The change we’ll bring together
People love living in Hammersmith & Fulham. It’s diverse, connected, on the up and could be better still. In our part of this busy city, residents deserve a place that is safe, clean and green.

In Hammersmith & Fulham, we have compassion. We believe our residents should feel secure in their homes and on the streets. They should have high-quality services they can rely on.

The area is changing and some are worried about growing unfairness, being left behind and the future of local services. This threatens what we want for the future.

We’re strong because we care about our neighbours. We’ll succeed if we bring people together and tackle what holds them back. We can’t escape national and international challenges. Many will benefit locally, but some may lose out. We will not stand by.

We’ll manage our finances responsibly and relentlessly challenge unfairness, waste and old-fashioned thinking in how we work.

We’re a compassionate council and are not afraid to take on the powerful to get results. We’re making H&F the best place to do business in Europe. We support entrepreneurs and start-ups and generate opportunity and shared prosperity.

We are a different kind of council – pioneering and relentlessly searching for better answers. We’ll keep listening, working with residents and finding creative ways to take us forward.

The H&F Vision

Our priorities

- Building shared prosperity
- Doing things with residents, not to them
- Taking pride in Hammersmith & Fulham
- Creating a compassionate council
- Being ruthlessly financially efficient
Our plan sets out the council’s main priorities for the next four years.

This is an ambitious programme that builds on the success that has already set Hammersmith & Fulham Council apart as a leader and innovator in compassionate local government.

We are creating a new order and dialogue by doing things with residents and not to them.

The plan will ensure our work is focussed on priorities that are critical to the commitments made by the council’s administration to the residents of Hammersmith & Fulham.

With year-on-year funding reductions yet increasing demand for services, we are fundamentally reforming the way we work with public, private and third sector organisations to achieve more for residents and borough businesses.

Success will depend on the continued commitment and support of the local organisations we collaborate with, and of our residents and businesses. Our business plan therefore directs our work to improve Hammersmith & Fulham, as a place and a council, for the benefit of those we serve - the people of Hammersmith & Fulham.

Kim Dero
Chief Executive
Building shared prosperity

WE’re working on it now

Brexit
We’ll campaign for an opportunity for the British people to vote on the Brexit deal alongside the option of remaining in the EU.

Industrial strategy
We’ll use our partnership with Imperial College to help all our children and young people into the path they want to take in life - whether that’s higher education, starting their own business, or apprenticeships and further vocational training.

Genuinely affordable homes
We’ll build at least 1,500 genuinely affordable homes, prioritising larger flats and homes for families. At least 500 will be affordable part-ownership homes-to-buy, prioritising local residents.

Affordable rents
We’ll ensure that new housing association developments are delivering affordable rents.

Protecting homes
We’ll seek to protect all existing housing estates, including West Kensington and Gibbs Green estates, and develop further mechanisms to prevent any future sell-offs to developers.

West Kensington and Gibbs Green estates
We’ll negotiate to save the West Kensington and Gibbs estates and investigate how the estates could have been sold at such a low price.

International partners
We’ll seek to develop international partner cities to facilitate international investment and attract overseas firms to H&F.

Commercial rents
We’ll maintain low rent levels on the council’s industrial estates and enterprise parks, providing preferential rates for new start-up firms.

Access to council contracts
We’ll support local businesses to gain more of the council’s contracts, leading to local expenditure within the borough.

Opportunities for young people
We’ll work with schools and colleges to increase the access of young people to training, apprenticeships and work placements.

Food poverty
We’ll promote and support supermarkets and shops to share food and products to homeless charities and other third sector groups such as foodbanks.

Contractor approved list
We’ll maintain an approved list of local contractors which would assist leaseholders but may also help tenants to get small things done should they choose to pay themselves.

Repairs
We’ll introduce a ‘quality performance’ expectation for repairs including for all our contractors and we’ll ensure that officers and residents have the tenants’ handbook and the repairs handbook.

Charges
We’ll insist on honesty and transparency in service delivery and charging.

Aids and adaptations
We’ll speed up the aids and adaptations service for Disabled people.

Affordable office space
We’ll support entrepreneurs in the borough by providing affordable office space, networking opportunities and workforce training and skills.

Business forum
We’ll promote Upstream and create a business forum to understand better the needs of businesses.

