



# SUMMONS

Councillors of the London Borough of  
Hammersmith & Fulham  
are requested to attend the  
Annual Meeting of the Council on  
Wednesday, 24 May 2006  
at Hammersmith Town Hall, W6

The Council will meet at 7.00pm.

16 May 2006  
Town Hall  
Hammersmith W6

Geoff Alltimes  
Chief Executive



## ANNUAL COUNCIL MEETING - 24 MAY 2006

### ITEM

### PAGE

(refers to  
printed  
agenda)

#### **ELECTION OF MAYOR 2006/07**

To receive nominations for the election of a Mayor for the 2006/07 Municipal Year.

To appoint a Deputy Mayor for the 2006/07 Municipal Year.

#### **ELECTION OF COUNCILLORS 2006/07**

To receive the Returning Officer's report as to those persons elected as Councillors for the Borough at the Local Elections held on 4 May 2006.

#### **MINUTES – 22 FEBRUARY 2006**

To approve and sign as an accurate record the Minutes of the Budget Council meeting held on 22 February 2006.

(circulated  
separately)

#### **APOLOGIES FOR ABSENCE**

#### **DECLARATIONS OF INTEREST (IF ANY)**

#### **MAYOR'S ANNOUNCEMENTS (IF ANY)**

(circulated  
separately)

#### **CHIEF EXECUTIVE'S REPORT OF APPOINTMENTS BY THE PARTY GROUPS FOR 2006/07**

To note the Chief Executive's report on the various appointments made by the Party Groups on the Council for the 2006/07 Municipal Year.

#### **COUNCIL CONSTITUTION 2006/07**

To receive the Monitoring Officer's report detailing the annual review of the Council's Constitution and to agree to re-adopt it, with amendments, for a further Municipal year.

[Annex 1 – amendments to Council Constitution](#)

## **BUSINESS SPECIAL MOTIONS**

To agree the following business Special Motions:

### **Special Motion No.1 – Appointment of a Leader, Deputy Leader & Executive Cabinet Members, and Chairs & Memberships of Regulatory and Overview & Scrutiny Committees**

Annex 1 – the Executive 2006/07

Annex 2 – Memberships of Committees 2006/07

Annex 3 – Memberships of Overview & Scrutiny Committees 2006/07

### **Special Motion No.2 – Council Appointments to Outside Organisations 2006/07**

Schedule of Appointments to Outside Organisations

### **Special Motion No.3 – Council Calendar 2006/07**

## **MANIFESTO 2006 – 2010**

To receive and note the Conservative Administration's Manifesto for the Council for 2006 – 2010

## **REVISED LOCAL AUTHORITIES "GOLD" RESOLUTION**

The Council to adopt the revised resolution drawn up by the ALG on behalf of the London Boroughs enabling the Head of Paid Service (Gold Command) to act in the event of a catastrophic disaster or emergency in London under s.138(1) of the Local Government Act 1972

## **COUNCILLORS' ANNUAL REPORTS TO COUNCIL**

To receive the annual Scrutiny Chairs' report on work undertaken in 2004/05

[Note: Councillors will be given the opportunity to comment and to ask questions on these reports in the usual manner].

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## RETURNING OFFICER'S REPORT TO ANNUAL COUNCIL – 24 MAY 2006

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The Returning Officer submits the names, addresses, and political parties of the persons elected as Councillors for the Borough at the Local Elections held on 4 May 2006.

<u>WARD/NAME</u>	<u>ADDRESS</u>	<u>POLITICAL PARTY</u>
<b><u>Addison</u></b>		
Helen Binmore	21D Sterndale Road, W14 0HT	Conservative
Belinda Donovan	79 Kenyon Street, SW6 6LA	Conservative
Peter Tobias	69 Bolingbroke Road, W14 0AA	Conservative
<b><u>Askew</u></b>		
Gill Dickenson	145 The Grampians, Shepherds Bush Road, W6 7NB	Labour
Rory Vaughan	147 Kings Court, King Street, W6 0RP	Labour
Lisa Homan	15 Hugon Road, SW6 3HB	Labour
<b><u>Avonmore &amp; Brook Green</u></b>		
Will Bethell	9 Anley Road, W14 OBY	Conservative
Alexandra Robson	Augustine Studios, Augustine Road, W14 0HZ	Conservative
Robert Iggulden	143 North End House, Fitzjames Avenue, W14 0RZ	Conservative
<b><u>College Park &amp; Old Oak</u></b>		
Wesley Harcourt	Flat, 42 Davisville Road, W12 9SJ	Labour
Reg McLaughlin	135A Conningham Road, W12 8BU	Labour
<b><u>Fulham Broadway</u></b>		
Aidan Burley	Flat 1, 1 Epirus Road, SW6 7UJ	Conservative
Victoria Brocklebank-Fowler	6 Crondace Road, SW6 4BA	Conservative
Rachel Ford	Ground Floor, 3 Waldemar Avenue, SW6 5LB	Conservative

<b><u>Fulham Reach</u></b>		
Gavin Donovan	251 Fulham Palace Road, SW6 6TP	Conservative
Paul Bristow	15A Ravenscourt Road, W6 0UH	Conservative
Andrew Johnson	Ground Floor, 3 Waldemar Avenue, SW6 5LB	Conservative
<b><u>Hammersmith Broadway</u></b>		
Michael Cartwright	63 Lily Close, W14 9YA	Labour
Stephen Cowan	58 Inglethorpe Street, SW6 6NX	Labour
Lisa Nandy	Flat 3, 155 Hammersmith Grove, W6 0NJ	Labour
<b><u>Munster</u></b>		
Michael Adam	129 Rylston Road, SW 6 7HP	Conservative
Adronie Alford	19 Rannoch Road, W6 9SS	Conservative
Alex Karmel	62 Lillie Road, SW6 ITN	Conservative
<b><u>North End</u></b>		
Caroline Ffiske	Ground Floor, 2 Gledstanes Road, W14 9HU	Conservative
Sarah Gore	30 Orbain Road, SW6 7JY	Conservative
Lucy Gugen	247A Munster Road, SW6 6BS	Conservative
<b><u>Palace Riverside</u></b>		
Donald Johnson	48 Kenyon Street, SW6 6LD	Conservative
Minnie Scott Russell	Flat 4, 722 Fulham Road, SW6 5SB	Conservative
<b><u>Parsons Green &amp; Walham</u></b>		
Nick Botterill	26 Dancer Road SW6 4DX	Conservative
Mark Loveday	33 Peterborough Road, SW6 3BT	Conservative
Frances Stainton	Studio 5, Chelsea Studios 410 Fulham Road, SW6 1EB	Conservative
<b><u>Ravenscourt Park</u></b>		
Harry Phibbs	Flat 2, 35 Agate Road, W6 0AL	Conservative
Lucy Ivimy	7 Wingate Road, W6 OUR	Conservative
Eugenie White	1 Devonport Road, W12 8NZ	Conservative

<b><u>Sands End</u></b>		
Steve Hamilton	238B North End Road, SW6 1NL	Conservative
Jane Law	1 <sup>st</sup> Floor, 29 Hugon Road, SW6 3HB	Conservative
Jeanette Bentley	15A Ravenscourt Road, W6 0UH	Conservative
<b><u>Shepherds Bush Green</u></b>		
Alex Chalk	96 Tunis Road, W12 7EY	Conservative
Ed Owen	19 Bradmore Park Road, W6 0DT	Labour
Mercy Umeh	86B Frithville Gardens, W12 7JW	Labour
<b><u>Town</u></b>		
Stephen Greenhalgh	53 Winchendon Road, SW6 5DH	Conservative
Antony Lillis	Lower Ground Floor, 36 Greyhound Road W6 8NX	Conservative
Greg Smith	Second Floor Flat, 823 Fulham Road, SW6 5HG	Conservative
<b><u>Wormholt and White City</u></b>		
Colin Aherne	26C Adelaide Grove, W12 OJJ	Labour
Dame Sally Powell	30 Coverdale Road, W12 8JL	Labour
Jean Campbell	1 Hudson Close, White City Estate, W12 7LX	Labour

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## CHIEF EXECUTIVE'S REPORT TO ANNUAL COUNCIL - 24 MAY 2006

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The Council is asked to note that the following Party appointments have been made:

### ADMINISTRATION

Chief Whip	-	Councillor Frances Stainton
Deputy Chief Whip	-	Councillor Donald Johnson

### OPPOSITION

Leader	-	Councillor Stephen Cowan
Deputy Leader	-	Councillor Michael Cartwright
Opposition Whip	-	Councillor Colin Aherne
Opposition Dep. Whip	-	Councillor Lisa Homan

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**24 MAY 2006**

**CONTRIBUTOR: ANNUAL REVIEW OF THE COUNCIL'S CONSTITUTION ALL WARDS**

**ACE (OD)**

The Council's Monitoring Officer (currently the Assistant Chief Executive (Organisational Development)) is required to "review the Council's Constitution each year to ensure that its aims and principles are given full effect". A report on this subject is therefore included on the Annual Council Meeting agenda each year.

The Council's Constitution is based on a model published by the Government following the introduction of the Local Government Act 2000. In May 2002, the Council adopted a LGA 2000 Constitution, with a Leader, an Executive Cabinet, and Scrutiny Panels (Overview & Scrutiny Committees).

The Constitution was reviewed in detail in early 2003 by the Leadership Scrutiny Panel. A number of changes followed from this review - e.g. the re-introduction of Public Question Time, and a reduction in the number of full Council meetings held per year. No further significant changes were made to the Constitution in 2004 and 2005.

For the forthcoming year (2006/7), the new Conservative Administration has proposed the following changes to the Executive and Scrutiny systems, as detailed below:

- a) readjustment of the Leader's Portfolio, to include specific responsibility for budgetary control and organisational development;
- b) readjustment of the Deputy Leader's Portfolio, to include specific responsibility for Environment and co-responsibility for Regeneration (with the Cabinet Member for Regeneration);
- c) the creation of 3 new executive Cabinet posts:
  - Cabinet member for Crime & Anti-Social Behaviour
  - Cabinet member for Health & Social Services
  - Cabinet member for Strategy

which, together with the existing Cabinet member posts for Education and Regeneration, and the re-creation of a separate Cabinet member post for Housing, will comprise the new Administration's Cabinet;



- d) the abolition of the previous executive Cabinet member posts for Environment & Contract Services, Performance & Procurement, and Social Inclusion;
- e) the lowering of the “Key Decision” threshold from £300k to £100k , with a consequent reduction in officer delegated financial limits to £50k;
- f) the abolition of the previous Scrutiny Panels (with the exception of Housing) and the creation of 5 new Overview & Scrutiny Committees, as detailed below:
  - Cleaner & Greener Overview & Scrutiny Committee
  - Education & Children’s Services Overview & Scrutiny Committee
  - Health & Adult Social Services Overview & Scrutiny Committee
  - Local Neighbourhoods Overview & Scrutiny Committee
  - Value for Money Overview & Scrutiny Committee

The size of the Council’s Executive (Cabinet) will therefore increase slightly from previously, with a Leader and 7 other Executive Councillors. The number of Overview & Scrutiny Committees will also increase slightly to 6. Full details are set out in the Council’s Constitution.

A number of other technical and minor drafting changes are proposed to the Constitution by way of updating or amendment to reflect internal Departmental re-organisations and staffing changes and/or officer responsibilities, minor re-wordings to improve clarity, and other administrative matters. These minor changes and amendments proposed to the Constitution are shown in the schedule attached at **Annex 1** to this report.

### **Comments of Monitoring Officer**

The Monitoring Officer is satisfied that the Council’s Constitution continues to fulfil its stated purposes, as set out in Article 1 of the Constitution.

The Council’s Executive and Scrutiny processes have continued to operate as intended, and as laid out in the Constitution, over the past year. The Council has been assessed by the Audit Commission under its new harder CPA test as a 3–Star “Good” authority, with a direction of travel which is “improving strongly”.

