



SUMMONS

Councillors of the London Borough of
Hammersmith & Fulham
are requested to attend the
Ordinary Meeting of the Council on
Wednesday, 29 June 2005
at Hammersmith Town Hall, W6

The Council will meet at 7.00pm.

21 June 2005
Town Hall
Hammersmith W6

Geoff Alltimes
Chief Executive

29 JUNE 2005

<u>ITEM</u>	<u>CLICK ON TITLES (IN BLUE) TO GO STRAIGHT TO ITEM</u>	<u>PAGE</u> (refers to printed agenda)
1.	MINUTES – 25 MAY 2005	
1.1	To approve and sign as an accurate record the Minutes of the Annual Council Meeting held on 25 May 2005.	(as attached)
	Appendix 1 – Mayor’s Announcements Appendix 2 – Appointments made by Party Groups Appendix 3 – Constitution erratum sheet Appendix 4 – Special Motion No.1 errata sheet Appendix 5 – Summary of Councillors’ Activities errata sheet	
1.2	To approve and sign as an accurate record the Minutes of the Extraordinary Council meeting held on 25 May 2005.	(as attached)
2.	APOLOGIES FOR ABSENCE	
3.	MAYOR'S & MANAGING DIRECTOR'S ANNOUNCEMENTS (IF ANY)	circulated separately
4.	DECLARATIONS OF INTEREST	
4.1	If a Councillor has any personal or prejudicial interest in a particular report they should declare an interest.	
4.2	A Councillor should not take part in the discussion or vote on a matter in which they have a prejudicial interest. They should withdraw from the meeting whilst the matter is under consideration unless the disability to participate has been removed by the Standards Committee, or unless a relevant exemption applies under the Council’s Code of Conduct.	
5.	PUBLIC QUESTIONS (20 MINUTES)	
	The Leader / relevant Deputy to reply to questions submitted by members of the public:	
	PQ1. Mr. Alan Haile, 51 Bowerdean Street, SW6	53
	PQ2. Ms. Winnie Watson, 30 Millshott Close, Blakes Wharf SW6	54
	PQ3. Ms. Gill Dickenson, 145 The Grampians, Shepherds Bush Road W6	55

6.	ITEMS FOR DECISION / COMMITTEE REPORTS (IF ANY)	
6.1	<u>Standards Committee Appointments Panel – appointment of an independent member to the Standards Committee</u>	56 – 57
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6.3	<u>Best Value Performance Plan - cover report</u>	59 – 62
	<u>The Best Value Performance Plan 2005/06</u>	
6.4	<u>Community Strategy Update – cover report</u>	63 – 99
	<u>The Community Strategy 2005/06</u>	
7.	SPECIAL MOTIONS	
	To consider and determine any Special Motions:	
7.1	<u>Special Motion No.1 – Freedom of Entry</u>	100
7.2	<u>Special Motion No.2 – Council Appointments to Outside Organisations 2005/06 – London Housing Unit Committee</u>	101
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8.	INFORMATION REPORTS – TO NOTE (IF ANY)	

jpc/21/06/05



COUNCIL

— MINUTES —

(ANNUAL COUNCIL MEETING)

WEDNESDAY 25 MAY 2005



PRESENT:

The Mayor (Councillor Charlie Treloggan)
The Deputy Mayor (Councillor Mercy Umeh)

Councillors:

Mike Adam
Colin Aherne
Chris Allen
Will Bethell
Brendan Bird
Min Birdsey
Nick Botterill
Charlie Boyle
Stephen Burke
Michael Cartwright
Dominic Church
Siobhan Coughlan

Stephen Cowan
Huw Davies
Sian Dawson
Gavin Donovan
Fiona Evans
Ivan Gibbons
Christine Graham
Stephen Greenhalgh
Greg Hands
Wesley Harcourt
Andrew Jones
Jafar Khaled

Antony Lillis
Amanda Lloyd-Harris
Mark Loveday
Reg McLaughlin
Charlie Napier
Colin Pavelin
Melanie Smallman
Frances Stainton
Tim Stanley
Jenny Vaughan
David Williams

1. ELECTION OF MAYOR 2004/05

7.00pm - Councillor Charlie Treloggan, the outgoing Mayor, took the Chair at the start of the meeting.

Councillor Burke proposed, seconded by Councillor Cowan, that Councillor Treloggan be re-elected as Mayor for the 2005/06 Municipal year.

There being no further nominations, the proposal was formally put to the vote:

FOR	Unanimous
AGAINST	0
ABSTENTIONS	0

Councillor Treloggan was duly declared elected as Mayor of the Borough for the 2005/06 Municipal Year, following which he made the statutory Declaration of Acceptance of Office and signed the statutory undertaking to observe the Code of Conduct for Councillors.

The Mayor announced that his Mayoress for the 2005/06 Municipal Year would once again be Ms Eleanor Margaret Carlson.

The Mayor then announced that his Deputy Mayor for the 2005/06 Municipal Year would once again be Councillor Mercy Umeh, and that she had asked Mr Maxwell Umeh to be her Deputy Mayor's Consort.

2. MINUTES – 23 FEBRUARY 2005

7.05pm - The minutes of the Budget Council Meeting held on 23 February 2005 were confirmed and signed as an accurate record.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Alford, Al-Uzaizi, Donald, Karian, Karmel, Neubert, Powell, Slaughter and Wicks.

4. DECLARATIONS OF INTEREST

There were no declarations of interest at this meeting of the Council

5. MAYOR'S ANNOUNCEMENTS

The Mayor's Announcements were circulated to all Councillors and were tabled in the Chamber (Copy attached as **APPENDIX 1** to these Minutes)

The Mayor drew attention to the sad deaths of former Councillor and Mayor of the Borough Randolph Beresford BEM MBE, and former Councillor Margaret Fenelon. The Council stood for one minute's silence in their memory, following which speeches were made in tribute by Councillors Burke and McLaughlin .

6. CHIEF EXECUTIVE'S REPORT OF APPOINTMENTS MADE BY THE PARTY GROUPS FOR 2004/05

Noted the errata sheet to the Chief Executive's report previously circulated and tabled at the meeting [copy attached as **Appendix 2** to these Minutes].

The report of the Chief Executive on the various appointments made by the Party Groups on the Council for 2004/05 was duly noted.

7. COUNCIL CONSTITUTION 2004/05

7.14pm - Noted the errata sheet to the Constitution previously circulated to all Councillors and tabled at the meeting [Copy attached as **Appendix 3** to these minutes].

The Monitoring Officer's report and review of the Constitution was moved for adoption by Councillor Stephen Burke, seconded by Councillor Stephen Cowan.

The report and recommendations were put to the vote.

FOR	24
AGAINST	0
ABSTENTIONS	11

The report and recommendations were declared **CARRIED.**

7.15pm **RESOLVED:**

1. That the minor updates, amendments and corrections proposed to the Constitution, as set out in Annex 1 to the report, be agreed.
2. That the proposed changes and updates to the Contracts Code, as set out in Annex 2 to the report, be agreed.
3. That the Council's Constitution be re-approved and re-adopted for the 2005/06 Municipal Year.

8. BUSINESS SPECIAL MOTIONS

Special Motion No.1 – Appointment of a Leader, Deputy Leader & Executive, and Chairs & Memberships of Regulatory Committees and Scrutiny Panels .

7.16pm – Noted the errata sheet to Special Motion No.1 previously circulated to all Councillors and tabled at the meeting [copy attached as **Appendix 4** to these minutes].

Councillor Burke moved, seconded by Councillor Cowan, the special motion standing in their names:

“This Council agrees the following appointments under its Constitution for the Municipal Year 2005/06:

- a) The Leader and Executive (Annex 1)
- b) Chairs and Memberships of Regulatory and other Committees (Annex 2)
- c) Chairs and Memberships of Scrutiny Panels (Annex 3)

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

Speeches on the motion were made by Councillors Burke and Greenhalgh, who paid tribute to the former Leader and Deputy Leader of the Council, Councillors Andrew Slaughter and Chris Graham, and former Deputy for Education, Councillor David Williams.

The motion was then put to the vote:

FOR	Unanimous
AGAINST	0
ABSTENTIONS	0

The motion was declared **CARRIED**

7.22pm – **RESOLVED:**

That the Council agrees the following appointments under its Constitution for the Municipal Year 2004/05:

- a) The Leader and Deputies (Annex 1)
- b) Chairs and Memberships of Regulatory and other Committees (Annex 2)
- c) Chairs and Memberships of Scrutiny Panels (Annex 3)

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

Special Motion No.2 – Council Appointments to Outside Organisations

7.23pm - Councillor Aherne, moved, seconded by Councillor Evans, the special motion standing in their names:

"This Council agrees the Council's appointments to Outside Organisations for 2005/06, as set out in the Schedule".

The motion was put to the vote:

FOR	- Unanimous
AGAINST	- 0
ABSTENTIONS	- 0.

The motion was declared **CARRIED.**

7.24 pm -**RESOLVED**:

That the Council agrees the Council's appointments to Outside Organisations for 2005/06, as set out in the Schedule in the Council agenda.

Special Motion No.3 – Council Calendar 2005/06

7.25pm - Councillor Aherne, moved, seconded by Councillor Evans, the special motion standing in their names:

“This Council agrees that, for the Municipal Year 2005/06, meetings of the Council, its Committees and Panels, be held on the dates specified as set out in the Council Calendar, with the following amendment:

JHSW – meeting to be held on 5 July, not on 13 June as printed.”

The motion was put to the vote:

FOR	- Unanimous
AGAINST	- 0
ABSTENTIONS	- 0.

The motion was declared **CARRIED**.

7.26 pm -**RESOLVED**:

That the Calendar of meetings for 2005/06, as amended above, be agreed.

Special Motion No.4 – Re: Councillor Josie Wicks

7.27pm - Councillor Aherne, moved, seconded by Councillor Evans, the special motion standing in their names:

"1.Councillor Wicks remains unwell, although making slow recovery.

2. The Council therefore approves Councillor Wicks' continued non-attendance at meetings of the Authority due to illness, pursuant to s. 85(1) of the Local Government Act 1972. “

Councillor Stainton moved, seconded by Councillor Loveday, an amendment to the motion, to add:

“3. Councillor Caroline Donald has needed to return to hospital for observation following reaction to treatment.

4. The Council therefore approves Councillor Donald's continued non-attendance at meetings of the Authority due to illness, pursuant to s.85(1) of the Local Government Act 1972”.

The amendment to the motion was put to the vote :

FOR - Unanimous
AGAINST - 0
ABSTENTIONS - 0.

The amendment was declared **CARRIED**.

The substantive motion (as amended) was then put to the vote:

FOR - Unanimous
AGAINST - 0
ABSTENTIONS - 0.

The motion as amended was declared **CARRIED**.

7.28pm -**RESOLVED**:

1. Councillor Wicks remains unwell, although making slow recovery.
2. The Council therefore approves Councillor Wicks' continued non-attendance at meetings of the Authority due to illness, pursuant to s. 85(1) of the Local Government Act 1972. “
3. Councillor Caroline Donald has needed to return to hospital for observation following reaction to treatment.
4. The Council therefore approves Councillor Donald's continued non-attendance at meetings of the Authority due to illness, pursuant to s.85(1) of the Local Government Act 1972.

9. COUNCILLORS' ANNUAL REPORTS TO COUNCIL

The Council received and noted the summary of work undertaken by Councillors for 2004/05, and noted the errata sheet previously circulated and tabled at the meeting [Copy attached as **Appendix 5** to these minutes].

The Council also received and noted the Annual Scrutiny Chairs' report of the work undertaken by their Scrutiny Panels during the 2004/05 Municipal Year.

* * * * * CONCLUSION OF BUSINESS * * * * *

Meeting ended: 7.30p.m. - Wednesday, 25 May 2005

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MAYOR

ANNOUNCEMENTS BY THE MAYOR

1. I am sure everyone shares my sadness to hear of the deaths in London of former Mayor and Councillor Randolph Beresford BEM, MBE on 6th March and former Councillor Margaret Fenelon on 11th March 2005.

Randolph Beresford served as a Councillor from 1964 - 1982 representing White City Ward, and he was Mayor from 1975 - 1976. He was awarded the BEM in 1979 and the MBE in 1987.

Margaret Fenelon served as a Councillor from 1971 – 1986 representing College Park and Old Oak Ward.

I invite members to stand for a minute silence in their memory.

2. On 25th February 2005, I attended EISAI Ltd opening event, Shortlands W6
3. On 25th February, accompanied by the Mayoress, I attended the Polish British Foundation reception, International House - 106 Piccadilly, London W1
4. On 26th February, accompanied by the Mayoress, I attended the London Mayors' Association 104th Annual Dinner evening, Radisson SAS Portman Hotel, Portman Square, W1
5. On 4th March, accompanied by the Mayoress, I attended the London Labour Mayors' Association meeting, Brent Town Hall
6. On 7th March, I was delighted to attend Sure Start Broadway music and nursery rhymes event, Hammersmith Library
7. On 8th March, I was delighted to attend and Launch Hammersmith Fairtrade Coffee, HTH
8. On 10th March, accompanied by the Mayoress, I attended the Fulham Fairtrade Event, Veggie Vegan restaurant, North End Road
9. On 10th March, I attended 'NDC Laptops for All' event, Fulham Primary School, Halford Road, SW6
10. On 11th March, I attended H&F schools' swimming competition, Fulham Pools
11. On 11th March, accompanied by the Mayoress, I attended the Mayor of Lambeth Charity Dinner & Dance, Oval Cricket Ground
12. On 13th March, accompanied by the Mayoress, I attended the Mayor of Harrow Thanksgiving Service, St Anselms Church Hatch End

13. On 14th March, accompanied by the Mayoress, I attended the London Mayors' Association Lunch for the visiting Mayor of Corfu, Westminster City Hall
14. On 14th March, I was honoured to attend Chelsea Football Club Centenary celebration,
15. On 15th March, I attended the H&F Childrens Showcase, Vencourt Hotel, King Street, Hammersmith
16. On 16th March, accompanied by the Mayoress, I attended the Mayor of Wandsworth 'Witnessing the Ceremony of the Keys' Dinner event, Tower of London
17. On 18th March, accompanied by the Mayoress, I attended the Mayor of Greenwich Charity dinner event, Old Royal Naval College Greenwich
18. On 19th March, accompanied by the Mayoress, I attended the Mayor of Enfield Gala Concert and LB of Enfield 40th Anniversary celebration, Enfield
19. On 21st March, accompanied by the Mayoress, I attended the Mayor of Waltham Forest charity visit to Hunting Lodge, Chingford Plains and William Morris Gallery, Waltham Forest
20. On 29th March, I was delighted to attend and launch H&F Festival, Mayor's Foyer, HTH
21. On 7th April, accompanied by the Mayoress, I attended the Masbro Centre Festival Sports Team Awards, Masbro Centre, W14
22. On 8th April, accompanied by the Mayoress, I was delighted to attend 'Hats around the world' event part of H&F festival, White City Centre, W12
23. On 8th April, accompanied by the Mayoress, I attended the Mayor of Kingston Charity Ball and Dinner, Sandown Park
24. On 9th April, I was delighted to officially open Hurlingham Park new improved playing facilities in partnership with Chelsea Football Club, Hurlingham Park, SW6
25. On 9th April, I attended and greeted the winners of H&F festival football competition at Chelsea Football Club, SW6
26. On 10th April, accompanied by the Mayoress, I attended the London Mayor Association 'Dick Whittington Walk', Whittington Hospital,
27. On 13th April, accompanied by the Mayoress, I attended and launched H&F Arts Strategy event, Lyric Theatre, W6

28. On 14th April, accompanied by the Mayoress, I was delighted to host the Mayor's Festival Tea Dance, HTH
29. On 14th April, accompanied by the Mayoress, I attended the H&F Art for Young People event, Bhavan Centre, W14
30. On 15th April, I attended and awarded the winner's of H&F Schools' Mayors Cup football competition, Hurlingham Park, SW6
31. On 15th April, I was delighted to attend a special assembly at Halford Primary School for the retiring caretaker, Halford Road, SW6
32. On 16th April, I attended and greeted the winners of H&F festival football competition, Fulham Football Club, SW6
33. On 17th April, accompanied by the Mayoress, I attended a music concert as part of H&F Festival, Bush Hall, W12
34. On 18th April, accompanied by the Mayoress, I attended the Duke of Edinburgh Award Dinner, hosted by HRH Prince Edward, St James Palace, SW1
35. On 22nd April, accompanied by the Mayoress, I attended the Over To You Project Celebration, Odeon West End Leicester Square
36. On 29th April, accompanied by the Mayoress, I attended the Inauguration of the Mountbatten Auditorium conducted by HRH The Prince of Wales and The Duchess of Cornwall, Bhavan Centre, W14
37. On 29th April, accompanied by the Mayoress, I was delighted to attend H & F Billiards and Snooker Association Awards ceremony, Hilton Hotel Kensington High Street
38. On 5th May, accompanied by the Mayoress, I was Returning Officer for the General Election, HTH
39. On 7th May, accompanied by the Mayoress, I attended the Reserve Forces briefing and reception event, Duke of York HQ, SW3
40. On 7th May, accompanied by the Mayoress, I was honoured to host Home Front Recall Tea Dance in celebration of VE Day, HTH
41. On 10th May, I attended a photo shoot for 2012 Olympic Bid, HTH
42. On 10th May, I attended a special assembly, Henry Compton School, SW6
43. On 12th May, I attended Premier League Reading Stars event, Fulham Library SW6

44. On 13th May, accompanied by the Mayoress, I attended the Mayor of Hillingdon Civic Banquet, Royal Air Force Uxbridge
45. On 14th May, accompanied by the Mayoress, I attended the Mayor of Hillingdon Civic Service, St. Ciles Church, High Road, Ickenham
46. On 16th May, accompanied by the Mayoress, I attended the Taxi Drivers Charity Outing, for primary school children, Queensmill Primary School, Clancarty Road SW6
47. On 19th May, I was delighted to attend Bayonne Nursery, W6
48. On 19th May, accompanied by the Mayoress, I attended a concert by H&F primary schools in-conjunction with the BBC Orchestra, Assembly Hall
49. On 20th May, accompanied by the Mayoress, I attended a concert by Wimbledon Light Opera Society, London Oratory School, SW6
50. On 23rd May, I was delighted to attend and welcome HRH The Princess Royal to the borough for the visit to HM Wormwood Scrubs Prison, W12
51. From 2nd March until 25th May, accompanied by the Mayoress, I attended over 20 Citizenship Ceremonies, Council Chamber, FTH

* * * * *

(Total Mayoral Engagements = 258)

CHIEF EXECUTIVE'S REPORT TO ANNUAL COUNCIL - 25 MAY 2005

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

ADMINISTRATION (LABOUR)

Chief Whip - Councillor Colin Aherne
Deputy Whip - Councillor Fiona Evans

OPPOSITION (CONSERVATIVE)

Leader - Councillor Stephen Greenhalgh
Deputy Leader - Councillor Nick Botterill
Opposition Whip - Councillor Frances Stainton
Opposition Dep. Whip - Councillor Michael Adam

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**Community Services
Department (Housing)**

**Director of Community Services
James Reilly**

4th floor, 145 King Street Ext 5000 - 0208 753 5000
P.A. Rozana Perera Ext 5001, Fax 5739 or 0208 753 5739

<p>Assistant Director Regeneration & Housing Strategy <i>Fiona Fletcher-Smith</i> PA-Kal Saini (ext.1721) 2nd fl, Riverview House</p> <p>Ext 1698 0208 753 1698 Fax 3436 0208 753 3436</p>	<p>Assistant Director Housing Options & Assessment <i>Lyn Garner</i> PA-Barbara Hensman (ext.1677) 77 Glenthorne Road</p> <p>Ext 1313 0208 753 1313 Fax 1353 0208 753 1353</p>	<p>Assistant Director Safer Communities <i>Hazel Simmonds</i> PA-Nicola Houston (ext.4001) 2nd fl, Riverview House</p> <p>Ext 2125 0208 753 2125 Fax 4029 0208 753 4029</p>	<p>Acting Head of Housing Finance & Resources <i>Ian Ward</i> 1st fl, Riverview House</p> <p>Ext 1749 0208 753 1749 Fax 4228 0208 753 4228</p>	<p>Head of Benefit Services <i>Jean Cheeseman</i> 77 Glenthorne Road</p> <p>Ext 1320 0208 753 1320 Fax 1405 0208 753 1405</p>
<p>Housing strategy Policy and performance Policy support Equalities monitoring Affordable housing Regional housing agenda Capital programme investment Neighbourhood renewal NDC & partnerships European issues Town centre management Job opportunities – BEC, WCCT SRB programme management Renovation grants Landlord services Empty homes</p>	<p>Supporting People – commissioning role Homelessness prevention & advice Housing needs assessment Rehousing options service Temporary accommodation procurement Key Worker re-housing & shared ownership Specialist housing support service Elders and disability service</p>	<p>Crime and Disorder strategy Crime and Disorder audit Crime and Disorder Reduction LPSA (crime and disorder) Partnership Problem Solving Board HAFPAC Community Safety Unit Pooled budget Parks Constabulary Street Wardens Security and receptionists Emergency Planning Consultation re crime and disorder</p>	<p>Finance & Accountancy HR & Training Member services IT & office management Capital monitoring Financial strategy</p>	<p>Assessment and payment of Housing and Council tax benefits – public sector & private sector</p>

as at 1st May 2005

ANNEX 2

REGULATORY & OTHER COMMITTEES MEMBERSHIPS 2005 / 2006

[* 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 Wesley Harcourt - Chair
Councillor Charlie Treloggan - Vice-Chair
Councillor Colin Aherne
Councillor Michael Cartwright
Councillor Jafar Khaled
Councillor Dame Sally Powell
Councillor Frances Stainton
Councillor Will Bethell
Councillor Caroline Donald
Councillor Alex Karmel

2. LICENSING SUB-COMMITTEE*#

Councillor Chris Allen - Chair
Councillor Aherne
Councillor Khaled

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

3. LICENSING COMMITTEE*^

Councillor Chris Allen (Chair)
Councillor Colin Aherne
Councillor Brendan Bird
Councillor Min Birdsey
Councillor Michael Cartwright
Councillor Dominic Church
Councillor Huw Davies
Councillor Fiona Evans
Councillor Wesley Harcourt
Councillor Jafar Khaled
Councillor Reg McLaughlin
Councillor Colin Pavelin
Councillor Melanie Smallman
Councillor Charlie Treloggan
Councillor David Williams

4. PERSONNEL APPEALS PANEL*

Councillor Colin Aherne - Chair
+ One member drawn from the Administration
+ One member drawn from the Opposition (Cllr.Mrs.Alford)

5. APPOINTMENTS PANEL*

Leader – (Chair)
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

Exceptions : Appointment of Chief Executive
All members of Executive
Leader of the Opposition
4 Other Opposition members (Cllrs.Botterill, Stainton, Alford & Lillis)

6. PENSIONS FUND INVESTMENT PANEL*

Leader (Chair)
Deputy Leader (Vice-Chair)
Councillor Melanie Smallman
Councillor Michael Adam
Councillor Greg Hands

7. STANDARDS COMMITTEE**

2 Administration members (Councillors Aherne and Allen)
1 Opposition member (Councillor Botterill)

3 Independent Members (Steven Moussavi (Chair),
Christopher Troke, Vacancy)

8. STANDARDS COMMITTEE APPOINTMENTS PANEL*

Leader (Chair)
Deputy Leader
Leader of the Opposition

9. APPROVAL OF ACCOUNTS COMMITTEE*

Leader (Chair)
Deputy Leader
Leader of the Opposition

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 Charlie Treloggan
Councillor Amanda Lloyd-Harris
Councillor Charles Boyle

11. JOINT JOB EVALUATION APPEALS PANEL (JJEAP)

2 Administration members
1 Opposition member

[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 Jafar Khaled - Chair
Councillor Wesley Harcourt
Councillor Charlie Napier
Councillor Mercy Umeh
Councillor Caroline Donald
Councillor Gavin Donovan

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

Leader (Chair)
Deputy Leader
2 other Cabinet members or Chief Whip
Leader of the Opposition
One other Opposition member

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 Chris Allen (Chair)
+ One Administration member
+ One Opposition member

15. TRAFFIC MANAGEMENT ADVISORY PANEL

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

16. LBHF / AGILISYS STRATEGIC PARTNERSHIP BOARD

Lead Member Customer First / Chair - Councillor Siobhan Coughlan

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OVERVIEW & SCRUTINY PANELS MEMBERSHIP 2005 / 06

(a) EDUCATION AND LEISURE SCRUTINY PANEL

- (i) 8 voting Councillors including the Chair and Vice-Chair in the ratio of 5 Administration members and 3 Opposition members.