BY 31 October 2018

Nighttime economy
We’ll support the nighttime economy in our town centres in a way that is sensitive to local residents but enhances the borough as a destination for inward investment, tourists and visitors.

Shopper parking
We’ll expand the cheap, 30-minute parking bays in town centres, high streets and shopping parades to support local retail and restaurant businesses.

Concierge
We’ll look to introduce the concierge service once the Edward Woods pilot is evaluated.
**Genuinely affordable homes**

- We’ll develop a new partnership strategy with our housing association partners to deliver more genuinely affordable homes through a joined-up approach.
- We’ll create a priority scheme to make sure local residents have first preference for all new genuinely affordable homes.
- We’ll explore a new housing finance mechanism with partners (such as housing associations and trade unions) to increase the number of genuinely affordable homes we can deliver.

**Second homes**
We’ll look at the St Ives planning restriction model so a newly built property can’t be sold as a second home.

**Old Oak – homes and jobs**
We’ll work with the Old Oak Regeneration Corporation to deliver thousands of new affordable homes to rent and buy for H&F residents, and secure thousands of jobs for residents.

**Affordable homes**
We’ll review all small sites that could be used to increase the number of affordable homes on every possible spare piece of land.

**Empty homes**
We’ll seek new planning powers to bring at least 250 empty homes into use.

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**Housing associations**
We’ll work with housing associations to help them improve their policies and services including the provision of a tenants’ handbook. We’ll promote an H&F Housing Association Charter / service level agreement.

**Handy person**
We’ll introduce a handy person scheme.

**Business portal**
We’ll develop a new online business portal to help bring entrepreneurs, innovators and investors together.

**Opportunities for young people**
We’ll work with schools, colleges, businesses, Imperial College London, LAMDA and others to ensure that children and young people from all backgrounds get the education and training that equips them with necessary capabilities to benefit from the many new jobs and career opportunities that will be delivered by our economic growth plan.

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**Spin-out companies**
Building on our Industrial Strategy and Enterprise Partnership, we’ll work with Imperial College to anchor at least 20 new spin-out companies in the borough by 2022.

**West Tech hub**
We’ll work to bring in new investment of large ‘anchor’ firms that will enable a vision of a West Tech hub.

**Jobs**
Through the industrial strategy, we’ll create 2000 jobs in technology, media and creative industries by 2022.

**Affordable office space**
We’ll deliver new affordable space through planning agreements with developers to support small businesses.

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**Matching homes to needs**
We’ll match older people in large homes with young people in need of housing.
Creating a compassionate council

WE'RE WORKING ON IT NOW

Disabled children
We'll support our outstanding special schools and continue to ensure that services are designed to meet the additional needs of Disabled children and their families. We'll also target public health resources on early speech and language intervention.

Disabled children’s centre
We'll ensure that the brand new state-of-the-art Stephen Wiltshire Centre for Disabled Children is used by as many children with disabilities and their families as possible.

Isolation and loneliness
We'll combat social isolation and loneliness.

School funding
In the face of budget cuts, we'll protect and improve our schools.

Life chances
We'll improve residents' life chances.

Equalities in schools
We'll work with schools to support them to welcome children who come from different ethnic and cultural backgrounds.

BY 31 MAY 2019

Family Support
Our Family Support organisation will ensure families can access joined-up support and those requiring more help can be identified and supported from the earliest opportunity.

Sport, play and food poverty
We'll help children participate in sport and have free access to active play. Through local sports partnerships, we'll provide healthy food and stop any children going hungry. We'll work with schools to ensure they have access to parks and other sporting facilities.

Hurlingham running track
We'll develop a running track at Hurlingham Park for use by schools and a safer, pollution-free opportunity for recreational jogging for all ages.

Period poverty
We'll support girls and women who are in ‘period poverty’.

Maintenance allowance
We'll consult on an ‘H&F Education Maintenance Allowance’ for students and if introduced, the impact will be reviewed.

School admissions
We'll continue to challenge schools we feel are not taking a fair approach in their admissions policies.

Childcare
We'll work with the government, employers, schools and the third sector to deliver affordable high-quality childcare for H&F residents.

Teacher parking
We'll consult on giving borough-wide free parking permits to teachers.

