership is being created between local residents and public services, with the community invited to play a far greater role in their neighbourhood and, potentially, in how local services are delivered. 'Team White City', as the partnership is known, is shining a light on ways

people can contribute to their area, it is increasing local accountability and connecting residents with all available opportunities to get on in life.

A Team White City website, which will act as a public service information hub, has been tailored to the needs of the neighbourhood and was launched in January 2014 (www.teamwhitecity.org). This relays news and ways for people to become involved in local activities, while promoting local services and opportunities. It serves to bridge the gap between citizens and the people serving them, relaying live crime information and job vacancies. Through partnership with YouGov, residents will also be encouraged to take part in local decision making to help shape the future of their services.

Team White City will continue to be developed, encouraging maximum local innovation and ideas. This will include the development of support and mentoring schemes, helping neighbours to help themselves. Team White City will seek more involvement in all areas of public services, including the development of a residents' housing panel to help oversee local housing maintenance and repairs.

This concept, around empowering our neighbourhoods, will be rolled out to other areas, such as Earls Court and North Fulham.

Through this strategy we will continue to redefine the connection between the borough's public services and the local community, bringing a much sharper focus to the available opportunities and seeking maximum involvement in how services are delivered.

OBJECTIVES

Increase volunteering placements across the borough by 10%

Support the third sector to continue to grow beyond council investment

Roll out the concept around 'Team White City' to other neighbourhoods, seeking maximum involvement and innovation around local services

In Old Oak and Edward Woods estates we are supporting Community Champions programmes, encouraging residents to train as volunteers to promote health and wellbeing campaigns and services and to link services directly with the views and priorities of local residents. These programmes grew out of the White City Community Champions, who have been working successfully over the past five years to connect the skills and interests of residents with health and wellbeing services.



Delivering the Borough of Opportunity

We are intent on expanding the 'borough of opportunity' by providing local residents with new education, housing and employment opportunities and, in this way, tackling deprivation, disadvantage and improving health and wellbeing. Despite being one of London's smallest boroughs, H&F has secured three 'Opportunity Areas', as classified by the GLA (Earls Court, White City and Old Oak). These are areas which the Mayor for London has identified as suitable for significant growth and development and the H&F sites alone represent 10% of all opportunity areas in London.

In addition to the physical regeneration programmes across the borough, the council and its partners are connecting people with places by developing job openings, vocational skills training and self employment/enterprise options. Over the last year we have negotiated with land owners and developers more than 1,300 apprenticeships and trainee placement jobs for residents, commitments to local labour recruitment targets (15%) and early notification of job vacancies, whereby local residents will have the opportunity to apply for jobs 10 days in advance of wider public advertisement.

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 £8 billion 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.

H&F Council, in a joint initiative with the Royal Borough of Kensington and Chelsea, has already secured significant financial commitment from the developers, for employment and skills training and engagement work with local businesses to support employability and economic growth.

| OBJECTIVES |
|--|
| 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 |
| New community facilities |

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 a greater 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.

Team White City is one of the first 12 'Our Place' Government sponsored pilots that are seeking to devolve power and funding decisions to the local community. A social enterprise has been 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, building on the 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.

In addition, we are establishing the White City FrontLine Job Shop on Bloemfontein Road in response to requests from local people for a job support centre on the doorstep of White City residents and job seekers.

| OBJECTIVES |
|---|
| 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 comprises over 127 hectares of developable land and is part of the Park Royal



Opportunity Area. It is located on the edge of Hammersmith & Fulham, but is adjacent to three other boroughs – Brent, Ealing and Kensington and Chelsea. It comprises railway lands and low density industrial uses and is bound by Wormwood Scrubs to the south, Kensal cemetery to the east, Harlesden to the north, and Park Royal to the west. The Grand Union Canal runs through the centre of the area, as do a number of railway 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 H&F Council's high profile campaign the Government announced in 2012 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 and Great Western Main Line interchange located at Old Oak Common, which could be the best connected station in the UK with links to:

- Central London and Heathrow (approx 10 mins)
- Canary Wharf (approx 20 mins)
- Birmingham (approx 40 mins)
- Paris (approx 2 hours)

The council has developed a vision for the Old Oak area in collaboration with the Greater London Authority, Transport for London and the London Boroughs of Ealing and Brent, which could lead to 19,000 new homes and 90,000 jobs located within the area. It also offers the potential to improve access to Wormwood Scrubs which could significantly improve the health and wellbeing of local residents by providing them with opportunities to be physically active outdoors.

The council, in partnership with the local community, is delivering a series of jobs fairs in Old Oak aimed at supporting job seekers, particularly those with children, to access vocational training and employment.

| OBJECTIVES |
|------------------------------|
| 90,000 jobs in the area |
| 19,000 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).

| OBJECTIVES |
|--|
| 212 new homes built |
| £6.9m invested in improvements to the market |

King Street

Exciting plans to breathe new life into the area around Hammersmith Town Hall, on King Street, have been approved.

The package of improvements includes: 196 high quality new homes; a three-screen community cinema; new retail, restaurant and cafe space; replacement offices for the council and a new town square.

The Grade-II listed town hall will have its former ceremonial stone steps reinstated to link up with the new public piazza while the replacement council offices will be built to the west of Nigel Playfair Avenue. The developer will also provide £5.25 million towards a regeneration fund to boost the surrounding area and refurbish the Grade-II listed town hall, which was built in 1938.

Hammersmith Riverside

Hammersmith is a vibrant town centre, attractive to developers and home to many multinational

companies, yet its continued growth is subject to constraint by the multi-lane A4 highway that runs east to west across the borough and which features the ½ mile-long Hammersmith Flyover at its heart.

This Flyover is a mid-20th century solution to the traffic problems of west London but it is not one that will be sustainable long into the 21st century. This elevated section of the A4 has divided our town centre for decades – magnifying traffic noise and polluting our air in the process. As a result, the time has come to replace it and stretches of its approaches with a tunnel – a ‘flyunder’ - to carry the vast volume of longer-distance traffic that crosses the borough each day but has no other business in it. Cities such as Paris, Madrid, Boston and Seoul have embraced tunnelling as a way of reconnecting and reclaiming their communities from sprawling motorways and now west London is ready to benefit economically, socially and environmentally in just the same way.

Replacing the Hammersmith Flyover and its approaches with a ‘flyunder’ has been an idea in gestation for some years. A 2008 submission for the London Festival of Architecture would have placed the A4 in tunnel from just west of Hammersmith Town Hall to the Hogarth roundabout in Chiswick and, further east, removed the Flyover, redirecting traffic to and from central London around the town centre instead.