Councillor Chris Allen (Chair)
Councillor Dominic Church
Councillor Jafar Khaled
Councillor Charlie Napier
Councillor Mercy Umeh
Councillor Mark Loveday
Councillor Amanda Lloyd-Harris
Councillor Sian Dawson

- (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.

(b) ENVIRONMENT AND REGENERATION SCRUTINY PANEL

- (i) 8 voting Councillors including the Chair and Vice Chair in the ratio of 5 Administration members and 3 Opposition members.

Councillor Huw Davies (Chair)
Councillor Min Birdsey
Councillor Wesley Harcourt
Councillor Andrew Jones
Councillor Ghassan Karian
Councillor Nick Botterill
Councillor Michael Adam
Councillor Jolyon Neubert

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

(c) HEALTH AND SOCIAL CARE SCRUTINY PANEL

- (i) 8 voting Councillors including the Chair and Vice Chair in the ratio of 5 Administration members and 3 Opposition members.

Councillor Colin Pavelin (Chair)
Councillor Chris Allen
Councillor Dominic Church
Councillor Huw Davies
Councillor David Williams
Councillor Antony Lillis
Councillor Emile Al-Uzaizi
Councillor Amanda Lloyd-Harris

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

(d) HOUSING SCRUTINY PANEL

- (i) 8 voting Councillors including the Chair and Vice Chair in the ratio of 5 Administration members and 3 Opposition members.

Councillor Charlie Napier (Chair)
Councillor Min Birdsey
Councillor Fiona Evans
Councillor Jafar Khaled
Councillor Tim Stanley
Councillor Mrs. Adronie Alford
Councillor Charles Boyle
Councillor Gavin Donovan

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

(e) LEADERSHIP SCRUTINY PANEL

- (i) 8 voting Councillors including the Chair and Vice Chair in the ratio of 5 Administration members and 3 Opposition members.

Councillor Siobhan Coughlan (Chair)
Councillor Dominic Church
Councillor Andrew Jones
Councillor Jafar Khaled
Councillor Jenny Vaughan
Councillor Stephen Greenhalgh
Councillor Jolyon Neubert
Councillor Gavin Donovan

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

Councillors: summary of activity 2004-05 - final revised version

	Adam	Aherne	Alford	Allen	Al-Uzaizi	Bethell	Bird	Birdsey	Botterill	Boyle	Burke	Cartwright	Church	Coughlan	Cowan	Davies	Dawson	Donald	Donovan	Evans
Council	6	6	3	6	3	5	5	3	3	4	4	6	6	5	6	5	4	4	6	6
Leader's Committee												12			8			1		
Scrutiny Panels*	6	1	8	14	8			9	9	7	15	9	20	10	12	18	6	3	5	
Standards Committee		2		2					2											
PAC (incl TMAP)		11				8						14							8	
Pensions Fund Investment Panel	2																		2	
Licensing Committee		1		1			1					1	1			1				
Licensing Panel/Sub-committee		3	1	20	1		2	5	2				2	1						
Appointments Panel			2		2				1			1		2	1		1			
Personnel Appeals Panel		3	1									2		1						1
Fostering Panel																				
Adoption Panel*		19		22																
CSJ etc										1										
JHSW																			1	1
Fulham Palace Management Board				3																
Children's Trust Board																				
Representing the Council											29	72		29						
Tenants/residents meetings											8	7		39						
External seminars/conferences												2		3						

Notes:

* includes all meetings attended by Councillors up to, and including, 18/05/05.



COUNCIL

— MINUTES —

(EXTRAORDINARY COUNCIL MEETING)

WEDNESDAY 25 MAY 2005



PRESENT:

The Mayor (Councillor Charlie Treloggan)
Deputy Mayor (Councillor Mercy Umeh)

Councillors:

Mike Adam
Colin Aherne
Chris Allen
Will Bethell
Brendan Bird
Min Birdsey
Nick Botterill
Charlie Boyle
Stephen Burke
Michael Cartwright
Dominic Church
Siobhan Coughlan

Stephen Cowan
Huw Davies
Sian Dawson
Gavin Donovan
Fiona Evans
Ivan Gibbons
Christine Graham
Stephen Greenhalgh
Greg Hands
Wesley Harcourt
Andrew Jones
Jafar Khaled

Antony Lillis
Amanda Lloyd-Harris
Mark Loveday
Reg McLaughlin
Charlie Napier
Colin Pavelin
Melanie Smallman
Frances Stainton
Tim Stanley
Jenny Vaughan
David Williams

10. The Mayor advised the Council that he had received a requisition, duly signed by the five Councillors indicated below, to call an Extraordinary Council meeting in order to discuss :

- Special Motion No.1 – Council Tax Revaluation
- Special Motion No.2 – Charing Cross Hospital

Councillor Stephen Greenhalgh
Councillor Nick Botterill
Councillor Frances Stainton
Councillor Antony Lillis
Councillor Mrs.Adronie Alford

The Mayor advised that he had decided that these items of business would be dealt with at an Extraordinary Council meeting called for 25 May 2005 at 7.15pm, or on the rising of the Annual Council meeting the same evening, whichever was the later.

11. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Alford, Al-Uzaizi, Donald, Karian, Karmel, Neubert, Powell, Slaughter and Wicks.

12. DECLARATIONS OF INTERESTS

Noted a declaration of personal interest by Councillor Burke on agenda item 4.2 – Special Motion No.2 – Charing Cross Hospital, as a non-executive Director of the Hammersmith & Fulham PCT.

Noted a declaration of personal interest by Councillor Greenhalgh on agenda item 4.2 – Special Motion No.2 – Charing Cross Hospital, as his father was Professor of Surgery at the hospital.

Noted a declaration of personal interest by Councillor Vaughan on agenda item 4.2 – Special Motion No.2 – Charing Cross Hospital, as a doctor working at the Charing Cross Hospital, although her contract of employment was held elsewhere.

13. SPECIAL MOTIONS

7.32pm – Special Motion No.1 – Council Tax Revaluation

Councillor Botterill moved, seconded by Councillor Bethell, the special motion :

“This Council notes that the introduction of a Council Tax revaluation in Wales has resulted in increased levels of Council Tax and that Council Tax revaluation in England is required in law for 1 April 2007, but the methodology is not yet agreed. This Council calls on the Government to guarantee that Council Tax revaluation will not result in an increase in total Council Tax payable for Hammersmith & Fulham residents.”

Speeches on the motion were made by Councillors Botterill and Bethell for the Opposition.

Under Council Procedure Rule 15 (e)(vi), Councillor Burke moved, seconded by Councillor Cowan, an amendment to the motion to delete all words after "This Council"... and add:

"...is committed to continuing to keep council tax low for borough residents while delivering excellent services. This Council provides value for money to residents and its financial management has been recognised as 4/4 by the Audit Commission. Through years of efficiency savings, council tax in Hammersmith and Fulham is currently 12th lowest in London, with the fourth lowest increase in 2005-6.

This Council notes that council tax is a regressive tax, introduced by the Conservatives. We look forward to the outcome of the independent review of local government funding by Sir Michael Lyons and his proposals for reform of the council tax.

This Council supports the call by the ALG for a system of regional banding for council tax and a review of council tax benefit given London property values. This Council is committed to protecting the interests of council tax payers in Hammersmith & Fulham at all times and to no overall increase in the council tax burden following revaluation."

Speeches on the amendment to the motion were made by Councillors Burke, Cowan, Greenhalgh, and Aherne before it was put to the vote:

FOR – 23
AGAINST – 11
ABSTENTIONS – 0

The amendment to the motion was declared **CARRIED.**

Councillor Botterill made a closing speech on the debate before the substantive motion (as amended) was put to the vote:

FOR – 22
AGAINST – 11
ABSTENTIONS – 0

The motion as amended was declared **CARRIED.**

8.04pm – **RESOLVED:**

This Council is committed to continuing to keep council tax low for borough residents while delivering excellent services. This Council provides value for money to residents and its financial management has been recognised as 4/4 by the Audit Commission. Through years of efficiency savings, council tax in

Hammersmith and Fulham is currently 12th lowest in London, with the fourth lowest increase in 2005-6.

This Council notes that council tax is a regressive tax, introduced by the Conservatives. We look forward to the outcome of the independent review of local government funding by Sir Michael Lyons and his proposals for reform of the council tax.

This Council supports the call by the ALG for a system of regional banding for council tax and a review of council tax benefit given London property values. This Council is committed to protecting the interests of council tax payers in Hammersmith & Fulham at all times and to no overall increase in the council tax burden following revaluation.

8.05pm – **Special Motion No.2 – Charing Cross Hospital**

[Noted a declaration of personal interest by Councillor Burke on agenda item 4.2 – Special Motion No.2 – Charing Cross Hospital, as a non-executive Director of the Hammersmith & Fulham PCT. Councillor Burke remained at the meeting, and spoke and voted on the item]

[Noted a declaration of personal interest by Councillor Greenhalgh on agenda item 4.2 – Special Motion No.2 – Charing Cross Hospital, as his father was Professor of Surgery at the hospital. Councillor Greenhalgh remained at the meeting, and spoke and voted on the item]

[Noted a declaration of personal interest by Councillor Vaughan on agenda item 4.2 – Special Motion No.2 – Charing Cross Hospital, as a doctor working at the Charing Cross Hospital, although her contract of employment was held elsewhere. Councillor Vaughan remained at the meeting, and spoke and voted on the item]

Councillor Greenhalgh moved, seconded by Councillor Lillis, the special motion :

“This Council notes with concern the recent press speculation that Charing Cross Hospital is threatened with closure or having its services greatly reduced. The Charing Cross Hospital is currently the major trauma centre for the west of London which deals with serious injuries in the event of a disaster, requiring there to be a number of specialised services on the Charing Cross Hospital site. The Charing Cross also has one of the largest cancer care centres in the country. This Council calls on Hammersmith Hospitals NHS Trust to guarantee that these specialised services will remain at Charing Cross.”

Speeches on the motion were made by Councillors Greenhalgh and Lillis for the Opposition.

Under Council Procedure Rule 15 (e)(vi), Councillor Burke moved, seconded by Councillor McLaughlin, an amendment to the motion to delete all words after “This Council”... and add:

“.....condemns Conservative scaremongering about the future of Charing Cross Hospital. This has caused considerable distress to older and vulnerable residents and has wasted valuable NHS resources spent reassuring residents and staff.

This Council notes that Hammersmith Hospitals Trust has given clear undertakings that Charing Cross Hospital will not be closing. On the contrary it will be the subject of further investment in line with the Labour Government's investment of an extra £41bn per annum since 1997 and an extra £ 16bn per year in the next two years – budgets will have risen from £33bn in 1997 to £90bn in 2008. This will provide better NHS facilities and more NHS staff in London. This compares with 18 years of Tory neglect, including the closure of the West London Hospital by the Conservatives.

This Council will continue to work with the Hammersmith Hospitals Trust and Hammersmith & Fulham Primary Care Trust and their staff to ensure that local residents benefit from the best health services at Charing Cross and elsewhere in the borough."

Speeches on the amendment to the motion were made by Councillors Burke, McLaughlin, Stainton, Lloyd-Harris, Hands MP, Donovan, Cowan and Boyle before it was put to the vote:

FOR – 22
AGAINST – 11
ABSTENTIONS – 0

The amendment to the motion was declared **CARRIED.**

Councillor Greenhalgh made a closing speech on the debate before the substantive motion (as amended) was put to the vote:

FOR – 24
AGAINST – 11
ABSTENTIONS – 0

The motion as amended was declared **CARRIED.**

8.55pm – **RESOLVED:**

This Council condemns Conservative scaremongering about the future of Charing Cross Hospital. This has caused considerable distress to older and vulnerable Residents and has wasted valuable NHS resources spent reassuring residents and staff.

This Council notes that Hammersmith Hospitals Trust has given clear undertakings that Charing Cross Hospital will not be closing. On the contrary it will be the subject of further investment in line with the Labour Government's investment of an extra £41bn per annum since 1997 and an extra £ 16bn per year in the next two years – budgets will have risen from £33bn in 1997 to £90bn in 2008. This will

provide better NHS facilities and more NHS staff in London. This compares with 18 years of Tory neglect, including the closure of the West London Hospital by the Conservatives.

This Council will continue to work with the Hammersmith Hospitals Trust and Hammersmith & Fulham Primary Care Trust and their staff to ensure that local residents benefit from the best health services at Charing Cross and elsewhere in the borough.

* * * * * CONCLUSION OF BUSINESS * * * * *

Meeting ended: 8.56p.m. - Wednesday, 25 May 2005

.....
MAYOR

jpc/26/05/05

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 29 JUNE 2005

Question by: Alan Haile, 51 Bowerdean Street SW6

to the: Cabinet Member for Environment & Contract Services

QUESTION

What are the latest estimates for 05/06 of the total gross revenue to be raised by controlled parking in Hammersmith & Fulham (split as to pay & display, residents & business permits, and penalty charges), and what are the total forecast costs of operating the entire controlled parking scheme?

How do these figures compare with the previous year (04/05)?

ipc/16/06/05

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 29 JUNE 2005

Question by: Winnie Watson, 30 Millshott Close, Blakes Wharf SW6

to the: Deputy Leader

QUESTION

What is Hammersmith & Fulham Council doing to increase and improve the quality of affordable housing in this Borough?

ipc/17/06/05

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 29 JUNE 2005

Question by: Gill Dickenson, 145 The Grampians, Shepherds Bush Road W6
to the: Cabinet Member for Environment & Contract Services

QUESTION

I was very happy to see the recent announcement made by the Mayor of London and the GLA about the reduction of fatalities on roads in those London Boroughs where they have introduced traffic calming measures. Can you tell me what the London Borough of Hammersmith & Fulham is doing to reduce fatalities in this Borough ?

ipc/17/06/05

REPORT TO COUNCIL

29 JUNE 2005

LEADER

*Councillor
Stephen Burke*

**APPOINTMENT OF AN INDEPENDENT
MEMBER TO THE STANDARDS COMMITTEE.**

WARDS

ALL

Summary

The Council at its Annual Meeting on 25 May 2005 agreed the terms of reference and re-establishment of the Council's Standards Committee and the Standards Committee Appointments Panel.

Since that time, the Standards Committee Appointments Panel (comprising the Leader, Deputy Leader and Leader of the Opposition, together with the independent Chair of the Standards Committee *ex officio*) has met once to consider the applications received to fill the vacant position of independent member on the Standards Committee caused by a recent resignation.

The panel's recommendation to Full Council is set out below, which council members are now asked to agree.

RECOMMENDATION:

That the Council agrees to appoint :

Mrs. Grace Moody-Stuart

**as an independent member on the
Council's Standards Committee.**

1. Appointment of an independent member to the Council's Standards Committee.

- 1.1 The Standards Committee Appointments Panel (comprising the Leader, Deputy Leader, and the Leader of the Opposition, together with the independent Chair of the Standards Committee *ex officio*) met on 14 June 2005 to interview applicants for the vacant position of independent member on the Council's Standards Committee arising from a recent resignation.
- 1.2 Three short-listed candidates were interviewed. Following due consideration, the Appointments Panel recommends to Full Council that **Mrs. Grace Moody-Stuart** be appointed as an independent member on the Council's Standards Committee.
- 1.3 In accordance with the Relevant Authorities (Standards Committees) Regulations 2001, the recommendation for appointment must be agreed by a simple majority of the Council present and voting thereon.
- 1.4 The Council is therefore asked to approve the Panel's recommendation.

* * * * *

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

No	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/ Location
1	Local Government Act 2000	John Cheong x 2062	ACE (P&P) Room 203 Hammersmith Town Hall
2	Relevant Authorities (Standards Committees) Regulations	- ditto -	ACE (P&P) Room 203 Hammersmith Town Hall
3	Standards Committee Appointments Panel Working File	- ditto -	ACE (P&P) Room 203 Hammersmith Town Hall

29 JUNE 2005

LEADER

*Councillor
Stephen Burke*

**DESIGNATION OF MONITORING OFFICER TO
THE COUNCIL.**

WARDS

ALL

Summary

The Monitoring Officer to the Council is currently the Director of Policy and Administration (Henry Peterson).

Henry Peterson leaves the Council on July 15th. It is therefore necessary for the Council to designate a new Monitoring Officer, in accordance with the requirements of the Local Government and Housing Act 1989.

It is proposed that the Council designate as Monitoring Officer the post of Assistant Chief Executive (Organisational Development). This is a chief officer post, at Corporate Management Team level, which is currently under recruitment. Under the departmental structure approved by the Leader's Committee in February 2005, this post has responsibility for the Council's Legal Services Division.

It is proposed that the Council's Head of Legal Services, currently the Deputy Monitoring Officer, be appointed as Monitoring Officer during the few months prior to the arrival in post of the Assistant Chief Executive (Organisational Development).

RECOMMENDATION:

That with effect from July 15th 2005, the Assistant Chief Executive (Organisational Development) be designated as the Council's Monitoring Officer, and that prior to this postholder taking up post, the Head of Legal Services (Michael Cogher) be temporarily designated as Monitoring Officer.

29 JUNE 2005

LEADER

**BEST VALUE PERFORMANCE PLAN
2005/2006**

ALL WARDS

DEPUTY LEADER

**CABINET MEMBER
FOR PERFORMANCE
& PROCUREMENT**

Under the Local Government Act 1999, local authorities are required to publish a Best Value Performance Plan by 30 June each year.

The plan is the council's corporate plan and is a high-level synopsis of the departmental performance plans 2005/06 that are presented to the respective Scrutiny Panels. The BVPP outlines the council's current performance and the key improvement actions and targets the council intends to implement over the coming year.

(Note: The Best Value Performance Plan has been circulated separately to all Councillors)

CONTRIBUTORS

All Departments

AD Finance
(Performance &
Procurement)

RECOMMENDATION:

**That the Best Value Performance Plan
2005/2006 be approved.**

BEST VALUE PERFORMANCE PLAN 2005/06

1. Introduction

- 1.1 Under the Local Government Act 1999, authorities are required to publish an annual Best Value Performance Plan (BVPP) by June 30th. The Government views the plan as *"the means by which an authority is held to account for the efficiency and effectiveness of its services, and for its proposals to improve upon them."*
- 1.2 In terms of the statutory information to be provided, the requirement for excellent authorities (including H&F) has been reduced over recent years. For statutory purposes the council only has to publish information on BVPIs (outcomes for the last financial year and 3 year improvement targets) plus a contracts statement concerning TUPE and the "two tier" workforce (i.e. where staff have been transferred to outside bodies).
- 1.3 However, the H&F the plan is the council's main corporate plan and it retains a number of key features reported in previous years. The plan contains:
- (a) A summary of the authority's strategic objectives and priorities for improvement.
 - (b) The council's latest CPA position, as assessed by the Audit Commission. In December 2004.
 - (c) Progress in, and future plans for, delivering local and national priorities. (Sections on community safety, the environment, children's services etc).
 - (d) Details of past, current and planned performance against local and national performance indicators:
 - Actual performance over the past year on all Best Value Performance Indicators (BVPIs) compared with top quartile information. Indicators used to measure progress against Local PSA targets; and local indicators set by the authority to measure performance in priority areas;
 - Details of the performance targets for the past year as set out in the last year's Performance Plan for all BVPIs and other indicators referred to above;
 - Targets for the current year and the subsequent 2 years, for all BVPIs, and local indicators set by the authority to measure performance in priority areas. These must have regard to nationally set standards and floor targets applying to the relevant year.

(e) A summary of the council's financial position and its Medium Term Financial Strategy.

- 1.3 The plan's principal audience is the staff and elected members of the council, stakeholders with an interest in the authority, and central government. The plan has to be approved by full council. It will be published on the website and hard copies will be available on request. Summary information on performance is made available to the public in the annual council tax leaflet and via HFM.
- 1.4 As in previous years, the Audit commission will audit the plan and BVPIs to certify that it meets statutory requirements. Under current Audit Commission proposals, the auditor's assessment of the BVPP also forms part of an annual system of improvement reporting that feeds into the council's annual CPA assessment.

2. **LEADERSHIP SCRUTINY PANEL COMMENTS**

- 2.1 Leadership Scrutiny Panel considered this report at its meeting held on 20th June 2005.
- 2.2 The Panel discussed a range of issues including the requirement to make Gershon savings, recruitment and retention of staff, the Council's strategic policy to increase the percentage of disabled people employed by the authority and the challenges faced by the next Comprehensive Performance Assessment.
- 2.3 The Panel welcomed the Performance Plan as a clear statement of the Council's corporate priorities and ambitions for service users and partners.

RECOMMENDED TO COUNCIL -

1. That the Best Value Performance Plan be endorsed for consideration by the Council on 29th June 2005.
2. That the Panel wishes to monitor progress on some of the specific objectives outlined in the Performance Plan including:
 - Equalities and Disability Discrimination Act – the Council's aim to progress to level 5 of the Equalities Standard by the end of 2006;
 - New Crime & Disorder and drug reduction strategy;
 - Gershon agenda;
 - Investors in People accreditation 2006/07.

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

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Statutory guidance on best value and performance improvement	Frank Hansen Extn. 2580	Finance department, second floor, Town Hall Extension.
2.	Corporate (Best Value) Plan 2005/6	As above	As above
3	Departmental performance plans 2005/6.	As above	As above



Your Borough Your Services

**Hammersmith & Fulham
Council's Corporate (Best
Value) Performance Plan
2005/2006**

A message from the Leader and Deputy Leader of the Council and Cabinet Member for Performance and Procurement

Welcome to our Performance Plan for 2005/6.

This plan does two things, it celebrates our success in achieving what we set out to do in our plan last year and it sets out an equally ambitious agenda for the year ahead.

In a corporate assessment of the council, the Audit Commission said,

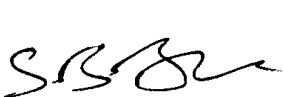
“Hammersmith & Fulham Council has a proven, strong capacity to improve. This has been built over a period of years in which it has applied real insight and rigour to developing its strategies, working practices and systems. The council has an impressive track record of achieving improvement in priority areas. It has real clarity of vision, excellent self awareness and a soundly embedded culture of continuous improvement that should lead to further enhancements to local services.”

Our role is to continue this good work and to continue to push ourselves towards quality services which represent good value for money. The challenges outlined in this plan are constantly evolving, so we need to be agile enough to respond to them.

The themes of our community strategy continue to drive the work that we do. Providing a fair chance for all, convenient services and working toward a safer, cleaner, greener borough are the key things our community has told us we should aim to deliver. We also need to focus on improvements to housing in the borough and ensuring the learning opportunities we provide for our children are the best start we can give them.

We continue to look at innovative ways to deliver our services in the most efficient and cost effective ways we can. Our work towards a Children’s Trust, developments in our Customer First strategy and our Local Area Agreement are just some examples of the innovative approach you will find throughout this document and throughout the approach we take at Hammersmith & Fulham.

We are looking forward to leading the council to achieve the tasks set out in this document and to reporting back on progress in the Performance Plan for next year.



**Cllr Stephen Burke
Leader of the Council**



**Cllr Stephen Cowan
Deputy Leader
of the Council**



**Cllr Christine Graham
Cabinet Member for
Performance & Procurement**



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Introduction

Summary of contents

Over the past three years Hammersmith and Fulham Council has been assessed as “excellent in the way that it serves local people” in the Audit Commission’s annual evaluation of local council performance. Ensuring that we continue to provide first class local services and deliver improvement is our overriding priority. This corporate plan outlines the council’s current performance, our key priorities for improvement over the next 3 years and how we compare with other councils.

The local context

Hammersmith and Fulham is a small and densely populated borough with a population of 174,000 - a 12% increase over the past ten years. Surveys indicate 78% satisfaction levels with the area, making it a popular place to live and work. The borough also has a highly mobile population it is estimated that over 35,000 households, almost half the total number of households in the borough, have moved in the last five years. In the private rented sector an estimated one in three tenants moves each year.