Teaching qualifications
We'll look at sponsoring Master’s degrees for teachers - provided they stay in the borough for a fixed period.

Teaching assistants
We'll encourage teaching assistants to become teachers, building on the work of the excellent West London Teaching Alliance.

Special educational needs
We'll build a world-class special educational needs service with constructive and collaborative relationships with parents at its heart.

School support for Disabled children
We'll support mainstream schools to become better at supporting children who have disabilities or other physical and mental health needs.

Care leavers’ hub
We'll create a hub for our care leavers.

Mental health forum
We'll set up a forum to develop strategies to improve child and adolescent mental health services.

Adult mental health
We'll develop an effective approach to mental health, working across partner agencies such as the police and non-governmental organisations such as foodbanks.

Intergenerational projects
We'll support intergenerational projects that bring young and old together.

Hospital discharge
We'll further improve hospital discharge, including a ‘going home box’ (basic food and toiletries) for people discharged from hospital.
Meals-on-wheels
We’ll further improve meals-on-wheels to provide healthy choices and meaningful time spent with residents.

Armed forces
We’ll seek to achieve the Gold Award in the Defence Employer Recognition Scheme by:
• continuing to develop the offer under the Armed Forces Covenant;
• maintaining a lead officer to implement the measures to achieve the Gold Award;
• maintaining a councillor lead to oversee the implementation of the Armed Forces Covenant and the DERS.

Faith school admissions
We’ll ensure that faith schools service their local communities, and work to ensure that local children make up at least half their intake.

Play streets
We’ll support communities in local streets to facilitate temporary closures to become play streets.

Learning partnership
We’ll work with schools to create a Learning Partnership to promote peer-to-peer learning across our schools and help recruit and retain the highest quality teachers.

Dementia
We’ll make H&F a dementia-friendly council. We’ll provide dementia-friendly programmes including, for example, the provision of nursery schools alongside care homes.

Sports and youth facilities
We’ll develop more physical education, sport and youth facilities.

Fuel poverty
We’ll provide effective support to those in fuel poverty.

Healthy eating
We’ll work with fast food outlets near schools to improve nutritional content of their food.

School places
We’ll start planning now for how the borough can best meet the growing need for more primary schools and high quality local secondary school places.

Teacher recruitment
We’ll work to attract and retain good teachers, which may include offering support with accommodation and we’ll look into starting our own teacher recruitment agency.

Mental health
We’ll support good mental health for adults and continue to build upon and also implement the recommendations of the Child and Adolescent Mental Health Task Force report.

Keeping families in the borough
We’ll join up housing, health, social services and education so that no-one is forced to live outside the borough.

Health and care hubs
We’ll set up two new joint social care and GP hubs.

Carers
We’ll identify young carers and ensure their support needs are met and that our borough values, respects and supports carers.

By 31 May 2022

Joined-up services
We’ll help families earlier and better by joining up our services within the council and with other governmental and non-governmental organisations.

Carers
We’ll aim to help carers have financial security, care services which are there when they need them, an NHS which supports them, the ability to combine work and care if they choose to, and better information and advice to prepare and make choices about caring.

Convalescent homes
We’ll help with reablement and reintroduce convalescent homes.
**Doing things with residents, not to them**

**WE’RE WORKING ON IT NOW**

**Charing Cross**
We’ll continue to save the hospital.

**Disabled people**
We’ll put Disabled people at the heart of decision-making in H&F. Co-production will lie at the heart of how we operate in future - nothing about Disabled people without Disabled people.

**Information on schools and children’s activities**
We’ll help parents choose the best school for their child. This includes online information and advice and events for families to find out more about schools, as well as play and work opportunities for young people.

**Heathrow**
We’ll work with the H&F Commission on Airport Expansion and fight against a third runway at Heathrow.

**BY 31 MAY 2019**

**Community engagement**
We’ll develop new ways of engaging and working with residents.

**Co-production with older people**
We’ll ensure co-production with older people.

**Resident-led commissions**
We’ll work with existing resident-led commissions and set up new commissions, including a teaching commission, an arts commission and a carers’ commission and we’ll implement the recommendations of the resident-led commissions to date.

**Transition planning**
We’ll ensure adults’ and children’s services work together on transition planning, once a child turns 14.