In 2012 The West London Link group - made up of architects, consulting engineers and local businesses - unveiled its ideas for replacing the Flyover and a large swathe of the six-lane highway with a tunnel. In doing so, the group showed how the land above could be transformed by building new homes, creating more green space and reconnecting both Hammersmith town centre and many previously-severed streets with the River Thames. Historically the river had been an integral feature of life in Hammersmith but was ostracised by tarmac and traffic when the A4 was extended eastwards in the 1950s.

Despite the recent repairs to the Hammersmith Flyover, further works costing some £60 million are

shortly due to take place. This sort of spending is simply unsustainable, especially as West London Link estimates that the structure will need to be replaced, possibly within as little as fifteen years. Even though TfL forecasts that the Flyover will have a much longer life once the repairs have been completed, we believe now is a good time to consider alternatives. Any direct replacement would take at least two years to construct and would involve disruption both for the borough and for transitory traffic. Several options exist, ranging from a short tunnel to directly replace the Flyover, to our preferred option of a longer tunnel from the Hogarth roundabout, near the end of the M4, through to Barons Court. Such a tunnel, around two miles in length, would allow the greatest potential for contributing to the cost of construction through land recovery and suitable redevelopment.

We look forward to working with TfL, our residents and the local business community to consider the various options for a tunnel which, if implemented, will lead to nothing less than an urban renaissance in Hammersmith.

Economic prosperity and employment

The council’s ambition to deliver and influence more effective responses to the socio-economic challenges facing the borough has economic growth, business investment and prosperity and employment opportunities at its core. These challenges include responses to vexed issues like understanding the real causes of high localised unemployment in an area of high vacancies; why we have high new business start-ups yet high business closures and why we have a highly qualified resident population yet deprived areas which feature in the top 10% most deprived areas nationally.

The council’s Economic Development, Learning and Skills team works with entrepreneurs, businesses, third sector organisations, Jobcentre Plus, training and support agencies and employers to ensure that residents and resident businesses benefit from a raft of services and initiatives which seek to address these challenges; deliver customer responsive

services and promote the borough as a good place to do business.

Our work aims to achieve social regeneration by reducing welfare benefits dependency and unemployment; creating opportunity through learning, skills and employment as well as securing and supporting inward investment to stimulate growth within new sectors of the economy and create new jobs for residents, whilst ensuring that the existing business base is also supported to compete and flourish in the changing competitive climate. This objective sits well alongside the council's ambition to regenerate deprived parts of the borough.

We have had some success and, in 2012/13, council services at The Work Zone and OnePlace assisted 974 residents into work; 229 of whom were aged under 25 years. In addition, our retail apprenticeship programme has secured more than 130 opportunities for residents to earn whilst they gain the qualifications needed to build a sustainable career.

In tackling unemployment, we will build our strong partnership with Jobcentre Plus (JCP) and work collaboratively to increase the employment rate; sustainable career paths and financial inclusion particularly in areas with concentrations of deprivation, e.g. social housing estates.

Hammersmith & Fulham has been chosen to initiate the national rollout of Universal Credit, and we look forward to showcasing our groundbreaking work which sees JCP staff working in council offices and council staff embedded in JCP offices to deliver seamless services. We are, therefore, well placed to pioneer online services for Universal Credit and Universal Jobmatch, respond to employers' increasing demands for online recruitment and equip job seekers to compete for jobs digitally.

We welcome JCP's Flexible Support Fund in the borough and commitment to work pro-actively and innovatively on the White City Neighbourhood Community Budget.

The business investment team gave advice and support to 1,451 businesses and over 300 businesses attended the H&F Means Business event.

Indeed, H&F won Highly Commended, second place, in the London Councils' Best Overall Business Friendly Borough in London competition 2013.

Looking forward, the council's business investment priorities will continue to focus on comprehensive engagement with borough businesses to bolster development, investment and retention; opening up procurement opportunities to small and medium sized enterprises; high street vitality and starter business support.

We will continue to work with HammersmithLondon (Business Improvement District), West Ken Town Team, Shepherds Bush and Fulham Business fora, Federation of Small Businesses and other partners to maintain high business satisfaction with the borough and to ensure that regeneration acts directly as a catalyst for growth and investment.

We will continue to 'link people with places' and ensure job openings, vocational skills training and self employment/enterprise options are included in negotiations with land owners and developers across the various major regeneration sites. In 2012/13 more than 1,300 apprenticeships and trainee placement commitments for residents were secured, alongside commitments to local labour recruitment targets (15%) and early notification of job vacancies, whereby local residents will have the opportunity to apply for jobs in advance of wider public advertisement.

We will continue to fund third sector services which seek to assist residents to adapt to the welfare reform agenda; reduce dependency on welfare support; empower claimants to have a greater say in the management of their finances; place greater emphasis on securing sustainable employment and independent economic wealth. In doing so our objectives for third sector provision will be to:

- Build financial capability so that residents take a more pro-active and informed role in improving their economic circumstance.
- Motivate residents to consider employment and training opportunities as a route out of poverty and welfare benefits dependency.

- Address low skills attainment by offering information, advice and guidance support and referral to employment support and careers services.

OBJECTIVES

Reduce the Job Seekers Allowance register to fewer than 4,500 people by March 2014 (10% reduction from March 2013 register) and continue year on year reductions in line with targets set annually.

Reduce the 16-24 claimant rate by 20% to March 2014, reducing the numbers of people aged 16-24 claiming job seekers allowance to approximately 1,100 and continue year on year reductions in line with targets set annually.

Reduce the number of long term unemployed (12 months or more) by 10% by March 2014 (equating to 775 people and a reduction of 100 from the March 2013 register) and continue year on year reductions in line with targets set annually.

Adult Learning and Skills

The council's Adult Learning and Skills Service (ALSS) has continued to build on its success in providing high quality adult education courses to H&F residents. Following a successful Ofsted inspection in June 2010, the service received Beacon Status from the Learning Skills Improvement Service (LSIS) in 2011. In January 2012, ALSS merged with the Economic Development team in order to deliver seamless employment and training solutions.

The Service will continue to offer a wide range of courses (currently over 400 courses to over 7,000 learners) to both residents and other

learners, both at its dedicated Macbeth centre in Hammersmith and across the borough in over 20 schools and community venues. ALSS will continue to work in partnership with the community and voluntary sector and provide courses in a variety of community venues during the day, evenings and weekends.

A broad curriculum will be offered covering three main strands:

- 1) Skills for Work and Employment - including a range of nationally accredited vocational courses leading to employment or further study;
- 2) Personal and Community Development - including courses in Family and Community learning, Mentoring courses and an Agewell programme for older learners;
- 3) Entry into Learning and Skills for Life - including courses offered at Entry level, level 1 and 2 in English and Maths and English for Speakers of Other languages (ESOL) and provision for adults with learning difficulties or disabilities, focusing on independent living skills.