The borough has a relatively young, single and ethnically diverse population. Over half the population is aged between 20 and 44 years and 40% of homes are single person households. Just over one in five residents are from non white ethnic backgrounds and 90 different languages are spoken in schools. There are extremes of wealth and poverty – house prices have risen by a staggering 180% since 1998 yet the area is also ranked as the 42nd most deprived local authority area in the country. Half of all households have an income of less than £19,500 per year but 15% have incomes in excess of £60,000 per year.

The location of the borough and its position in relation to London’s transport network means a lot of congestion and busy roads. The borough has seen rapid growth in small businesses, particularly in new media, and it offers a range of cultural attractions in the three town centres of Hammersmith, Shepherds Bush and Fulham.

The Council

Hammersmith and Fulham Council has 46 elected councillors, (Lab 29, Con 17), and is run by a Cabinet composed of the Leader, Deputy Leader and five other cabinet members. Scrutiny Panels enable non-executive councillors and the community to examine policy and performance and challenge key decisions.

The Borough Partnership

The council works closely with local people and other public services to improve the quality of life in the borough. This work is progressed through our Local Strategic Partnership, which is chaired by the Leader of the Council and is composed of representatives from the public sector (e.g. police, health and employment services), local business and the voluntary and community sectors.

The aims of the Borough Partnership are:

- to promote wellbeing by tackling discrimination, disadvantage and social exclusion in all forms;

- to bring together all those with an interest in the Borough - residents, community & voluntary groups, public services, and businesses;
- To ensure the widest possible participation and consultation in planning the future of the Borough and carrying out those plans.

The Community Strategy

Following consultation with the community in 2001, the Borough Partnership agreed three broad objectives designed to achieve a significant improvement in the local quality of life over the coming decade. The objectives, listed below, underpin the improvement priorities of the council and its partners. Last year there was a mid-term review of the strategy and a progress report to local people. The extensive consultation exercise confirmed that we should continue to focus on the following priorities:

- **A safe, clean and green borough** – to reduce fear of crime and promote a healthier, more sustainable environment in which to live, as we have been doing through the Borough's Smarter Borough campaign and the joint crime and disorder partnership with the Police.
- **A fair chance** – to help people to overcome deprivation and disadvantage and give everybody in the borough the opportunity to share in its prosperity. Increasing the supply of affordable housing has been a major priority in the first 4 years of this community strategy.
- **Convenient services** – to provide modernised, cost-effective services more tailored to the needs of individuals, as being developed through the council's Customer First programme and similar initiatives in other local public services.

Performance against these priorities is measured by a set of performance indicators e.g. exam results, crime rates etc. Over the 4 year period since 2001 progress has been made against most objectives. More detailed information is contained in the chapter on the Community Strategy (see page XX).

The review of our Community Strategy also identified some newly emerging concerns about life in the borough that we need to address over the coming years. These include the need for more accessible childcare for those on low incomes and the need to offer more opportunities for children and young people. Residents' priorities for the borough continue to focus on the physical environment (clean streets, roads and pavement repairs), community safety and reducing traffic congestion and pollution. Significant additional resources are now being targeted at tackling street scene issues.

Local Area Agreement

We are also working to ensure that the council and other public agencies have greater freedom and flexibility to deliver improved services by working more closely together. This year we are a pilot area for the implementation of a Local Area Agreement (LAA), which brings together some the central government funding streams that are currently the responsibility of a series of different local agencies, including the council, the police and the health service. Funding in these areas is

usually handed down in more than 100 separate grants by different government agencies, but the LAA will cut the bureaucracy and give the area the flexibility to combine grants and decide how best to join-up services locally. Mirroring our Community Strategy, the LAA focuses on three key themes: reducing child poverty; safer and stronger communities; and adults and health. The Agreement sets out a series of local outcomes, to which the council and other local partners have all committed themselves over the next three years.

West London Alliance (WLA)

The council works closely with the other west London councils (Brent, Ealing, Harrow, Hillingdon and Hounslow) that form part of the WLA to promote the interests of the sub-region in key areas such as transport, economic development and tourism. The WLA is has also initiated several collaborative projects, including procurement and e-government.

The challenge ahead

As well as delivering these key priorities, the council continues to face important challenges and pressures.

- * Changes in legislation and government priorities.
- * Need to meet efficiency targets of 2.5% per annum over the next 3 years as a result of the government's Gershon review.
- * Rapid economic and social change placing higher demands on some services and generating demands for new services and new solutions.
- * Rising expectations from government and the public for improvement and for more joined-up delivery across the public sector.
- * Difficulties in recruiting and retaining key staff in a buoyant West London economy.
- * A borough characterised by increasing social stratification and sharp contrasts: in wealth and poverty, densely built-up centres and green spaces, good access to public transport coupled with high levels of traffic congestion and parking stress.
- * High population turnover.

Local trends

Projections suggest that the borough's population will continue to grow but at a slower rate than in previous years. The population is also expected to become younger – with a higher proportional increase in the number of those under 19 years than for London as a whole and a decline in the numbers of people over 60 years. As our population becomes increasingly diverse we must also ensure that the way in which we provide services brings different communities together and breaks down cultural and social barriers, whilst recognising and respecting different cultural and social identities. The increase in single person households will place further demands on housing supply in an already overcrowded borough. Projections suggest that in the 15 years from 2001 to 2016 there will be 5,700 new households in the borough, an increase of 7.6%. There has already seen a rapid expansion of new media businesses in the area years and further growth is anticipated. In order to ensure that local people are given 'a fair chance' to benefit from the employment opportunities that will result from this growth we need to ensure that they are given access to the necessary training and development programmes that will fill any emerging skills gaps.

Changing consumer and leisure-time trends mean that we need to consider new issues when planning and developing Hammersmith and Fulham for the future. Continuing growth in the evening and night-time economy, for example, will need to be carefully managed to ensure that the benefits of increasing economic activity are not outweighed by the potential negative effects, such as increased crime and disorder and anti-social behaviour.

On a national level public sector reform continues and the outcome of the Gershon review means that local authorities are required to find 2.5% efficiency savings each year for the next 3 years. At the same time Comprehensive Performance Assessment (CPA) for local government, will become more challenging, particularly for high performers like Hammersmith and Fulham. We will be expected to deliver better quality services and more choice for residents within our limited resources.

Meeting this challenge requires a sustained focus on key local priorities, more efficient and innovative ways of working and the capacity to make difficult choices in reallocating scarce resources to higher priorities. The council's track record of strong political leadership, excellent services, innovative partnerships and effective corporate working means that it is well positioned to respond to these demands

Achievements 2004/5

In addition to progress against the Community Strategy objectives listed above, there were number of significant developments during the year. These included:

Overall performance

- In December 2004 the Audit Commission assessed the council's services and reconfirmed our CPA excellent status. The council's overall CPA score continued to improve - the ratings for housing benefits, children's social services, planning, and the use of resources were higher than in CPA 2002. The borough is one of only 21 councils out of 150 to be rated as excellent each year since CPA was introduced. Details of the council's comprehensive performance assessment for 2004 are contained in the next chapter.
- Investing in People the council continues to maintain corporate Investors in People (IiP) accreditation. We are only the third council in London to achieve this prestigious award for managing and developing staff.
- Excellence in procurement – along with Westminster City Council and the Association of London Government, the council successfully established the London Centre of Excellence. This is one of nine regional centres of excellence funded by the government to drive the Gershon efficiency agenda. The Centre has developed a business plan highlighting the potential saving from improved procurement of goods and services across the capital. The council, as part of the West London Alliance, is leading a number of key pilot projects.

Customer First

- In order to drive our *Customer First* programme the council has established a Customer First Division and has entered into a strategic partnership with the IT company Agilisys. In 2004/05 the partnership delivered its first key project – a customer, contact centre – providing local people with better access to the

council and a more responsive service. The centre brings together high volume, high profile services that include the main switchboard and Information service; Electoral services; Smarter Borough hotline; Council Tax; Business Rates; and Environment. We aim to expand the centre in the coming year to cover other services. and to have 80% or more of all customer enquiries resolved at the first point of contact.

A smarter borough

- Residents have told us that smartening-up our streets and local environment is a high priority for further investment. In response, we invested a further £7m in our Smarter Borough campaign in 2004/5, our biggest-ever environmental operation. This will run throughout 2005/06 and includes more street sweeping, revamping our main town centres, education and consultation programmes, and tougher action against people caught fly-tipping and dropping litter.
- Recycling levels continued to improve. Our “Smart Sack” which takes all recyclables has proved popular and in 2004/5 the percentage of household waste recycled increased to 19.9% from 14.4% the year before.
- Major environmental improvements were progressed at Shepherds Bush Green, Lyric Square Hammersmith and in Fulham.

A safer borough

- A new Safer Communities Division is now in place. Street and Estate Wardens, Parks Constabulary, Emergency Planning, Security, Street Scene Enforcement and Community Safety services have been consolidated into one division to deliver a more focused and effective service that will build on the council's partnership work with the police.
- We continued to make good progress with our partners in the Crime and Disorder Reduction Partnership (CDRP) in combating crime and anti-social behaviour. In the past year there was a drop in overall crime committed in the borough and two more safer neighbourhood teams, with extra police resources in the town centres, were established. Crime in parks and open spaces has been reduced by 16% over the past 3 years.
- Road safety - in 2004/5 there was an overall reduction in road casualties in the borough of 17%. This has been helped by the introduction of traffic calming measures over a number of years, the completion of further “safer routes to school” and a number of other educational and training schemes.

Housing

- Hammersmith & Fulham Housing Management Service (HFHMS) was established as an arms length company to manage our housing stock in June 2004. The achievement of a Housing Inspectorate 2 Star rating for the Service in December 2004 meant that we have successfully bid for and secured £192m of government resources to improve tenant's homes. We can not only make the most significant improvements to the council's housing stock seen in decades to meet the “Decent Homes Standard”, but also fund environmental and safety

improvements around estates and council owned dwellings over the next 5 years.

Children's services

- By 2006 councils are required to integrate education and children's social services and we are pressing ahead with this agenda. The Children's Trust set up last year is now well established and is overseeing a range of programmes to further the integration agenda.
- In 2004 our education and children's social services were both rated as 2 star, good performance.
- Primary school 2004 test results for 11-year olds put us in the top four in inner London for the percentage of pupils gaining Level 4 and above in English and mathematics, and second for science. Hammersmith and Fulham primary schools also performed well in the "value added" league tables showing that progress between 7 and 11 was greater than the national average for similar children. A-level results in 2004 were excellent, with an overall pass rate of 98%.
- Healthy eating - we provided freshly cooked wholesome food in schools and have a 70% take-up rate of primary school meals. There has also been 100% take up of the *fruit and vegetables in school* scheme. We actively promote the national Healthy Schools initiative, with all but one of the 49 schools joining the scheme. Sixteen schools have achieved level 3 status in line with government targets.

Adult social care

- Hammersmith & Fulham's overall performance for 2004 was judged by the Commission for Social Care Inspectorate (CSCI) to be good, and the two star rating has been maintained. Performance for 2004/2005 is to be assessed by CSCI in July 2005 and signs are promising that there will be an improvement on last year's assessment.

Sports and Leisure

- The past 12 months have been a time of growth for the Council's sports services, with a number of new initiatives and additional funding for a variety of sports and health related projects. Hammersmith Fitness and Squash Centre has been completely refurbished at a cost of £1 million. Phoenix Sports and Fitness Centre is being fitted with a new 25 metre swimming pool due for completion in December 2005. The refurbishment work to the Linford Christie Stadium track and field athletic facilities is due to be completed in July 2005, after which the track will be certified for athletic competitions up to division one of the UK Athletics league.
- The popularity of the public facilities at Fulham Pools carries on growing and the Centre hit the ¼ million public visits mark in 2004/05, a rise of 15% over the previous year. The new sports pitches in parks and school built with £1 million of New Opportunities Funding (NOF) have provided a boost for outdoor sports across the borough. Borough and our Sports Development Team has doubled in size over the year with funding from a number of sports initiatives.

- Improvements in Library services are on-going. In each of the past four years, usage and the number of items issued has continuously increased against a background of decline usage nationally. New services such as free internet access at all libraries have been introduced. The library service also achieved its one millionth visitor in March 2005 following a major marketing campaign involving local school pupils.
- The council obtained approval from the Heritage Lottery Fund for a £2.56 million grant towards the cost of the first phase programme of restoration works at Fulham Palace.

Comprehensive Performance Assessment (CPA)

In 2002/3 the local government watchdog, the Audit Commission, announced its first overall assessment of local authority performance in England. As a result Hammersmith and Fulham's performance was assessed as excellent. The council's excellent status was reconfirmed in 2003/4 and again this year following a further assessment of local services. Only 21 out of 150 authorities have attained the excellent grade over this three year period. The council's latest CPA profile for 2003/4 is shown below. Information on the performance of all councils in England is to be found on the Audit Commission's website (www.audit-commission.gov.uk).

Background

The aim of CPA is to ensure that continuous improvement takes place in local services and that all authorities raise standards to those of the best. It also provides freedoms and flexibilities for high performers to pursue local priorities free from central government control.

The CPA process

The judgement takes account of continuous improvement in the cost and quality of a council's services and its track record of providing leadership and working with the community to improve the quality of life. The Audit Commission's corporate assessment of the council concluded:

"Hammersmith and Fulham Council has a proven, strong capacity to improve. This has been built over a period of years in which it has applied real insight and rigour to developing its strategies, working practices and systems. The council has an impressive record of achieving improvement in priority areas. It has real clarity of vision, excellent self-awareness and a soundly embedded culture of continuous improvement that should lead to further enhancements to local services."

Assessment of services

Each major service - education, social services, housing, environment, libraries and leisure, benefits and the council's "use of resources" (management of finances and assets) – is evaluated annually by the relevant inspectorates and auditors. In 2003/4 Hammersmith and Fulham's services were assessed as excellent overall. – scoring 4/4 in the evaluation matrix below.

Improvement planning

Continuous improvement is central to the CPA process. Despite the council's overall excellent rating, there is, of course, scope for improvement in the services we provide. Since 2002 the council has continued to improve its CPA scores for services such as benefits, children's' social services, the use of resources, transport and planning. The council's CPA improvement plan shown at the end of this section maps out the key areas for improvement over the next 3 years.

Freedoms and flexibilities

As an excellent authority the council receives certain freedoms and flexibilities:

- Reduction in plans and strategies submitted to government.
- No external best value inspections.
- Freedom to trade and to raise certain fees and charges.
- Removal of ring fencing of budgets (with the exception of schools delegated budgets).
- Membership of the Innovation Forum.

Innovation Forum

The Forum brings together central and local government to develop, explore and test new ways of working that provide improved outcomes for local people. The Forum comprises councils awarded excellent status, along with Government Ministers and their officials. The Office of the Deputy Prime Minister (ODPM) and the Local Government Association (LGA), who help to co-ordinate the respective interests of government and local authorities, facilitate the Forum.

The future of CPA

The Audit Commission has issued consultation proposals for changes to the CPA regime to take effect this year. Significant changes will make CPA in 2005/6 a more stringent test than previously. The corporate assessment, (which in Hammersmith and Fulham will take place in 2007/8), will place greater emphasis on achievement against 5 key priorities. These are:

- sustainable communities and transport,
- safer and stronger communities,
- healthier communities,
- older people
- children and young people

Annual service assessments will be revised from 2005, including

- a more explicit assessment of resource management and value for money
- children and young people will be brought together into a single block. (replacing the current education and children social care scores).
- new performance standards for the assessment of the benefits
- greater emphasis on the use of performance information to evaluate service blocks.

How is Hammersmith and Fulham Council performing?

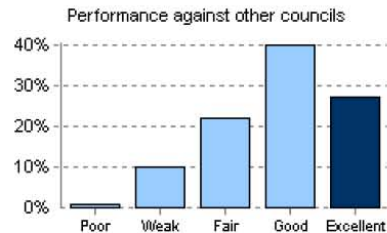
Overall Performance

excellent

Hammersmith and Fulham Council has been measured as **excellent** in the way that it serves its local people. The chart opposite shows what share of councils also received this rating.

We reached this overall rating by looking at:

1. How **Hammersmith and Fulham Council** is run; and
2. How **Hammersmith and Fulham Council's** main services perform.



1. How is Hammersmith and Fulham Council run and what progress has the council made in the last year?

Hammersmith and Fulham Council continues to be an excellent council.

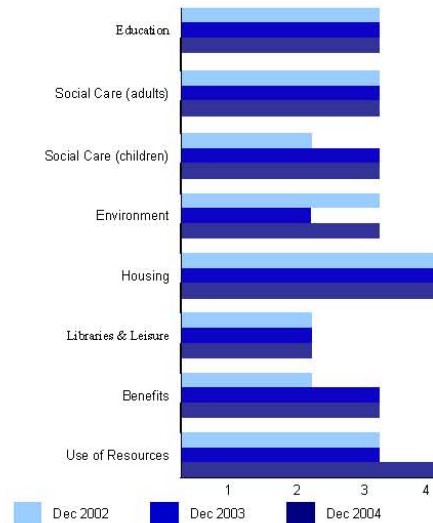
The council is well placed to improve the way it works and the services it provides to local people. As part of the freedoms and flexibilities for high performing councils, the council will be reporting on its own progress this year.

In December 2002 **Hammersmith and Fulham Council** received a measurement of 4 out of 4 for the way it is run.

2. How do Hammersmith and Fulham Council's main services perform?

We have assessed core service performance in the service areas shown alongside. Each service is scored on a scale from 1 to 4, with 1 being the lowest and 4 being the highest. Education and social care are given more importance in reaching the overall service score than other areas.

Overall service performance 4 out of 4



Hammersmith & Fulham - High Level Action Plan.

Priorities	Action planned	Indicators and Target	Lead
CPA	1 Maintain the council's CPA excellent rating by meeting the higher standards contained in CPA assessment from 2005.	Outcome of new annual CPA service assessments from 2005 and corporate inspection/JAR 2007/8.	Leader, Deputy Leader, Cabinet Member for Performance CE, Cabinet CMT
Community leadership and partnership working	<p>1 Deliver the outcomes defined in the borough's 3 year Local Area Agreement as agreed with Government in March 2005. This includes LPSA2 targets linked to reward funding for delivery.</p> <p>2 To develop the effectiveness of the H&F local public service board, working to the Borough Partnership, as a strengthened model of community leadership and joined up service delivery.</p> <p>3 To continue to lobby and influence Government on its plans for greater devolution, streamlining, and stronger local leadership as now reflected in LAAs and LPSBs, as part of wider work with the LGA and others on the 10 year vision for local government.</p> <p>4 Review and update of community strategy for H&F undertaken during 2004 and updated version adopted by Borough Partnership March 2005. This sets out the over-arching 10 year vision for the future of the Borough, from which LAA outcomes have been drawn. Also now subsumes the former Regeneration Strategy and Neighbourhood Renewal Strategy, as part of ODP plan rationalisation exercise.</p>	<p>Specific outcomes for children and young people, safer and stronger communities and healthier communities set out in the 2005-8 LAA. LPSA2 targets to be finalised in negotiation with Government by August 2005.</p> <p>Progress in delivering better local outcomes through LAA to be tracked and performance managed via LPSB and Borough Partnership. Executive monitoring of LAA/LPSA targets and BVPIs also to continue within LBHF via new CORVU system. Borough partnership (LSP) annual self-assessment to be completed by end May each year.</p> <p>Monitoring Community Strategy objectives and Regeneration and NRS outcomes as part of performance management programme.</p> <p>Outcomes of N.Fulham Community Partnership and White City opportunities programme.</p>	Leader, CE, ACE (P&P), Cabinet CMT

Hammersmith & Fulham - High Level Action Plan (continued)

Priorities	Action planned	Indicators and Target	Lead
Community leadership and partnership working (continued)	5 Develop a more effective high-level framework for monitoring progress on achieving LAA and community strategy outcomes at Borough Partnership and LPSB level, working towards a single unified and transparent performance management regime to be used by local partners, GOL, and central government.	Joint ODPM e-innovation project on performance management, with Kingston, Lambeth, Bracknell Forest.	
	6 West London Alliance. Strengthen joint-working and ensure that the WLA is an effective voice for west London engaging the London Mayor and Government.	Development of WLA prospectus and defined projects with Brent, Ealing, Harrow, Hillingdon and Hounslow in strategic areas such as transport and economic development. Location of WLA secretariat at H&F summer 2005.	Leader, Deputy Leader, CE, ACE (P&P), Cabinet CMT
Effective use of resources	1. Implement Medium Term Financial Strategy - integrated with performance planning and risk management to ensure that resources are allocated in accordance with priorities. Produce updated strategy each quarter. Review base data annually.	MTFS now fully integrated with performance planning. <ul style="list-style-type: none"> • Quarterly reports to LC/CMT • Annual challenge process. 	DF, Leader, Deputy Leader Cabinet Member for Performance, CMT.
	2. Implement new CPA Use of Resources Action Plan	Achieve a minimum of 3 out of 4 in CPA use of resources assessment December 2005. Close annual accounts by 31/7/2005 and 30/6/2006. Review Asset Management Plan by July each year. Review and embed risk management strategy by September 2005.	