The proposed creation and re-adjustment of Portfolio responsibilities within the Executive reflects a shift of roles and emphasis by the new Conservative Administration rather than any fundamental changes to how the Executive

is designed to work. This shift in roles and emphasis is similarly reflected in the new Overview & Scrutiny Committees which have been proposed.

The standards of conduct by both Councillors and officers within the authority remain high.

### **Schemes of Delegation**

As in previous years, the detailed Schemes of Delegation (which set out how responsibilities are assigned from the Council to its Directors and other officers) have been reviewed and updated where necessary.

The more substantive changes reflect the creation of a new Children's Services Department (from formerly the Education Department and the Children's Trust); and the merger of the former Direct Services Department with the Environment Department. Reflecting the new Administration's desire for firm fiscal control, the financial limit delegated to officers has been altered and lowered from £100k to £50k. No other changes have been made in the levels of function delegated by the Council to officers.

### **Contracts Code**

The Contracts Code is being revised and updated to reflect the above changes and will be re-published later in the year (September).

### **RECOMMENDATIONS**

- 1. That the minor updates, amendments and corrections proposed to the Council Constitution, as set out in Annex 1 to the report, be agreed.**
- 2. Subject to agreement of the above, that the Council's Constitution be re-approved and re-adopted for the 2006/07 Municipal Year.**

## **LOCAL GOVERNMENT ACT 2000 - BACKGROUND PAPERS**

<b>No.</b>	<b>Brief Description of Background Papers</b>	<b>Name/Ext. of holder of file/copy</b>	<b>Department/Location</b>
1.	Review of the Constitution Working papers/file	Lesley Courcouf, Asst. Chief Executive (Organisation Development) X 2100	Mezzanine Floor, Hammersmith Town Hall

<b>PAGE</b>	<b>TITLE/SUBJECT</b>	<b>CURRENT WORDING</b>	<b>PROPOSED WORDING</b>	<b>REASON(S) FOR CHANGE</b>
15	Article 6 – Overview & Scrutiny Committees	delete table of Scrutiny panels	replace with new table of Overview & Scrutiny Committees	The Council gained a new Conservative Administration at the Local Elections held on 4 May and the opportunity has been taken to restructure the Overview & Scrutiny function with new Overview & Scrutiny Committees with different areas of responsibility than previously.
20	Article 8 – Regulatory Committees & Quasi-Judicial Bodies	delete references to “Approval of Accounts Committee”.	insert “Audit Committee”	The Audit Committee replaced the previous “Approval of Accounts Committee” in January 2006
25	Article 12 – Officers & Employees of the Council	Replace officer table and text references to “Director of Policy & Administration”. (Monitoring Officer function also to change accordingly).	insert new officer table and text	The post of Director of Policy & Administration was abolished in July 2005, and the Monitoring Officer function has transferred to the new post of Assistant Chief Executive (Organisational Development).
29	Article 13 – Decision-Making	paragraph 13.03 (b) – definition of “key decision” - delete £300k	insert £100k	It has been decided by the new Administration to reduce the previous “key decision “ threshold of £300k to £100k. (There will also consequently be a reduction in the officer delegated power threshold to £50k from £100k)

35	Part 3 – Responsibility for Functions – Leader & Cabinet Members 2006/07	delete and replace table	replace with new table showing new Cabinet Members and titles for 2006/07	The Council gained a new Conservative Administration at the Local Elections held on 4 May and the Executive (Cabinet) has been restructured, with different titles and Cabinet Portfolio areas of responsibility than previously.
36 - 59	Part 3 – Responsibility for functions – Leader & Cabinet Member Portfolios	delete old Portfolios	replace with new Cabinet Member Portfolios	The Council gained a new Conservative Administration at the Local Elections held on 4 May and the Cabinet Member Portfolios have changed , with different titles and Portfolio areas of responsibility than previously.
60	Part 3 - Committees – Memberships & Terms of Reference	delete and replace old lists of Committee memberships	replace with new Committee memberships	Annual Council on 24 May will agree new memberships for all Council Regulatory and Overview & Scrutiny Committees
85	Part 3 – Committees Terms of Reference – Standards Committee	para. 2.1 – amend membership wording to reflect statute provision	para.2.1 membership – insert : “3 Councillors – (2 Administration – no more than one of whom may come from the Executive, and one Opposition)”.	The membership of the Committee has been amended to reflect the statute provision, which permits one member of the Executive to be a member on a Standards Committee.
96 & 97	General Scheme of Delegation – Delegation to Officers -Section A	para.6 – delete £100k para.7 - reword with new financial limits	insert new officer financial limits of £50k; Cabinet members limit £50k - £100k; & over £100k report to Leader’s Committee as key decision.	The “key decision” threshold has been lowered to £100k , with a consequent reduction in the financial limit delegated to officers of £50k.

100- 237	Council Schemes of Delegation to Chief Officers	delete and replace old Schemes of Delegation	replace with new Schemes of Delegation	The Schemes of Delegation have been revised and updated to take into account new statutory functions and various Departmental reorganisations and mergers that have occurred in the past year.
254	Part 4 – Rules of Procedure – Council Procedure Rules	para.18 – quorum table to be amended	insert new quorum table for Council Committees	Following the Local Elections, the political proportionality of the respective Party Groups on the Council has changed, and this fact is reflected in new ratio numbers / quorums on Council Regulatory and Overview & Scrutiny Committees and other bodies.
262	Part 4 – Access to Information Procedure Rules	delete current table of 15 exempt categories (old Schedule 12A)	insert new Schedule 12A (7 exempt categories)	The Government has revised the exempt provisions of the Access to Information legislation in the light of the Data Protection Act 1998, Human Rights Act 1998 and Freedom Of Information Act 2000, reducing the previous number of exempt categories of information from 15 to 7, and introducing a “public interest” qualifying test.
301	Contracts Code – Global changes	delete Cabinet Member for Performance & Procurement  delete: In relation to the award of Contracts: <ul style="list-style-type: none"> <li>• £300,000</li> <li>• £100,000</li> </ul>	insert Leader of the Council or relevant Cabinet Member  insert: <ul style="list-style-type: none"> <li>• £100,000</li> <li>• £50,000</li> </ul>	To reflect the make-up of the new Cabinet.  To reflect the new Key Decision thresholds. All other financial thresholds to remain unchanged (e.g. consideration for

	Chapter 8, section 6 (Additional cost reports)	Threshold values	Remove threshold values	performance bonds, parent company guarantees, etc)  To reflect changes to Financial Regulations
325	Part 5 – Codes & Protocols – Officers Code of Conduct	Amend page wording	Amend text to include the draft Model Code of Conduct for Local Government Employees	The Government is in the process of consulting Trade Unions and stakeholders over the introduction of a statutory Code of Conduct for Local Government Employees, similar to the Code of Conduct for Members, and the proposed draft Model Code of Conduct is included here.
347	Part 5 – Codes & Protocols – Local Protocol for Councillors on Access to Information / Open Government	Paragraphs. 7, 8, & 9 to be amended	replace current text with new wording	The Government has introduced a new Schedule 12A to the Local Government Act 1972, which replaces the previous 15 exempt categories of information with 7 new exempt categories, subject to a new “public interest” qualifying test of disclosure.
351	Part 5 – Codes & Protocols - Guidance for members on Planning & Licensing matters	delete and replace current text	insert revised protocol	The Local Protocol has been revised and updated in the light of recent significant changes, both to the Planning and Licensing legislation, introduced by the Government.

399	Use of IT Equipment, Email & the Internet Local Protocol	delete and replace current text	insert revised protocol	The Local Protocol has been revised and updated in the light of the Data Protection Act 1998, Human Rights Act 1998, Regulation of Investigatory Powers Act 2000, and Telecommunication (Lawful Business Practice) Interception of Communications Regulations 2000.
411	Members' Allowances Scheme 2006/7	delete and replace current scheme	insert new Scheme	The Members' Allowances Scheme is reviewed annually, and a new Scheme was agreed by the Budget Council on 22 February, for implementation from the Annual Council for the 2006/7 municipal year.
415	Part 7 – Management Structure	delete previous organisational structure charts	replace with new structure charts	The Council's management structure has been re-organised and the new management structure is reflected in the revised charts.

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**SPECIAL MOTION NO. 1 – APPOINTMENT OF A LEADER, DEPUTY LEADER  
& EXECUTIVE CABINET MEMBERS, AND CHAIRS & MEMBERSHIPS OF  
REGULATORY & SCRUTINY COMMITTEES**

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Standing in the names of:

- (i) Councillor Stephen Greenhalgh
- (ii) Councillor Nick Botterill

"This Council agrees the following appointments under its Constitution for the Municipal Year 2006/7:

- a) The Leader & Executive Cabinet Members (**Annex 1**);
- b) Chairs & Memberships of Regulatory and other Committees (**Annex 2**);
- c) Chairs & Memberships of Scrutiny Committees (**Annex 3**)

and notes their respective Portfolios / Terms of Reference, as set out in the Council's Constitution."

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LEADER	-	Councillor Stephen Greenhalgh
DEPUTY LEADER (+ ENVIRONMENT)	-	Councillor Nick Botterill
CABINET MEMBER FOR CRIME & ANTI-SOCIAL BEHAVIOUR	-	Councillor Greg Smith
CABINET MEMBER FOR EDUCATION	-	Councillor Alexandra Robson
CABINET MEMBER FOR HEALTH & SOCIAL SERVICES	-	Councillor Antony Lillis
CABINET MEMBER FOR HOUSING	-	Councillor Adronie Alford
CABINET MEMBER FOR STRATEGY	-	Councillor Mark Loveday
CABINET MEMBER FOR REGENERATION	-	Councillor Frances Stainton

[NOTE: The following are Assistants to the above Cabinet Members, but do not have a Cabinet vote, are not deputies or substitutes for Cabinet Members, nor are they able to take executive decisions on behalf of the Cabinet Member:

Environment – Councillor Aidan Burley

Education – Councillor Victoria Brocklebank-Fowler

Housing – Councillor Harry Phibbs

Health & Social Services – Councillor Sarah Gore

Strategy – Councillor Paul Bristow

Crime & Anti-Social Behaviour – Councillor Belinda Donovan

## ANNEX 2

### REGULATORY & OTHER COMMITTEES MEMBERSHIPS 2006 / 2007

[ \* s.101 Committee LGA 1972, \*\* s.53 Committee LGA 2000, ^ s.6 Licensing Act 2003,  
# s.9 Licensing Act 2003 ]

#### 1. PLANNING APPLICATIONS COMMITTEE \*

Councillor Lucy Ivimy - Chairman  
Councillor Alex Karmel - Vice-Chairman  
Councillor Will Bethell  
Councillor Helen Binmore  
Councillor Paul Bristow  
Councillor Steve Hamilton  
Councillor Eugenie White  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

#### 2. LICENSING SUB-COMMITTEE\*#

Councillor Alex Karmel - Chairman  
Councillor Greg Smith  
Opposition Councillor - TBA

[Members and substitutes for the above must be drawn from the full membership of the Licensing Committee ]

#### 3. LICENSING COMMITTEE\*^

Councillor Alex Karmel - (Chairman)  
Councillor Adronie Alford (Vice-Chairman)  
Councillor Victoria Brocklebank-Fowler (Vice-Chairman)  
Councillor Gavin Donovan  
Councillor Steve Hamilton  
Councillor Lucy Ivimy (Vice-Chairman)  
Councillor Antony Lillis (Vice-Chairman)  
Councillor Alexandra Robson  
Councillor Minnie Scott Russell  
Councillor Greg Smith  
Councillor Eugenie White (Vice-Chairman)  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor -TBA  
Opposition Councillor -TBA