ALSS STUDENT RETENTION, ACHIEVEMENT AND SATISFACTION RATES

| YEAR | Retention | Achievement | Satisfaction |
|---------|-----------|-------------|--------------|
| 2008-09 | 95% | 88% | 88% |
| 2009-10 | 94% | 94% | 91% |
| 2010-11 | 89% | 90% | 93% |
| 2011-12 | 91% | 93% | 94% |

OBJECTIVES

Adult Learning and Skills Service judged good or outstanding in future Ofsted inspections

Year on year increase in the number of borough residents attending adult education courses across the borough

Year on year increase in the number of borough residents achieving qualifications

Year on year increase in the number of borough residents developing skills for employment



Providing better housing opportunities

We want to rebalance the local housing market in providing more local residents with the opportunity of stepping on to the ladder of home ownership. Homebuy sales continue to provide a step up the housing ladder for local residents on moderate incomes along with 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. For council tenants, we will look to provide an opportunity to buy a part share of their home and investigate a scheme to provide incentives for them to buy in the private sector. For the many social housing tenants in the borough the priority will be to ensure they are provided with effective services.

Building a Housing Ladder of Opportunity

The council will implement its new Housing Strategy, 'Building a Housing Ladder of Opportunity'. This sets out priorities to increase levels of home ownership and focusses 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 the council will implement a suite of policies in support of these objectives:

- The Tenancy Strategy will maximise the use of social housing resources in the borough through the use of fixed-term tenancies;
- 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 ensure the council continues to provide services for vulnerable people and to use new flexibilities for the use of private sector accommodation.

We will use new arrangements for the management and repair of council homes to drive up the effectiveness of the service to residents. We will use our new Tenancy Agreement to strengthen our response to anti-social behaviour issues.

The Housing Estate Improvement Programme will be extended to other estates to ensure that we are providing local solutions to issues that concern our residents. While the proposed Joint Venture company will introduce the expertise and resources of a private sector partner to assist with the delivery of new homes on sites within the borough.

Direct delivery

Further to the freedoms and flexibilities introduced by the Localism Act 2011 and the Housing Revenue Account Reform - together with the council's adopted Housing Strategy (2012) the council is able to undertake housing development directly, without the need to utilise the council's arm's length special purpose vehicle arrangements that have previously been put in place.

The three main strands of direct delivery currently being actively pursued by the council are:

1. Hidden homes programme for small sites - generally less than 5 units per site;
2. Innovative housing built using modern methods of construction for intermediate sites – generally between 5 - 50 units per site;
3. Housing and regeneration Joint Venture to deliver on selected larger council owned development sites - between 50 - 200+ units per site.

Housing and regeneration Joint Venture

In order for the council to deliver at scale on selected larger council owned development sites, it is considered appropriate for the council to partner with a credible private sector partner, experienced in effectively managing large scale developments and delivering high quality residential accommodation fit for purpose for the intended end user market. In November 2012 the council initiated an OJEU procurement exercise to identify a private sector partner to establish a long term (15 years) Joint Venture. Two initial sites have been agreed to be redeveloped through the Joint Venture.

OBJECTIVES

Implement the new housing strategy: 'Building a Housing Ladder of Opportunity'.

Increase to 40% the proportion of social housing lettings to households who are working or making another form of community contribution.

Introduce schemes to increase opportunities for council tenants to move into home-ownership.



Providing a top quality education for all

Pre-school

In July 2011, the council reconfigured its family support services in recognition of the importance of early intervention to prevent issues from escalating, placing greater focus upon improved outcomes for children and their families, and strengthening family support provided to Hammersmith & Fulham residents. Locally based multi-disciplinary family support locality teams were created along with 16 children's centres, providing services focused on improving outcomes for the most vulnerable children and families within the borough.

In addition, Children's Centres across Hammersmith & Fulham continue to provide a range of important early childhood services to LBHF residents from 16 locations. They continue to offer a range of 'universal' support services to all children aged 0-5 years and their families, for example Stay and Play, Baby Massage, Health Development checks, complemented by a range of services focused on children and families with additional needs, for example parenting courses and returning to work. This followed a policy shift by the Coalition Government towards 'targeted' services in 2011, emphasising the importance of early intervention particularly, but not exclusively, for children and families in the early years. The Children's Centre staff use a range of approaches to identify families in need of support, working closely with the local community and collaborating with a network of partner agencies, for example health visitors, midwives and speech and language therapists (SLT), providing a range of early and integrated support to children and their families.

The early help provided by the Children's Centres has a particular emphasis on getting children ready for school, using the Early Years Foundation Stage (EYFS) framework to focus on three prime areas of learning critical to making sure children develop healthily and happily. These areas form the foundations on which children can then master the basic literacy skills they need for school. Parents are provided with clear information on how their children are doing, and a new progress check for every two year old in early education has been

introduced, to ensure that children are developing well and any problems will be picked up early. Work is taking place to integrate these new checks with existing Healthy Child development checks carried out by health visitors. In addition, improved pathways to services are being developed to better meet the needs of children who don't meet the criteria for specialist services.

Our children's centres work closely with SLTs to ensure that children's communication and language is encouraged from the earliest opportunity. SLTs provide specialist, targeted and universal support to children, parents, carers and professionals across the borough. Links to such therapists and other professionals provide opportunities to identify concerns early and refer on to specialist services where required. Many of our childcare providers participate in the "Every Child a Talker" programme and have access to speech and language therapy through training for parents and staff teams.

Families using Children's Centres are provided with activities and sessions through the Boost programme. This enables children to be fed healthy nutritious food and engage in lots of active play so that they grow up a healthy weight and learn to be active through life.

In September 2013, the Government introduced a new national scheme providing early education for some 2 year olds from low income families. Eligibility is based on financial criteria, providing entitlement to a free part-time early education place. Children are also entitled to a free place, regardless of financial eligibility, if they are looked after by the local authority (e.g. foster care). These places are currently available through local private, voluntary and independent nurseries and a nursery school with additional capacity being developed in children's centres and schools. The predicted number of families expected to be eligible within Hammersmith & Fulham is 585.

The Community Champions in Old Oak, Edward Woods and White City have been active in promoting support for parents of young children, organising family fun days, children's activities and promoting child oral health.



Primary and secondary schools

Both primary and secondary schools in Hammersmith & Fulham have continued to build on previous success and we want to ensure that these improvements continue into the future.

Along with shared key measures across all three 'Tri-borough' local authorities, a 'mandate' has been agreed which specifies the educational outcomes we expect in Hammersmith & Fulham.