Hammersmith & Fulham - High Level Action Plan (continued)

Priorities	Action planned	Indicators and Target	Lead
Effective use of resources (continued)	3. Keep council tax increase to a minimum <ul style="list-style-type: none"> • Achieve the council's Gershon savings target each year over next 3 years • Identify savings through the MTFS each year that allow the council tax increase to be set at less than 3%. 	Minimum of 2.5% efficiency saving per annum, at least 50% cashable Less than 3% increase per annum.	DF, Leader, Deputy Leader Cabinet Member for Performance, CMT.
	4. Procurement - implement procurement strategy and business plan. focusing on Gershon efficiency targets. Develop collaborative procurement opportunities through London Centre of Excellence and WLA procurement group.	Procurement strategy and targets as developed through procurement road map and MTFS. Implement e-procurement and vendor neutral agency procurement 2005/6.	
	5. IT – Implement IT BVR outcomes and progress integrated IT and e-strategy incorporating a new Strategic IT Framework (SIF).	BVR objectives and targets in action plan. SIF framework to be developed and implemented through Strategic Partnership with Agilisys. Target dates to be set.	DF, HCF Leader, Deputy Leader Cabinet Member for Performance, CMT.
	6. Performance Management – roll out CORVU PM system across the council to enhance corporate monitoring and strategy mapping. Work with LSP partners to develop function for monitoring Community Strategy, LAA and LPSA.	Targets as set out in project plan. Full implementation by mid-2006	DF, Cabinet Member for Performance, CMT

Hammersmith & Fulham - High Level Action Plan (continued)

Priorities	Action planned	Indicators and Target	Lead
<p>A Fair Chance (Major themes: anti-poverty, equalities and social inclusion measures)</p>	<p>1. The Fair Chance theme of the Community Strategy has fed into LAA outcomes and LPSA2 targets, particularly in relation to reducing child poverty and helping parents into work</p>	<p>Monitoring of targets and outcomes in LAA/LPSA2.</p>	<p>Cabinet, CMT</p>
	<p>2. Raise standards of achievement and improve outcomes for children and young people. Produce Children and Young People's Plan and appoint a Director of Children's Services by 2006. Reduce number of children in care and reduce the average distance of placement for children in care placed outside the borough.</p>	<p>Objectives and targets set out in LAA, LEA Transitional Business Plan and Children's Trust Performance Plan. Outcomes of Annual Performance Assessment of Children's services from 2005 and Joint Area Review 2007/8.</p>	<p>Cabinet Members for Education and Social Inclusion, DE, DCC</p>
	<p>3. Affordable homes - meet and exceed London Plan targets. Work with RSLs and developers to take forward development opportunities and work to bring back private sector empty properties into use. On behalf of the West London Housing Corporation Sub Region assess the feasibility of establishing West London Empty Property Team.</p>	<p>London Plan targets run to 2016, annual targets set against anticipated completions. Empty Homes proposal developed and submitted to ODPM & Housing Corporation. If successful programme in place by end of 2005/06 (to run over 2 years from 2006/07)</p>	<p>Cabinet Members for Housing and Regeneration DoCS, DENV.</p>
	<p>4. Homelessness - concentrate efforts on prevention and finding alternative accommodation for households threatened with homelessness.</p>	<p>Improved prevention services in place 2005/06. Reduce acceptances in homelessness in line with target by 2008. Temporary Accommodation - year on year targets. Direct lettings – alternative accommodation option measured by number of lets and expansion of scheme. Target 180 lets per year</p>	<p>Cabinet Member for Housing, DoCS</p>
	<p>5. Benefits - improve targeting to maximise incomes. HFHMS to introduce a revised rents strategy that balances the need to provide debt advice and support with the requirement to collect income.</p>	<p>In 2005/06 implement Benefit take up strategy and measure effectiveness.</p>	<p>Cabinet Member for Housing, DoCS</p>

Hammersmith & Fulham - High Level Action Plan (continued)

Priorities	Action planned	Indicators and Target	Lead
<p>A Fair Chance (Major themes: anti-poverty, equalities and social inclusion measures) <i>(continued)</i></p>	<p>6. Supporting people - implement actions from the 5 year Supporting People Strategy to modernise housing support services ensuring effective targeting of services, VFM and clear outcomes are established</p>	<p>SP Reviews completed by March 2006. Improved outcome based measures that better relate to priorities.</p>	<p>Cabinet Members for Housing and Social Inclusion, DoCS</p>
	<p>7 Equalities Standard (BV2) and Disability Discrimination Act</p>	<p>Progress from level 2 to level 5 by 2007/8. Implement targets in phased improvement plan to meet requirement.</p>	<p>Cabinet Member for Social Inclusion, ACE (P&P)</p>
	<p>8. Implement Better Government for Older People action plan to improve services and democratic involvement for older people. Extend BGOP strategy to other vulnerable groups.</p>	<p>Targets in BGOP plan and BVPP.</p>	<p>DCS, Cabinet Member for Social Inclusion.</p>
<p>Convenient Services/ Customer First (Major themes: Modernising services capacity building, quality, efficiency and e-government initiatives).</p>	<p>1. Customer First - Customer First division and strategic partnership now operational, contact centre in place.</p> <ul style="list-style-type: none"> • Implement CRM system and Phase II of contact centre expanding to add new services such as benefits, some social services and parking. • Develop proposals for one-stop shops. • Review customer care standards and complaints system. • Implement Strategic IT Framework to develop access channels and modernise services. 	<ul style="list-style-type: none"> • Completion 2006. Targets for response and customer satisfaction. • Strategy in place 2006. • New customer care standards and complaints system 2006. • Plan and targets to be developed through strategic partnership. 	<p>Leader, Dep. Leader, HCF, Cabinet, CMT.</p> <hr/> <p>Leader, Dep. Leader, HCF, DF, Cabinet, CMT</p>

Hammersmith & Fulham - High Level Action Plan (continued)

Priorities	Action planned	Indicators and Target	Lead
Convenient Services/ Customer First (Major themes: Modernising services capacity building, quality, efficiency and e-government initiatives). (continued)	2. Implement BV actions plans covering most major services to provide more convenient access and more responsive services. Including recently completed reviews: (e.g. IT, Services for Disabled People) and Planning Services.	Executive monitoring of specific indicators and targets in 5-year BV action plans. Also monitored via departmental performance plans. Achievement of annual milestones. Complete planning review March 2006.	Cabinet Member for Performance Cabinet, CMT
	3. Maintain corporate LiP accreditation. Implement HR action plan. Improve recruitment and retention and reduce sickness absence in line with targets. Continue to implement Single Status	Reaccreditation achieved 2004/5. Reassessment 2006/7. Targets in HR action plan.	Leader, CE, Cabinet, CMT.
	4. Develop and implement Accommodation Strategy.	Accommodation strategy milestones.	DENV, MD, Cabinet
	5. Continue to implement Electoral Services BV action plan encouraging participation by making it easier to register and vote	BV plan targets	ERO, CE, Cabinet
	6. Further develop the joint commissioning, pooling of budgets and integration of social care services with health. Develop shared vision and service model with PCT that is community based and focused on primary care provision. Implement user-engagement strategy.	Targets and indicators in agreed in improvement plans. Annual CPA assessment of adult social services.	Cabinet Member for Social Inclusion, DCS.
A Safe, Clean Green Borough (Major themes: the Environment, Community Safety Health Improvement).	1 Implement new Crime and Disorder & Drug Reduction strategy 2005/8 and new Domestic Violence Strategy.	Basket of 60 indicators defined in strategy.	Leader, CE, CMT Cabinet.
	2 Safer Communities Division established. Support LAA safer and stronger communities' objectives. Seek to expand Street Warden Service and improve Safer Neighbourhood Teams.	LAA stronger communities' indicators. Efficient use of new powers in Cleaner Neighbourhood and Environment Act.	Cabinet Members for - Environment, Regeneration - DCS, DDS, DENV
	3 Continue to implement the Street Scene action plan. Maintain public awareness and engagement via "Smarter Borough" campaign. Zero tolerance policy in respect of litter and fly-tipping. Improve recycling rates.	BV action plan, PIs & targets, including public satisfaction. Defined street scape enhancements across the borough.	

Hammersmith & Fulham - High Level Action Plan (continued)

Priorities	Action planned	Indicators and Target	Lead
A Safe, Clean Green Borough (Major themes: the Environment, Community Safety Health Improvement). <i>(continued)</i>	4 Complete major environmental improvements in town centres, estates, and parks and open spaces. Implement strategies on Contaminated Land, Air Quality, Transport and Road Safety.	Indicators, targets and specific actions outlined in BVPP 2005/06,	Cabinet Members for - Environment, Regeneration - DCS, DDS, DENV
	5 To meet the Decent Standard for all Council Stock by 2010. Review HRA Business Plan to secure decent standard of stock over the next 25 years	Partnering contracts in place 2005 Annual Targets set and achieved Council Stock condition survey undertaken 2006/07 Revised HRA Business Plan in place 2007	Cabinet Member for Housing & DoCS & HFHMS
	6 With partners progress Healthier Communities strand of LAA with a focus on <ul style="list-style-type: none"> • Improving local health. • Reducing health inequalities. • Achieving a better quality of life for those with long-term conditions. 	Objectives and indicators in Healthier Communities LAA.	Cabinet Member for Social Inclusion DCS.

Key

CE – Chief Executive
 ACE (P&P) Assistant Chief Exec (Policy & Partnership)
 DENV – Director of Environment
 DoCS – Director of Community Services
 DCT - Director of Children's Trust
 HCF - Head of Customer First

DE – Director of Education
 DSS – Director of Social Services
 DDS – Director of Direct Services
 DF – Director of Finance
 CMT – Corporate Management Team

Corporate Performance Management

The council's approach to improvement

Council's have a duty to review services and provide best value (BV) and continuous improvement for local people. In modernising its services the council is committed to:

- **Challenging** the way services are provided;
- **Consulting** service users and the wider community in order to develop services that better meet local needs and aspirations.
- **Comparing** them with the best and learning from best practice.
- Ensuring services are **competitive** and that they deliver value for money.

Our aim is to ensure that BV reviews deliver customer-focused, cost-effective services. In implementing BV review programme the council has consulted widely with users, taking their views into account and acting upon them to develop improvement plans. The council has now completed reviews of most of its major services including, libraries, council tax, refuse and street cleansing, highways, housing management and social services, and delivered significant improvements as a result.

In future, reviews will focus on:

- Improvements that can make a significant difference to the council's overall capacity and enhance performance across all our services e.g. our Customer First programme, e-procurement and investment in new technology.
- Value for money reviews linked to the Gershon agenda and the council's Medium Term Financial Strategy (MTFS).

The role of councillors

Councillors play a key role in ensuring that reviews are challenging and improvements are delivered. The Deputy for Performance and Procurement has responsibility for best value and performance management and other Deputies are accountable for delivering best value within their service remit. Scrutiny Panels are also involved, enabling non-executive councillors to challenge existing service provision, consider local people's views and feed in proposals for change. Quarterly performance monitoring reports covering key local and national indicators, LPSA targets and the council's high-level improvement plan are presented to the Executive and to Scrutiny Panels. Service performance plans are also presented to Members for approval on an annual basis and monitored during the year.

Involving staff

A skilled, well-motivated workforce, equipped with the right tools for the job, is the council's most valuable asset. Without the commitment of staff and their ideas for change, best value cannot be delivered. The council is committed to involving staff and their representatives in best value reviews, and will manage any organisational change arising from best value and procurement decisions to ensure that staff are supported and treated fairly. Staff are also involved in the council's overall approach

to improvement through team meetings, performance appraisals and input into divisional and departmental performance plans.

Valuing the workforce

The statutory Code of Practice in Local Authority Service Contracts addresses the issue of externalisation and its impact on the workforce. It states that alternative service providers should be selected to *“drive up performance, not in order to drive down terms and conditions”*. TUPE (the transfer of staff on current terms and conditions) should automatically apply to local government outsourced contracts and councils should also ensure that pension rights are protected in any transfer. The Code is also intended to provide fairness for new joiners following outsourcing to prevent the development of a “two tier” workforce. New joiners should be afforded terms and conditions *“which are, overall, no less favourable than those of the transferred staff.”* The council’s Contracts Code has been amended to ensure that the Code is incorporated into all contracts.

Contract statement

Local authorities are required to certify that individual contracts comply with the Code and the accompanying statutory guidance. The council let two contracts during the 2003/04 financial year and one contract during the last financial year 2004/5 involving contracts covered by the Code. These contracts were for –

Leisure Services at Lillie Road Fitness Centre and Broadway Squash Leisure Centre. Leader’s Committee on 18 November 2003 agreed to accept the tender submitted by Greenwich Leisure Ltd to provide Leisure Services at Lillie Road Fitness Centre and Broadway Squash Leisure Centre for period of 10 or 15 years.

Pension Administration Services. Leader’s Committee on 21 January 2004 agreed to accept the tender submitted by the London Pension Fund Authority for the provision of Pension Administration Services for a period of 5 years, with an option to extend for up to a further 2 years.

Internal Audit Services. Leader’s Committee on 27 July 2004 agreed to accept the tender submitted by Deloitte and Touche LLP for the provision of Internal Audit Services for a period of 3 years, with an option to extend for up to a further 2 years.

The London Borough of Hammersmith and Fulham certifies that it has complied with statutory guidance and that both of the contracts referred to above are based on TUPE and the protection of pension rights and contain clauses relating to the avoidance of the creation of a two-tier workforce.

Best Value Performance Indicators (BVPIs)

Local authority performance is measured over time and compared against a national set of around 100 BVPIs covering most major services. Each section of this plan shows the council’s performance against key indicators compared with the top quartile performance (best 25% of authorities) for London. The information for 2003/2004 is based on audited out-turn figures. For 2004/2005 there are two figures: the improvement targets set last year and our performance against these targets. We also show performance targets for the following three years. Hammersmith and Fulham’s performance is generally above the London average, with strong top

quartile (top 25%) performance in many key areas. Overall, our aim is to raise performance across all services to the best 25% level for London authorities.

Investing in improvement

Hammersmith and Fulham's effective approach to performance management was acknowledged in the Audit Commission's corporate assessment report where the council was awarded full marks for managing its performance. We are determined to maintain our leading edge and have invested in new performance management software (CORVU). The prime benefit will be the establishment of a single comprehensive system available via a web browser where staff and Members can access key performance data and trends, (such as BVPIs), quickly and efficiently. The latest information will be accessible on-line and Members and senior managers will be able to "drill down" and examine performance at all levels of the council. Efficiency benefits will arise from eliminating duplication and joining up current systems, improved decision making, more effective alignment of the council's activities to its corporate objectives and identifying and tackling problems areas more quickly through the availability of real time information. We will also be able to improve the performance information we provide to the public via the council's website.

Procurement Strategy

The aim of the council's procurement strategy is to deliver cost-effective, high quality services to local people. Services should be responsive to the needs of the whole community, promote social inclusion and deliver the social, economic and environmental objectives outlined in the Community Strategy. The council's strategy takes account of the challenging milestones contained in the National Strategy for local Government. All councils are expected to achieve these over a period of three years, 2004 to 2006. The council's strategy focuses on:

Centres of Procurement Excellence

A key recommendation of the National Strategy was to set up a network of Centres of Excellence in procurement. The aim is to support high performing local authorities to work together as leaders and catalysts among their peers and with neighbouring authorities to implement the National Procurement Strategy, improve partnering and collaborative procurement and to respond positively to the Government's Efficiency Review, which requires local authorities to realise 2.5% per annum efficiency savings over the next 3 years – 50% of which must be "cashable" and either diverted to frontline services or be used to constrain council tax levels.

London Centre of Procurement Excellence (LCPE)

Hammersmith and Fulham is one of the lead authorities (in association with the ALG and the London Borough of Westminster) for the London Centre of Excellence. The council is represented on the CPE Board and has assisted in the development of the Centre's business plan, which will focus on:

- a) Providing support to members and officers in councils in London to develop a corporate procurement strategy, improve the procurement of goods and services and develop procurement skills;
- b) Identifying potential efficiency savings in procurement and develop and implement proposals to deliver the agreed savings;

- c) Promoting shared procurement between authorities in London through agreeing framework contracts and aggregating contracts on a regional basis;
- d) Stimulating the market place by working with existing and new suppliers, including small and medium sized enterprises and the voluntary and community sectors;
- e) Taking forward e-Procurement and e-Commerce
- f) Identifying and putting in place a range of partnering vehicles and company structures to deliver more and better partnership working;
- g) Providing opportunities for joint procurement with other public sector partners, in London.

Approved list project

The council has concluded an agreement with the London Boroughs of Ealing and Hounslow for the provision of a joint approved list of contractors. The list will be used to cover a range of services as well as works contractors and consultants. The list will meet e-government targets through the introduction of electronic application forms. Service providers will be able to register on line. It is also the intention that the list will provide accreditation to small and medium size enterprises within these boroughs and that, once on the list, the information will be made available to residents who want small scale repairs undertaken to their properties (e.g. plumbing, roofing services, etc). The approved list will be operational in summer 2004.

Quality services

The London Borough of Hammersmith and Fulham has been committed to the spirit and letter of the Investors in People (IiP) standard as an important element in its overall business performance and staff development strategy/plans since 1995.

The Council, with approximately 6,500 staff in 8 departments is one of the first London Boroughs to be awarded the Investors in People standard corporately (in November 2001), having taken a building block approach to corporate accreditation over a period of 6 years. The Council successfully achieved corporate re-recognition in August 2004.

Early 2006 will see the full IiP Review take place. This process will monitor our continuous improvement to Investors in People and assesses how the authority meets the requirements for a successful retention of the standard and the Council's commitment to developing our staff.

<u>Quality Assured Services ISO 9001:2000</u>	
Quality Award	Section
Investors in People (IiP)	LB Hammersmith & Fulham.
IiP Re-recognition and full compliance with the Business Link & Customer First UK accreditation.	Business Enterprise Centre
Certificate of achievement from the ODPM for Quality Standard.	Shepherds Bush Street Wardens
Community Legal Service Accreditation	Housing Aid Team
Chartermark	Parking Service Accreditation Mar 2006

Deloitte who took over the operation of the authorities audit function, which was outsourced late in 2004, are additionally working towards achieving the ISO 9001:2000 standard.

The Customer First programme

The Customer First programme has continued to modernise our service provision and internal business processes, building on the foundations laid in early 2004. Our Customer First vision is to deliver:

- Faster, reliable services**
- Innovative services utilising new technology**
- Resolution of queries at the first point of contact**
- Seamless service delivery**
- Timely and accessible services.**

Significant progress has been made towards putting this vision into practice, helped by our strategic ICT/e-government partner, local company Agilisys. The partnership with Agilisys is a framework contract under which any number of customer modernisation and e-government projects can be jointly developed and implemented, sometimes on a risk-reward basis, without the need to tender each project individually. We have taken a long-term view in funding these projects – investing now to deliver savings in the future.

Achievements 2004/05

Our approach to modernising customer service has been incremental, rather than whole-scale re-engineering. This has served us – and our customers – well, building on rather than jettisoning existing successes and good practice.

Contact centre

With the help of Agilisys we have built, on time and within budget, a pilot 40-seat contact centre, based in Hammersmith Town Hall.

Phase one of the contact centre has brought together into one location seven of our high volume, high profile services: the main switchboard and Information service; Electoral services; Smarter Borough hotline; Council Tax; Business Rates; and Environment. The contact centre is open from 8.00am-8.00pm Monday to Friday, and 9.00am-1.00pm on Saturdays, and able to receive Smarter Borough text-messages at all times.

The next phase, currently underway, includes the implementation of a Customer Relationship Management system, together with some business process improvements. These will “multi-skill” our staff and enable them to deal with a range of requests and enquiries across different services. We will be able to deal with even higher volumes of calls, e-mails and text-messages, and be able to resolve a much higher percentage of enquiries at the customer’s first point of contact with fewer calls being passed on to other sections – a key aim of Customer First. It will also enable us to make more efficient use of existing resources; savings of £25k have been identified from over-capacity in one service area for the year ahead. Our partnership with Agilisys is starting to make a difference.

Strategic IT Framework (SIF)

Work on this second project with Agilisys started in 2004. The aim is to ensure that that we minimise future investment costs in selecting and procuring new and replacement IT systems across the council, and organise the storage and retrieval of data in a way that provides a single corporate “hub” for all services. The project builds upon work already undertaken with our property and land gazetteer, and client index system, and will lay provide a robust framework for prioritising future investment in areas where benefits can be maximised.

IT solutions will be developed and implemented strategically (and more cost-effectively) across the whole council, rather than as separate “point” solutions. Better content management and systems integration will allow customer-facing staff to access and retrieve information more quickly, avoiding duplication of effort, facilitating better forward-planning, and ensuring increased efficiency in the deployment of existing staff and IT resources.

E-procurement

The Council has purchased an IT software package to help make our procurement processes more efficient. This project aims to eliminate expensive paper handling of invoices, streamline business processes, and thereby substantially reduce costs. We hope to deliver £1m savings per year from 2006/7 onwards as a result of this project.

Working with Adults and the Children’s’ Trust Services

Agilisys have helped us assess the adequacy of IT systems used by Social Services in order to plan for future demands. As a result, we are introducing new processes and procedures to meet new government requirements, such as an Integrated Children’s’ System (ICS).

Project Management toolkit

The council currently lacks a unified approach to project management across the whole authority. A 2004 Audit Commission report highlighted strengths and weaknesses. This project aims to develop a standardised project management methodology and intra-net based toolkit that will lead to:

- more efficient project delivery timescales, leading to cost savings;
- better visibility of projects’ progress for stakeholders;
- more efficient identification and management of potential risks and issues, allowing these to be dealt with more quickly before they escalate.

This will improve general project management, and will feed into our Medium Term Financial Strategy planning and monitoring. It will ensure that projects are properly funded and that potential efficiencies resulting from them are identified and ‘captured’ for reinvestment.

Website development

We have reviewed our website and want to make it more accessible and customer-friendly, whilst continuing to comply with external standards and safeguards. We are aiming to have the new improved site up and running later this year.

Priorities 2005/6

Our newly appointed Head of Customer First is reviewing and will further develop our Customer First Programme. This, amongst other things, will include the following the following priorities:

Contact Centre 2

We want to expand our contact centre so that it covers and provides even more services. Plans are currently being developed to see whether other services such as benefits, some social services, housing repairs (for the new ALMO), parking and others can be added. Our aspiration is to have a second tranche of services operational within the Contact Centre by early 2006.

Implementing SIF

The outcomes from the SIF project (described above) should present us with a programme of projects that will bring our Customer First vision closer to realisation. It should help speed-up:

- the development of our access channels, making it easier and more convenient for customers to contact us;
- the modernisation of our services, making the way we organise ourselves more flexible;
- the deployment of multi-skilled staff who are provided with up to date and accurate information across all services.

Face-to-face strategy

Work will continue on developing a strategy for how we deal with customers who prefer or need to do business with us through traditional face-to-face means. This is likely to result in proposals for one-stop-shops and a network of smaller local offices, and will be driven by our Community Strategy priorities of providing fair and equal access to convenient services. The planning of future face-to-face services will be closely co-ordinated with our office accommodation strategy, and the need to make the most efficient use of available resources.

Joint Core Team

We are looking to establish a joint core team of Council and Agilisys staff to manage the implementation the SIF, undertake future business cases for future improvement projects and ensure that these adequate resources. A key aim of partnership is to facilitate skills and knowledge transfer between our two organisations, each learning from the other and building capacity in new areas.

Wider Working

This BVPP describes a wide range of partnership activity the council is engaged in, with other agencies, to improve the borough and the services provided within it. Where beneficial and appropriate, we will consider using our contract with Agilisys to help join-up services across different providers to further improve their accessibility, convenience and efficiency. This could include projects that contribute to the Local Area Agreement, where making pooling resources in pursuit of shared priorities (and thereby making these resources go further) is a key goal.

Convenient services

We want to communicate more clearly our services to clients and involve them in future service design. This will be an important strand of our Customer First Programme during 2005/6, ensuring that communications to customers is undertaken in ways that are convenient and relevant to their circumstances. Much of this work will start from a deeper analysis of customers, including how and where individual needs may differ. Understanding service and customer clusters will provide a framework for the future development of services within the contact centre, on the web, and via face-to-face services. We aim to launch a series of specialised publicity and communication initiatives before the end of the financial year.

Customer Care Standards

We will further develop and refresh our Customer Care Standards and ensure that they are implemented across the whole council. We will work with staff from all levels across the organisation to develop “peer review” based approaches to both challenge under-performance and to support change. And we will seek to ensure that HR arrangements align with and contribute to the achievement of better customer care. Improving customer care will extend to refreshing our approach to Complaints handling and management, with an emphasis on improving the outcome of these processes for our customers. It is likely that our approach to Complaints will be aligned with the development of our Contact Centre 2 proposals.

E-Government

The council remains committed to exploiting the long-term benefits of the e-Government agenda. The challenge for all councils is to make the e-Government methodology part of the council's daily business – it has to become the normal way of providing services.

Through the implementation of the council's new Strategic IT framework (SIF) we will have a platform, which can jointly deliver both improved customer service and the e-Government targets. We fully support the message that is now coming out of central government that 2005 is not the end of the e-Government process but merely the beginning.

In some key areas like e-Payments & Parking Transponder cards LBHF has become the national lead for other councils to follow. Our reputation for innovation will be further enhanced by the deployment of the corporate Client Index. However there is much to be done, our e-Government aspirations are heavily dependant on the full deployment of on-line “e-forms” and the re-launch of the corporate website.

Like all councils some of our e-Government targets are dependent on the ODPM's National Project pilot sites. With some of these projects only just beginning to report their findings the timescales are looking tight. Nevertheless we are pressing ahead in some innovative areas e.g. potential use of Transport for London's Oyster Smartcard.

The next year will be a challenging one for e-Government but we are determined to look past the 2005 deadline making sure that we only implement deep and long term changes that benefit our customers and support the drive for increased efficiency.

Complaints monitoring

The effective monitoring of complaints plays a key roll in delivering high quality services at Hammersmith & Fulham. The authority uses complaint monitoring to inform the Customer First programme and obtain valuable feedback. The council received 1413 complaints in the financial year 2003/2004, of these 380 (26.9%) were upheld or partly upheld. Under the complaint procedure 1239 were dealt with at the first stage and didn't require any further action. Of the 174 that proceeded to the more formal stages 2 and 3 of the procedure 54 (31%) were upheld.

Ombudsman Complaints

There were no findings of maladministration in 2003/4. There were 18 local settlements compared to 15 the previous year. There was an increase in the overall number of complaints determined in 2003/4, rising from 65 to 94. Our current level of ombudsman complaints remains well below the average for inner London (169) and London as a whole (119).

Staff Management

The authority is committed to good employment practices, staff development and equal opportunities for all staff. The recruitment and retention of staff continues to be a major issue for all public service providers in London. A recruitment and retention strategy for the council has been drafted to consider a variety of initiatives to address shortages. This has included the placement of two graduates from the Employers Organisation's National Graduate Development Programme.

To promote recruitment and retention we provide family-friendly conditions of service. We have enhanced the childcare subsidy scheme to make it more attractive to employees with children. We continue to be in the forefront in reducing pay inequality, providing a minimum earnings guarantee for low paid staff in excess of the National Minimum Wage. We have maintained the value of that guarantee and are committed to doing so. Progress continued to be made in 2004/5 on "Single Status" (harmonisation of terms and conditions of employment for "blue" and "white" collar workers) in terms of the job evaluation of "blue" collar posts under the Greater London Provincial Council (GLPC) Single Status Job Evaluation Scheme. We will be working with our trades unions during 2005/6 to implement the changes relating to grades and other terms and conditions of service.