4. PERSONNEL APPEALS PANEL\*

Administration Councillor TBA - Chairman  
+ One member drawn from the Administration  
+ One member drawn from the Opposition

5. APPOINTMENTS PANEL\*

Leader – (Chairman)  
Deputy Leader  
Cabinet member\* relevant to area of appointment  
(NB: \* Where an appointment relates to the portfolios of two Cabinet members, both will be members of the panel)

Leader of the Opposition (or a named substitute)  
1 Other relevant Opposition member - TBA

Exceptions : Appointment of Chief Executive  
All members of Executive  
Leader of the Opposition  
4 Other Opposition members (Cllrs. TBA )

6. PENSIONS FUND INVESTMENT PANEL\*

Leader (Chairman)  
Deputy Leader (Vice-Chairman )  
Councillor Mike Adam  
Councillor Will Bethell  
Opposition Councillor - TBA

7. STANDARDS COMMITTEE\*\*

2 Administration members (Cllrs. Nick Botterill & Donald Johnson)  
1 Opposition member (Cllr. TBA )

3 Independent Members (Christopher Troke (Chair),  
Steven Moussavi, Grace Moody-Stuart )

8. STANDARDS COMMITTEE APPOINTMENTS PANEL\*

Leader (Chair)  
Deputy Leader  
Leader of the Opposition

[+ Chair of Standards Committee *ex officio* ]

9. AUDIT COMMITTEE\*

Non-Cabinet Administration member – Cllr.Mike Adam (Chairman)

Non-Cabinet Administration member – Cllr.Will Bethell

Non-Cabinet Opposition member – Cllr. TBA (Vice-Chairman)

STAFF JOINT COMMITTEES

10. COUNCIL AND STAFF JOINT COMMITTEE (CSJ)

Leader

Deputy Leader

1 other Cabinet member (who may vary according to the item under discussion)

Councillor Harry Phibbs

Opposition Councillor - TBA

Opposition Councillor - TBA

11. JOINT JOB EVALUATION APPEALS PANEL (JJEAP)

2 Administration members (Cllrs.Caroline Ffiske & Nick Botterill )

1 Opposition member – Cllr.TBA

[Membership to be appointed from among the full and deputy members of the Personnel Appeals Panel]

12. JOINT HEALTH, SAFETY AND WELFARE COMMITTEE (JHSW)

Councillor Alex Karmel - Chairman

Councillor Belinda Donovan

Councillor Lucy Gugen

Councillor Peter Tobias

Opposition Councillor - TBA

Opposition Councillor -TBA

13. LOCAL JOINT NEGOTIATING COMMITTEE FOR CHIEF OFFICERS (JNC)

Leader (Chair)

Deputy Leader

2 other Cabinet members

Leader of the Opposition

One other Opposition member – Cllr.TBA

## NON-STATUTORY CONSULTATIVE BODIES

[Note: The bodies below are Advisory Bodies only and have no legal decision-making powers]

14. FULHAM PALACE MANAGEMENT BOARD

Councillor Frances Stainton - (Chairman)  
+ One Administration member (Cllr. Donald Johnson )  
+ One Opposition member (Cllr. TBA )

15. TRAFFIC MANAGEMENT ADVISORY PANEL

(same membership as Planning Applications Committee, with the exception of the Cabinet member for Environment if s/he is also a member of the Planning Applications Committee)

16. LBHF / AGILISYS STRATEGIC PARTNERSHIP BOARD

Lead Member Customer First / Chair - Councillor Steve Hamilton

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**OVERVIEW & SCRUTINY COMMITTEES MEMBERSHIP 2006 / 07**

(a) CLEANER & GREENER OVERVIEW & SCRUTINY COMMITTEE

- (i) 9 voting Councillors including the Chair and Vice Chair in the ratio of 6 Administration members and 3 Opposition members.

Councillor Eugenie White - (Chairman)  
Councillor Belinda Donovan  
Councillor Caroline Ffiske  
Councillor Rachel Ford  
Councillor Andrew Johnson  
Councillor Jane Law  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

- (ii) The Panel may appoint a maximum of 8 co-opted members who shall be non-voting.

(b) EDUCATION AND CHILDREN'S SERVICES OVERVIEW & SCRUTINY COMMITTEE

- (i) 9 voting Councillors including the Chair and Vice-Chair in the ratio of 6 Administration members and 3 Opposition members.

Councillor Helen Binmore - (Chairman)  
Councillor Sarah Gore  
Councillor Donald Johnson  
Councillor Harry Phibbs  
Councillor Minnie Scott Russell  
Councillor Eugenie White  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

- (ii) The panel shall appoint co-opted members (up to a maximum of 8). At least two, but no more than five, shall be parent governor representatives. Members who have been co-opted as representatives of Diocesan bodies and as parent governor representatives shall have voting rights on education matters. All other co-optees shall be non-voting.

(c) HEALTH & ADULT SOCIAL SERVICES OVERVIEW & SCRUTINY COMMITTEE

- (i) 9 voting Councillors including the Chair and Vice Chair in the ratio of 6 Administration members and 3 Opposition members.

Councillor Peter Tobias - (Chairman)  
Councillor Jeanette Bentley  
Councillor Gavin Donovan  
Councillor Lucy Gugen  
Councillor Andrew Johnson  
Councillor Donald Johnson  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

- (ii) The Panel may appoint a maximum of 8 co-opted members who shall be non-voting.

(d) HOUSING SCRUTINY COMMITTEE

- (i) 9 voting Councillors including the Chair and Vice Chair in the ratio of 6 Administration members and 3 Opposition members.

Councillor Gavin Donovan - (Chairman)  
Councillor Aidan Burley  
Councillor Alex Chalk  
Councillor Lucy Gugen  
Councillor Robert Iggulden  
Councillor Jane Law  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

- (ii) The Panel may appoint a maximum of 8 co-opted members who shall be non-voting.

(e) LOCAL NEIGHBOURHOODS OVERVIEW & SCRUTINY COMMITTEE

- (i) 9 voting Councillors including the Chair and Vice Chair in the ratio of 6 Administration members and 3 Opposition members.

Councillor Caroline Ffiske - (Chairman)  
Councillor Jeanette Bentley  
Councillor Helen Binmore  
Councillor Victoria Brocklebank-Fowler  
Councillor Gavin Donovan  
Councillor Harry Phibbs  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

- (ii) The Panel may appoint a maximum of 8 co-opted members who shall be non-voting.

(f) VALUE FOR MONEY OVERVIEW & SCRUTINY COMMITTEE

- (iii) 9 voting Councillors including the Chair and Vice Chair in the ratio of 6 Administration members and 3 Opposition members.

Councillor Robert Iggulden - (Chairman)  
Councillor Mike Adam  
Councillor Will Bethell  
Councillor Caroline Ffiske  
Councillor Rachel Ford  
Councillor Sarah Gore  
Opposition Councillor - TBA  
Opposition Councillor - TBA  
Opposition Councillor - TBA

- (iv) The Panel may appoint a maximum of 8 co-opted members who shall be non-voting.



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**SPECIAL MOTION NO. 2 – COUNCIL APPOINTMENTS TO OUTSIDE ORGANISATIONS 2006/07**

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Standing in the names of:

- (i) Councillor Stephen Greenhalgh
- (ii) Councillor Frances Stainton

"This Council agrees the Council's appointments to Outside Organisations for 2006/07, as set out in the Schedule ***attached***".

jpc/AGM 2006

**COUNCIL APPOINTMENTS TO OUTSIDE ORGANISATIONS 2006/07**

<b><u>NAME OF OUTSIDE ORGANISATION</u></b>	<b><u>NUMBER OF REPS/RATIO</u></b>	<b><u>NOMINATION</u></b>	<b><u>TERM/EXPIRES</u></b>
<b><u>Association of London Government (ALG)</u></b> Leader's Committee	1 Rep. + 2. Deps. (1 vote per authority)	Rep: Cllr. Stephen Greenhalgh  (Dep.1 Cllr.Nick Botterill) (Dep.2 Cllr. Frances Stainton)	1 year to 31.05.07
<b><u>ALG Transport and Environment Committee</u></b> (Assoc. Joint Cttee )	1 Rep + up to 4 Deps.	Rep. Cllr. Nick Botterill  (Dep. Cllr.Lucy Ivimy)	1 year to 31.05.07
<b><u>ALG Grants Committee</u></b> (Assoc.Joint Cttee)	1 Rep. + up to 4 Deps.	Rep: Cllr. Greg Smith (Dep. TBA)	1 year to 31.05.07
<b><u>ALG Forums</u></b> [+ = Nominations only]  + Housing Forum  + Health & Social Care Forum  + Culture & Tourism  + Crime & Public Protection  + Economic Development  + Children, Young People & Families  + ALG 2012 Forum  + Lead Member, Equalities	1 Rep.+ 1 Dep.  [Nomination]  [Nomination]  [Nomination]  [Nomination]  [Nomination]  [Nomination]  [Nomination]	  [Cllr.Adronie Alford ]  [Cllr.Antony Lillis ]  [Cllr.Lucy Ivimy ]  [Cllr.Greg Smith ]  [Cllr. Nick Botterill ]  [Cllr.Alexandra Robson]  [Cllr.Minnie Scott Russell]  [Cllr.Lucy Gugen ]	1 Year to 31.05.07
<b><u>Greater London Employment Forum (GLEF)</u></b>	1 Rep + 1 Dep  [Nomination]	  [Cllr.Alex Karmel ]	1 year to 31.05.07
<b><u>Greater London Provincial Council (GLPC)</u></b>  (Appointment will be made from ALG Leader's Cttee + GLEF nominated members)	  [Nomination]	  [Cllr.Alex Karmel]	1 year to 31.05.07

<b><u>London Housing Unit Committee (LHUC)</u></b> (Sectoral Joint Cttee)	1 Rep. + 2 Deps.	Rep: Cllr. Stephen Greenhalgh  (Dep. Cllr. Alex Karmel )	1 year to 31.05.07
<b>LHUC Exec. Sub Cttee</b> (LHUCExec)	1 Rep + 2 Deps	Rep: Cllr. Alex Karmel	1 year to 31.05.07
<b><u>Local Government Association (LGA)</u></b>  - General Assembly	Up to 4 Reps & 4 Votes	1. Cllr. Greenhalgh 2. Cllr. Botterill 3. Cllr. Stainton 4. Cllr. Loveday	1 year to 22.07.07
<b><u>LGA Panels/Committees</u></b> [** = Council Nomination only]			
** Policy and Strategy	[ Nomination]	[Cllr. Loveday ]	
** Planning	[ Nomination]	[Cllr. Ivimy ]	
** Social Affairs	[ Nomination]	[Cllr. Lillis ]	
** Education	[ Nomination]	[Cllr. Robson ]	
** Equalities	[ Nomination]	[Cllr. Bentley ]	

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**SPECIAL MOTION NO. 3 – COUNCIL CALENDAR 2006/07**

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Standing in the names of:

- (i) Councillor Frances Stainton
- (ii) Councillor Donald Johnson

"This Council agrees that, for the Municipal Year 2006/07, meetings of the Council, its Committees and Panels, be held on the dates specified, as set out in the Council Calendar (***to be tabled***).

jpc/AGM May 06

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**SPECIAL MOTION NO. 3 – COUNCIL CALENDAR 2006/07**

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Standing in the names of:

- (i) Councillor Frances Stainton
- (ii) Councillor Donald Johnson

"This Council agrees that, for the Municipal Year 2006/07, meetings of the Council, its Committees and Panels, be held on the dates specified, as set out in the Council Calendar (***to be tabled***).

jpc/AGM May 06

**Don't just hope for a  
brighter borough.**

**Vote for it.**

**CONSERVATIVE**   
4 MAY 2006



Cllr Stephen Greenhalgh

## Don't just hope for a brighter borough. Vote for it.

### The Conservative Manifesto for the 2006 Council Elections

We have spent the last four years listening to residents in Hammersmith & Fulham.