In particular, we will:

- Develop services to enable every child, including those with special educational needs and disabilities to reach their full potential in education.
- Improve standards in all of our schools with a view to meeting the following targets:
 - All schools to exceed the government's floor targets;
 - 80% of children to achieve 5 or more GCSEs at grades A* to C including mathematics and English;
 - 100% of our schools to be judged as 'good' or 'outstanding' by Ofsted and continuing to make good progress.
- Improve the educational attainment of children in care.
- Address some of the barriers which prevent achievement in school, e.g. Hammersmith & Fulham has one of the highest proportion of children with English as an Additional Language [EAL] nationally.
- Expand popular schools and support the establishment of free schools and academies in order to give parents a choice of excellent schools to best meet their children's needs.
- Encourage schools to work in collaboration, e.g. through hard federations and academy clusters.
- Intervene where schools are under-performing to secure sustained and rapid improvement.
- Develop our services for children with special educational needs.
- Improve school attendance.

- Provide a range of development opportunities to enable children to enjoy learning at school. For example, continue to extend the range of volunteering activities to young people which enable the development of transferable skills.
- Promote high aspirations for the future of young people, beyond statutory education, and assist them to make successful transitions to further and higher education, employment and training.
- Develop our School Organisation Strategy in coordination with other local authorities in the Tri-borough area, ensuring that a range of provision is in place, and that sufficient school places are available to meet the changing demography of the area.
- Continue to investigate whether other education services could be delivered on a Tri-borough basis; ensuring the most efficient use of resources and expertise across the three boroughs.
- Launch a new employability passport to give extra help to young people across Hammersmith & Fulham so that they are better prepared to find their first job once they leave school.
- Implementing the Government's new vision for School Nursing to improve health and wellbeing outcomes for school aged children. This includes school nurses working with families and pupils to reduce health related school absence, providing support to children with medical needs and disabilities within the school environment, championing and supporting young carers, and training and advising school staff on health related issues and healthy school policies.
- Evidence based school health promotion programmes are being developed to address children and young people's priority health issues: emotional health and wellbeing, obesity and nutrition and oral health.
- Increase the rates of children who are a healthy weight at the start and end of primary school.
- Increase the amount of physical activity all children undertake.
- Reduce the numbers of children who start smoking.
- Make sure teens have the right advice about sexual health and contraception.
- Increase the number of 16-19 year olds who are in employment, education and training [EET].
- Increase the number of care leavers who are in employment, education and training [EET].

| OBJECTIVES |
|---|
| Develop services to enable every child, including those with special educational needs and disabilities to reach their full potential in education. |
| Improve standards in all of our schools with a view to meeting the educational targets outlined above. |
| Increase the number of 16-19 year olds (including care leavers) who are in employment, education and training. |



Providing a cleaner, greener borough

Waste collections and street cleansing

Clean streets and reliable waste collections are amongst the top priorities for the council. Resident satisfaction with street cleanliness rose from 69% in 2011/12 to 74% in 2012/13. Providing higher standards of cleanliness also helps to discourage crime and antisocial behaviour, and is essential in regenerating the area.

In caring for our surroundings and improving the street scene, we want to develop a renewed sense of shared responsibility for enhancing the area that we live or work in. The council's Waste and Street Scene Enforcement team want to work with residents and businesses to operate a zero tolerance approach to littering, fly tipping, and dog fouling, and take robust action against offenders where appropriate.

In common with a number of other authorities, there has been problems with contamination of recycling by some residents and businesses. We will continue to work hard to communicate clearer messages to make recycling easier, and to listen to your feedback to help us help you to recycle more effectively. This will contribute to reduced waste disposal costs. Residents can assist in spreading the simple message to their neighbours that we expect householders to manage their waste responsibly and put it out "in the right way, on the right day".

The council examines feedback from residents to see how it can improve its services. Attention to detail is important, and the council will continue to work with its contractor to ensure containers are properly returned to properties after waste collections and that spillages are avoided, if at all possible, or cleared up quickly by street cleaners should they occur.

OBJECTIVES

Reduce the amount of residual waste collected per household.

Increase the percentage of household waste sent for reuse, recycling and composting to over 25% and reduce the amount that is contaminated.

Seek to improve our street cleansing standards working with our citizens to improve environmental behaviour and reduce flytipping.

Parks

The Bi-Borough Parks service works to provide good quality parks, cemeteries, leisure and ecological services to the residents of the London Borough of Hammersmith & Fulham and the Royal Borough of Kensington and Chelsea. This involves working with a number of stakeholders, contractors and partners in order to build upon and enhance the standards of parks and open spaces across the area.

The quality of parks and other open spaces in H&F has been formally recognised by the achievement of a number of service awards including the following:

- 10 Green Flags awarded to parks in LBHF (2013);
- LBHF's cemeteries have been awarded a Silver rated service in the Charter for the Bereaved;
- London in Bloom (LBHF) - Gold award for Ravenscourt park and Silver Gilt award for all parks in the borough (2012);
- GLA Safer Park Awards (LBHF) - 4 Silver Awards for South Park, Bishops Park, Normand Park and Brook Green (2012).

In the immediate future there are plans for a major refurbishment of Wormholt Park, focusing on safety and accessibility. There are also plans for improvements to the South Park multi-use games area. We also plan to maintain and improve upon the 10 Green Flag awards. The council's new public health responsibility affords us the opportunity to consider whether our parks are exploiting all the opportunities to promote health and wellbeing for local residents.

In the longer term, and dependent upon funding being secured, there are plans for a large scale refurbishment of Ravenscourt Park. There are plans to improve accessibility in all parks, particularly playgrounds, and to improve existing, and install new, sports facilities. The ambitious target is to achieve 15 Green Flags by 2015.

OBJECTIVES

Increase the number of parks awarded Green Flags.

Water management

In London, as in many other major cities around the world, our management of water as a resource has become unbalanced. We are failing to address the increasing pressure that a growing population places upon this resource, nor are we adapting our water management systems to cope with more varied and unpredictable changes in precipitation.

Most major urban centres have developed around major river systems. Problems of public health in these centres were managed through improved water supply and effective disposal of sewage and waste water. In London this was championed by the Victorian engineer, Joseph Bazalgette, in designing combined sewerage and water drainage systems around those river systems. Today these major cities have much greater populations and have expanded into sprawling metropolises, concreting over much of their green spaces. This has resulted in the need for new thinking in water and sewage management to avoid the overloading of combined sewerage

and surface water drainage systems and the waste of valuable fresh rain water.

In 2012 the wettest April to June on record took place in the UK, with floods throughout the country, and yet a hosepipe ban was in force in the South East at the same time. This anomaly is due to the fact that we lack an integrated water management strategy. During periods of heavy rainfall in London the combined sewerage system can become overloaded with surface water run-off, which can result in overflows of raw sewage into the River Thames. During dry periods we find we have a water shortage because we haven't retained our surface water.

Hammersmith & Fulham Council's Water Management Policy, adopted in 2013, is a first step to ensuring that the authority uses its powers and undertakes its statutory duties to maximise best practice in every sphere, including within its own substantial assets to address local, national and European requirements for better and more sustainable water management. In implementing this policy, the Council is facilitating and initiating a wide range of works to introduce sustainable drainage systems (SuDS) across the borough.