Our Workforce

We monitor the composition of our workforce and recruitment policies to ensure we reflect the local community. While our workforce broadly reflects the local working population, there is under-representation in senior grades in respect of gender, disability and ethnicity. Currently 30.63% of our staff are from black ethnic minorities (BV17), which is above the London average. The proportion of disabled people employed in the council (BV16) is 4.03%, which is well above the London top quartile of 3.11%. The percentage of the top 5% of earners in the council that are women currently stands at 41.11% and the figure for staff from black and ethnic minority communities is 11.52%. We have set targets to raise these levels to 46% and 15% respectively by 2006/7.

In 2004/5, the council continued its commitment of delivering a range of corporate and departmental training and career development initiatives designed to support

traditionally excluded groups and address the under-representation of women, ethnic minorities and disabled people in senior management positions. These included:

- Conducting a career pathway consultation exercise with staff on 4th November 2004
- Advertising all council jobs on www.youareable.com, a national disability website;
- Positive action training for disabled staff;
- A new positive action course targeted at black minority ethnic and disabled men in lower graded posts was successfully piloted. The pilot was successful and will form part of the annual development programme
- “Springboard” women’s development training;
- Fast_Forward: development programme targeted at BME and disabled women in middle management.

The number of courses has doubled during the year and 120 places are on offer to staff.

The Senior Women's Network provides support to women in senior positions through networking, speakers addressing core competencies required at senior levels within the organisation, as well as the opportunity to join a mentoring scheme jointly run with 2 other LAs.

Training and development programmes complement the council’s personnel procedures and schemes, which seek to enable staff to combine family responsibilities with work commitments. The Council’s maternity scheme has been updated, and staff are entitled to nominated care leave. Many staff qualify for financial assistance, including the Government’s tax credits as well as the Council’s Childcare Subsidy Scheme.

A Domestic Violence Employment Policy was produced in 2004 and provides guidance for staff subjected to domestic violence. A home/ remote working strategy has been drafted and will be piloted in departments in Autumn 2005.

Sickness absence

A key priority for the council continues to be the reduction of sickness absence in the workforce and improvements in employee's general health. The Council's sickness figure for 2004/05 is 9.7 days - a marginal increase on last year's figure of 9.2 days.

This is being addressed through improvements to the monitoring and recording of sickness absence, greater training of line managers and ensuring that specialists across departments work together to review sickness absence cases. At the same time, departments have been working closely with occupational health on health awareness programmes to enable cancer, obesity and heart problems to be addressed at an early stage. Through consultation with departments a number of new initiatives have also been introduced including flu and holiday vaccinations, courses to encourage employees to quit smoking and a stress clinic pilot has recently finished.

This enables the employee to take preventative measures to ensure their wellbeing and at the same time the Council benefits through a reduction in unplanned periods of employee absence.

Social Inclusion

A fair chance for people who live and work in the Borough remains one of the top three Community Strategy priorities. A key issue in social inclusion terms is consultation; human resource actions undertaken in the last year have ensured that the Council met Level 2 of the Generic Equality Standard for Local Government which deals with assessment and consultation.

The Council in its role as an employer will continue its commitment to social inclusion by focusing on ensuring that:

- managers are adequately skilled to effectively manage, support and develop a diverse workforce
- the Council's workforce is representative of the community it serves
- measures are put in place to assist target group members to progress their careers within the authority
- impact assessments of key areas of HR activity are undertaken
- equalities is mainstreamed into policy-making, and employment

Equalities standard (BV2)

Developed by the Employers Organisation with the three national equality commissions, the purpose of Equalities Standard is to ensure gender, disability and race equality is an integral part of the authority's policy and practice. In April 2003 the Equality Standard replaced the CRE Standard for Racial Equality in Local Government as a BVPI. The Authority has taken a rigorous approach to progressing the Standard, building upon existing good practice and drawing up an audited framework. The Authority reached Level 2 of the Standard in April 2004.

Disability

The Disability Discrimination Act required the Local Authority by October 2004 to have taken reasonable steps to remove physical features that act as a barrier to disabled people accessing goods, services and facilities. The council has completed an access audit of all our buildings and facilities that provide services to the public. All departments will produce a costed and phased improvement plan, with the Customer First project and departmental management teams also considering alternative means of providing services. Training was provided to key staff in departments to assist them in meeting legislative requirements.

“Positive about disabled people symbol accreditation”

On 22 April 2004 the authority was reviewed by the Department for Work and Pensions and successfully maintained its disability symbol holder status. This followed a rigorous assessment of the Council's performance under the five key commitments of the charter requiring it to demonstrate its commitment to employing and retaining disabled staff.

Race Relations Amendment Act

The council's response to the new requirements of the Race Relations Amendment Act 2000 was set out in the Council Race Equality Scheme in May 2002. The

Scheme is accompanied by a three year timetabled delivery plan, and sets out equality performance indicators to measure the impact of our services on the community. Training has been provided to departments on the Race Relations Amendment Act and impact assessment requirements. A full review of the Race Scheme is planned and will involve lead Equality officers from all Council departments. It is anticipated that the Council will move to a generic equality scheme addressing all equality parameters and issues.

Investing in People

In November 2002, the council was awarded Corporate liP recognition for investing in staff development. This followed a rigorous assessment of the council under the four principles of the liP National Standard (Commitment, Planning, Action and Evaluation). The assessment took place in all departments and at all levels. Reassessment has since taken place and reconfirmed our accreditation for another 2 years.

Financial BVPIs

In 2004-05 the Council collected 95.20% of council tax (BV9), one of the highest collection levels in inner London. The net cost of collecting council tax also fell.

Against BV10, the percentage of business rates collected, current performance is 98.90%. This is a decline in performance from last year and was due to the work interruptions caused by the installation of a new revenues and benefits system.

The percentage of undisputed invoices, which were paid within 30 days (BV8) is currently performing at 87%. Although this is at the London top quartile level the Council will continue to seek further improvements from this indicator.

Corporate Health Performance Indicators

Dealing with the public

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Dealing with the public							
BV 3	The percentage of citizens satisfied with the overall service provided by their authority	51% Net satisfaction +29%	Survey not repeated until 2006/07.				
BV 4	The percentage of those making complaints satisfied with the handling of those complaints	34%	Survey not repeated until 2006/07.				
Local	The percentage of phones answered within 10 rings	92.7%	95%*	93.5%	100%	100%	100%
Local	The percentage of letters answered within 10 days	92.6	95%*	89.7%	100%	100%	100%

* Targets reset departmentally.

Compared with other London councils 2003/2004
London Average 51.6%
Not applicable as a local indicator.
Not applicable as a local indicator.

Corporate Complaints – Stages 2 and 3

Year	Corporate Complaints Received	Total Complaints Upheld
1999/2000	155	31
2000/2001	156	37
2001/2002	189	50
2002/2003	213	82
2003/2004	174	54

Strategic planning

Performance Indicators Local Agenda 21		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 1 a)	Does the authority have a Community Strategy developed in collaboration with the local strategic partnership?	Yes	Yes	Yes	Yes	Yes	Yes
b)	By when will a full review of the strategy be completed?	July 2003	June 2004	June 2004	July 2005	July 2006	July 2007
c)	Has the authority reported progress towards implementing the strategy to the wider community this year?	Yes	Yes	Yes	Yes	Yes	Yes
d)	If the authority does not have such a strategy in place by when does it plan to?	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Equal opportunities

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04
Equal Opportunities								
BV 2a	The level of the Equality Standard for Local Government to which the authority conforms.	2	3	2	3 *	4 *	5	London top quartile is Level 2
BV 2b	Duty to promote race equality % against a race equality checklist.	58.0%	66.7%	58%	83.3%	83.3%	83.3%	London top quartile is 74.0%
BV 156	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	4.76%	More than 4.7%	33.93%	35%	35%	35%	London top quartile is 44.4% London average is 29%
BV 11a	The percentage of top 5% earners that are women	39.8%	43%	41.11%	45%	46%	47%	London top quartile is 44.5% London average 38.42%%
BV 11b	The percentage of top 5% earners that are from black and minority ethnic communities	8.7%	13%	11.52%	15%	15%	16%	London top quartile 16.13% London average 11.55%
BV 16	The percentage of staff declaring that they meet the Disability Discrimination Act disability definition compared with the percentage of disabled people in the authority area	4.7% (local population of working age = 11.8%)	2.8%	4.03% (local population of working age = 11.8%)	3%	3.2%	16%	London top quartile is 3.11% London average is 2.66%
BV 17	The percentage of minority ethnic community staff compared with the minority ethnic community population in the authority area	27.4% (local population of working age = 19.64%)	28%	30.63% (local population of working age = 19.64%)	30%	30%	30%	London top quartile is 32.2% London average is 22.5%

* BV2a - Targets amended to reflect changes in work programme.

BV 156 - The figures for BVPI 156 are 34% for 2004/5 and the target for the following years is 35% (this will be achieved when the new Janet Adegoke pool opens).

The major increase in percentage from 4.7% arises following an up to date review of the buildings and areas that provide public access, in the light of a Building Technical Services commissioned survey. This review has reduced the number of buildings, which qualify for inclusion as providing public services; taken account of improvements and recent new buildings; and focused more closely on those areas of buildings where there is a public service, in accordance with guidance for the Performance Indicator. Overall, the indicator has been compiled more closely in line with guidance than in previous years as a result of the review.

There are now 19 out of 56 buildings that comply as listed on the schedule.

Staff Management

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Staff Management							
BV 12	The number of working days per employee lost to sickness	9.2	7.8	9.51	7.4	7.1	7.1
BV 14	Early retirements as a percentage of staff in post	0.78%	0.7%	0.69%	0.45%	0.45%	0.45%
BV 15	Ill-health retirements as a percentage of staff in post	0.21%	0.35%	0.20%	0.34%	0.33%	0.30%

Compared with other London councils 2003/04	
London best 25% is 8.08 days	London average is 9.2 days
London best 25% is 0.23%	London average is 0.39%
London best 25% is 0.27%	London average is 0.34%

Financial Management

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Financial Management							
BV 8	Undisputed invoices paid within 30 days	87%	88%**	87%	90%**	92%	94%
BV 9	The percentage of council tax for the year collected in the year	95.2%	95.5%	95.2%	95.6%	95.6%	95.6%
BV 10	The percentage of business rates for the year received in the year	99.4%	99.5%	98.9%	99.6%	99.6%	99.6%
Local	The net cost of collecting council tax per dwelling	£17.00	£16.00	£16.24	£15.00	£15.00	£15.00

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
86.4%	86.4%
94.86%	95.9%
99.3%	99.0%
Not applicable as a local indicator.	

** BV8 - Authorities to have regard for Statutory Guidance for target setting.

E-government

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Financial Management							
BV 157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	51%	100%	61%	100%	100%	100%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
77.08%	77.14%

Community Legal Service Partnership

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2003/04	LBHF Outturn 2003/04	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Financial Management							
BV 177	The percentage of authority expenditure on legal and advice services spent on services that have been awarded the Quality Mark and meet a priority legal need	79.2%	76%*	76.8%	76%*	76%*	76%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
87.5%	82.9%

* Targets have been amended to take account of changed priorities from Best Value Review and reorganisation.

COMMUNITY STRATEGY & LOCAL AREA AGREEMENT

The Community Strategy

The Council takes its civic leadership and local governance roles seriously. We work closely with local organisations and the community to improve the quality of life for all who live, work or study in Hammersmith and Fulham. The Borough Partnership is comprised of leading representatives from other local public sector bodies (such as the police and the Primary Care Trust), local businesses, and the voluntary and community sector. The Borough Partnership has responsibility for delivering a 10-year community strategy, *Your Borough Your Future*. This strategy was first agreed in early 2001, with all partners agreeing to deliver three headline priorities:

- a fair chance
- a safe, clean and green borough
- convenient services.

The Strategy also set objectives to deliver these priorities under six themes: safe communities; health and social care; education, opportunities and the economy; homes and neighbourhoods; community, culture and leisure, and transport.

A mid-term review was undertaken over the past year, and an updated Strategy will be published in June 2005. Extensive consultation with residents and partners, conducted as part of the mid-term review, believe confirmed that the top three priorities should be retained. The consultation also identified the need for some new and revised objectives, grouped together under four themes: safer, stronger communities; children and young people; healthier communities and older people, and; economy and opportunity. These themes reflect the three funding 'blocks' established under the Local Area Agreement (see below), with a fourth area covering economic objectives.

In addition to the widespread consultation with the public and partners, the review was also informed by an evaluation of the Partnership's performance in delivering the original objectives set in 2001.

Progress made by the Borough Partnership to date in delivering the Community Strategy is encouraging, with tangible progress made in many areas. A summary of the BP's performance is set out below under the original themes of the 2001 Strategy.

Safe Communities

Most of the indicators that remain comparable suggest that residents think the borough is a less safe place to live than it was in 2000. In reality, however, overall crime has reduced since the Borough Partnership was established.

Health and Social Care

Many of the indicators show a steady improvement in health outcomes, including a reduction in teenage pregnancy rates.

Education, opportunities and the economy

Educational achievement has improved, and truancy and class sizes have been reduced. There are more local businesses, more people in employment, increased earnings and less dependency on income support. There has been a significant increase in skills and qualifications within the workforce.

Homes and neighbourhoods

Social housing stock has increased, and overcrowding slightly reduced. Waste recycling has almost doubled since 2000. The amount of open public space in the borough has increased by a hectare as a result of the creation of St Paul's Green in Hammersmith.

Communities, culture and leisure

There has been an increase in the proportion of residents attending or participating in arts and sports events, and a very significant increase in the number of residents participating in community activity – from just over one in ten in 2000 to over one in four today.

Transport

Congestion data is not available to compare with the numbers of cars on the borough's roads in 2000. Bus services have improved but air quality has not shown any significant improvement.

Local Area Agreement

Hammersmith and Fulham council is one of 20 in the country piloting an innovative Local Area Agreement (LAA). The Agreement has been negotiated between and signed up to by the council and our public sector partners, on the one hand, and central and regional government (the Government Office for London) on the other. In return for greater freedoms and flexibilities from central government (such as the pooling of budgets between partners) local public services have agreed to a set of priority outcomes and targets we will seek to achieve together over a 3-year period from April 2005.

The LAA falls into three main themes:

- children and young people;
- healthier communities and older people;
- safer and stronger communities.

Under each of these themes or funding "blocks", detailed targets will be set and monitored to track progress. The Agreement also lists the various Government funding streams that will be deployed to achieve each outcome. There will be increased integration and greater flexibility over the use of these resources in pursuit of shared objectives.

Children and Young People

Objectives:

1. Achieving economic wellbeing by increasing family income
2. Achieving economic wellbeing by meeting housing need

3. Enjoying and achieving by increasing educational achievement
4. Being healthy by reducing health inequalities
5. Staying safe by reducing the number of children in care
6. Making a positive contribution and enhancing active citizenship

Actions include:

- Building on the four new School Area Partnerships to develop and deliver education priorities, with an emphasis on multi-agency delivery
- Further work building on the Sawley Road pilot to safeguard children
- Increasing family income and improving access to employment
- Improving childcare opportunities
- Improving educational attainment
- Improving housing and tackling homelessness
- Improving early years provision through Sure Start
- Reform of the 14-19 phase curriculum with a greater emphasis on vocational courses.

Safer and Stronger Communities

Objectives:

1. To reduce crime in the borough by 20.1% over the 3 years of the LAA
2. To create safer neighbourhoods in the borough
3. To support victims of crime and vulnerable groups
4. To improve the quality cleanliness of the borough's streets, public places and neighbourhoods
5. To empower local people to have greater voice and influence over local decision-making and the delivery of services

Actions include:

- Extension of Safer Neighbourhood Teams through matched funding from the local authority and the police
- Local Public Service Board support for additional resources for the Police
- Inter-agency effort to address binge-drinking in the 18-30 age group
- A continued emphasis on the work of the Home Office Delivery Project to improve partnership working and casework effectiveness across services, including a new trail scheme on asylum agreed with the Immigration and Nationality Department
- Additional £1.55m investment in street cleansing and street enforcement services.

Healthier communities and older people

Objectives:

1. To improve the health of local communities and increase life expectancy
2. To reduce health inequalities, and target those who are either homeless, and/or on benefits, from black and minority ethnic groups and/or people with mental health problems
3. To improve the quality of life for vulnerable people especially those with long term illnesses

Actions include:

- All partners signing up to the smoking cessation target

- By combining funds from the Pooled Treatment Budget and Drug Improvement Programme. The pooling of these funds with other health monies will assist in the re-modelling of service delivery, aiding the creation of multi-disciplinary teams and improving delivery to clients (subject to final agreement with the Drug Action Team locally)
- Using Spearhead monies to develop school and community based programmes for nutrition and fitness
- Accident prevention work with families and with older/vulnerable people.

Delivery of the Local Area Agreement targets and outcomes will be monitored by the Local Public Service Board, which held its inaugural meeting in November 2004.

Local Public Service Agreement

Our first Local Public Service Agreement (LPSA) dates back to 2002. An LPSA is a three-year agreement between the local strategic partnership (in Hammersmith and Fulham the 'Borough Partnership') and central government that focuses on "stretching" the rate of service improvement and quality of outcomes for local people. In return for delivering this stretching of targets, a performance reward grant is awarded on a sliding scale. Freedoms and flexibilities from certain regulations are also included as part of the deal.

Our first LPSA ran from April 2002 to March 2005, and contained targets based on a mixture of national and local priorities for reducing anti-social behaviour and youth unemployment. Specific targets were aligned with the Community Strategy, and details on performance are given in the table below. We received £328,000 performance reward grant in early 2005 in return for achieving some interim targets in 2003/04. Two further payments will be made in early 2006 and 2007, this time based on performance at the end of the agreement in March 2005. It is anticipated that we will earn a total of £1.8m in performance reward grant, although this figure is still subject to audit and verification.

Negotiations are currently underway with Government on the content of a second LPSA, focussing this time on reducing child poverty. The second LPSA will part of the pilot LAA, forming a substantive element of the Children and Young People block. Targets are being developed around employment and education, income maximisation, healthy living and decent homes. It is anticipated that the second LPSA will run from July 2005 until March 2008.

PSA Target 1

"Increase cost effectiveness"

The Government had not set out the framework for measuring this target when the contract was originally agreed. The framework was agreed in 2003/4 and it is anticipated that the council will meet the LPSA target in its entirety.

PSA Target 2

"Reduce the amount of the Borough Principal Road Network with a structural Condition Index in excess of 70: BVPI 96"

	2000/01	2001/02	2002/03	2003/04	2004/05
Target	18%	17%	15%	14%	10%
Performance	18%	11%	15%	12%	9%

In 2004/5 the amount of the Borough Principal Road Network with a structural condition index of over 70 was 9.26%; the PSA target has been met.

PSA Target 3.1(i)

“Increase the percentage of calls recording night time noise responded when the officer arrives at the scene within 60 minutes of the initial call being made”.

	01/02	02/03	03/04	04/05
Target	80%	85%	90%	95%
Performance	50%	89%	93%	97%

During 2004/05, 97% of calls regarding night-time noise were responded to within 60 minutes, meaning that the final PSA target has been met. This service has continued to make good progress since 2001/02 with the proportion of calls responded to with 60 minutes almost doubling.

PSA Target 3.1(ii)

“Increase the percentage of calls regarding night time noise responded to within 45 minutes of initial call to when the officer arrives at the scene”.

	02/03	03/04	04/05
Target	45%	60%	75%
Performance	79%	85%	92%

92% of calls were responded to within 45 minutes in 2004/05 – well above the final PSA target of 75% for the year.

PSA Target 3.2:

“Increase the number of abandoned vehicles removed by the council's free service”.

	00/01	01/02	02/03	03/04	04/05
Target	75	190	305	420	540
Performance	75	216	288	353	554

In 2004/05, the council made 554 voluntary disposals of abandoned vehicles. The final PSA target has been met. A voluntary disposal means that the owner has contacted the council and handed over the keys and logbook. Achieving the target has been hindered by an increase in the price of scrap metal, which has meant more car owners receiving payment for scrapping vehicles rather than making use of the council's free service. However an advertising campaign meant that the target was fully met.

PSA Target 3.3:

“Increase the percentage of fly posting removed within 5 working days from all sites owned by the council or where there is a prior agreement with the owner”.

	Total
Performance 04/05	100%
Target 04/05	98%

Despite a large increase in the number of fly posting incidents, 100% were removed within 5 working days. The final PSA target has therefore been achieved.

PSA Target 3.4:

“Reduce the number of incidents of fly tipping”.

	00/01	01/02	02/03	03/04	04/05
Target	5976	5617	5259	4900	4375
Performance	5976	5536	6752	7899	9111

There has been a rapid and steady rise in the number of incidents of fly tipping since 2001/02. The performance in 2003/04 and 2004/05 was significantly off-target as a result of a general increase in fly tipping across London, and compounded locally by publicity campaigns encouraging residents to report fly-tips to the Smarter Borough hotline. The final number of incidents cleared nearly doubled the PSA target. The target was therefore not met.

PSA Target 3.5

“Increase the percentage of graffiti removed within 5 working days from all sites owned by the council or where a prior agreement is in place between the council & owner”.

	02/03	03/04	04/05
Target	92%	95%	98%
Performance	97%	100%	100%

Despite a rise in the number of incidents of graffiti, 100% have been removed by the council within 5 days for two years. The final PSA target was met.

PSA Target 4

“Reduce robbery in Hammersmith and Fulham”.

	½	02/03	03/04	04/05
Target	1343	1236	1136	1046
Performance	1343	1270	1146	1386

The number of robbery offences rose during the summer of 2004 and generally continued to increase during 2004/05; consequently, the target was missed.

PSA Target 5

“Reduce domestic burglary in Hammersmith & Fulham”.

	00/01	01/02	02/03	03/04	04/05
Target	2172	2108	2045	1981	1914
Performance	2172	2008	2186	2074	2214

With the exception of February 2005, the number of domestic burglaries in the borough has remained over target. The number of burglaries in 2004/05 rose by almost 7% in comparison to the previous year. This means that the PSA target has

been missed by over 15%. The number of burglaries in 2004/05 was higher than the number recorded in the baseline year

PSA Target 6

“Reduce the rate of re-offending of all young offenders”.

	2001	2002	2003	2004
Performance	31%	41%	47%	37%
Target	31%	27.5%	24.5%	23.0%

There was a significant increase in the rate of re-offending of young offenders from 31% to 41% between 2001 and 2002. The rate of re-offending reduced in 2004 in comparison to previous years; however the PSA target has not been met.

PSA Target 7.1

“Increase the number of charges against perpetrators of domestic violence”.

	00/01	01/02	02/03	03/04	04/05
Target	154	173	192	211	232
Performance	154	177	209	257	168

The number of charges during the year fell, mainly due to a reduction in offences.

PSA Target 7.2

“Increase the number of perpetrators of domestic violence taking part in prevention programmes”.

	00/01	01/02	02/03	03/04	04/05
Target	6	8	11	13	20
Performance	6	11	13	15	22

Eight perpetrators from Hammersmith & Fulham were referred on Court Orders to London Probation Area's Domestic Violence Prevention Programme during the last quarter of 2004/05, making 22 for a total during the year. The final PSA target has been exceeded by 2.

PSA Target 7.3:

“Reduce the number of repeat victimisations”.

	02/03	03/04	04/05
Target	38%	36%	34%
Performance	38%	27%	28%

Despite the total number of repeat domestic violence incidents rising during the lifetime of the PSA, both the number and rate of repeat victimisations has reduced by more than 9.7%. The PSA target has therefore been met.

PSA Target 8.1

“Reduce the number of crime and disorder calls relating to disorder in the Shepherds Bush Green area”.

	00/01	01/02	02/03	03/04	04/05
Target	1544	1444	1343	1242	1142
Performance	1544	1222	1170	1140	1125

During the first half of 2004-05, there were 638 crime and disorder (CAD) calls for the Shepherds Bush Green area, 11.7% above our target for this period. However since September 2004, the performance has improved. New funding from the council has been used to increase the number of high profile Police patrols in late evenings and early mornings from Wednesday to Saturday nights in the area. This has helped sustain the good performance and the final PSA target has been met.