The Conservative approach to running Hammersmith & Fulham will be to put **residents first** and is based on 5 principal aims:

1. Lowering Council Tax and providing quality, value for money services,
2. Improving markedly the local environment,
3. Cutting crime,
4. Improving educational standards, and
5. Supporting the most vulnerable in society.

All of our policies are aimed at achieving these 5 key imperatives.

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

Cllr Stephen Greenhalgh  
*Conservative Group Leader*

**CONSERVATIVE**   
4 MAY 2006

# ENVIRONMENT

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## **Guiding principles:**

Conservatives recognize that resident's "quality of life" is seriously affected by the environment in which they live.

Issues to do with litter and rubbish represent some of the most frequent complaints against the Council. A recent independent MORI poll published in June 2005 ranked Hammersmith & Fulham the 6<sup>th</sup> worst borough in England in terms of litter, rubbish and quality of life.

While Conservatives are generally not in favour of introducing lots of petty rules and regulations, it is a fact that strict enforcement is the only way of ensuring that a minority of thoughtless people don't turn the streets into communal garbage dumps.

Conservatives believe that the "Smarter Borough" initiative is currently a joke and that too many parts of H&F are shabby, graffitied, littered and undercared for and that it is (or should be) a prime task of the Council to counter this.

## **Commitments to positive action:**

Conservatives will clean up the borough with a policy of zero tolerance of graffiti, fly tipping, noise by creating an "Environmental Crimes Unit" as Enfield.

### **War against rubbish left in the streets**

Too many of our shopping streets and other roads are lined with uncollected rubbish sacks left out by a few thoughtless shops and residents at any time of the day or week irrespective of collection schedules. Conservatives will make it a priority to stop this with much greater emphasis on enforcement. Where there are particular problems, we will place plates on lampposts to advise residents of collection days.

### **Litter**

The borough is often awash with litter particularly at certain times of the year such as during the leaf fall. Under the Conservatives, the Council will get a grip on these problems. We shall ensure that the best equipment is available to the operatives. There are far too few litter bins (actually less than CPZ ticket machines) and it will be



a priority to ensure that sufficient bins positioned at regular intervals are available (particularly at bus stops and busy areas) so that there is no excuse for leaving waste in the street.

We will ensure that all public areas in town centres, shopping streets, secondary parades of shops and main thoroughfares are cleaned at least once per day before 8am.

We will copy Wandsworth's Fixed Penalty Notices on litter louts. That Borough issued 70% of all such notices in the whole of Britain in 1997!

## **Refuse**

Conservatives will improve the distribution of orange recycling sacks and ensure sufficient publicity so as to maximize participation in recycling. We shall take action to ensure that the current growing problem of dumping full orange bags everywhere is addressed. We will ensure that all bin crews are fully aware of the importance of not dropping refuse in street. Action is required to make sure that Recycling "Bring Sites" are kept as tidy as possible.

Recognizing that very small flats and apartments have little or no space to store refuse, we will consider seriously a second weekly refuse collection for blocks of flats and flats above shops on parades.

## **Graffiti**

Graffiti is a serious problem in public areas and also on private property and this is simply not acceptable.

Conservatives will remove all graffiti within 4 hours as in K&C. Wandsworth have cleaned graffiti off private homes at no cost for years - since this was introduced in 1994 expenditure on graffiti cleaning has fallen every year as that Borough has driven out the taggers. Labour have only just introduced free graffiti removal for private homes in Hammersmith & Fulham. Up to now the response has been: "Next you will be asking us to clean people's living rooms!" (Cllr Slaughter gave this response to a Council question from Greg Hands). Conservatives will also use to the full the new provisions allowing the cleaning of graffiti from buildings and property belonging to Public Bodies. Action against bodies such as TfL who make little effort to remove graffiti will be toughened up.

## **Parks**

Too many of our parks and open spaces are shabby and underused. None have been awarded a "green flag" which is the mark of an excellent park. In addition the Parks budget has been cut from £889,000 in the 2004/05 financial year to £878,000 in the 2005/06 financial year.

Conservatives will make improvements in our parks a priority. While we are keen to promote use of the parks by as many groups and sports as possible, it will be made clear that this will be

conditional on ensuring that the parks are left in good condition afterwards. We will not consider any proposals which would result in the loss of parkland to new buildings or other developments.

### **Street trees**

Street trees can transform the appearance of a road for the better. Conservatives will, where residents want them, plant more street trees. However street trees need active management particularly large ones which have over the years grown too large by comparison with the surrounding properties.

### **Street furniture, paving and signs**

Currently the borough presents a confused overall image when it comes to the environment at pavement level. Conservatives will, when conducting renewals, ensure that good quality street furniture is always used, that clutter is reduced and that an overall holistic approach is adopted. A priority will be to ensure that the hundreds of missing street name signs are replaced and put in locations which are visible to drivers and others.



# PARKING, TRANSPORT & TRAFFIC

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## **Guiding principles:**

Parking is one of the most contentious issues in the borough. Conservatives start from the premise that the streets belong to residents and not to the Council and that as such residents have a reasonable right and expectation to park their vehicles in their streets. However we also recognize that there is in many areas a limited amount of road space available which makes it doubly important to consult honestly and widely with both residents and local businesses to arrive at an optimum parking scheme. Conservatives do not believe in the “one size fits all” approach to parking and we understand that different solutions will work in different areas. We do not believe that the boundaries of the current parking zones are sacrosanct and we would consider merger or division of zones were there to be genuine demand for this.

By universal acclaim and by comparison with other “world” cities, Public Transport in London is not good. At the local Council level there is not a great deal which we can do about this except lobby the powers that be to improve matters and campaign vigorously with residents for new services. We should be bold enough to oppose ill thought out new transport proposals which would damage the local environment and amenity of residents outweighing any benefits they would bring. As Conservatives, we understand that the only schemes which would deliver really dramatic improvements in public transport to Londoners are likely to be the very costly ones involving extensions to the Underground and railways.

## **Commitments to positive action:**

### **Parking zones**

Implement a rolling programme of review of all parking zones where there are concerns. Reviews will take the form of genuine consultation and doorstep polling of residents and businesses. While suggested scheme options may be proposed as part of the consultation process e.g. longer controlled hours or residents’ preference parking; a Conservative Council will not simply impose its ideas but instead will encourage residents and businesses to suggest improvements and alterations themselves. We pledge to



listen to and take account of such suggestions.

### **Parking policy**

The Labour Council's deliberate policy of reducing on-street parking spaces will be scrapped and replaced with a deliberate policy to do precisely the opposite. We will look at providing reduced cost parking visitor parking on the lines of those adopted in other boroughs, by removing unnecessary yellow lines (Westminster did a successful "blitz" a few years back) and by introducing "football match period" only restrictions where residents request it.

### **Permit prices**

Conservatives believe that the big jump to £85 (70% rise) together with £5 annual rises taking the price now to £95 for an annual parking permit was wholly unjustified and, given the fact that the parking account generates a significant surplus, represents merely another Labour stealth tax. Plans to further increase permits by £5 per year will be scrapped and we will seek to hold the price of permits.

Conservatives will reward owners of low emission vehicles with a 50% reduction on parking permit charges for low emission cars.

### **Pay & display parking**

As a priority we will look at making the machines give you the time you pay for and not the minimum to the least number of ½ hour slots eg currently a £1 coin will only buy ½ hour for which the cost would be 80p if the correct change were available.

### **Business parking**

Conservatives believe that local businesses need to be fully consulted about parking matters and their views taken in account in forming a successful local scheme. We fully recognize that parking restrictions and changes thereto can have a severe impact on the viability of local shops and restaurants.

We will however look at the feasibility of business parking permits for motor bikes – currently free. In some heavily parked zones a plethora of Pizza delivery bikes take up many valuable residents' spaces.

### **Providing additional parking**

Most other big cities in Europe and America encourage off-street parking in dense residential areas – usually underground, particularly in historic districts - to reduce the problems caused by on-street parking. There is a lot of evidence that having access to secure and satisfactory parking means people are actually less likely to use their vehicles. Conservatives would not rule out such developments providing that the local environment is not adversely affected and the aesthetics of the area are maintained.

## **Traffic Calming**

Conservatives are not fully convinced as to the effectiveness and safety of speed bumps, cushions and certain other traffic calming measures. However we believe that you the residents have the right to decide what is best in your area and as such new schemes will only be rolled out with your support.

## **Accident reduction**

What is important in reducing accidents is reducing the general speed of traffic in the myriad of heavily parked side roads in the borough. Rather than have traffic rapidly accelerating and decelerating for speed bumps, Conservatives support a borough wide 20 or 25 mph speed limit as standard on residential side roads and would seek effective enforcement by mobile cameras.

## **Traffic flow**

Conservatives believe that it was misguided of the Labour government to cancel the planned junction improvements on the A40/Westway. The construction of a new underpass would have radically improved the local environment for residents and shops in the Savoy Circus area, provided better traffic conditions for users of local roads and removed an area of urban blight. With residents' support, a Conservative Council would seek to persuade the authorities to look again at construction of an A40 underpass in this location. Given it is likely at some stage that this project will come back, we will within our powers not permit developments which could frustrate this.

## **Cycling**

Cycling can provide an excellent way to travel to work and a means of keeping fit however, the current provision of cycle lanes is patchy. What seems to work best is where cycle lanes are physically separate from major roads and conversely what works worse is when cycles share road space with other vehicles at complex junctions e.g. buses. Conservatives will while working with Cyclist lobby groups look at the whole network of cycle lanes and see where improvements can be made. Also, good quality cycle parking at stations and other areas will be a priority.

## **Improving our environment**

The Victorian layout of much of the borough's road network means that it is unsuitable for the heavy traffic flows and oversized vehicles which now attempt to use it. In particular there are no major north south routes and as a consequence buses, lorries and cars have to use a number of narrow shopping and residential roads. However as there is no practical solution to this problem, we believe that the Council's best efforts are in minimizing the impact of pollution and noise. For example, too little is done to prosecute and drive off the roads the 10% of badly serviced trucks, buses and cars which contribute over half of all traffic pollution. A Conservative Council would make it a priority to use its powers and act.

Reducing street clutter would be a priority as would providing appropriate and standardized quality paving and street furniture. We do not believe that this should include dramatically reducing road space (as currently in King Street) as the knock on effects can produce greater traffic congestion and more dangerous conditions for many road users eg cyclists.

### **Congestion charging**

It is the intention of Mr Livingstone as Mayor of London to extend the Congestion Charge beyond its current area of central London. However, it is inevitable that the wider the zone is drawn into residential areas then the less will be the impact on reducing congestion. We oppose the current plans to extend the Congestion Charging area into K&C (including parts of LBH&F) and would also oppose attempts to include any more of Hammersmith & Fulham within an even larger zone in the future.

### **Uxbridge Road tramway**


This scheme will merely substitute flexible transport capacity such as buses, and private vehicles, for an inflexible one, namely a tramway. The presence of 220' trams travelling at over 35mph down the middle of a fairly narrow roadway will worsen the amenity of nearby residents and destroy the retail environment. Conservatives believe that the tram would be an expensive exercise in urban degradation which would only benefit people (mainly out of borough) visiting the planned White City shopping centre.

### **Crossrail**

Conservatives support plans for Crossrail as currently envisaged although we have to be sure that the local environment is protected both during construction and after. The original plans for Crossrail envisaged a 2 mile rail tunnel from Turnham Green to join the main tracks north of Wormwood Scrubs and this now appears to have been dropped.

### **Football**

Conservatives are pleased that there are 3 major soccer clubs playing within the borough and supported the wishes of many Fulham FC fans to return to their historic ground at Craven Cottage with minor modifications to make it suitable for the Premier League. There have however been suggestions by the owners of Fulham that a new site is desirable in the long term. In such circumstances, a Conservative Council would reluctantly consider a brown field location (most likely at the White City) in order to retain Fulham FC's presence within the borough. It would however be preferable if FFC were able to adapt Craven Cottage further to make it a better ground although any development would have to be small scale rather than major.