OBJECTIVES

Expand sustainable drainage systems and green infrastructure across the borough.



Creating safer communities

Crime levels in Hammersmith & Fulham have seen significant reductions in recent years, with 2012-13 seeing the lowest levels of crime in the borough since recording began. Despite this encouraging performance, crime and antisocial behaviour remain important concerns for residents of the borough and it is our priority to continue to reduce crime and provide a safer environment for those who live in, work in and travel through our borough.

Crime data

There were 21,747 total crimes in the borough in 2012-13. This compares to 23,373 in the preceding year and an average of 24,810 offences per annum between 2003-04 and 2011-12. Within the context of this 10 year period, 2012-13 saw the lowest levels of crime in a number of categories, including Violence Against the Person, Personal Robbery, Residential Burglary, Motor Vehicle Crime and Criminal Damage. Offences that saw an increase in the last year included Theft of Pedal Cycle, Fraud and Forgery and Sexual Offences.

The number of criminals being caught and brought to justice by the police has also increased, with the number of crimes resulting in a sanctioned detection (i.e. an offence which results in a charge or caution) rising from 25% in 2011-12 to 29% in 2012-13.

Partnership activity

Since 2007 Hammersmith & Fulham Council has invested over £1million a year to provide extra police in our town centres over and above established police numbers. This continued in 2013-14, with an extra 42 police officers being paid for by the council and local businesses (Westfield and HammersmithLondon). In addition the council's Safer Neighbourhoods Division works closely with the police to detect and prevent crime using the council's comprehensive CCTV network, to close premises where drugs are sold, to evict anti-social neighbours and to enact dispersal zones in areas where residents have concerns about crime and antisocial behaviour. The council also supports innovative approaches to detecting crime, such

as funding automatic number plate recognition (ANPR) systems and tracking equipment to be used in sting operations to catch offenders committing vehicle theft and burglary.

The police and council work with the community to prevent crime through a thriving Neighbourhood Watch network in the borough. There are now over 260 streets with active Neighbourhood Watch schemes in them, compared to six schemes operating in 2005.

The new neighbourhood policing model commenced on 24th June 2013. Under this model the police will have greater flexibility to target their own street resources to areas where crime is most prevalent and, therefore, have a significant impact on the levels of overall offending within the borough.

Consultation

In order to establish borough crime priorities the council has undertaken an unprecedented level of public consultation, with almost 1,000 responses to the Annual Residents Survey and 1,700 people responding to the specific Crime Consultation. At a more local level the council and police, in association with the Mayor's Office for Policing and Crime (MOPAC), have been running a series of crime roadshows across the borough, allowing us to develop partnership action plans to tackle the local issues that people have in their streets. The main crime types that concerned our residents were Burglary (59%), Robbery (49%) and Motor Vehicle Crime (48%). 61% of respondents reported feeling very or fairly safe when outside in their neighbourhood after dark, compared with 88% in the daytime.

We will continue to consult on crime and disorder to inform the future strategic assessments. One important aspect of crime we will investigate further will be violence against women and girls. We will map the levels of violence against these groups and consult on a Violence Against Women and Girls Strategy, in partnership with Tri-borough colleagues in Westminster and Kensington and Chelsea.

Crime priorities

Our local crime priorities are informed every year both by public consultation and by an annual partnership strategic assessment of crime and disorder. The strategic assessment process reviews existing priorities and uses a matrix to 'score' crime types to produce a ranked list based upon volume, performance, trends, seriousness and public concern, as well as taking into account social, political, economic, environmental and technological factors. The crime priorities identified from the assessment for 2013-14 were:

- Serious acquisitive crime (focussing on burglary, robbery and vehicle crime);
- Violence, including domestic violence;
- Anti-social behaviour;
- Substance misuse;
- Criminal damage.

Additionally, priority themes identified from the assessment were:

- Public reassurance, engagement and reporting;
- Town centres;
- Young people and gangs;
- Repeat and risk offenders.

In common with the rest of London, the police in Hammersmith & Fulham are also subject to the MOPAC 20:20:20 challenge. In the next five years the police have a target to cut priority crimes by 20%, reduce spend by 20% and increase public confidence in the police by 20%.

There are significant challenges around crime and disorder in the borough, but we have shown that by working together we can drive down crime and make Hammersmith & Fulham a safer place.

Fire safety

The London Fire Brigade and H&F Council have previously identified the high level of fires in dwellings as a priority for improvement. The London Fire Brigade has a long history of innovative, joint working with adult social care services and by carrying out Home Fire Safety Visits

(HFSV) on those most at risk, the borough has seen a 26% drop in the number of primary fires in dwellings, and the number of people injured in fires has halved (between 2007 and 2012).

However the incidence of fires continues to be high despite these reductions. Fires correlate closely with concentrations of poor physical and mental health, disability, single parent families, social housing and economic inactivity. As such, we will look to expand the HFSV scheme to work with local child and family, housing, employment and health partners.

| OBJECTIVES (CRIME AND ANTI-SOCIAL BEHAVIOUR) |
|---|
| Implement the Mayor's Police and Crime Plan (2013-17) including the 20:20:20 challenge. |
| Increase positive outcomes for victims of domestic violence through delivery of the Impact project. |
| Fully utilize new suite of powers introduced by the Anti-social Behaviour Bill. |
| Reduce reoffending through delivery of the Tri-borough Community Budget pilot. |
| Implement Local Policing Model and establish Safer Neighbourhood Boards |

| OBJECTIVES (FIRE SAFETY) |
|---|
| Reduce the number of dwelling fires and associated injuries. |
| Reduce the number of deliberate fires. |
| Reduce the number of non-emergency calls to fire alarms and lift release. |

Improving health and wellbeing

Health isn't something we get at the doctor's office. It's something that starts in our families, in our schools and workplaces, in our playgrounds and our parks, on our high streets and in the air we breathe, the food we eat, the water we drink and the homes we live in.

Future health and social care needs

Hammersmith & Fulham faces major challenges over the next decade, including significant health inequalities and increasing pressure upon financial resources. We need to work with local communities to make sure that they have services which support them to be independent and to make sure that, whatever their conditions, they can live full and active lives and receive services in their own homes or as close to where they live as possible.

The scale of the challenge is illustrated by the significant variation in life expectancy between the most and least deprived areas in the borough. This difference in life expectancy is a 7.9 year gap for men and a 5.4 year gap for women. This gap has widened over the last five years and increases in life expectancy have been driven primarily by improvements in the more affluent areas, with life expectancy in the more deprived areas remaining almost the same.

Hammersmith & Fulham has a significantly higher overall premature death rate than the national average. There are around 400 premature deaths a year in the borough. Lung disease, cancer, heart disease and stroke and liver disease are the four main causes of premature death locally.