PSA Target 8.2

“Reduce the number of assaults in the Shepherds Bush Green area”.

	00/01	01/02	02/03	03/04	04/05
Targets	330	316	302	292	277
Performance	330	324	324	339	344

Although the number of assaults in the Shepherds Bush Green area reduced since the summer, it was not by enough to meet the PSA target. The final PSA target was missed by 67 assaults - 14 higher than in the year the baseline was set.

PSA Target 8.3

“Increase the number of judicial disposals for the supply or possession with intent to supply “Class A” drugs”.

	00/01	01/02	02/03	03/04	04/05
Targets	40	44	49	53	58
Performance	40	107	38	38	49

In December 2004 the Police established a drugs Focus Desk, staffed by a Detective Sergeant, a Detective Constable and Police Constable. The focus of the work of this team is against suppliers who are active in residential accommodation in the borough. The Police recalculated the figures for this target and the number of judicial disposals rose in comparison to previously reported figures; however not by enough to exceed the target.

PSA Target 9.1

“Increase the average job entry rate for New Deal clients (18-24 and over 25) in LBHF's 4 northern wards”.

There continues to be some inconsistencies in the data as a result of technical problems and on-going negotiations at local and national level within the Department of Work and Pensions. The council has used local data to assess the level of performance, which shows that 49% of New Deal clients entered work in the 4 northern wards during 2004/05. This meets the PSA target of 31.8%,

PSA Target 9.2

“Increase the average job retention (at least 13 weeks) rate for New Deal clients (18-24 and over 25) in LBHF’s 4 northern wards”.

There continue to be similar inconsistencies and unresolved negotiations as described in PSA 9.1 above. The council has therefore used local data to assess performance, which shows that 38.4% of New Deal clients had sustained employment after leaving the New Deal scheme. This meets the PSA target of 25%.

PSA Target 10

“Improve educational attainment at GCSE”.

	00/01	01/02	02/03	03/04	04/05
Performance	85%	85%	89%	86%	88.6%
Target		85%	87%	90%	92%

The percentage of pupils gaining 5 or more GCSE passes at grades A* to G during 2004/05 (the academic year 2003/04) was 88.6%. The target has been missed. The total percentage of pupils gaining 5 or more A*-C GCSE passes (not necessarily including English and Maths) was 90.3%.

PSA Target 11.1

“Reduce the overall rate for unauthorised absence at secondary schools”.

	00/01	01/02	02/03	03/04
Target	2%	1.6%	1.2%	1.0%
Performance	2%	1.8%	1.8%	1.7%

Unfortunately, the overall rate for unauthorised absence at secondary schools has not fallen significantly between 2001/02 and 2003/04. The PSA target has not been met.

PSA Target 11.2

Reduce the number of permanent exclusions from secondary schools.

	00/01	01/02	02/03	03/04
Target	33	32	30	30
Performance	33	34	32	20

There were 20 permanent exclusions from secondary schools in the academic year 2003/04, which means the final PSA target (of 30) has been met. These figures are provisional and may change slightly, but the target will still have been met.

PSA Target 12:

Improve the educational attainment of looked after children.

	00/01	01/02	02/03	03/04	04/05
Target	7	8	8	9	12
Performance	7	7	7	4	7

7 children left care in 2004/05 with 5 or more GCSEs grades A*-C. This means the PSA target has not been achieved.

Improving the Environment

Smarter borough 2005

Having a clean, green and safe borough remains not just one of our top priorities. It is what matters most to local people, as recent surveys consistently tell us. Our recent environmental performance over the past two-to-three years has been good:

- An Audit Commission Best Value Inspection of our street-scene services found them to be “good” (2 stars) with “promising” prospects for further improvement” (the best rating given in the country for street-scene services).
- We have won the London Transport Borough of the Year Award.
- We have achieved Beacon status for highways maintenance.
- We have achieved Beacon status for improving urban green spaces.
- And we have increased the amount of domestic waste collected for recycling from 8% to 19%.

However, residents have told us that smartening-up our streets and local environment is a high priority for further investment. We are determined to improve the cleanliness of our streets, and people's sense of well-being when walking down them; we want to foster a sense of neighbourhood pride amongst residents, local businesses and our staff who look after the streets. We see this as an essential step to building stronger and safer communities as part of our Local Area Agreement.

In response, we have launched a £7m Smarter Borough 2005 campaign, our biggest-ever environmental operation. This will run throughout 2005/06 and includes more street sweeping, revamping our main town centres, education and consultation programmes, and tougher action against people caught fly-tipping and dropping litter. Specific aspects include:

- a major capital programme of street-scape and street furniture improvements in the main town centres and further improvements in other local centres;
- the introduction of an additional 20 street sweepers;
- the introduction of neighbourhood sweepers;
- the re-organisation of street cleaners' shifts so that a dedicated team of nine will sweep the borough's three town centres throughout the night;
- buying new cleaning machines and equipment;
- developing a better logging and reporting system between services to speed-up the clearance of fly-tips;
- the recruitment of additional enforcement officers to take action against those who fly-tip and drop litter;
- extending the hours of our Smarter Borough hotline from 8.00am to 8.00pm Monday-Friday, and 9.00am to 1.00pm on Saturdays, and enabling it to receive text messages at all times;
- introducing 900 new recycling Smart Banks, which can take all types of recyclable materials without residents needing to separate them.

This programme is being supported by a number of community engagement initiatives aimed at involving local people and organisations to work more closely with us to achieve a smarter borough. We believe better communications and contacts with residents at a neighbourhood level will lead to more responsive and efficient services.

Achieving a smarter borough will also mean smarter working and organisation from us. Our Environment and Direct Services departments will be combined into a single department in order to improve co-ordination and fully “join-up” the whole range of our environmental services. Multi-faceted problems that residents and the council often come across on the street require holistic solutions.

Refuse collection

For the second year running, performance has bettered the targets we set ourselves. The number of missed collections has fallen to 990, with the cost of collection per household remaining below the London average. There was an increase in the number of enquiries we received, and a slight increase in the number of complaints, but still within our target. Both, to some extent, reflect the improved customer access to and successful promotion of our smarter borough hotline, with its longer opening hours and new text-message service.

Priorities for the year ahead will be to continue reducing the number of missed collections, and developing even closer co-ordination with recycling, street cleansing and enforcement services. We will also work with the London boroughs of Kensington and Chelsea, Lambeth and Wandsworth to produce a joint municipal waste management strategy for the Western Riverside Waste Authority.

Recycling

As a result of our orange sack and green sack kerb-side schemes, the volume of recycling materials collected continues to increase at an impressive rate, up to 19.99% of total waste tonnage, from 14.39% in 2003/04 and 8.46% in 2002/03. These schemes have also proved highly popular. In our latest survey of the Citizen’s Panel, 71% of residents asked said they were either “very satisfied” (40%) or “satisfied” (31%) with our doorstep recycling arrangements.

The number of recycling sites in the borough include:

- 39 sites on the public highway
- 41 in council and housing association estates
- 22 in private estates and blocks of flats
- 13 council and privately-owned sheltered housing schemes
- 50 of the borough’s 55 state schools, plus 11 private schools.

Priorities for the year ahead are to make it easier for residents living on housing estates and multi-occupancy premises to recycle their waste, to increase the percentage of the borough served by a kerb-side collection, to produce a waste minimisation and recycling guide with schools, and to get to closer to our ultimate recycling target of 24%.

Street cleansing

Street cleansing is one of our services that impacts most on how residents and local businesses perceive the quality of their local environment. Our streets, unfortunately, continue to suffer from environmental crime and unsocial behaviour. As defined under BVPI 199, the “proportion of relevant land and highways having deposits of litter and detritus” rose from 26% to 30%, a performance still better than most London authorities. And we have managed to maintain the average time taken to clear fly-tips at 1.1 days, in spite of the number of tips rising from 7,800 to 8,500.

Our determination to confront and change this situation is driving our smarter borough campaign. Some of the changes already introduced – such as additional cleaners, reorganised shifts and new equipment - have contributed to a perception, expressed by some residents associations and the latest Citizen’s Panel findings, that some streets are becoming cleaner. In 2003, the level of resident satisfaction with street cleanliness, when measured against BVPI 89 stood at 44%; in the Autumn 2004 Citizens Panel, the level of satisfaction with the street sweeping service was higher at 55%.

Priorities for the year ahead are to implement the Smarter Borough programme, achieve closer co-ordination with other street-scene services, and increase resident satisfaction with street cleanliness.

Transport and highways

Efficient transport systems are essential to sustainable communities:

- enabling economic vitality and supporting regeneration
- reducing adverse environmental impacts
- offering choice and access to jobs, services and leisure activities.

Our aim is to encourage public transport usage, to help improve bus and rail services and to make them more accessible, and to reduce traffic congestion whilst at the same time increasing priority for buses, pedestrians and cyclists.

The council is responsible for the maintenance and development of all the roads, paths, footways, bus lanes and cycle routes in the borough, except for the A4 (Great West Road), A40 (Westway) and A3220 (West Cross Route), which are run by Transport For London. Reducing traffic congestion and delivering better public transport are major challenges facing London that require concerted action across the capital and within communities. We produce a transport Borough Spending Plan (BSP) every year, which details our programme for implementing the Mayor’s Transport Strategy.

In the past year we have:

- Successfully bid for more resources from TFL, being allocated over £5 million.
- Undertaken a record volume of highways works, including major improvement works at Shepherds Bush Green, Brook Green, and North End Road, and started works around the White City Shopping City.

- Completed over 50 carriageway and footway resurfacing schemes, along with a programme of bus and cycle priority schemes.
- Undertaken major road maintenance work on Fulham Palace Road, Goldhawk Road and Wood Lane.
- Implemented road safety schemes in Uxbridge Road, Lillie Road, Bishops Road, Wandsworth Bridge Road, Moore Park Road, Glenthorne Road and Yew Tree Road.
- Seen an overall reduction in road casualties by 17%, helped by the completion of further “safer routes to school”, the production of School Travel Plans by three different schools, and a number of other educational and training schemes.
- Successfully taken over responsibility from the police for parking for all football matches at Loftus Rd. and Stamford Bridge, and implemented revised arrangements in zones Q and R. A similar transfer of parking responsibilities for Craven Cottage is being developed.
- Agreed a timetable for completing two new West London Line stations at Shepherds Bush and Imperial Wharf in Spring 2006.
- Implemented cycle schemes at Shepherds Bush, Sands End and Putney Bridge, helped set up ‘Oybike’ pilot cycle hire scheme (which has won a national award) and introduced cycle training for adults.
- Continued to negotiate with TfL on improvements to the proposed West London Tram scheme.
- Installed and extended bus lanes in Shepherds Bush Road and improved the accessibility of bus stops.
- Continued to support and develop the “Snugbus” evening service linking Hammersmith and Charing Cross Hospitals with the North Fulham NDC area.
- Completed Brook Green Home Zone and Phase 1 of Addison/Brook Green Clear Zone, prioritising people over traffic.
- Began streetscape improvements in King Street.

Priorities for the year ahead are to:

- Implement a £5m+ investment programme on highways maintenance and improved transport facilities.
- Complete Lyric Square regeneration.
- Promote sustainable transport to support economic regeneration by lobbying TfL for new bus services for White City, Park Royal, and Shepherds Bush, linked to the Westfield (formerly Chelsfield) development.

- Continue working with TfL to ensure that the West London Tram scheme meets the borough's needs.
- See the new Shepherds Bush Imperial Wharf rail stations opened in February 2006.
- Continue improving the borough's cycle network, with new schemes at Hammersmith Broadway, Hammersmith Bridge Road and Sands End.
- Expand cycle training for children and adults.
- Complete and extend bus lanes in Wood Lane, and improve access to Hammersmith Bus Station.
- Complete a "clear zone" in Addison/Brook Green ward, with measures for traffic calming and reducing vehicle emissions.
- Complete Sawley Road/Wormholt Home Zone.
- Deliver 18 school travel plans and 7 safer routes to schools.
- Implement streetscape and pedestrian improvements in King Street.
- Continue Shepherds Bush Town Centre scheme, with footway works on the north side and a review of urban design scheme for the green itself.
- Improve walking routes at Fulham Town Centre and on the Thames Path.
- Improve accessibility, especially for the mobility impaired, at various locations.
- Implement pedestrian and streetscape improvements to East Acton Centre.
- Invest £370,000 into local safety schemes during 2005/6.

Local Agenda 21 (LA21)

The Kyoto Agreement on climate change challenged decision-makers at all levels to *"think globally and act locally."* We launched our Local Agenda 21 in 2000 in response to this challenge. Working with local partners, we want to:

- achieve continuous improvement in environmental performance over and above legislative requirements.
- increase awareness of environmental issues and engage the local community.
- develop and co-ordinate action plans within the council and across the community to promote environmental sustainability.

We also support the voluntary sector Local Agenda 21 Forum to help increase community involvement in sustainability issues. The Forum will continue to focus on a range of sustainable development issues covering transport, air quality, the Thames, biodiversity, nature conservation and waste and recycling.

Air Quality. The borough is a designated Air Quality Management Area. We have an Air Quality Action Plan that aims to reduce car-use and pollution by making walking, cycling and the use of public transport more attractive, and, where people need to drive vehicles, to encourage motorists to use cleaner fuels. Over the past two years we have:

- continued to implement our air quality monitoring programme;
- continued the mobile monitoring station at Brook Green, as part of the council's Clear Zone project in this neighbourhood;
- completed an air quality Updating and Screening Assessment, identifying a number of locations where further monitoring work started in 2004/5.

The Action Plan will be reviewed and updated in the summer 2005/6.

Our Thames Strategy encompasses the stretch from Kew to Chelsea. We have coordinated work overseen by a steering group of local community groups, boroughs and agencies. A full-time co-ordinator has been appointed to develop the Action Plan and pursue external funding to implement projects to help deliver the strategy, in conjunction with neighbouring boroughs.

A Bio-diversity plan for the Borough has been adopted through a partnership with the H&F LA21 Forum. We have continued to work with Groundwork West London in implementing the management plan for the borough's Local Nature Reserve at Wormwood Scrubs. A new project, Flora for Fulham, has started in partnership with Flora for Fauna and with Heritage Lottery Fund support.

The Unitary Development Plan (UDP) & Local Development Framework (LDF)

The UDP has in the past set out our policies for land usage and development, and guided all our decisions on planning applications. Under new legislation, the Planning and Compulsory Purchase Act 2004, UDPs are to be replaced by new a Local Development Framework system. The council has approved its Local Development Scheme, which sets out the programme and content for the new LDF. Public consultation on the LDF will commence in autumn 2005, and will include a Statement of Community Involvement for the LDF and future planning applications.

Major environmental improvements 2005/06

In the year ahead we will continue to implement major environmental improvements, as part of our wider smarter borough campaign, at the following locations:

Shepherds Bush Green – our town centre strategy for Shepherds Bush aims to facilitate local economic vitality and extensively improve the Green and surrounding roads. This will include new landscaping, wider pavements of high quality materials, improved street lighting and possibly a water feature. We have implemented the first phase of highway improvements, and tree planting to the west and south sides of the Green. The second phase of improvements to the Uxbridge Road side of the green is currently underway and due to be completed summer 2005. A possible grant scheme to improve shop-fronts and building facades is being considered. Plans for the Green itself are currently under review.

Central Fulham – regeneration of the North End Road market area is a key aim. New paving and side road entry treatments have been installed on the east (market) side, along with new street furniture and matching improvements to the west side footpath. New stall designs have been piloted and consulted on to aid long-term regeneration of the street market.

North Fulham – we are looking to improve Normand Park and North End Road north of Lillie Road as part of the New Deal for Communities in the north Fulham area. We are consulting extensively on possible projects.

Central Hammersmith – we will complete the new Lyric Square in early 2005/6. This features a plaza water feature, high quality limestone paving, new lighting, trees and street furniture. An events policy for the Square is in preparation.

Parks

We maintain 16 parks and recreation grounds across the borough, and have continued to consult park users and support parks users' groups. The most recent survey of parks' users found the following levels of satisfaction, expressed as a combined good/excellent rating:

- attractiveness of trees: 81.2%
- children's play areas: 67.1%
- litter bins: 64.1%
- paved walkways: 60.9%
- keeping the park free from dog mess: 53.8%
- attractiveness of lawns and grassed areas: 50.3%
- benches and seats: 48.6%
- attractiveness of flower displays: 48%
- attractiveness of shrubs: 42.4%

In the year ahead, we will undertake improvement projects in Wormholt Park, Bishops Park, and Little Wormwood Scrubs, and continue to support the development of, and engagement with, parks' user groups. Improvements to Fulham Palace are described in the Community, Culture and Leisure chapter of this BVPP.

Development management

Our priority is providing a town planning service that promotes sustainable development and the social, economic and environment well-being of Hammersmith and Fulham. We want to negotiate optimum development benefits when determining planning applications, including good quality design and affordable housing. Our record on affordable housing and community benefits (under section 106 agreements) is amongst the best in London.

In addition to securing these social objectives, we also want to improve the speed with which planning decisions are made. As part of a best value review, we have looked at our procedures and identified improvements that can be achieved through investment in new ICT. This has resulted in:

- the Planning service web-pages meeting 20 of the 21 specialist "Pendleton" website criteria, and being rated joint third best in the country against this criteria;
- meeting its BVPI targets for speed of decision of planning applications and for successfully defending appeals;
- the service scoring 17 out of the maximum 18 points (94.4%) under the quality of service checklist best value performance indicator for planning.

The most recent customer satisfaction survey, 2003, found 72% of applicants who responded were satisfied with the service, a 9% improvement on the previous survey in 2000.

In 2005/6 we want to improve on current performance and stretch this further so that:

- 65% of "major" planning applications are dealt within 13 weeks;
- 72% of "minor" planning applications are dealt within 8 weeks; and

- 87% of “other” planning applications are also dealt within 8 weeks.

Other planning service targets for the year ahead are to:

- Complete the best value review of the service and implement the action plan by 31 March 2006. The review’s key findings and improvement package will be reported in next year’s BVPP.
- Continue using a multi-disciplinary team approach for handling major planning applications.
- Meet all the requirements of the planning BVPI quality of service checklist, and enhance the range electronic services available to applicants and members of the public.
- Continue winning at least 70% of appeals decisions.
- Continue investigating all reported breaches of planning control, and ensure the following standards:
 - to investigate 100% of all reported breaches of planning control
 - to initiate “first action” on 50% within 5 days
 - to initiate “first action” on 95% within 20 days
 - 55% of planning enforcement cases to be resolved or closed within 8 weeks
 - and 90% of enforcement cases resolved or closed within 6 months.

We will in all cases inform complainants of the action to be taken and give clear reasons when no action can be taken.

Environmental Protection

The Environmental Protection service is responsible for Food Safety, Health and Safety, Trading Standards, Pollution Control, Pest Control and Licensing. In 2004/2005 continued high levels of customer demand were experienced across all these areas. In the past year, over 10,000 environmental and consumer protection service requests were dealt with, and a number of notable achievements delivered.

The Night Time Environmental Protection Service performance exceeded the final stretched PSA target for responsiveness of service. Over 95% of callers to the service had a response visit from an experienced Environmental Health Officer, if required, within 60 minutes of the initial service request. Customer satisfaction surveys indicated that 80% of users were happy with the speed of response and that 94% of people were satisfied that the officers had been helpful and polite.

The Licensing Team reacted well to the demands introduced by the Licensing Act 2003. The legislation governing this act was significantly delayed resulting in a very short implementation deadline. Despite this, a Statement of Licensing policy was completed well before the statutory deadline, and existing processes completely reviewed and streamlined. Totally new procedures and guidelines were delivered, and by March 2004 all existing premises selling alcohol in the borough had been given a preliminary inspection. All this was completed within budget and without additional funding.

A revitalised Trading Standards section completed targeted project work aimed at addressing local concerns and national priorities. Thousands of counterfeit goods were removed from sale across the borough, often in conjunction with the

Metropolitan Police, Customs and Excise and Immigration Officers. Unsafe furniture, dangerous children's toys and illegal skin lightening products have also been seized. Several under-age sales campaigns have been completed in relation to alcohol, tobacco, knives, aerosol spray paint and fireworks; and a number of legal cases are pending. Sun screens, sunglasses and fly boarding by estate agents have been other campaigns successfully completed in the past year.

Despite significant difficulties in recruiting staff, Food Safety Officers continued to deliver a high level of inspections throughout the year, and reacted well to a number of large-scale national food hazard warnings. Some excellent educational work was completed with grant aid from the Food Standards Agency to assist non-English language speaking restaurateurs.

Customer satisfaction surveys were completed for Pest Control, Trading Standards, Daytime Pollution, Food Safety and the Health and Safety service. Findings have informed service improvements and resulted in the piloting of a pest control service at weekends. An initial equalities impact assessment was also completed for all areas of our Environmental Protection services.

New challenges in 2005/06.

We have started receiving applications under the Licensing Act 2003. The transfer of alcohol controls to local authorities will mean a 10-fold or more increase in licences issued by the council. While deregulatory in nature, this transfer of responsibility has provided us with an opportunity to streamline existing processes and improve efficiency. Managing this process is a short-term goal. The long-term effects on service demand created by an expanding night-time economy will need to be mapped and services re-engineered to meet demands.

Responding to noise nuisance and disturbance complaints, particularly affecting residential premises, remains a high priority. Further refinements to the night-time service will ensure rapid response targets continue to be met whilst enabling the service to take on an enlarged pro-active workload to assist daytime staff to meet BVPIs. It should also enable the expansion of the hours of operation, in line with customer requirements and government policy.

The Trading Standards service has a key role to play in reducing the impact upon vulnerable groups, particularly those on the poverty line, who are often victims of unscrupulous traders. 2005/06 will see a continuing consolidation of the team's response to local issues and national demands to make a positive difference within the community. A zero tolerance policy will be adopted in relation to under-age sale of tobacco, alcohol, cigarettes and offensive weapons. Distraction burglary, doorstep selling and rogue traders will also be the focus of enforcement campaigns.

Our work around environmental health and consumer protection is led by customer demand. Our consultation mechanisms seek to identify, engage with and most importantly, change to meet the needs of hard to reach groups. Major steps towards effective community engagement were made in 2004/05, and further work is planned for 2005/06 - to enable completion of equalities impact assessments by March 2006, and to focus on quality, not just quantity.

Building Control

Our building control service exists to provide an efficient and effective service that:

- secures the health and safety of building users
- promotes energy efficiency
- makes access easier for disabled people.

Competition in the building control market continues. Private sector companies now have the legal ability and potential to undertake the building control function on every building project. In 2004/05 the council's Building Control service:

- Retained the ISO 9001: 2000 Quality Assurance Accreditation from the BSI without any non-conformities or qualification issues.
- Successfully carried out a pilot exercise on the use of handheld devices to capture building control site inspection details, and automatically download data into a council system, demonstrating potential productivity gains of an IT-driven approach to building control site inspections.

Over the past year, the service has achieved good customer satisfaction ratings. Key findings from the 2004/05 survey include the following:

Plans Inspection service

- 97% of customers said their Building Control application was dealt with "quickly or in adequate time"
- 93% said we were "very helpful or satisfactory"
- 90% said our technical competence was "good or very good"
- 92% said the service provided was either "good or reasonable value for money"
- 85% said we were "*better or about the same*" as other local authorities.

Site Inspection service

- 95% of our customers said we responded to requests for site inspections "quickly or in adequate time"
- 96% said the level of site inspections were "sufficient or more than sufficient"
- 97% said we were "very helpful or satisfactory" in advising them
- 91% rated our technical competence as "very good or good"
- 92% said the service provided was "*good or reasonable value for money*"

The government's regular upgrading of building energy efficiency standards to meet domestic and international carbon reduction targets, further amendments to sound insulation requirements to new and converted dwellings, the rationalisation of access standards to buildings, and the introduction of Electrical Safety Regulations to dwellings continue to have a profound impact on both the construction industry and local authority building control. The service has successfully absorbed this complex additional workload. Further regulatory changes are expected to come into force in the future through the Sustainable and Secure Building Act 2004. The Building Control Service is well placed to help and assist our customers in all aspects of sustainable construction particularly those relating to the Building Regulations.