# PLANNING & REGENERATION

## Guiding principles:

Conservatives believe in a practical and evolutionary approach to planning matters. We believe that existing residents have a right to protection of their existing amenities but we are not sold on the idea of blanket restrictions on certain types of home improvements.

Conservatives believe in conserving what is good in our townscapes and ensuring that new developments are in harmony with other adjacent buildings and the rest of the borough. In administration, Conservatives intend to take actions which will cumulatively improve the built environment of the borough for the maximum benefit of residents.

Conservatives are wholly opposed to the “tide of concrete” style development which is being proposed in places such as Chelsea Harbour and Imperial Wharf and for which the local transport infrastructure is wholly inadequate.

The borough is desperately short of middle range accommodation. It is a fact that teachers, police and health workers cannot afford to live in the area and hence are difficult to recruit. It is a travesty that the opportunity to redevelop one of the last remaining “brown field” areas in the area at Imperial Wharf has been squandered on providing a range of housing types which includes too many multi-million pound absentee riverside penthouses. Imperial Wharf is an object lesson in how not to do it in future.

The Unitary Development Plan (‘UDP’) for the borough which guides permitted development is far too prescriptive. The Local Development Framework (LDF) as currently drafted looks over prescriptive and Conservatives will radically reduce many of the unreal obligations.

Conservatives believe undue effort goes into maintaining use categories which are simply not relevant. We simply don’t believe it is in anyone’s interests to say that, for example, a restaurant cannot convert to a shop merely because of policies decided in the Town Hall and written up in the UDP or similar documents; particularly if the only result is a boarded-up derelict restaurant!

## Commitments to positive action:

### Regeneration

Given that most of the Borough’s “brown field” sites have now been



developed with the exception of White City, Conservatives believe that the focus should shift to some of the main roads. While dramatic improvements to properties off the main roads have taken place for over 25 years, many of the properties that line our main roads are in a shabby and dilapidated state. Much of the residential accommodation above shops is of poor quality, unmodernized and underused or empty. We would encourage redevelopment of such areas provided that the overall useful accommodation space increased as a result of redevelopment and that the new buildings were fully in keeping with the architecture and character of the area. The emphasis should be on providing more real “Key Worker” accommodation. There are clearly some areas where there are too many shop fronts, many of which remain perpetually empty – we would have no problem in these areas converting to wholly residential use.

### **Sustainable development**

With a Conservative administration, policies would recognize the need to provide affordable homes for rent and purchase for middle and low income earners. In providing a choice of housing, the needs of local families and young people with local ties should be given greater consideration.

Future housing developments need to be carefully sited with consideration given to the effects on the transport infrastructure.

### **Town Centres**

While debate continues about the quality of the architecture of the new Fulham Broadway site, it is a fact that it has led to a big improvement in the retail environment. Conservatives believe that much more needs to be done to improve the local area particularly in North End Road. We note the recent vote in Shepherds Bush in for of setting up a Business Improvement District (BID). Further BIDs will be considered if retailers and businesses are supportive.

### **Encouraging a better retail environment**

In order to attract quality retailing in the North End Road area, some parking needs to be made available with easy access to Fulham or Lillie Roads. We believe that this could be provided behind the street frontages at the expense of the loss of a limited number of shop fronts. Action needs to be taken to remove unsightly, unroadworthy and vandalised vans permanently parked and never moved from the side roads off North End Road.

Notwithstanding the recent works around Lyric Sq, King Street suffers many of the same problems as North End Road with excessive litter, poor pedestrian environment and poor architecture and street furniture. The indoor shopping centre however provides a contrasting vision of order and cleanliness. The redesigned Lyric Square needs to be a catalyst to improvements right along King Street and Conservatives will vigorously promote and support this.





# QUALITY OF LIFE AND CRIME

## Guiding principles:

Fear of crime is one of the biggest worries for many borough residents. While Conservatives believe in the freedom of the individual, this right is not to be taken at the expense of quality of life of others. There is a range of antisocial behaviour ranging from the mildly annoying to the seriously criminal which is all too frequently observed in our streets and which have a deleterious affect on the quality of life of our residents. There are far too many jobs who are now out of control on many of our Council Estates.

Councils should concentrate on areas in which they have some positive impact or where they are able to persuade other official bodies to respond. There is growing unhappiness with the inability of the Police to provide a visible presence in society and to successfully prosecute criminals. A few press headlines about idiotic, politically correct actions of certain Police nationally, feed this growing disenchantment by decent members of society with the procedures and priorities of the Police. A visible random Police presence on the streets not only reassures all law abiding citizens but also keeps officers close to what's going on around them and deters many crimes from being committed in the first place. The Safer Neighbourhoods initiative with its emphasis on restoring a visible Police presence (applicable currently to nearly all H&F wards) is to be welcomed.

Adequate leisure facilities are important to the well being of residents, particularly children. It is a role of the Council to ensure that there is sufficient provision of good quality leisure facilities across the board from tennis courts in the parks to swimming pools and fitness facilities.



## Commitments to positive action:

### Police

There are over 500 Police officers stationed in the borough and yet only a very small number are available for deployment at any one time, other than soccer matches. While operational matters to do with the Police are not within the remit of the Council, a Conservative administration in H&F would press for:

- Zero tolerance of petty crimes and concentration on the “broken windows” theory. Conservatives see “yobs” as “yobs” and not “Socially Excluded Youth”!
- Enforcement of the ban on street drinking in Fulham and its

extension into all our town centre areas.

- Continued support for the efforts to combat domestic violence.
- Promote a much increased visible Police presence in our streets.
- Promote the basing of Community constables within our schools.
- Extend use of CCTV in crime hotspots and where residents have requested it.

### **Licensing**

The Government's new Licensing Act allows premises to open far longer and there is clearly a danger that in Hammersmith & Fulham where there are a lot of licensed premises this could lead to significant, repeated drunken disorder and noise until late into the night. We cannot allow residents' lives to be disrupted in this way and a Conservative authority will strive to reduce the impact of the Labour government's ill thought out Licensing Acts.

### **Antisocial behaviour**

While matters concerning monitoring of antisocial behaviour on our estates is a responsibility of the new ALMO, a Conservative Council will press the ALMO and the Police to take all necessary action as promptly as possible to control and failing that ultimately evict serial antisocial tenants.

Serious yobbish behaviour is a particular problem amongst teenage Britons of a certain disposition. As an Education authority, the Council can influence the ways in which schools are run. While it would be an exaggeration to say that one council can reform an aspect of the national psyche, we will take action to combat poor, boorish behaviour, vandalism and foul language in public places and on public transport by school children.

### **Street wardens**

We will continue and promote the extension of the successful Shepherds Bush Street Wardens scheme which concentrates possibly by extending the role of the highly effective Parks Patrol. It is possible that we shall also look at funding more PCSOs attached to Police Safer Neighbourhood Teams.

### **Leisure facilities**

Action on finding a sustainable use for and refurbishing the West London/Linford Christie stadium will be a priority of an incoming Conservative administration.

### **Recreation**

The River Thames is still an underused asset. The provision of a consistent and well maintained and landscaped riverside walk is still an ongoing priority.

**Youth facilities**

Conservatives believe that LBH&F has woefully inadequate voluntary youth services. Support needs to be given to ensuring that the voluntary sector is encouraged to improve the quality of and develop this vital area of provision. Good youth services are a necessary part of maintaining an orderly society.



# EDUCATION AND LEISURE



## **Guiding principles:**

It is the right of every person in the borough, young or old, to have access to first class facilities that will develop him or her to his full potential. Unfortunately despite spending colossal sums of money as a borough, the Education Department lamentably fails to achieve this. The borough supports a huge bloated bureaucracy which singularly fails to have any impact on the performance of our schools.

Some of the best secondary schools in Britain are in Hammersmith & Fulham. These are all Voluntary Aided Church schools such as Oratory (RC boys), Lady Margaret (CE girls), Sacred Heart (RC girls) which keep themselves at arm's length from the Council (Local Education Authority). There are no good LEA schools for non churchgoers. Of our 8 maintained secondary schools, one is under special measures (ie even the Government think it is failing) and another one has only just been lifted from special measures. Due to the problems in the borough, 23% of local parents are choosing to educate their children privately while even more chose state schools outside the borough. Year 6 parents in our primary schools face another anxious Spring. They will be forced to scramble for the few good places available - or join the exodus to decent schools a long way from home.

The picture is even worse with leisure facilities and libraries. Labour has closed or neglected leisure facilities throughout the borough. Were it not for National Lottery funding the Fulham Pools and Lindford Christie stadium would have closed permanently. The decline in the number of residents who use our local libraries has been only partly made up for by Sunday opening.

## **Commitments to positive action:**

### **Streamlining the LEA**

While efforts have been made over the past years to cut the size of the Education Department bureaucracy, still too much is spent on administration rather than on frontline education. The aim is to increase year on year the proportion of the Education Department's budget that goes to schools and to reduce expenditure on administration as a proportion of the budget.

As a very small Local Education Authority, we will develop partnerships with other LEAs to provide or buy in services as a way of reducing bureaucracy.

## **Specialist Schools**

There should be a diversity of choice within the education system and the highest standards possible set as targets for schools. The government has promoted “magnet” or specialist schools as a way of focussing efforts and achievements at particular skills. Such schools offer an enhanced curriculum in for example art, design, languages and technology, others specialise in sports. We support the proposal to create the Burlington Danes City Academy. Additional funding can come from private sector sponsorship as well as enhanced grants from Government.

## **Improving standards**

Schools are drowning in red tape. Staff spend too much time filling in forms and responding to dozens of targets set by the Council and central government. We will cut the number of targets dramatically. We believe in the concept of “free schools”. Schools will be challenged to raise standards whilst we will promote their autonomy in an education service that promotes diversity and parental choice.

We cannot do this unless the children are at school. We will develop a robust relationship with the Metropolitan Police and ensure that parents of persistent truants are prosecuted in the courts.

## **Expansion of borough schools**

We will encourage those schools that achieve consistently high standards to expand their admissions to take more children of local parents. A further alternative may be to consider the conversion of an existing county school to Specialist School status.

## **Adult Education**

We recognise the richness and diversity of vocational and non-vocational courses in our centres throughout the borough and will continue to ensure that residents have a wide range of opportunities to develop their skills and interests.

## **Libraries**

We consider that there is a great opportunity to adapt the Victorian model of a lending library to the 21st century.

We will explore the possibility of partnerships with retailers and others to make the library a real community focus and somewhere that residents can meet, buy a paper, borrow a book and discuss it over a coffee with their friends.

## **Leisure Services**

Conservatives will work closely with private sector operators to ensure that residents have access to first class leisure facilities at an affordable price. Conservatives believe that our Senior Citizens should enjoy easy availability to all the borough’s leisure facilities at affordable rates.





# HOUSING



## Guiding principles:

Conservatives believe that tenants have suffered a bad deal under both the Labour Council and the Labour Government. In the run-up to the 2002 Council Election the Labour Council proudly announced a 2.2% rise in rents and that the average rent would rise from £61.34 to £62.69 (up £1.35) because they had been able to delay the introduction of rent restructuring by the Labour Government which had led to fears of large rent increases in London where property values are high. Well those fears are justified. There has been no press release this year to announce the third successive annual 5% increase in rents so that average rents increase from £71.20 to £74.80 (up £3.60). After rent restructuring has taken its toll, rents will have gone up by 50% or £30 extra per week - thanks to a Labour Government. In fact this year's hike in Council rents will raise an extra £2.3 million in revenues for the Council. This is nearly double the £1.2 million that this year's increase in Council Tax will raise.