We recognise that to reduce health inequalities, in addition to providing high quality services for all, we need to provide extra support to the most vulnerable people and to specific communities where certain health conditions may be more prevalent. We will identify the most needy by combining Public Health data with local intelligence gathered from communities to help to focus efforts of mainstream services and, where necessary, to specifically target groups that need extra support.

Looking to the future there are a number of areas where health needs will remain and increase.

- A rise in the number of older people over the next two decades combined with a relatively low number of unpaid carers is expected to have a dramatic impact on demand for services.
- Illnesses such as dementia, more prevalent among older populations, will become increasingly common. Currently, there are approximately 1,250 people in Hammersmith & Fulham with dementia and, by 2025, this is likely to be in the region of 1,500 patients. Other public health concerns for the older population, such as social isolation, may become more common, as may physical and sensory disability and reduced mobility.
- Unless behaviour and services change, people may experience longer periods of time living with disability, resulting from improved survival rates from major diseases such as stroke, heart disease and cancer.
- Changes in the environment, behaviour and social norms mean that unless we act now it is very likely we will see an increase in obesity and diseases associated with it.
- Over the past year the number of people presenting to our community alcohol support services has tripled. The all-age alcohol-related admission rate in H&F has remained higher than London and England over the period and was the 4th highest in London in 2011/12.
- Child immunisation uptake has improved in the borough but requires constant support to maintain high levels.
- Tooth decay is preventable, yet data suggests oral health is worse among school children in the borough than the London average, and is the most common cause of hospital admission for children and young people.
- Children with complex needs are more likely to survive into adulthood and old age. The life expectancy of children with complex physical and learning disabilities has been improving over time and is likely to lead to an increasing number of children 'transitioning' into adult services each year. Local services have been seeing people with an increasingly complex range of conditions.

- Around a quarter of children in Hammersmith & Fulham were classified as living in poverty in 2012, higher than the national average. This amounts to over 8,000 children, predominantly in the north of the borough. Giving children the best start in life possible is the most effective social and health intervention.
- Smoking is the largest avoidable cause of death and the biggest cause of inequalities. More people smoke in Hammersmith & Fulham than average for London. Supporting people to give up smoking and stopping people starting is the business of councils, GPs, hospitals, schools, the workplace, friends and family. The cost associated with smoking is high and stop smoking services have been found to be among the most cost effective ways to stop smoking.
- The use of other forms of tobacco consumption (such as Shisha) is a particular issue in the inner London area and use of these substances has a substantial impact on health.
- Hammersmith & Fulham has the 8th highest population with severe and enduring mental illness (SEMI) known to GPs in the country. There continue to be challenges supporting those with SEMI in maintaining good mental and physical health, being in employment, and being in secure housing.
- Inactivity is one of the major causes of disease and early death. Around 1 in 5 people in the borough are physically inactive, doing less than 30 minutes activity per month. Rates in areas of deprivation are lower still. Walking and cycling are activities easily built in to daily life. Using outdoor space is easier if people feel safe.
- More than a third of children of school age in the borough are either overweight or obese - around 6,000-7,000 children locally. The impact and subsequent cost of this is large: nearly half of all diabetes cases and a quarter of all incidents of heart disease can be attributed to excess weight, with it also being a risk factor for cancer later in life. It can also be highly stigmatizing. Early years (0-5 years old) is the time when most dietary habits are acquired and fixed.

- Hammersmith & Fulham has one of the highest reported acute Sexually Transmitted Infection (STI) rates in the country. Whilst the high rate partly reflects effective data collection processes and good rates of screening locally, it also highlights real issues in the local population. The rate of acute STIs was the 5th highest nationally in 2012, with around a third diagnosed in young people aged 15-24.
- Those sleeping rough in the borough have been found to have very high levels of emergency health care use and poor levels of health which could be avoided with better coordination and support.
- Medical and social care advances have been leading to significant increases in the life expectancy of children with complex needs. This vulnerable population group may need support over longer periods in future.

The reforms to promote integration and partnership working at the local level are tools to help us tackle some of these challenges and build on the strong history in H&F of joint working between the NHS and other key partners in the borough.

Building on this legacy, the new Health and Wellbeing Board (HWB) brings together the council and NHS with the aim of achieving integrated services across the health and social care sector in order to improve the health and wellbeing of our local population.

It is envisaged that the HWB and the Health and Wellbeing Strategy will play a significant role in improving health locally through concerted efforts of commissioners and local politicians and residents alike.



The vision: Stronger Communities, Healthier Lives

Our vision for health and wellbeing in the borough is:

- To enable local people to live longer, healthier and more prosperous lives;
- To enable our residents and communities to make a difference for themselves;
- To ensure our residents have good access to the best services, advice and information;
- To provide our residents with choice and services which meet their local needs;
- To keep our community a safe, cohesive and vibrant place to live, work, learn and visit;
- To build on our strong history of working together to build integrated health and social care offers which improve the quality and sustainability of care.

Priorities

The Health and Wellbeing Board has identified its priorities for the next two years as:

- Integrated health and social care services which support prevention, early intervention and reduce hospital admissions;
- Delivering the White City Collaborative Care Centre to improve care for residents in the north of the borough;
- Ensuring that every child has the best start in life;
- Tackling childhood obesity;
- Supporting young people into healthy adulthood;
- Better access for vulnerable people to sheltered housing;
- Improving mental health services for service users and carers to promote independence and develop effective preventative services;
- Better sexual health with a focus on those communities most at risk of poor sexual health.

In addition to the above priorities we are committed to improving the lives and life chances of our children and young people in Hammersmith & Fulham and ensuring that children and young people are protected from harm.

Public Health

We will continue to work with colleagues within the council, local CCGs, third sector and other relevant partners to address a number of health and wellbeing priorities. Activity will include initiatives to reduce inequalities (e.g. conducting a Joint Strategic Needs Assessment on childhood poverty), promote healthy lifestyles (e.g. commissioning in partnership to reduce obesity and increase physical activity), protect health and wellbeing (e.g. smoking cessation, immunization, screening assurance and STI services commissioning) and to address the wider determinants of health (e.g. urban renewal, improving housing conditions and mitigating the impact of overcrowding). There are plans to explore a community programme to target vulnerable groups such as homeless people.

Public Health will re-procure the Health Trainer Service and a smoking cessation service for the local population and carry on procuring NHS Health Checks. We will conduct a Joint Strategic Needs Assessment to assess the use and misuse of alcohol and the health and social consequences of that. These initiatives all target conditions that lead to premature mortality and offer advice to residents to reduce their risk of diabetes, heart disease, stroke and cancer. We will explore and encourage links with local academic institutions to pursue common interest.

| OBJECTIVES (HEALTH AND WELLBEING) |
|--|
| Support prevention and early intervention to reduce hospital admissions. |
| To reduce health inequalities across the borough. |
| To enable people to live longer and healthier lives. |

Child Protection

We will:

- Ensure children and young people are safe from harm. It is our duty to protect all children which is why we will maintain a high quality social work service during these times of enormous financial pressures;
- Strengthen families, introducing best practice which improves engagement with families and other agencies.