Building Control - priorities for 2005/06 are to:

- Retain ISO 9001: 2000 Quality Assurance accreditation.
- Implement a marketing plan to retain current market share.
- Seek partner companies to undertake their planned inspection work, using the Local Authority Partnership Scheme, to maximize building control fee income.
- Achieve national benchmark PI targets:
 - 90% building regulations full plans applications to be checked and responded within 3 weeks
 - 100% of those applications to be given a decision within the statutory time period of 5 weeks or 8 weeks
 - 90% of building sites to be visited by a building control officer in the last 3 months.
- Develop and introduce e-forms to e-enable automatic loading of incoming online building regulation application details into our back office system.
- Maximise service efficiencies by implementing a PDA based data capture system for building control site inspections.

Environmental Performance Indicators

Refuse Collection

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04	
Refuse Collection and Recycling								Inner London	All London
BV 82a	Total tonnage of household waste arising - Percentage recycled	14.39% (9,030 tonnes)	20% (13,391 tonnes)	18.62% (11,160 tonnes)	24% (16,069 tonnes)	24%	30%	14.6%	14.3%
BV 82b	Total tonnage of household waste arising - Percentage composted	0.89%	1.5% (1,004 tonnes)	Amended from 2004/5				0.34%	2.78%
BV 82b	Total tonnage of household waste arising - Percentage composted (includes waste treated through process of anaerobic digestion)	Amended from 2004/5		1.35% (321 tonnes)	2.0% (1,340 tonnes)	2%	2%	Amended from 2004/5	
BV 84	Kg of household waste collected per head	335.56	428	352.34	441	450	400	357.9	431.4
BV 86	Cost of waste collection per household	£29.82	£32.85	£31.25	£34.50	£38.00	£39.00	Average £45.81p	Average £46.47p
BV 90a	Percentage who were very or fairly satisfied with the waste collection service overall	66%	Not to be collected until 2006/07			73%	Next collection 2009/10	Survey 2004 74.0%	Survey 2004 76.25%
BV 90b	Percentage who were very or fairly satisfied with the provision of recycling facilities overall	53%	Not to be collected until 2006/07			55%	Next collection 2009/10	Survey 2004 51.0%	Survey 2004 60.0%
BV 91	Percentage of population served by a kerbside collection of recyclables	70%	69.5%	76.35%	70%	75%	75%	93.8%	93.8%
Local	The total number of enquiries & complaints on refuse collection	169	Below 290	277	Below 280	Below 270	Below 260	Not applicable as a local indicator.	

Street Cleansing

Performance Indicators Street Cleansing		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 89	Percentage of people satisfied with cleanliness standards	45%	Not to be collected until 2006/07			55%	Next collection 2009/10
BV 199	Proportion of relevant land and highways having deposits of litter & detritus across four categories of cleanliness (clean, light, significant & heavy).	26%	29%	30.0%	28%	27%	26%
Local	The average time taken to remove fly-tips	1.07 days	0.8 days	1.1 days	0.8 days	1.0 days	1.0 days
Local	The total number of enquiries & complaints on street cleansing	771	Below 1100	1,116	Below 1000	Below 900	Below 800

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Survey 2004 57.0%	Survey 2004 57.0%
25.15%	28.0%
Not applicable as a local indicator	
Not applicable as a local indicator	

Highways

Performance Indicators Highways		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 96a	Percentage of principal roads which require structural treatment * Amended Definition- only TRACS type survey permitted	12.18%	10% *	62.76% **	Deleted for 2005/6 – replaced by BV 223		
BV 223	Percentage of the local authority principal road network where structural maintenance should be considered.	New for 2005/6			Targets not required to be set until 2006		
BV 97a	Percentage of classified non-principal roads which require structural treatment	9.64%	10%	17.02%	Deleted for 2005/6 – replaced by BV 224a		
BV 224a	Percentage of non-principal classified road network where maintenance should be considered.	New for 2005/6			Targets not required to be set until 2006		
BV 97b	Percentage of unclassified non-principal roads which require structural treatment	11.56%	13%	14.59%	Deleted for 2005/6 – replaced by BV 224b		
BV 224b	Percentage of the unclassified road network where structural maintenance should be considered.	New for 2005/6			Targets not required to be set until 2006		
BV 186	Roads not needing major repair			***	Deleted		
	a) Percentage of principal roads not needing major repair divided by spend per kilometre	36.95%	28%	11.04%			
	b) Percentage of non-principal roads not needing major repair divided by spend per km	62.57	34	57.73%	Deleted		
BV 187	Condition of footways - categories 1, 1a and 2	44.53%	31	39.84%	30	30	30
BV 100	Number of days temporary traffic controls or road closure on traffic sensitive roads caused by all road works per kilometre of traffic sensitive roads	0.14	3.5	5.66	3.0	2.5	2.5
BV 215a	The average number of days taken to repair a street lighting fault, which is under the control of the local authority.	New for 2005/6			Targets not required to be set until 2006		
BV 215b	The average number of days taken to repair a street lighting fault where response time is under the control of a Distribution Network Operator (DNO)	New for 2005/6			Targets not required to be set until 2006		

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
4.87%	15.92%
New for 2005/6	
7.52%	14.33%
New for 2005/6	
6.87%	9.83%
New for 2005/6	
36.95%	47.49%
253	253
14.0%	18.0%
0	0
New for 2005/6	
New for 2005/6	

** BV96a – The method used to gather this data switched from course visual inspection (CVI) to TRACs type survey in 2004/5.

*** BV186 a – Is also affected by the change to BV96.

Local Pls Highways		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Env 1 Local	The percentage of streets inspected for defects every 6 months.	98.8%	98.25%	96.9%	98.25%	98.25%	98.25%
Env 2 Local	Percentage of streetlights not working as planning	0.49%	0.7%	0.27%	0.7%	0.7%	0.7%
Env 3 Local	The number of public conveniences provided by the authority.	13	13	13	Deleted		

Compared with the best 25% of other London boroughs 2003/04
Not applicable as a local indicator.
Not applicable as a local indicator.
Not applicable as a local indicator-

Road Safety

Performance Indicators Road Safety		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 99	Percentage change in road accident casualties Number of casualties by; a) All killed or seriously injured b) Children killed or seriously injured c) All slight injuries	Amended indicator from 2004/5		122 5 796	The authority has not set specific targets for each part of this indicator but aims to achieve the PSA target to reduce the number of people killed or seriously injured in road accidents by 40% by 2010, and the number of children killed or seriously injured by 59% by 2010, compared with the averages for 1994 - 1998		
	Percentage change in road accident casualties Percentage change over previous year by; d) All killed or seriously injured e) Children killed or seriously injured f) All slight injuries	Amended indicator from 2004/5		-8% (122) -64% (14) +1.5% (784)			
	Percentage change in road accident casualties Percentage change over 1994-98 average by; g) All killed or seriously injured h) Children killed or seriously injured i) All slight injuries	Amended indicator from 2004/5		-25% (149) -73% (18.4) -14% (930.4)			
BV 165	The percentage of pedestrian crossings with facilities for disabled people	93.5%	97.5%	100%	100%	100%	100%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Amended indicator from 2004/5	
Amended indicator from 2004/5	
Amended indicator from 2004/5	
100%	100%

Transport

Performance Indicators Public Transport		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 103	Percentage overall satisfied with local provision of public transport information.	45%	Survey not repeated again until 2006/07.		Collected next in 2009/10		
BV 104	Percentage of users overall satisfied with local bus services	53%	Survey not repeated again until 2006/07.		Collected next in 2009/10		

Compared with the average of other inner London boroughs 2003/04
50.5%
57.5%

Policy

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04	
								Inner London	All London
BV 200 a)	Plan Making Do you have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?	Yes	Yes	Yes	Major amendment from 2005/6			42% of London and 53.8% of inner London boroughs said 'Yes'.	
b)	If 'No' are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?	N/A	N/A	N/A	Major amendment from 2005/6			N/A	
BV 200 a)	Did the local planning authority submit the Local Development Scheme (LDS) by 28 th March 2005 and thereafter maintain a 3 year rolling programme?	Major amendment from 2005/6			Targets not required to be set in 2005			Major amendment from 2005/6	
BV 200 b)	Has the local planning authority met the milestones which the current Local Development Scheme (LDS) set out?	Major amendment from 2005/6			Targets not required to be set in 2005			Major amendment from 2005/6	
BV 200 c)	Did the Local Planning Authority publish an annual report by 31 st December of each year?	Addition for 2005/6			Targets not required to be set in 2005			Addition for 2005/6	

Planning Development and Applications

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04		
								Inner London	All London	
BV 106	The percentage of new homes built on previously developed land	100%	100%	100%	100%	100%	100%	100%	100%	
BV 109	Percentage of planning applications determined in line with the Government's new development control targets to determine:									
	a) 60% major applications in 13 weeks.	58.1%	60%	71.05%	65%	70%	70%	60.0%	59.63%	
	b) 65% minor applications in 8 weeks.	65.0%	65%	69.74%	72%	77%	77%	71.0%	71.55%	
	c) 80% of other applications in 8 weeks.	83.6%	80%	80.97%	87%	92%	92%	79.8%	84.07%	
BV 111	The percentage of applicants satisfied with the service received	72%	Survey not repeated again until 2006/07.						67.5%	71.0%
BV 179	The percentage of standard searches carried out within 10 days	79.65%	98%	93.08%	99%	100%	100%	100%	100%	
BV 204	Percentage of appeals allowed against the authority's decision to refuse on planning applications	New indicator from 2004/5	30% or less	30.0%	30% or less	30% or less	30% or less	New indicator from 2004/5		
BV 205	Quality of service checklist	New indicator from 2004/5	100%	94.4%	100%	100%	100%	New indicator from 2004/5		

Planning Enforcement

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04
Env 6 Local	Percentage of planning enforcement complaints investigated, subject to first site visit;							
	a) within 5 days	43%	30-35%	57%	50%	50%	50%	Not applicable as a local indicator
	b) within 20 days	95%	90%	94%	95%	95%	95%	Not applicable as a local indicator
Env 7 Local	Percentage of planning enforcement cases resolved or closed within;							
	a) eight weeks	46%	50%	33%	55%	55%	55%	Not applicable as a local indicator
	b) six months	79%	90%	59%	90%	90%	90%	Not applicable as a local indicator
Env 8 Local	The percentage of building regulation full plan applications checked and responded to within 3 weeks	75%	90%	80%	92%	92%	95%	Not applicable as a local indicator
Env 9 Local	The percentage of building regulation full plan applications given a decision within the statutory time limit.	95%	100%	94%	100%	100%	100%	Not applicable as a local indicator
Env 10 Local	The percentage of building sites visited by a Building Control Officer in the last 3 months	79%	90%	90.75%	92%	92%	95%	Not applicable as a local indicator
Env 16 Local	Score against a checklist of planning best practice	8/10	9/10	9/10	Deleted 2005/6 – replaced by BV 205			Not applicable as a local indicator

Environmental Health & Trading Standards

Performance Indicators		LBHF	LBHF	LBHF	LBHF	LBHF	LBHF	Compared with the best 25% of other London boroughs 2003/04	
		Outturn 2003/04	Target 2004/05	Outturn 2004/05	Target 2005/06	Target 2006/07	Target 2007/08	Inner London	All London
BV 166a	Score against checklist of enforcement best practice for environmental health practice.	90%	90%	90%	90%	90%	90%	100%	98.3%
BV 166b	Score against checklist of enforcement best practice for trading standards services	90%	90%	90%	90%	90%	90%	100%	100%
Env 11 Local	The percentage of responses provided within target times:								
	Food Safety 1 day	96.23%	98%	100%	99%	100%	100%	Not applicable as a local indicator	
	Other Environmental Protection Variable	91.47%	92%	95.57%	93%	94%	95%	Not applicable as a local indicator	
	Consumer Safety 1 day	100%	98%	98.33%	99%	100%	100%	Not applicable as a local indicator	
	Other Consumer services 2 days	98.16%	98%	97.36%	99%	100%	100%	Not applicable as a local indicator	
Env 13 Local	The percentage of high risk health and safety premises receiving annual inspection	100%	100%	90.45%	100%	100%	100%	Not applicable as a local indicator	
Env 14 Local	The percentage of responses to resolve noise nuisance within the following target times:								
	a) Out of hours - within 45 minutes of initial call	85.24%	80%	92.15%	80%	80%	80%	Not applicable as a local indicator	
	b) Out of hours - within 60 minutes of initial call	92.97%	95%	96.54%	95%	95%	95%	Not applicable as a local indicator	
	c) Office Hours - within 1 working day	92.40%	92%	95.35%	93%	94%	95%	Not applicable as a local indicator	

Environmental health & Trading Standards (continued)

Performance Indicators		LBHF	LBHF	LBHF	LBHF	LBHF	LBHF	Compared with the best 25% of other London boroughs 2003/04	
		Outturn 2003/04	Target 2004/05	Outturn 2004/05	Target 2005/06	Target 2006/07	Target 2007/08	Inner London	All London
Env 15a Local	Percentage of food premises inspections that are due to be carried out during the year that have been completed.								
	a) High risk premises. b) Non-high risk premises.	100% 100%	100% 100%	98.57% 96.95%	100% 100%	100% 100%	100% 100%		Not applicable as a local indicator. Not applicable as a local indicator.
Env 15b Local	Percentage of food premises inspections that fell due in the period that have been completed.								
	a) High risk premises. b) Non-high risk premises.	100% 100%	100% 100%	98.57% 97.62%	100% 100%	100% 100%	100% 100%		Not applicable as a local indicator. Not applicable as a local indicator.

Liveability

Performance Indicators		LBHF	LBHF	LBHF	LBHF	LBHF	LBHF	Compared with the best 25% of other London boroughs 2003/04	
		Outturn 2003/04	Target 2004/05	Outturn 2004/05	Target 2005/06	Target 2006/07	Target 2007/08	Inner London	All London
BV 216a	Number of 'sites of potential concern' [within the local authority area], with respect to land contamination.	New for 2005/6			Targets not required to be set in 2005			New for 2005/6	
BV 216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	New for 2005/6			Targets not required to be set in 2005			New for 2005/6	
BV 217	Percentage of pollution control improvements to existing installations completed on time.	New for 2005/6			Targets not required to be set in 2005			New for 2005/6	

Building Technical Support

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Env 17 Local	Percentage of contracts let which out-turn within authorised tolerance (levels as per financial regulations).	100%	97%	100%	97%	97%	97%
Env 18 Local	Total value of lowest tenders v total value of pre-tender estimates.	-6%	+5%	-5%	+5%	+5%	+5%
Env 19 Local	Percentage of projects completed on site with +5% of timescale	58%	75%	61%	75%	75%	75%
Env 20 Local	Client Department satisfaction rating average score (out of ten)	7.4	7.5	7.8	7.5	7.5	7.5
Env 21 Local	Trading Account surplus	£270K	£100K	£100k	£300k	£300k	£300k
Env 24 Local	To reduce the energy consumption of ten key council buildings by 10% over next five years (average 2% per annum).	New for 2005/6			2% reduction	2% reduction	2% reduction
Env 25 Local	The number of the council's buildings with public reception points that will be provided with step free access and wheelchair accessible toilets each year.	New for 2005/6			Step free access 5 Toilets 3	Step free access 5 Toilets 3	Step free access 5 Toilets 3

Compared with the best 25% of other London boroughs 2003/04	
Not applicable as a local indicator.	
Not applicable as a local indicator.	
Not applicable as a local indicator.	
Not applicable as a local indicator.	
Not applicable as a local indicator.	
Not applicable as a local indicator.	
Not applicable as a local indicator.	

Valuation & Property Services

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Env 26	Reduce commercial rent arrears to 6.5% of rent debit	5.06%	6.50%	6.04%	6.5%	6.5%	6.5%
		£273k	£260k	£256K	£266k	£273k	£279k
Env 27	Maximise Capital Receipts from disposal of surplus property (cumulative).	£8.6m	£5m	£9.13m	£3m	£2m	£2m
Env 28	Maximise commercial income via lease renewals/rent reviews.	£5.4m	£4m	£4.24m	£4.1	£4.2	£4.3

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not applicable as a local indicator	
Not applicable as a local indicator	
Not applicable as a local indicator	
Not applicable as a local indicator	

Housing Services

This has been a year of enormous change for the council's housing services throughout which we have continued to maintain a high standard of achievement. For the third consecutive year housing services received an excellent rating under the Comprehensive Performance Assessment and the Housing Benefit Service achieved a "3 and fair" rating whilst many other benefit services across the country saw reduced scores.

The most significant changes have led to a series of major service realignments. During the year the Community Safety Division was created within the Housing Department, which was itself merged with social services to form a new Community Services Department in the summer of 2004. Additionally, Hammersmith & Fulham Housing Management Service (HFHMS, the Council's Arms Length Management Organisation) was successfully established in June 2004 to manage the Council's 18,000 tenanted and leasehold properties and to deliver the Decent Homes programme.

The establishment of Hammersmith & Fulham Housing Management Service (HFHMS) and the achievement of a Housing Inspectorate 2 Star rating for the Service in December 2004 has meant that we have successfully bid for and secured £192m of government resources. We can not only make the most significant improvements to the councils housing stock seen in decades to meet the "Decent Homes Standard" but also fund environmental and safety improvements around estates and council owned dwellings over the next 5 years.

For the Community Services Department (CSD) the reorganisations have allowed us to strengthen our strategic and performance management role whilst HFHMS has been able to concentrate on the delivery of housing management and regeneration functions. The concentration of services into the CSD has also allowed us to begin to realign the resources of the Department to deliver better, more joined up services for the users and potential users into the future.

Key housing achievements for 2004-05

- Housing services have continued to meet national priorities and in doing so have anticipated housing needs and demands. For the Housing Options and Assessments Division this has meant refocusing efforts to prevent homelessness, rather than deal with its consequences. As a result 220 potentially homeless households have been prevented from becoming homeless with average family placements into temporary accommodation having dropped to just 6 per week in the second half of 2004-05.
- Customer satisfaction surveys carried out to exacting audit commission survey standards, revealed high levels of satisfaction amongst both users of the Housing Benefits and Housing Management services
- Our business support services have continued to provide human resources and IT support. They have overseen the successful transfer of over 400 staff

to Hammersmith & Fulham Housing Management Service and the integration of the Community Safety Division into the Department. They have contributed to the IIP reaccreditation for the Council and, working with HFHMS, seen the successful introduction of the new Housing Management System (IWorld).

- We have continued to be pro-active in seeking out funding opportunities to improve the housing and housing services we deliver. Our Private Sector Housing Services led on obtaining funding for two West London projects: EMPRO an innovative information sharing website that helps return empty properties to use across West London and HEATSTREETS a scheme to provide heating and insulation measures across seven West London Boroughs. Additionally, the Housing Options & Assessments Division was successful in securing ODPM capital funding of £2.6m for Hostel Development and 1.5m Homeless Directorate funding, with a further £1.4m for 2005/06. They also obtained £50k for the Supporting People Value Improvement Project.

Setting our priorities for the year and beyond

In 2004/05 we began a major review of our Housing Strategy priorities as part of the mid term review of the Community Strategy and the development of the Local Area Agreement. This was also informed by a number of national and regional priorities. These include the government's Housing Plan "Homes for All" 2005-10, the Housing Act 2004, the Public Health White Paper, the London Plan and emerging London Housing Strategy. As part of the review process we undertook a comprehensive Housing Need and Private Stock Condition Survey, which canvassed over 1,400 households across all housing tenures. The survey results have enabled us to revise our housing priorities, not only to develop a revised housing strategy, but also to develop a series of more detailed sub strategies and related strategies. These include an Older People's Housing Strategy, BME Housing Strategy, revised Homelessness Strategy, revised Private Sector Housing Strategy and a new 5 Year Supporting People Strategy that was submitted to the ODPM in March of this year.

The review of the Borough's Housing Strategy has also led to the identification of 7 key housing priorities:

Priority 1	Increase the supply of affordable housing and maximise the use of existing stock to meet housing needs
Priority 2	Work to promote and develop a healthy private rented sector that helps meet the boroughs housing needs
Priority 3	Reduce the number of households living in unsuitable housing
Priority 4	Prevent homelessness through early intervention and support

Priority 5	Provide housing and housing support services that demonstrably improve the prospects and quality of life of vulnerable people.
Priority 6	Promote more mixed, sustainable and safer communities
Priority 7	Promote and secure the delivery of excellent services that are VFM, accessible and targeted to those who need them, that have clear aims and objectives and are effective

Delivering the Priorities – Key Actions for 2005/06

The following summarises our aims and actions for the coming year. This shows how we will work towards national and local priorities.

Community Strategy Theme – 1. A Fair Chance
<p>Summary</p> <p>To have a clear picture of the housing and support needs of those living in the Borough and have in place robust strategies and plans to best meet those needs recognising the diverse nature of the borough and the need to target services where appropriate. To effectively meet the housing and support needs of both vulnerable adults and families by provision of good quality housing and support services that help prevent crisis and homelessness wherever possible.</p>
<p>Related Housing Department Aims and Actions</p>
<p>1.1 Promoting Equalities</p> <ul style="list-style-type: none"> • Promote equalities, fair access and effectively target services – to have in place a robust Housing Equality Action Plan and develop a Diversity Vision Statement for the Department, achieve the Equality Standard for Local Government Level 3 by 2006, increase involvement of community groups and staff in strategic development, management and scrutiny and develop a BME Housing Strategy. • Secure a workforce that reflects the community it serves and maximises the contribution and potential of all employees – develop high level HR action plan that promotes recruitment and retention and transparency in HR processes and pilot options and identify and implement HR best practice. • Tackle poverty and increase life chances – Implement the Benefit Service take up strategy and ensure that our partners (including HFHMS) are working to promote benefit take up and provide holistic debt advice services. <p>1.2 Supporting vulnerable people</p> <ul style="list-style-type: none"> • Provide housing and housing support services that demonstrably improve the prospects and quality of life of vulnerable people – have in place assessment processes that ensure that homeless households are provided with good quality housing and support services. Through the BVR of

Community Strategy Theme – 1. A Fair Chance

the Supporting People programme, service level reviews of support services and development of the Older Peoples Housing Strategy, improve housing and housing support services for vulnerable people and seek value for money. Where there are gaps in support services look to develop new services as part of development of proposals for the Approved Development Programme (ADP) bidding round.

1.3 Tackle Homelessness and reduce use of temporary accommodation

- **Prevent homelessness through early intervention and support** –finalise revision of the Council's Homelessness Strategy and develop an approach to dealing with homelessness that is comprehensive and holistic. Develop a more effective in-house housing advice service that meets Community Legal Service standards and develop more robust contracts for external advice, advocacy and mediation services. Develop more joined up approaches (e.g. with the Children's Trust and Adult Social services) to providing accommodation and support for vulnerable adults and increase housing options for priority and non priority need households by expanding the Direct Letting Scheme.

1.4 Meet Housing Need

- **Increase the supply of affordable housing and maximise the use of existing stock to meet housing need** - work with key partners including West London Councils, Registered Social Landlords (RSLs) and HFHMS to identify development opportunities so we are well placed to support bids for ADP funding. Look at a range of alternative funding options including the viability of temporary to permanent schemes that increase the level of affordable housing and makes intermediate housing more affordable.
- **Increase customer involvement in the fair allocation of social housing**- successfully introduce the LOCATA Choice Based Lettings Scheme and implement MoveUK the new national mobility scheme
- **Improve customer data to improve targeting of services** – improve household information held on council systems by better use of existing data (e.g. census data) and information (e.g. information provided to other Council services). Where household information is poor undertake work to improve that information (e.g. work planned with HFHMS to improve tenant and leaseholder information). Additionally, enhance IWorld by implementation of new modules that will improve functionality.
- **To have in place effective and robust housing strategies** – to complete review of Housing Strategy to develop more detailed sub strategies as required.
- **Improving access to employment and training opportunities for local people** – regeneration services are looking to increase job brokerage and retention for Lone Parents as part of development of LPSA2. Included in the development of this LPSA will be a project to target lone parents living in temporary accommodation. Regeneration will work with employers including HFHMS, local RSLs and the Housing Service to promote training, apprenticeship and employment opportunities through S.106 agreements and Partnerships agreements.
- **Improving access to financial services** - Work with key partners assess

Community Strategy Theme – 1. A Fair Chance

feasibility of establishing a Credit Union

2. Convenient Services – Customer 1st

Summary

The priorities and actions identified here are all aimed at improving customer service and access and value for money. We will achieve this through the Medium Term Financial Strategy and market testing of services. We have separately identified resident and stakeholder involvement given the high priority given to consultation.