The entire housing stock of the Council has now transferred to an Arms Length Management Organization (ALMO). Conservatives believe that housing associations and tenants organizations often make better landlords than Council's although this is not always the case. Tenants and leaseholders in H&F voted to become an ALMO and Conservatives respect their decision although we note that there was a low turnout and that the result probably reflected the poor experience of tenants under a Labour Council and the huge promised Government financial inducement.

The ALMO is now be responsible for most things to do with Council housing and it will no longer be a prime responsibility of the Council. Given this situation, it is the role of a future administration to keep a watching brief on matters in order to protect the interests of tenants and leaseholders, to ensure that the ALMO is properly held to account and that the Government provides the promised finance to repair the housing stock.

The Council will still be responsible for maintaining the housing register and deciding on allocations policy to ALMO stock. A considerable proportion of Housing Association properties in the borough are also subject to accepting nominations made by H&F. While there are certain statutory duties which Council's have to perform to house people, Conservatives believe that far too little consideration is given to the problems of meeting the acute shortage of "Key Worker" accommodation in the area.

There are further likely problems as a result of the Government's

insistence that housing benefit be paid to tenants directly and not to the landlord.

## **Commitments to positive action:**

### **Transfer of Housing Department responsibilities to the ALMO**

We will hold the ALMO to account on all issues.

### **Streamlining of remaining responsibilities**

Following transfer of responsibilities to the ALMO, the Housing Department will need to concentrate on the cost effective provision of a much narrower range of core functions, without duplication elsewhere.

### **Strategic priorities**

Priority should be made for the combating of anti-social behaviour and the tackling of homelessness.

The Allocations policy will be reviewed with the intention of introducing measures to assist “key Workers” to be housed within H&F both in ALMO stock and properties belonging to Housing Associations.

### **Housing Benefit**

Housing benefits to become the responsibility of the Director of Finance with a speedy and efficient transfer of responsibility. While some progress has been made over the past years, the benefits section needs to be made more efficient. Not only do delays and errors in processing benefits cause stress and hardship to tenants but they also cost the Council money in the long term.



# CARE FOR THE VULNERABLE

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## **Guiding principles:**

Conservatives believe that Social Services Departments play a crucial role in delivering well-developed and good services to the elderly, children, borough residents with disabilities and other vulnerable members of the community.

The Social Services Department needs to work in close partnership with other key service provider agencies, including the local Primary Care Trust (PCT) and voluntary and private providers to ensure that services are commissioned to the highest possible standards and that they deliver the best value for money to both the user and to the provider.

The Labour Administration has allowed bureaucratic overloading to lead at the expense of front line services. The Conservatives believe that front line services should be protected when they can show that they are cost effective and deliver the appropriate level of care and delivery of services to the satisfaction of the user. Too many day centres, nurseries and homes for elderly people and children have been axed by the Labour Administration whilst the haemorrhaging of budgets caused by sickness levels and high dependency on expensive agency staff has been overlooked.

## **Commitments to positive action:**

The Conservatives are committed to providing high quality services to all those who need to benefit from them.

1. We will ensure that front line services are prioritised and the bloated unnecessary departmental bureaucracy is reduced.
2. We will look to engage in more joint commissioning of services with PCTs and private and voluntary sector agencies to ensure value for money and the direction of resources to those who need to be supported.
3. A Conservative Council will not reintroduce Home Care Charging. Please note that it was the current Labour Administration that introduced Home Care Charging in the first place. Their approach was so bureaucratic that most of the money raised went to pay for the bureaucrats carrying out the assessments. The Conservative Group had already talked with Town Hall officers about abolishing Home Care Charging and had included this as a manifesto pledge



before the Labour administration made this announcement.

4. We will aim to provide each client in receipt of home care services a designated home help. Home helps should operate in small teams to ensure more effective management and monitoring.
5. We will aim to integrate the Meals on Wheels service with the home help service. Each client in receipt of meals on wheels should be offered the provision of a freezer and microwave oven to enable bulk deliveries of meals in order that they can choose when they wish to eat. This service would be a monitored service and if any client were assessed to be unable to continue such a service then a daily delivery would be resumed. This could be achieved by the integration of the service with the home care service, as many in receipt of Meals on Wheels would also have a home help.



# COUNCIL TAX



## Guiding principles:

Conservatives believe that taxation is necessary but when spending the people's money, Governments and Councils should never knowingly preside over waste and inefficiency but should instead always seek to achieve maximum deliverable output for minimum input of finance. Conservatives also believe in regular review of service provision to ensure that current priorities are reflected in the range of delivery.

Council Tax is a blunt tax instrument and there is currently a national debate about a replacement. For instance pensioners on fixed incomes lose out particularly from soaring council tax. Gordon Brown has betrayed pensioners by axing the £200 help for pensioners' council tax bills. Due to the loss of this one-off payment, pensioners are now facing a £254 increase in council tax this year (a 25 per cent hike). For a typical pensioner couple, one third of the increase in their basic state pension has been snatched back in higher council tax bills since 1997. A single pensioner has lost two-fifths of their pension rise. However, it is still likely that an incoming Conservative administration will have to administer the Council Tax system as presently constructed.

We pay the second highest average Council Tax in inner London - higher than Hackney, Islington and Lambeth. Council Tax bills are already more than £550 higher than neighbouring Wandsworth, which is half our level. The cynical Labour council rarely raises Council Tax in an election year, however - they cut it in 1994, and froze it in 1998 and 2002. This time they promise to increase Council Tax by 1.5% for the next 3 years (excluding the GLA precept). Neighbouring Conservative Councils (Wandsworth, K&C) have far lower Council Tax levels and both have frozen their share of the Council Tax this year. Council Tax is already up 60% since 1997. This misery is made worse by Labour's London Mayor who has more than doubled the GLA precept in just 6 years.

## Commitments to positive action:

### Lower council tax

We want to bring Council Tax down to Wandsworth levels over 2 terms. It is simply not the case that low Council Tax levels lead to poor service provision. Conservative-run Wandsworth Council has recently received the highest accolade under the Government's assessment system for Councils. Indeed Wandsworth received the highest rating of any local authority in the UK. By contrast Labour



Hammersmith & Fulham was relegated a division under the same assessment system. Band D Council Tax (Council's share) is over two and a half times that of Wandsworth.

### **Cut the waste and bureaucracy**

Council waste is huge and growing:

- The fastest growing department is the "Policy and Administration" department (i.e.bureaucracy) which has grown so large that it has split into 2 departments "Policy and Partnership" & "Organisation Development".
- Latest figures reveal Hammersmith & Fulham Council loses 10.2 days as at 31st January 2006 per employee per year to sickness. The Labour administration have failed to sort this out and cut the number of lost sick days. In the 2002/03 year, an average of 8.8 days were lost through sickness, this rose for the 2003/04 year to 9.2 days. Particularly bad this year are the Direct Services Department, who have lost an average of 13.9 days from 12.1 days in 2003/04, up from 10.5 days last year in 2002/03.
- Spending on agency staff and consultants was a staggering £24 million in 2003/4 and is still £20 million in 2004/5 despite countless initiatives to cut back on this expenditure.
- Spending on opinion polls, glossy brochures and other propaganda has spiralled upwards. The Council's HFM magazine is put out at the expense of front-line services, while £90,000 is spent on MORI opinion polls.
- The Council boasts in its job ads that "we're growing all the time."
- There are twice as many Council press officers as there are local journalists covering the Borough!
- 1,150 staff work in LBHF social services alone - the equivalent of 1 in 100 Borough residents!

Department heads will not be allowed to overspend their budgets and they will be required to find continual efficiency savings through the greater use of IT and other methods.





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**24 MAY 2006**

**CHIEF EXECUTIVE**

**REVISED LOCAL AUTHORITY GOLD  
RESOLUTION**

**WARDS**  
All

This report advises members of revisions which are required to update the Local Authority Gold resolution, which vests the “Gold” Chief Executive with the necessary powers to act on behalf of all the London local authorities in an emergency. The revisions are required to take account of:

- The impact of the Civil Contingencies Act 2004, and
- The lessons learned from the July bombings, which have illustrated the need for a basis for boroughs to work together when an event has not been declared to be catastrophic.

**CONTRIBUTORS**

ACE(OD)  
HLS  
DF

**RECOMMENDATION:**

**That the Council agrees the revised Local Authority Gold Resolution, as set out in Appendix A to the report.**

## **BACKGROUND**

- 1.1 “Gold” is the name given to the individual in charge of each agency responsible for formulating strategy and for command of pan-London agency resources and powers in the event of a catastrophic emergency or disaster in London. The Heads of Paid Service in each London Borough may act as Local Authority Gold on a two week rota basis. (Currently there are five London Borough Chief Executives on the rota, including the Chief Executive of Hammersmith & Fulham).
- 1.2 Every London borough and the Common Council of the Corporation of the City of London passed the Local Authority Gold resolution in early 2004. This resolution empowers a single London borough Chief Executive, the “Gold” Chief Executive, to act on all boroughs’ behalf in an emergency. This resolution has provided a useful tool over the last two years, underpinning boroughs’ willingness to work together on resilience issues. However, the resolution is formally invoked only if the Minister declares a catastrophic incident. The resolution empowers the Gold Chief Executive to incur expenditure only if the Minister has confirmed that central government will reimburse the expenditure.
- 1.3 The resolution requires review and amendment to take account of two developments:
  - The impact of the Civil Contingencies Act 2004, which is being implemented in stages, and
  - The lessons learned from the July bombings, which have illustrated the need for a basis for boroughs to work together when an event has not been declared to be catastrophic.

### **Legal considerations**

- 1.4 The main enabling power for the LA Gold resolution is section 138 of the Local Government Act 1972, which allows the London boroughs and the Common Council to incur expenditure in response to an imminent or actual emergency or disaster involving destruction of, or damage to, property which is likely to affect the whole or part of a local authority’s area. Section 138 allows an authority to incur such expenditure as they consider necessary in taking action, either alone or jointly with any other person or body, and either in the authority’s area or outside it. This power is unaffected by the Civil Contingencies Act 2004.

### **The Civil Contingencies Act 2004**

- 1.5 The Civil Contingencies Act 2004 does not confer any additional duties or powers on local authorities in respect of responding to, or incurring expenditure on, an emergency, apart from a duty to make arrangements to warn, inform and advise the public in the event of an emergency. There is an order-making power which allows a Minister to require authorities to take action in connection with an emergency, although the power does not extend to incurring

expenditure. No Order has been made. There is also a power for Her Majesty by Order in Council to make emergency regulations.

1.6 Non-statutory Guidance has been issued pursuant to the Civil Contingencies Act 2004 on response to, and recovery from, emergencies. The Guidance states that the role of local authorities in the immediate aftermath of an emergency is to:

1. support the emergency services and crucially exercise a community leadership role;
2. in emergencies that exceed existing mortuary provision, liaise with the Coroner's office to provide emergency mortuary capacity;
3. in the case of a protracted emergency, the provision of support to emergency response personnel (including catering, toilets and rest room facilities);
4. as the emphasis moves from response to recovery, facilitate the rehabilitation of the community and restoration of the environment.

1.7 The Guidance states that emergency financial assistance may be available to affected local authorities under the Bellwin Scheme. The governing legislation for the Bellwin scheme restricts emergency financial relief to any extra expenditure on immediate action to safeguard life or property, or to prevent severe inconvenience to inhabitants following an emergency.

1.8 The Guidance introduces a requirement for Regional Civil Contingencies Committees (RCCCs) whose role is to provide a prompt response to facilitate multi-agency planning, and in due course strategic management, should this become necessary. It is expected that RCCC meetings will take place at one of three levels:

**Level 1:** Convened in the phase prior to an emergency, where prior warning is available. For example a significant human or animal disease outbreak.