**Direct payments and personalisation**
We’ll further improve Direct Payments by working with residents and the organisations that represent them. And we’ll co-produce an independent living strategy in H&F for Disabled residents of all ages.

**Ward panels**
We’ll set up new ward panels with a budget and new powers.

**Environment committee**
We’ll establish an environment committee to scrutinise the green agenda; develop green policies; ensuring the recommendations of the biodiversity and air quality commissions are implemented; and scrutinise the ‘greening our estates’ programme and develop new policies and initiatives.

**Devolved powers to committees**
We’ll devolve decision making where possible, developing Policy and Accountability Committees as wider forums.

**Childcare enquiry with residents**
We’ll carry out a public enquiry via the new policy and accountability committee to review childcare costs and availability.

**Language barriers**
We’ll work with specific communities where there are language and interpretation barriers to civic engagement.

**Voter registration**
We’ll support additional voter and young voter registration projects.

**Online services**
We’ll improve the use of digital technology to make it easier and quicker for residents to get what they need from the council, while maintaining traditional contact channels for those who prefer them.

**Pupil experience guarantee**
We’ll work with local theatres, sports clubs and businesses to create a ‘Pupil Experience Guarantee’ and we’ll encourage all schools to develop strong links and share resources with the local community.

**Parents’ groups**
We’ll go on creating strong links with parents’ groups including those for children with learning disabilities and complex needs.

**BY 31 MAY 2020**

**Youth Zone**
We’ll build an OnSide Youth Zone in White City offering a wide range of sport, art and enterprise activities.

**North End Road**
In Fulham, we’ll seek to invest in a community-led redesign of the North End Road providing a long-term enhancement of the market and supporting the growth of existing and new businesses.
Being ruthlessly financially efficient

WE’RE WORKING ON IT NOW

Value for money
We’ll continue to be the best value council in the country.

Protecting vulnerable residents
We’ll make sure future government cuts are not passed on to vulnerable residents in the form of reduced services.

Council tax and charges
We’ll continue to keep council tax and council charges low.

Budgeting
Council departments will stay within agreed budgets, with any new investments agreed in advance.

Ethical debt collection
We will not use bailiffs to collect council tax debt from residents, instead using an ethical approach that is more effective and supports families put their finances in order.

Council reform
We’ll reform the council using third sector partners to tackle problems intrinsic to our society.

Public services reform
We’ll find new, innovative ways of delivering local services with other local organisations.

BY 31 MAY 2019

Empty properties
We’ll use to the maximum our powers to increase council tax on empty properties.

Budgeting
We’ll extend zero-based budgeting to strip out more waste and build joint working with other organisations to achieve better outcomes for residents.

Improving the way we do business
By leaving the Tri-borough and the managed services contract, we’ll modernise financial processes to ensure each pound we spend supports better services for residents.

Income generation
We’ll develop entrepreneurial skills across the council to bring in more commercial income that we can invest in residents’ services.
Taking pride in Hammersmith & Fulham

WE’RE WORKING ON IT NOW

Greeneest borough
We’ll make our borough the greenest borough in Britain.

Plastics
We’ll review council use of plastics; develop ways to minimise the use of all plastics; and build an alliance of local organisations that commit to ending the use of all plastics.

Bin collections and street cleaning
We’ll go on investing in more and better street cleaning and protecting bin collections - never cutting these services.

Cycle route CS9
We’ll lobby the Mayor to run the CS9 cycle route down the A4.

Flyunder
We’ll seek to put together a scheme that works with private investors and TfL to build the Hammersmith Flyunder.

Train services
We’ll press Transport for London to bring back regular services to Olympia Underground station, more West London Line trains and improved facilities for pedestrians and cyclists.

Hate crime
We’ll tackle hate crime when and wherever it happens.

Policing
We’ll ensure the new Borough Command Unit is working effectively.

Pedestrian space
We won’t reduce pedestrian space for cycle lanes.

BY 31 MAY 2019

Electric cars
We’ll increase the number of electric car charging points in the borough and we’ll extend the use of electric car clubs.

Bats and beetles
We’ll install bat boxes and loggeries in all parks to support the endangered bat and beetle populations.

Trees
We’ll audit the number, location and type of trees to help plan what type of trees to plant and where. We will not reduce the number of trees but we’ll identify which streets and roads without trees are the best place to have them.