Corporate parenting

We will:

- Continue to discharge our role as 'corporate parents' to ensure that children in care have the same support, encouragement and expectations placed on them that parents would have for their own children;
- Ensure that children who do not live with their birth parents are supported by all agencies to maximise their life chances;
- Ensure children have strong and stable attachments at the earliest possible opportunity, be it in their family of origin or a substitute family according to need;
- Reduce the number of children in care, by providing effective early support and timely permanent placement;
- Find ways to ensure the best possible outcomes are achieved and effective services delivered for children in care, as they transition into adulthood;
- Ensure care leavers are effectively supported to maximise their life chances.

Children in need

We will:

- Work with all children and young people in need to enhance their life chances. This will include children and young people who experience problems at home including domestic violence, mental health problems, teenage parents and young offenders;
- Work with partners to lower the proportion of children living in poverty, and to ensure that fewer children have poor health, education and welfare outcomes that are known to relate to poverty;
- Offer a high quality service to young offenders with a strong emphasis on restorative justice and early help to prevent escalation of difficulties;
- Reduce the level of representation of black young people in the youth offending court;
- Improve the skills of parents of young offenders by involving them in parenting programmes;
- Develop new and innovative investment models for the delivery of public services to children in need.

Early intervention

We will:

- Ensure that children and families receive the help they need at the earliest opportunity;
- Work with partners to improve the quality of early intervention;
- Develop outcomes focused, evidence based programmes to build the capacity of vulnerable families, via the Family Support Locality and Family Recovery Programmes, to support their children effectively towards positive outcomes (effective parenting skills, school readiness, health and work readiness) without the need for long term intervention from statutory services.



Children with disabilities

We will:

- Involve parents/carers and disabled children and young people in shaping services, so as to ensure that local need is best met;
- Ensure disabled children receive the services and support they need, and provide support to keep them at home with their families;
- Undertake a Tri-borough review of services to children with disabilities to ensure that children with disabilities are supported to live at home wherever possible; to identify the most effective models of early intervention; to improve outcomes for children and their families; to make changes, as appropriate, to meet the requirements of future legislation.

OBJECTIVES (CHILDREN AND YOUNG PEOPLE)

To enable all children and young people to live safely, and ensure that they are not at risk of harm.

To continue to discharge our responsibilities as corporate parents to ensure that children in care and care leavers are safe, healthy, and succeed.

To carry out the right intervention at the right time in order to improve the life chances and wellbeing of children in need, and where possible meet the needs of children and young people receiving these services in a more cost effective way.

To ensure that all children with disabilities are given the maximum opportunities to enhance the quality of their life and succeed.

Community Strategy 2007-14

Performance as at 31/03/2013

Green = Better than baseline
 Amber = Static from baseline
 Red = Worse than baseline

Trend is compared to the published baseline

| Description | Unit | Baseline Performance | Current Performance | Trend | Comments |
|--|------|----------------------|---------------------|--------|---|
| A - A top quality education for all | | | | | |
| 1 Raise educational achievement - primary schools | | | | | |
| Percentage of 7 year-olds achieving Level 2 or above in reading (%) | % | 79 | 87 | Better | AY2012 assessment data |
| Percentage of 7 year-olds achieving Level 2 or above in writing (%) | % | 77 | 83 | Better | AY2012 assessment data |
| Percentage of 7 year-olds achieving Level 2 or above in maths (%) | % | 86 | 91 | Better | AY2012 assessment data |
| Percentage of 11 year-olds achieving Level 4 or above in science (%) | % | 86 | 87 | Better | AY2012 assessment data |
| BV40 Percentage of 11 year-olds achieving Level 4 or above in maths (%) | % | 74 | 84 | Better | AY2012 assessment data |
| BV41 Percentage of 11 year-olds achieving Level 4 or above in English (%) | % | 81 | 86 | Better | AY2012 assessment data |
| 1 Raise educational achievement - secondary schools | | | | | |
| Percentage of 16 year-olds achieving 5+ GCSEs or equivalent, including maths and English, at grades A*-C (%) | % | 49 | 59 | Better | AY2012 assessment data |
| BV181a Percentage of 14 year-olds achieving Level 5 or above in English (%) | % | 76 | 84 | Better | AY2012 KS3 internal teacher assessment data (tests no longer collected) |
| BV181b Percentage of 14 year-olds achieving Level 5 or above in maths (%) | % | 75 | 83 | Better | AY2012 KS3 internal teacher assessment data (tests no longer collected) |
| BV181c Percentage of 14 year-olds achieving Level 5 or above in science (%) | % | 70 | 85 | Better | AY2012 KS3 internal teacher assessment data (tests no longer collected) |







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| Description | Unit | Baseline Performance | Current Performance | Trend | Comments |
|---|------|----------------------|---------------------|--|--|
| 2 Improve parental choice | | | | | |
| Proportion of local children educated in our state primary schools (%) | % | 65 | 96.5 |  Better | January 2012 Census LA cross-border movements of state-funded school pupils. This data is not directly comparable as it takes no account of local children educated privately. |
| Proportion of local children educated in our state secondary schools (%) | % | 38 | 91.5 |  Better | January 2012 Census LA cross-border movements of state-funded school pupils. This data is not directly comparable as it takes no account of local children educated privately. |
| 3 Reduce surplus school places | | | | | |
| Percentage of places in primary schools that are surplus (%) | % | 12 | 10.8 |  Better | May 2012 school capacity figures SFR. Seems to be latest release available. |
| Percentage of places in secondary schools that are surplus (%) | % | 33 | 9.1 |  Better | May 2012 school capacity figures SFR. Seems to be latest release available. |
| A - Other outcomes for children and young people | | | | | |
| 5 Increase permanent placements for looked-after children | | | | | |
| BV163 Number of adoptions and special guardianship orders agreed as a percentage of all looked-after children (%) | % | 10.8 | 17.3 |  Better | PAF C23 definition used, which refers to proportion of children adopted or SGO that have been looked after for more than 6 months. |
| 6 Enhance opportunities for looked-after children | | | | | |
| BV50 Proportion of children leaving care with one or more GCSEs at grades A*-G (%) | % | 51.8 | 66.7 |  Better | Not published any more - figure quoted is for AY2010, the last available. |