**Level 2:** To co-ordinate the response to an emergency across a region including consequence management and recovery.

**Level 3:** Following the formal declaration of a decision to take special legislative measures under Part 2 of the Civil Contingencies Act.

1.9 A fresh resolution authorising LA Gold to operate at RCCC Levels 1 and 2 is therefore required (Level 3 only coming into play following a decision to take special legislative measures).

## **THE REVISED RESOLUTION**

2.1 In light of the above, a revised resolution is required. The ALG's legal adviser has provided a revised draft resolution. The revised resolution is attached as **Appendix A** to this report.

2.2 No power to incur expenditure will take effect unless:

- the Head of Paid Service (Gold Chief Executive) has received confirmation from the Minister that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience will be reimbursed by HM Government; or
- the Gold Chief Executive has received confirmation on behalf of the Council(s) in whose area(s) the incident has occurred that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience will be met by the Council (or the Councils in proportions to be agreed by them).

### **COMMENTS OF THE DIRECTOR OF FINANCE**

3.1 Expenditure may only be incurred by the Gold Head of Paid Service if confirmation has been received from the Minister or relevant Councils that it will be reimbursed by H.M. Government or the relevant Councils. The Chief Executive will be protected by the Council's insurance arrangements when acting as Local Authority Gold.

### **COMMENTS OF THE HEAD OF LEGAL SERVICES**

4.1 The Council has the necessary powers set out in paragraph 1 of the resolution to delegate its function under s138 of the Local Government Act 1972 to the Gold Head of Paid Service.

4.2 S138 provides London Boroughs with the power to incur such expenditure as they consider necessary in taking action themselves or jointly to avert, alleviate or eradicate the effects in their area of any actual or anticipated emergency or disaster involving destruction of property or danger to life.

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### **LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS**

<b>No.</b>	<b>Description of Background Papers</b>	<b>Name/Ext of Holder of Copy</b>	<b>Dept/Location</b>
1.	ALG Chief Executives' correspondence	Michael Cogher, Ext 2700	ACE(OD) First Floor, HTH
2.	ALG Leader's Committee Report dated 7 <sup>th</sup> February 2006	Michael Cogher, Ext 2700	ACE(OD) First Floor, HTH



**REVISED LOCAL AUTHORITY “GOLD” RESOLUTION**

**Resolution to be passed on behalf of each London Borough Council and the Common Council of the City of London (“the Councils”)**

1. This resolution is made in accordance with section 138 Local Government Act 1972, section 101 Local Government Act, section 19 Local Government Act 2000, Regulations 7 and 10 Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000 and all other enabling powers. The resolution has regard to “Emergency Response and Recovery” the non-statutory Guidance issued pursuant to the Civil Contingencies Act 2004.
2. As from the date of this resolution the Council’s functions under section 138(1) Local Government Act 1972 (Powers of principal councils with respect to emergencies or disasters) are delegated to the Council which has appointed the Head of Paid Service as defined in paragraph 3 below in the circumstances set out in paragraphs 4-7 below.
3. The Head of Paid Service is the person appointed by one of the Councils under section 4 Local Government and Housing Act 1989 who, at the date of the convening of the Strategic Co-ordinating Group (“Gold Command”) to respond to an incident requiring a “Level 2” response (as defined in paragraph 4 below) has agreed to discharge the functions under section 138(1) Local Government Act 1972 (“the functions”) on behalf of the Councils.
4. An emergency requiring a Level 2 response is a single site or wide-area disruptive challenge which requires a co-ordinated response by relevant agencies.
5. The functions hereby delegated shall not be exercised until resolutions delegating the functions have been made by all the Councils.
6. The powers hereby delegated to the Council which has appointed the Head of Paid Service shall not include any power to incur expenditure or to make grants or loans to any person unless either:
  - the Head of Paid Service has received confirmation from the Minister that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience will be reimbursed by HM Government; or
  - the Head of Paid Service has received confirmation on behalf of the Council(s) in whose area(s) the incident has occurred that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience will be met by the Council (or the Councils in proportions to be agreed by them),

7. In discharging the functions, the Head of Paid Service shall, insofar as reasonably practicable, consult with and inform any Council whose area is affected by the emergency regarding any action proposed to be taken in that Council's area.



# London Borough of Hammersmith and Fulham

## **Scrutiny Report 2005/6**

Contact:  
Maira McNeil  
Head of Scrutiny and Research  
LB Hammersmith and Fulham  
Tel. 020 8753 2024  
[moira.mcneil@lbhf.gov.uk](mailto:moira.mcneil@lbhf.gov.uk)

## **SCRUTINY IN HAMMERSMITH & FULHAM 2005-2006 ANNUAL REPORT**

### **1. Introduction**

- 1.1 This is the seventh annual report on the scrutiny process in Hammersmith and Fulham. It is also the fourth year of the scrutiny arrangements established by the council in its new constitution of May 2002 under the Local Government Act 2000. This Act required councils to introduce new constitutions involving executive arrangements in one of three forms. The leader and cabinet constitution adopted by the council in May 2002 replaced the decision-making system operated during the 1998-2002 council, which was an innovative form of executive and scrutiny arrangements, developed within the framework of the 1972 Local Government Act.
- 1.2 The council was therefore in a strong position to build on past scrutiny experience and to develop it under the new constitution, with minor amendments in the last three years. This fourth year of the new arrangements has been one of consolidation as well as innovation. Scrutiny panels have continued to benefit from the publication of the Forward Plan of Key Decisions (those key decisions which the executive is planning to take in the future). This has enabled scrutiny panels to plan their work programmes, selecting for scrutiny those key executive decisions which they considered most significant and which they wished to influence and shape; and to monitor the outcome of their recommendations in Leader's Committee reports.
- 1.3 The panels have also taken a wider role in policy development, originating topics of public interest and feeding their views as relevant to external partners, service providers and the executive. This is an expanding role and in the case of health scrutiny, a legal responsibility. The Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions) Regulations 2002 gave statutory power from 1 January 2003 to the Health and Social Care Scrutiny Panel to review and scrutinise health matters and to make reports and recommendations to NHS bodies.
- 1.4 Performance review and monitoring has continued to be a key role for all scrutiny panels. Budget scrutiny has been of particular importance building on the training undertaken by the Chairs of Scrutiny Panels and scrutiny councillors in 2004 entitled "Effective Scrutiny - Adding Value to the Financial Planning Process".
- 1.5 This report is motivated, as in previous years, by the belief that the scrutiny function needs to turn the spotlight on itself to review what has worked well and what could work better. This paper aims to fulfil that need by offering a factual record of scrutiny activity and an assessment of successes and improvement opportunities.

1.7 The report covers the work of each of the five scrutiny panels, concluding with a summary of strengths and areas for development.

## **2. The Work of the Scrutiny Panels**

### **Education and Leisure Scrutiny Panel (Chair: Councillor Chris Allen)**

The Panel has considered a wide range of issues during its meetings this year, within three main categories. Firstly, it has selected items for pre-decision scrutiny from the Forward Plan, including the Education Budget 2006/07. Secondly, the Panel has continued to scrutinise OfSTED inspection reports, a total of five this year. It has also received two reports on progress within schools under special measures and has visited both of the secondary schools concerned. Thirdly, it has reviewed a number of key areas:

- Adult Education progress
- Area Partnerships
- Arts Strategy 2005 –10 review
- Attainment and Achievement 2005 : KS3, KS4 and post-16 results
- Bridge Academy progress
- External Funding
- Draft Sports and Physical Activity Strategy
- Impact on education of pupil mobility
- Implementation of SEN services
- Key Stage 3 National Strategy
- New system of OfSTED inspections
- Public Libraries Standards Report 2005
- Recruitment and Retention of teachers
- Revenue Budget 2006/07
- Review of progress with EMTAS initiatives
- School Governance
- School meals and healthy eating in schools
- Secondary Schools Admissions and Procedures
- “Youth Matters” Consultation

In October and March the Panel held joint meetings with the Health and Social Services Scrutiny Panel to consider the cross-cutting issues listed below:

- Annual Performance Assessment -Children's Services 2005
- Best Value Review of Services for Looked After Children
- Children and Young People's Plan
- Draft Child and Adolescent Mental Health Services Strategy (CAMHS) Development Strategy 2005 -2007
- Life Chances of looked after children
- The Vision Paper - Delivering the best for all children and families in Hammersmith and Fulham: A Children's Strategy discussion paper

Joint meetings have been an effective means of scrutiny, particularly with the development of integrated children's services. In the future, it is to be hoped that there will be the capacity for more in-depth scrutiny of this and other specific areas within the panel's remit by means of ad hoc meetings and/or select committee style inquiries.

The Education and Leisure Scrutiny Panel has greatly benefited from the expertise of its co-opted members (diocesan, parent governor, teacher, headteacher, and Hammersmith and West London College representatives).

Public interest in the issues raised by the Panel has been maintained, including through the scrutiny of individual schools' Ofsted reports.

### **Environment and Regeneration Scrutiny Panel (Chair: Councillor Huw Davies)**

The Panel has had a very productive year of meetings, the highlight of which was a special event devoted to pedestrian issues in the borough. This provided the opportunity for the Panel to take a cross-cutting view of what is being done to develop and sustain a pleasant, accessible and secure environment for all users. Council officers from Environment and Safer Communities provided the local overview with Transport for London's Surface Transport Sustainable Mobility Manager setting the issues in a London-wide context. This was followed by a lengthy question and answer session which saw many issues raised by Panel members and members of the public, including those from organisations such as Better Government for Older People (BGOP),

The Panel has very much appreciated the commitment and expertise of its co-optees representing a diverse range of local organisations (Brook Green Association, Local Agenda 21, Hammersmith and Fulham Action on Disability (HAFAD), Hammersmith and Fulham Community Trust, Hammersmith and Fulham Chamber of Commerce and Richford Street Residents' Association) The attendance of expert witnesses, including Transport for London, West London Business, and HACAN ClearSkies has enhanced the quality of the debate and the effectiveness of the outcomes. The contribution from members of the public and from organisations such as BGOP and Hammersmith and Fulham Cyclists has considerably assisted ongoing scrutiny.

In addition to performance monitoring and scrutiny of budget proposals, the Panel has considered the following issues:-

- Air Quality Action Plan 2002-05 Review and Air Quality Update
- Blue Badge Parking
- Borough Cleansing Update
- Smarter Borough 2005 – Street Cleansing and Highways
- Cycling Strategy and Issues Update
- Departmental Performance Plan – Direct Services Department 2005/06

- Departmental Performance Plan – Direct Services Department 2006/07
- Departmental Performance Plan – Environment Department 2006/07
- Local Development Framework: Draft Statement of Community Involvement
- Local Development Framework: Draft Supplementary Planning Guidance – Energy
- Local Development Framework: Issues and Options
- Local Development Framework: Supplementary Guidance
- Night Time Environmental Protection Service -Service profile
- Heathrow Airport Interim Master Plan Consultation
- Stage Two Consultation: Night Flying Restrictions at Heathrow, Gatwick and Stansted Airports
- Parks and Open Spaces Update Report
- Pedestrian Issues
- Recycling Update
- New Deal for Communities – 3 Year Programme
- Surviving into the Mainstream – Progress and Results
- Visitor Development Strategy
- West London Economic Development Strategy

### **Health and Social Care Scrutiny Panel (Chair: Councillor Colin Pavelin)**

Although health issues had been scrutinised for the past few years, this Panel was given the major new statutory power from 1 January 2003 to scrutinise and make reports and recommendations to local NHS bodies. This year has been a busy year in terms of health scrutiny, including responding to the pilot annual health checks for the three trusts.