Pollution
We’ll introduce state-of-the-art technologies to absorb pollution and we’ll improve our noise pollution operation.

Grass and wildflowers
We’ll dedicate a minimum of five per cent of all parks and cemeteries to long grass and wildflowers and we’ll use the grass and wildflower space in cemeteries and bat boxes and loggeries in parks as the basis for educational opportunities for children and schools.

Green estates
We’ll work with our estates, alongside tenants’ and residents’ associations and residents, to identify areas to plant new trees, bushes and flowers; buildings to install green roofs or green walls; large paved areas which can be converted to grass; and places for bird boxes.

Schools and young people
We’ll involve local schools and community groups, providing educational opportunities and inclusivity for identified groups and develop an enrichment strategy for facilities for young people.

Living walls
We’ll plant ‘living walls’ to absorb pollution near schools and other targeted buildings.

Cycle parking
We’ll increase cycle parking on streets and estates.

Arts strategy
We’ll refresh the arts strategy, to include a greater number of local residents in the diverse range of cultural and artistic activities.

Arts endowment fund
We’ll establish a local arts endowment fund.

Public art
We’ll develop a programme of public visual art, making use of our parks, public spaces and public buildings to promote the borough as a major artistic and cultural environment.

Arts opportunities
We’ll work with partners to increase the number of arts and cultural opportunities for young people. We’ll provide more cradle-to-grave opportunities for local people and look to Music for Youth as a gateway to working with local schools.
Arts trust
We’ll establish a borough wide arts trust with independent input.

Central Hammersmith
We’ll seek agreement to deliver the flyunder and work with residents to redesign central Hammersmith.

Public events
To build up our place-making, we’ll develop an annual cycle of events to increase the attractiveness of our town centres.

Knife and gang crime
We’ll work with the third sector and community to tackle knife crime and gang and youth violence. We’ll provide effective help for young people who are involved in gangs or at risk of becoming gang members.

Moped crime
We’ll work with the police to stop moped crime and drug dealing.

CCTV
We’ll continue to invest in CCTV.

Stop and search
We’ll work to ensure stop and search is targeted appropriately and effectively.

Victims of crime
We’ll provide better processes to support residents who have put up with anti-social behaviour and drug dealing in their neighbourhood. We’ll support the work of ‘victim support’ and crime prevention measures.

FGM
We’ll take action to prevent female genital mutilation and support prosecutions.

Safer neighbourhoods
We’ll enhance the community safety team and the work of the safer neighbourhood board. We’ll ensure local ward police officers are supported effectively.

Radicalisation
We’ll protect residents from being victims of radicalisation.

Young people and crime
We’ll reach out to young people who are disengaged from society and at risk of exploitation for criminal purposes.

BY 31 MAY 2020

Car-free businesses
We’ll use planning conditions to encourage car-free businesses and we’ll promote and encourage more car free developments.

Imperial Wharf station
We’ll campaign for a Crossrail 2 station at Imperial Wharf and seek to gain an increase in trains on the West London overground line.

Arts
We’ll draw in more popular artists as well as new and innovative productions and provide more support, venues and galleries for local artists and musicians to perform. Through planning, we’ll increase the number of performance and artistic event spaces.

Cecil French Collection
We’ll restore the Cecil French Collection and, through planning, ensure it gains a long term gallery home in the borough.

Town centres
We’ll build on the success of our markets. We’ll invest in our town centres and develop new shopping parade strategies.

Youth services
We’ll set up mini-projects/resources for targeted groups of disengaged or alienated young people. And we’ll develop access opportunities for all across the borough outside the school curriculum.

Crime prevention
We’ll go on investing more on crime prevention.

CCTV
We’ll install CCTV cameras on stairwells in tower blocks if residents want them.

BY 31 MAY 2022

Pollution
We’ll introduce policies including traffic management to reduce the sources of noise, light and air pollution.

Pedestrian river bridge
We’ll continue to support a new pedestrian river crossing at Imperial Wharf to enhance transport in the south of the borough.

Artists’ studios
We’ll gain agreements with developers for new affordable artist studios and performance and rehearsal spaces.

Arts venues
Through planning, we’ll seek to attract at least two new major artistic venues to the borough by 2022.