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|---|--------------------------------|----------------------|---------------------|--------|--|
| 7 Ensure young people enter employment, education or training at age 16 | | | | | |
| NI117 Percentage of 16 year-olds not in education, employment or training (%) | % | 7.7 | 4.3 | Better | 16yo NEETS (academic age) - data supplied by West London Connexions |
| B - Tackling crime and antisocial behaviour | | | | | |
| 1 Reduce crime and disorder | | | | | |
| BV126 Number of domestic burglaries (per 1,000 population) | incidents per 1,000 population | 26.81 | 6.1 | Better | |
| BV127a Number of violent crimes (per 1,000 population) | incidents per 1,000 population | 35.78 | 23.37 | Better | |
| BV127b Number of robberies (per 1,000 population) | incidents per 1,000 population | 6.52 | 3.6 | Better | |
| BV128 Recorded vehicle crimes (per 1,000 population) | incidents per 1,000 population | 22.8 | 15.01 | Better | |
| 2 Reduce fear of crime | | | | | |
| Percentage of the population feeling safe on the street at night (%) | % | 40 | 61 | Better | Figures relate to safety "in your local area after dark" |
| Percentage of the population saying antisocial behaviour is a big problem (%) | % | 31 | 30 | Better | All figures changed; now counts any ASB strands is a 'very big problem'. Data is unweighted. |
| 3 Reduce youth crime | | | | | |
| NI111 Number of first time entrants into the youth justice system (first time entrants) | first time entrants | 270 | 91 | Better | By LA of residence. Figures to September 2012; simple extrapolation to year end gives 182. |

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| 4 Reduce the harm caused by illegal drugs | | | | | |
| N142 Percentage of the population who think that local drug dealing and drug use is a big problem (%) | % | 50 | 42 | Better | Source: AFRS 2012. Respondents stating "a very big problem" or "a fairly big problem". |

C - Creating a cleaner greener borough

1 Increase recycling

| | | | | | |
|--|---|-------|-----|--|---|
| BV82ai Percentage of household waste recycled (%) | % | 22.74 | 25 | Better | Contamination was revealed to be significantly higher than expected, and we began accounting for that in our performance reporting from October. That meant our residual waste went up and recycling tonnage came down. Also there has been a general trend of reducing recycling tonnages. |
| BV90b Percentage of residents satisfied with recycling facilities (%) | % | 55 | 75 | Better | Survey conducted in October/November 2012. |
| BV91a Percentage of households served by kerbside recycling collection (%) | % | 98.2 | 100 | Better | The entire borough now has access either to the Smart Sack kerbside recycling scheme or alternatively, for blocks, to "Near Entrance" communal recycling facilities, which are equivalent to kerbside collection. |

2 Protect and improve green space

| | | | | | |
|--|--------|---|---|--|--|
| Number of Green Flag awards for local parks (awards) | awards | 0 | 9 | Better | Ravenscourt Park, Frank Barfield Park, Margravine Cemetery, Normand Park, St Peter's Square, Hammersmith Park, Hurflingham Park, South Park and Norland North. |
|--|--------|---|---|--|--|

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|--|------------|----------------------|---------------------|--------|---|
| 3 Maintain cleaner streets and open spaces | | | | | |
| BV119e Percentage of residents satisfied with parks and open spaces (%) | % | 67 | 78 | Better | |
| BV89 Percentage of residents satisfied with cleanliness of the borough (%) | % | 59 | 74 | Better | |
| BV90a Percentage of residents satisfied with refuse collection (%) | % | 70 | 82 | Better | |
| BV199a Percentage of land that falls below an acceptable standard for litter (%) | % | 24.8 | 4.55 | Better | Performance is for the NI195 definition, which is not directly comparable. |
| D - Promoting housing opportunities - promoting home ownership | | | | | |
| 1 Increase home ownership | | | | | |
| Percentage of households that are owner-occupied (%) | % | 43.5 | 36 | Worse | Source: 2011 Census |
| 3 Reduce households in temporary accommodation | | | | | |
| Number of homeless households in temporary accommodation (households) | households | 1830 | 1203 | Better | |
| 4 Improve quality of social rented housing | | | | | |
| Proportion of social rented housing meeting Decent Homes standard (%) | % | 66.13 | 99.6 | Better | As at March 2012. The 50 units representing the 0.4% were made decent during 12/13 but during that time a stock condition validation exercise took place, which may identify newly classified non-decents. Results are expected imminently. |

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|--|------------------------|----------------------|---------------------|--|--|
| E - Setting the framework for a healthier borough | | | | | |
| 1 Reduce mortality rates for heart disease and stroke in under-75s | | | | | |
| NI121 3-year average directly age-standardised mortality rate from all circulatory diseases for under-75s (per 100,000 population) | per 100,000 population | 105.05 | 72.1 | Better | Data relates to 2008-10 SMR. 95% confidence limits are: lower 63.5 upper 80.8. |
| 2 Reduce health inequalities between the borough and England populations | | | | | |
| NI120 3-year average directly age-standardised mortality rate from all causes for females (per 100,000 population) | per 100,000 population | 485.1 | 419 | Better | Data relates to 2008-10 SMR. 95% confidence limits are: lower 395.1 upper 442.9. |
| NI120 3-year average directly age-standardised mortality rate from all causes for males (per 100,000 population) | per 100,000 population | 768 | 643.7 | Better | Data relates to 2008-10 SMR. 95% confidence limits are: lower 609.3 upper 678.0. |
| F - Delivering high quality, value for money public services | | | | | |
| 1 Reduce council tax levels annually | | | | | |
| Band D council tax level (excluding precepts) (£) | £ | 889.45 | 781.34 | Better | 2012/13 Band D figure. |
| G - Regenerating the most deprived parts of the borough | | | | | |
| 1 Improve skill levels | | | | | |
| Proportion of adults with qualifications (%) | % | 88 | 93.1 | Better | Based on adults aged 16-64 |
| 2 Increase local businesses | | | | | |
| Number of VAT registrations (registrations) | registrations | 8680 | 10245 | Better | 2012 data only |
| 3 Increase employment | | | | | |
| Employment rate in the borough (%) | % | 69.5 | 69.7 | Better | |

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|-------------|------|----------------------|---------------------|-------|----------|
|-------------|------|----------------------|---------------------|-------|----------|

4 Reduce dependence on benefits

N1152 Percentage of working age residents in receipt of out-of-work benefits (%)



| | |
|----------------------|------|
| Baseline Performance | 14.1 |
| Current Performance | 11.4 |

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hammersmith LONDON

The logo for jobcentreplus, featuring the text "jobcentreplus" in a white sans-serif font on a green rectangular background.The logo for CaVSA, featuring the text "CaVSA" in a bold, purple, sans-serif font, with a blue wavy line underneath and the letters "h&f" in a smaller, orange font.The logo for the Metropolitan Police, featuring the Royal Coat of Arms on the left, the text "METROPOLITAN POLICE" in white on a blue background, and "TOTAL POLICING" in blue below.The logo for the London Fire Brigade, featuring the letters "LFB" in white on three red squares, with "LONDON FIRE BRIGADE" in grey below.

*Hammersmith and Fulham
Clinical Commissioning Group*

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