In addition to performance monitoring generally and children's homes in particular, and scrutiny of the budget proposals, the Panel has considered the following key issues

- Best Value Review of Services to Disabled People – Three Year Action Plan
- Expert Patient Programme
- Hammersmith and Fulham Primary Care Trust – Sexual Health Strategy 2004-2007 Consultation and Implementation Update
- Hammersmith Hospitals NHS Trust – Quarterly Updates
- Healthcare Commission's Assessment For Improvement – Annual Health Checks from Hammersmith Hospitals NHS Trust, Hammersmith and Fulham Primary Care Trust, and the West London Mental Health Trust
- Our Healthy Future
- White Paper: Our Health, Our Care, Our Say
- Mental Health Care Of Older People Draft Commissioning Strategy 2006 – 2009
- Performance Assessment Framework – Performance Across Children and Adult Social Care Services For 2004/2005

- Review of Performance of Occupational Therapy, Adaptations And Equipment Services
- 2004/05 Star Rating for the Children's Trust and Social Services Department
- Update On Allocation Of Carers' Grant 2005/06

A key feature of this Panel's meetings has been the involvement of service users and carers in the scrutiny of relevant reports. Their views have very much informed the debate. They include mental health service users and carers, and a graduate of the Expert Patient Programme.

In addition to those above, a number of organisations such as MIND, HAFAD and Parents Active have joined in debates on a variety of issues. Their expertise has complemented that of the co-opted members including Government for Older People (BGOP), and HAFAD. Members of the Patients' Forums for the Hammersmith Hospitals Trust and Hammersmith and Fulham Primary Care Trust have also been attending scrutiny panel meetings.

The Hammersmith and Fulham Primary Care Trust has been very much involved in the majority of the meetings, with the Chair, Chief Executive and officers attending on a regular basis. The Chairs, Chief Executives and officers of the West London Mental Health Trust and Hammersmith Hospitals Trust have also participated in relevant items. Officers from the North West London Strategic Health Authority have also attended a Panel meeting to outline the proposals for the development of the sector strategy 'Our Healthy Future' for delivering health care in North West London.

The Health and Social Care Scrutiny Panel has also joined with the Education and Leisure Scrutiny Panel to consider:

- Annual Performance Assessment -Children's Services 2005
- Best Value Review of Services for Looked After Children
- Children and Young People's Plan
- Draft Child and Adolescent Mental Health Services Strategy (CAMHS) Development Strategy 2005 -2007
- Life Chances of looked after children
- The Vision Paper - Delivering the best for all children and families in Hammersmith and Fulham: A Children's Strategy discussion paper

### **Housing Scrutiny Panel (Chair: Councillor Charlie Napier)**

In addition to performance monitoring and scrutiny of the budget proposals, the Panel considered the following key issues this year:

- Affordable Housing Programme
- Allocations Plan 2006/07
- Anti-Social Behaviour Update (Hammersmith & Fulham and HFHMS)



- Community Services (Housing) Human Resources Diversity initiatives Update
- Decent Homes Programme
- Developments in the Repair Service (HFHMS)
- Draft Older People's Housing Strategy Update
- Homelessness Strategy & Action Plan 2005-08
- Horticultural Maintenance Update (HFHMS)
- Integrated Service Improvement Plan (HFHMS)
- Interim Review of Hammersmith & Fulham Council's Joint Commissioning Housing Association Partners
- Private Housing Service Update
- Review of Choice Based Lettings
- Supporting People Programme Update
- Tenancy Checks and Illegal Occupation
- Tenant Participation Compact
- Update on the development of the Black and Minority Ethnic Housing Strategy
- Update on the Work of Interhousing – The Key Worker Housing Unit
- West London Housing Strategy Update

One of the key features of the Panel this year has been the involvement of registered social landlords (RSLs). In a meeting on the interim review of the council's Joint Commissioning Housing Association partners, chief executives and/or senior officers from seven RSLs gave presentations to the Panel on the work they were undertaking. Representatives from housing associations joined the police in a debate on a report on anti-social behaviour from Hammersmith and Fulham Housing Management Services (HFHMS) Anti-Social Behaviour Unit and the council's Safer Communities division. They have also been involved in the scrutiny of the council's affordable housing programme and with the YMCA and the Broadway project in an examination of homelessness.

There has been continued scrutiny of both HFHMS and council services, including the Decent Homes Programme and the introduction of the choice based lettings scheme. The Panel has also maintained its interest in progress on equality and diversity issues.

The borough's housing forums and organisations have been well represented by the co-opted members, HAFFTRA, HAFNEP (Non-estate properties), Sheltered Housing Forum, Borough Forum for Housing Association tenants and Housing Association Forum. Their contributions have been much appreciated.

### **Leadership Scrutiny Panel (Chair: Councillor Siobhan Coughlan)**

The Panel has considered a wide range of corporate issues over its meetings this year within its extensive terms of reference. In addition to considering

regular corporate performance monitoring information, audit reports, revenue and capital monitoring, the Panel has also examined:

- Annual Audit & Inspection Letter 2004/05
- Anti-Fraud & Corruption Strategy
- Best Value Performance Plan 2005/06
- Central IT – Update on Best Value Review
- Citizens Panel Survey Autumn 2005
- Community Legal Services – Progress report
- Consultation Review
- Electoral Services – Best Value Review progress report
- Equalities Report 2005
- Equalities Scheme 2005/08
- Learning & Development Unit update report
- London School of Excellence
- Recruitment Monitoring
- Revenue Budget & Council Tax 2006/07
- Review of Risk Management
- Revised Incident Management Procedures
- Risk Management review
- Strategic Partnership Update report

The Panel has continued to take a prominent role in monitoring Council performance particularly with regard to financial management and audit controls. In addition, the Panel has engaged local partners. Hammersmith & Fulham Action on Disability (HAFAD) attended to provide key input into the Panel's assessment of the Council's Revised Incident Management Procedures and representatives from voluntary sector organisations participated in the review of Community Legal Services.

The Panel invited the Audit Commission to provide a presentation of their Annual Comprehensive Performance Assessment.

Scrutiny of the council's strategic IT and e-government partnership with Agilisys has been on-going and the Panel has continued to take keen interest in the development of the council's equalities agenda.

### **3. Summary evaluation**

#### **3.1 Strengths**

Previous years' annual reports have highlighted a series of strengths that has characterised the Council's approach:

- Breadth of subject coverage;
- Ability to air issues that are 'important but not urgent';
- Range of scrutiny techniques;
- Willingness to innovate;

- Quality of questioning and challenge;
- Development of non-executive member knowledge across subject areas and cross-cutting themes;
- Ability to engage with the detail;
- Bipartisanship; and
- Involvement of stakeholders.

All of these contribute towards the key measure of scrutiny effectiveness: the ability to shape and influence executive policy and operations; and those of NHS and other bodies. Scrutiny can not only add value to policy making but act as a catalyst for change, innovation and constructive challenge.

The strengths listed above have been built upon in the past year. Over the last twelve months we believe we have made strong progress in a number of key areas:

- *the ability of panels to shape and influence policy;* both in the recommendations put forward to the executive in relation to key decisions, and in those topics originated by the panel such as school governance and tenancy checks and illegal occupation. Health has been a key area where the Health and Social Care Scrutiny Panel has engaged with health partners in examining the implications for service delivery of proposals and strategies.
- *the ability and willingness of the panels to experiment with a range of scrutiny techniques; and the development of knowledge across subject areas and cross-cutting themes:* for example, the joint meetings held by Education and Leisure Scrutiny Panel with Health and Social Care Scrutiny Panel to consider children's issues, site visits by Education and Leisure Panel members to schools and Housing Scrutiny Panel members to the choice based lettings office to see in practice how this new scheme would be accessed by tenants.
- *the quality of questioning and challenge:* for example, budget scrutiny and regular financial monitoring has been enhanced by the training undertaken by the Institute for Public Finance for scrutiny councillors and chairs.
- *the ability of the scrutiny process to attract public interest and engagement:* for example, the Environment and Regeneration Scrutiny Panel built on its previous examination of transport-related topics such as buses and tubes. Their special event on the pedestrian mode of transport gave members of the public the opportunity to directly engage with council officers and Transport for London on a number of issues relating to safety and the streetscene environment. Blue badge parking involved residents, including members of HAFAD. Service users and carers regularly give their views at Health and Social Care Scrutiny Panel. The involvement of the 22 co-opted members of scrutiny panels, with a wide range of expertise and interest, considerably benefits the scrutiny process.

- *the capacity to plan for the future:* for example, in the development of scrutiny of health and children's services; and in the increasing range of partnership arrangements for service delivery.

### **3.2 Areas for further development**

It will be for the next council to take scrutiny forward, determining the structure which can add value to the scrutiny process and deliver the most effective outcomes under the four key principles of “better scrutiny for better government”, the slogan of the Centre for Public Scrutiny:-

- scrutiny should provide a 'critical friend' challenge to executives as well as external authorities and agencies
- scrutiny should reflect the voices and concerns of people and communities
- scrutiny should take the lead and own the scrutiny process on behalf of the public
- scrutiny should make an impact on the delivery of public services

We believe that the scrutiny process has demonstrated commitment to and delivery of these principles however we offer up the following two areas for further development:-

- *Deepening coverage* – panels have aimed to restrict the number of subjects covered in each meeting and have been more selective in their approach to pre-decision scrutiny of key decisions from the Forward Plan. However there is a continued need to balance work programmes in such a way as to avoid agenda overload whilst keeping a close connection between what is being scrutinised and what members of the public are raising as concerns.

We feel that occasional single issue meetings or time limited or select-committee style inquiries are effective means of engaging members of the public in in-depth scrutiny. The previous inquiries (arts and social inclusion; and tackling anti-social behaviour) have been extremely successful in assisting policy development and effecting change. The majority of the inquiries' recommendations were implemented and their progress monitored by the relevant scrutiny panels.

- *Public involvement* - while we have been successful at attracting a wide range of co-opted members and many service users for specific topics, members of the public have mainly attended meetings when contentious issues were being discussed. This is a pattern in most authorities however we believe that there should be continued development of innovative ways of working to encourage greater public participation. This goes hand-in-hand with publicising scrutiny as widely as possible, including targeted and improved information on the council's website pages.

#### **4. Conclusion**

- 4.1 This has been a challenging year, being the third full year of the statutory power, given in January 2003 to local authorities' overview and scrutiny committees (OSC) - in Hammersmith and Fulham, the Health and Social Care Scrutiny Panel - to review and scrutinise health matters and make reports and recommendations to NHS bodies. There has been increased liaison with NHS bodies and a shared appreciation of the structures, developments and issues within the NHS and the local authority. Much of the health scrutiny has involved the chairs and chief executives of the hospitals trust, mental health trust and primary care trust. In addition, scrutiny links have been maintained with patients' bodies, including the Patients' Forums; and with overview and scrutiny committees in neighbouring authorities. The latter led to our hosting a workshop for health scrutiny councillors and health trusts across the three boroughs - Hammersmith and Fulham, Ealing and Hounslow, to discuss the development of a toolkit for NHS bodies when service developments or changes are proposed i.e. the process for identifying substantial variation or development.
- 4.2 We feel that we have improved agenda management in general but as in past years, believe that there is a continued need to look at issues in greater depth, either at single issue meetings or over a period of time, or in a select committee style inquiry.
- 4.4. We believe the quality of our scrutiny work is high and that we can point to real results as a consequence of our efforts. At its best, scrutiny can be a highly effective way for non-executive councillors to exercise real influence and help advance the interests of the people who elected them. We hope that the scrutiny arrangements in Hammersmith & Fulham continue to provide these opportunities to members and these benefits to the local community.

***Councillor Chris Allen, Chair Education and Leisure Scrutiny Panel***  
***Councillor Siobhan Coughlan, Chair Leadership Scrutiny Panel***  
***Councillor Huw Davies, Chair Environment and Regeneration Scrutiny Panel***  
***Councillor Charlie Napier, Chair Housing Scrutiny Panel***  
***Councillor Colin Pavelin, Chair Health and Social Services Scrutiny Panel***