2.1 Involving residents and stakeholders in decision making and management

- **Ensure that tenants, customers and residents are involved in meaningful consultation and involvement** – develop a new Tenant Participation Compact and Tenant Consultation Strategy, hold a Resident Forum and develop a Supporting People User Involvement Strategy. Improve arrangements to assess user satisfaction across both housing and partner services.
- **Ensure we are effectively communicating with residents and stakeholders** – improve the Councils housing web pages and where appropriate review housing leaflets and information

2.2 Deliver Accessible & Effective Services

- **Promote greater choice and mobility through choice based lettings** – Engage with LOCATA to ensure tenants are given support during bidding
- **Improve performance management arrangements** – housing services to act as a pilot for new corporate performance management software, audit services using Key Line of Enquiry self audit tools, working with partners (including RSLs and HFHMS) publish a Annual Report and investigate establishing a Tenant Inspector Service.
- **Improve communication of HR policies and procedures to staff** – continue to improve HR practices through effective implementation and application of HR policies and procedures
- **Improving access to services** - undertake office moves that will provide greater separation between HFHMS and housing services and better co-location of services within the Housing Options and Assessment Division.
- **To have effective partnerships that deliver the Boroughs aims and objectives** – undertake review of RSL Joint Commissioning Partners. Review the Council and HFHMS Delivery Plan.

2.3 Value for Money Services

- **Secure more effective & efficient CSD services** - Take forward the reorganisation of Community Service Department focusing on business support and realignment of services to more effectively deliver Community Strategy and LAA priorities.
- **Promote and secure the delivery of excellent services that are value for money (VFM)** – retender temporary accommodation repairs contracts, undertake a series reorganisations to secure efficiency savings and implement the ODPM hostel development programme.

2. Convenient Services – Customer 1st

- **Ensure sound financial administration and control and the provision of good quality management information** – review and revise the Medium term Financial Strategy for the Housing General Fund and Housing Revenue Account (HRA).
- **Achieve an HRA that has long term stability and viability** - Working with the HFHMS reduce expenditure on the whole HRA including HFHMS operational budgets, those managed on behalf of the council and those retained by the council.
- **Review of H&F HMS SLAs with Council Services**
- **Improve recruitment and retention** – through HR's “learning the business” programme.
- **Workforce development** - develop a Learning and Development Strategy and develop initiatives to increase the employment opportunities of local people, and the future employability of existing staff.

3. A Safe, Clean, Green Borough

Summary

The key priority for housing is to deliver the Decent Homes programme for its own stock through the HFHMS and to also have in place arrangements to meet the decent homes standard in the private sector. Both the Council and HFHMS are committed to taking a person centred approach to the delivery of the Decent Standard. This will see adaptations undertaken as part of the programme and advice and information given to vulnerable households living in unsuitable housing on housing options available. Additionally HFHMS are committed to undertaking a programme of works that will enhance the local environment around council owned housing, improving in the process the sense of safety and security for tenants and leaseholders. Private sector services are committed delivering a LPSA “stretch target” to secure warm homes for vulnerable private sector residents and to implementing Housing Act 2004 requirements.

- **Promote more mixed, sustainable and safer communities** - work with the Environment Dept to ensure all aspects of sustainable communities are considered in future affordable housing developments. Ensure all major affordable housing schemes are surveyed by the Crime Prevention Development Officer. Work with HFHMS to develop a security and safety improvement programme for estates and council dwellings. Review HFHMS Anti Social Behaviour Unit.
- **Reduce the number of households living in unsuitable accommodation** – take forward current estate regeneration projects (e.g. Maystar) and deliver Decent Homes programme in public (through HFHMS) and private sector (through Private Sector Services). HFHMS to put in place new repairs contracts.
- **Undertake initiatives that will promote environmental sustainability** – working with the Environment Department to place recycling facilities on all estates, taking forward energy efficiency works in the private sector as part of LPSA, taking forward Decent Standard programme.
- **Promote and develop a healthy private rented sector that helps meet the**

boroughs housing needs – implement Housing Act Provisions (e.g. Homes in Multiple Occupation (HMO) licensing and introduction of the Health and Safety Rating System), continue programme of inspection for temporary housing stock, agree stretch target for energy efficiency works to secure warm homes at an affordable cost for vulnerable private sector residents, investigate feasibility of developing a West London Empty Homes Initiative and work to secure London Housing Board private sector renewal funding

Review of Housing Services – including partner services

Hammersmith & Fulham Housing Management Services

HFHMS was the first round 4 Arms Length Management Organisation (ALMO) to be set up in the country, and was the first in the round to be inspected by the Audit Commission. The Management Agreement between the council and the ALMO was signed on 27 May 2004 and the Company became fully operational from 1 June 2005. 389 staff were transferred from the Council to the Company.

HFHMS achieved Investors in People accreditation within 6 months and underwent an inspection by the Audit Commission on 29 November 2004. The final report was published in February 2005 and the Company was assessed as providing a “good” 2 star service with “excellent prospects for improvement”. The Audit Commission identified two examples of positive practice. These were the establishment Housing Actions Teams to develop the service improvement plan and the joint Council/HFHMS Customer First partnership. An action plan to achieve further improvements in service has been agreed.

The positive outcome from the Inspection triggered the release of £78 million of decent homes funding from the Government. In total the Company hopes to receive and spend £192 million of additional ALMO funding by 2010. This will enable the Company to bring all of the Council’s homes up to the Decent Homes Standard by the target date of 2010.

The Management Agreement included a detailed ‘Delivery Plan’ which guided the Company through its first successful year of operation. The Plan is reviewed every year and the first revised plan will be negotiated with the Council over the next 2 months.

The Council have identified the following priorities areas for 2005/06:

- BVR Implementation Plan and taking forward the Audit Commission recommendations.
- The need to continue to improve performance management arrangements and to establish a set of robust and informative equalities indicators.
- The letting of the decent homes and repairs contracts.
- The commencement of works to achieve the decent homes standard, including environmental and crime prevention improvements.
- The need to address overcrowding and tackle illegal occupation and provide attractive options for those households who are under occupying.
- To achieve efficiency savings, revising the Medium Term Financial Strategy and seeing improvements in rent and leaseholder charge collection.

- Revising and improving the Tenant Participation Compact and developing a Tenant Participation Strategy.
- Ensuring that support services are working effectively to support vulnerable tenants living in Council Stock and that HFHMS has the right protocols and working arrangements in place with statutory services.
- The need for Anti Social Behaviour (ASB) services to demonstrate their effectiveness and user satisfaction with outcomes.

Private Sector Housing Services

The Service refocused its efforts on providing more effective services to the main customer groups with service objectives particularly concentrating on improving both the quality of and accessibility to private rented accommodation.

Achievements for 2004/05

- Accredited 36 landlords under our landlord accreditation scheme introduced in 2003
- Our proactive programme of registering HMOs has made steady progress. 115 homes in HMOs have been improved to the standard this year and 100 homes out of 500 in HMOs occupied by vulnerable residents have been further improved to the decent standard.
- Improved performance in tackling empty properties. We have achieved stretch targets for both properties returned to use as a result of our intervention and empty properties being used as affordable social housing.
- Carried out a Quality Assurance programme for temporary accommodation. The service also continued to monitor the quality of hostel accommodation throughout the borough.

Private Sector Housing Key Actions for 2005-06

- Put in place a New Private Sector Housing Strategy
- Utilise the extra powers afforded by The Housing Act 2004 to deal with empty properties
- Put in place arrangement to take forward licensing of Houses in Multiple Occupation (HMOs)
- As part of the LPSA 2, to increase the number and proportion of vulnerable private residents whose homes reach the decent standard.
- More effectively target services to identify key groups who need private sector services but are not accessing those services

Housing Options and Assessment Division - Identifying Peoples Housing Options

The Options and Assessment division established four key objectives to guide its performance planning for 2004/05. Achievements against those objectives are summarised below:

Key Achievements for 2004/05

- **Reducing homelessness for families and single vulnerable people-** The assessment and advice business unit was substantially reorganised in June 2004 to allow a more focussed approach to prevention of homelessness. Work around prevention began in earnest although monitoring mechanisms

are still to be finalised. Early indications are that some 220 potentially homeless households have been prevented from homelessness through active casework.

- **Promote equal access to resources and services-** The Housing Options and Assessment Division has become the first in the department to conduct a full Equalities Impact Needs Assessment (EINA) in preparation for the introduction of Choice Based Lettings (CBL) in July 2005. Unfortunately capacity issues during 2004/05 have meant that resources have not been available to undertake further EINAs in key areas of policy as intended. The division has produced a project implementation plan for CBL and will go live with LOCATA in September 2005. Work has involved detailed proposals to involve vulnerable people in the bidding process as well as a plan to introduce a dedicated Central Rehousing Team to deal with all enquiries.
- **Improve the quality of life for homeless families and single vulnerable people-** The division has successfully introduced a temporary accommodation strategy in 2004 to keep the numbers of families placed in bed and breakfast accommodation to a minimum. A framework for assessment of family support needs has been produced and an agreement reached with Education services to ensure minimum moves for children at risk.
- **Ensuring a cost effective Supporting People strategy and sound financial control -** A five-year Supporting People Strategy has been produced and we have conducted extensive needs mapping during 2004/05. A strategic review of single homeless services has been produced, with key recommendations for implementation in 2005/06. There has also been a review undertaken of single homelessness and rough sleeper services across both Hammersmith & Fulham and Kensington & Chelsea.

Strategy, Performance and Enabling Services Key Achievements for 2004/05

- This year has seen the Strategy and Performance Team lead on the delivery of a new Housing Need and Private Sector Stock Condition Survey and undertake consultation to review and revise our strategic housing objectives.
- We have also provided advice on the review and redrafting of a number of key strategies including the Supporting People Strategy and the Homelessness Strategy.
- In 2004/05, 279 units of affordable housing were delivered by the Council's Housing Association partners. This represents 98% of the target for 2004/05. be on site during 2005/06.

Key Actions for Strategy Performance and Enabling for 2005-06

- In 2005-06 it is intended to deliver a further 84 affordable housing units, 6 of which will have wheelchair access.
- Continue to develop our strategic aims and objectives, ensuring service specific strategies are not in conflict with one another and that key partners are in agreement with these aims.
- To ensure maximum spend of allocated Housing Corporation ADP and to maximise the level of ADP allocation achieved both by the borough and by the Housing Corporation West London Sub Region.
- Complete the Older People's Housing Strategy by June of this year. This follows extensive consultation with older people and key services working in

the borough. The BME Housing Strategy will also be completed in June and again we are consulting widely with a range of specialist and non specialist BME housing providers and local community groups.

- Develop and put in place more permanent arrangements that will help us review and assess delivery on a more regular basis with key partners, stakeholders and residents.
- Work to improve the information and data we hold for the department on housing and housing markets and needs to better inform both planning and service delivery
- Continue to work with West London Boroughs who are part of the Housing Corporation West London Sub Region.

Housing Benefits Service - Key Achievements for 2004/05

- The benefits department has continued its work on implementing the standards set by the Department of Works and Pensions (DWP) and Benefits Fraud Inspectorate (BFI). This work has proved worthwhile, as the service maintained its CPA score of '3 and fair' during a time when a number of other local authorities' scores were reduced.
- Academy, the new HB IT system went live in December 2004 which was both on time and within budget.
- The Benefits take up strategy was launched on time in April 2004.

Key Actions for Housing Benefits Service for 2005-06

- Commence monthly sampling of customer satisfaction
- Implement the new Electronic Data Management system
- Implement Benefits verification framework
- Revise overpayment strategy to identify new opportunities to maximise recovery of overpayments

Housing Performance Indicators

1. Managing Council Housing

Performance Indicator		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Lettings							
Local (BV 69)	Rent loss on void properties as a percentage of the total rent due	2.3%	1.7%	2.4%	1.5%	1.2%	1.1%
Local (BV 68)	Average relet time for LA dwellings	35 days	34 days	25	34 days	29 days	27days
Local	The percentage of new lettings to the homeless	78%	65%	68%	55%	55%	50%
Local	The percentage of permanent lettings to transfers	N/A	30%	32%	33%	32%	32%

Compared with the best 25% of other London boroughs 2003/04	
	Not available as local indicator.
	Not available as local indicator
	Not available as local indicator
	Not available as local indicator

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Rent collection							
BV 66a	The rent collected as a percentage of the rent due, including arrears	93.7%	95%	93.75%	94.10%	94.80%	95.4%
Local (BV 66b)	Rent arrears of current tenants as a percentage of the total rent owing to the council	7.1%	5.5%	6.52%	6.29%	5.54%	4.85%
Local (BV 66c)	Rent written off as not collectable as a proportion of the authority's rent roll	0.7%	0.64%	0.53%	0.57%	0.57%	0.57%
Local	The percentage of all current tenants owing over 13 weeks rent at 31 March.	12.72%	10.8%	11.4%	9.6%	8.4%	7.9%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
96.1%	96.4%
Not available as local indicator	
Not available as local indicator	
Not available as local indicator	

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Repairs and caretaking							
Local	The percentage of emergency work complying with local target response times	87%	90%	95%	92%	93%	94%
Local	The percentage of non-emergency work complying with local target response times	91%	94%	96%	96%	97%	98%
Local	The percentage of all repairs requested by tenants completed within local target times	91%	95%	96%	95%	96%	97%
BV 185	The percentage of repair jobs for which an appointment was both made and kept	66%**	90%	71%	91%	92%	93%
Local	The percentage of post inspected repairs for which the resident was satisfied	96%	93%	92%	92.5%	95%	97%
Local	Percentage of properties with a gas supply with current gas safety certificate	98%	100%	98.6%	100%	100%	100%
Local	Caretaking - % satisfaction rate for cleanliness on officers inspection	N/A	95%	94%	95%	95%	95%
Local	Caretaking - % satisfaction rate for cleanliness as judged by residents on monthly survey	N/A	80%	N/A***	82%	84%	86%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not applicable – local indicator	
Not applicable local indicator	
Not applicable local indicator	
97.0%	95.6%
Not applicable local indicator	
Not applicable local indicator	
Not applicable local indicator – changed as introduced new bar coding	
Not applicable local indicator – changed as introduced new bar coding	

* Qualified by Audit Commission.

** The figures for BVPI 185 “repairs appointments made and kept” have been derived from tenant’s satisfaction card returns since 1998. It is believed that this methodology provides the most useful management information, and a true picture of what the tenant experience of the repairs service actually is. The result on this basis for the year 2003/4 is 83%. In 2003 figures derived on this basis were qualified for the first time by internal audit. They queried the method used and the source of the data, believing that although it represented actual performance, as it relied on survey data, it did not comply with the strict guidelines set down by the Audit Commission

*** Tenants have been trained however no significant results yet.

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Customer satisfaction and engagement							
BV 74a)	Satisfaction of tenants of council housing with the overall service provided by their landlord	70%	Survey not repeated again until 2006/07.				
b)	Satisfaction of black & minority ethnic tenants.	67%					
c)	Satisfaction of non-black & minority ethnic tenants.	73%					
		April 2004					
BV 75a)	Satisfaction of tenants of council housing with opportunities for participation in management and decision	61%	Survey not repeated again until 2006/07.				
b)	Satisfaction of black & minority ethnic tenants.	59%					
c)	Satisfaction of non-black & minority ethnic tenants.	62%					
Local	The level of tenant satisfaction with the repairs service as monitored through the repairs satisfaction survey	92%	95%	92%	95.5%	96%	96%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
70.0%	71.5%
62.0%	67.0%
71.0%	74.0%
59.3%	60.3%
58.3%	59.8%
60.5%	61.8%
Not available as local indicator	

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Administration							
BV 164	Does the authority follow the CRE's code of practice in rented housing & good practice standards for social housing?	Yes	Yes	Yes	Yes	Yes	Yes

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Yes (100%)	YES (91%)

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Former tenant arrears							
Local	Amount of former tenant arrears	£571,360	£600,000	£605,445	£600,000	£600,000	£600,000
Local	Cash collected from former tenants	£177,846	£132,000	£164,077	£132,000	£132,000	£132,000

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not available as local indicator	
Not available as local indicator	

2. Meeting Housing Need

Performance Indicator		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Temporary housing							
Local	The number of households in temporary accommodation	1788	1880	1830	1830	1647	1464
Local	The number of households in bed and breakfast accommodation	215	135	139	95	50	30
Local	The number of households in bed and breakfast accommodation with dependant children.	14	20	12	5	5	5
BV 183a	The average length of stay in Bed & Breakfast for families	38 weeks	4 Weeks	38 Weeks	34 Weeks	20 Weeks	10 Weeks
Local	In B&B for more than 6 weeks.	0 (at year end)	0	0	0	0	0
BV 183b	The average length of stay in hostels for families	0 weeks	0 weeks	0 weeks	0 weeks	0 weeks	0 weeks
BV 203	The percentage change in the average number of families placed in temporary accommodation.	10.70%	+5%	+6.6%	+0%	+0%	0%
Local	Percentage of Temporary Accommodation with borough.	72.5%	75%	74%	80%	80%	85%

BV 183a includes in the calculation periods spent in other forms of temporary accommodation as well as B&B.

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not available as local indicator	
Not available as local indicator	
Not available as local indicator	
11.7 weeks	10.32 weeks
Not available as local indicator	
0 weeks	5.04 weeks
Not available, new BVPI from 2004/5.	
Not available as local indicator	

Performance Indicator		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Homelessness assessment							
Local	The number of homelessness enquiries	2346	n/a	2306	n/a	n/a	n/a
Local	The number of people accepted as homeless	643	n/a	672	n/a	n/a	n/a
Local	The proportion of homeless applications, which the authority made a decision on and issued written notification to the applicant within 30 working days.	63	72%	35%	75%	80%	80%
Local	The average working days to determination	39 working days	36 working days	64	33 working days	30 working days	30 working days
Local	Unassessed cases at the year end	349	200	205	210	180	150
Local	Percentage of potential homelessness cases deferred or delayed	N/A	N/A	226	430	470	470
BV 202	The number of people sleeping rough on a single night within the area of the authority	3	3	3	2	2	2

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not available as local indicator Target not applicable.	
Not available as local indicator Target not applicable.	
Not available as local indicator	
Not available as local indicator	
Not available as local indicator	
Not available as local indicator	
Not available as BVPI as new in 2004/5.	

Renovating & refurbishing homes

Performance Indicator		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Renovating & refurbishing homes							
BV 63	The average SAP rating of local authority owned dwellings.	58	57	59	61	61	65
BV 184a	The proportion of local authority homes which were non-decent at 1 April 2003.	25.35%	29.5%	22.2%	29.8%	17.8%	7.7%
BV 184b	The percentage change in the proportion of non-decent local authority homes between 1 April 2003 and 1 April 2004.	15.3%	12.4%	24.7%	-35.9%	40.4%	56.8%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
63.0%	63.0%
43.0%	36.0%
15.3%	22.3%

3. Improving Private Sector Housing

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Empty properties							
BV 64	The number of private sector dwellings that are returned into occupancy or demolished during 2000/01 as a direct result of action by the local authority	208	200	225	200	200	200
Local	The number of long term privately owned empty properties	745	No target set	726	No target set	No target set	No target set
Local	The number of empty properties returned to use to meet housing need	60	60	70	70	75	75

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
163.8	393.5
Not available as local indicator. Provided for information and to set context	
Not available as local indicator	

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Unfit properties							
BV 62	The proportion of all unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	3.30%	5%	7.3%	7%	7%	7%
Local	The number of homes occupied by vulnerable households improved to decent standard	N/A	200	232	300	350	400
Local	The number of affordable private sector housing units created	223	40	105	Proposed to drop as local indicator		

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
3.6%	4.03%
Not available as local indicator	
Not available as local indicator	

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Houses in Multiple Occupation							
Local	Number of homes in HMOs improved to decent standard	n/a	200	405	500	500	500
Local	Number of homes in HMOs occupied by vulnerable households improved to decent standard	n/a	150	116	150	200	250
Local	Percentage of valid applications for grant aid approved within 6 weeks	100%	90%	100%	95%	95%	95%
Local	Percentage of customers satisfied or very satisfied with the service	90%	80%	87%	85%	90%	90%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not available as local indicator	
Not available as local indicator	
Not available as local indicator	
Not available as local indicator	

4. Delivering Housing Benefit

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04	
Housing Benefits								Inner London	All London
Local	The total number of housing benefit claimants	20,745	N/A	20,850	N/A	N/A	N/A	Not available as local indicator	
BV 78a	Average time for processing new claims	55.9 days	55 days	59 days	47 days	40 days	35 days	34 days	41.3 days
BV 78b	Average time for processing notifications of changes of circumstances	19.8 days	17 days	27 days	14 days	9 days	8 days	7.1 days	9.7 days
BV 78c	Percentage of renewal claims paid on time	38.5%	Deleted from 2004/5					70.2%	79.5%
BV 79a	Percentage of cases for which the calculation of benefit due was correct on the basis of the information available to the determination.	98%	98%	98%	98%	99%	99%	98.4%	98.4%
BV 79b	The percentage of recoverable overpayments (excluding council tax benefit) that were recovered in the year. * Qualified by Audit Commission	35.7%	42%	40%	47%	52%	57%	41.1%	45.0%
BV 76	Strategy for combating fraud and error							Amended indicator, comparative data not available.	
a)	No. of claimants visited per 1000 caseload.	6.85	25.9	4.75	27.2	28.5	29		
b)	No. of fraud investigators employed per 1000 caseload.	0.32	0.22	0.40	0.22	0.22	0.22		
c)	No. of investigations per 1000 caseload.	44.66	37.95	33.27	30.36	24.29	23.00		
d)	No. of prosecutions and sanctions per 1000 caseload.	3.40	3.86	3.60	4.00	4.22	4.30		
BV 80	User satisfaction with		Survey not repeated again until 2006/07.						
a)	Facilities to get in touch with benefits office	82%						76.0%	73.0%
b)	Service in the office	69%						72.5%	74.0%
c)	Telephone service	52%						53.5%	55.0%
d)	Staff	71%						74.5%	77.0%
e)	Clarity of forms and letters	64%						68.0%	68.0%
f)	Time taken to advise	66%						68.5%	69.0%
g)	Overall satisfaction	73%						75.5%	76.0%

5. Delivering services to leaseholders

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Leaseholder services							
Local	Number of properties sold under the Right to Buy scheme	226	N/A	215	N/A	N/A	N/A
Local	Percentage of service charge collected against annual debt.	N/A	90%	122%	90%	90%	90%
Local	Percentage of Right to Buy acceptance/denials within statutory timescale	90% *	98%	88%	98%	98%	100%
Local	Percentage of Right to Buy offer notices within statutory timescale	0% *	100	23%	100	100%	100%

6. Supporting vulnerable people

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Vulnerable people							
Local	SPI 1 Bedspaces/out of hours cover available as a percentage of contracted provision	98%	Local targets not set for 2004/05	83%	85%	90%	95%
	SPI 2 Occupied bedspaces/days of support provided as a percentage of contracted provision	96%		88%	90%	95%	95%
	SPI 3 Staffing levels as a percentage of contracted provision	87%		96%	98%	98%	98%
Local	% of Council tenancies let to vulnerable households that have been sustained for two years or more	N/A	97%	99%	98%	99%	99%
Local	Average waiting time in weeks for adaptations over last rolling year	52	36	26	30	26	22

Regenerating the Borough

Significant disparities in wealth are still evident across the borough. The local economy is relatively successful, but some neighbourhoods suffer from comparatively high unemployment and also tend to experience higher crime levels, poorer physical and environmental conditions and, as a result, poorer health. The council's aim is to work with our partners to harness the area's economic success for the benefit of the whole community, and to target regeneration initiatives and mainstream resources for the benefit of the most excluded communities.

To do this, we work through the Borough Partnership and a number of local and sub-regional partnerships to co-ordinate and target programmes and resources to support the regeneration and renewal of priority neighbourhoods.

Key achievements in 2004/5 include

- Building the foundations for a Greater Hammersmith Business Improvement District
- Securing funding for façades on Uxbridge Road
- Holding a range of events, forums and promotions in Fulham Town Centre
- A new Entrepreneur Scholarship programme, now run by the Business Enterprise Centre (BEC)
- Development of the West London Media Hub
- A Global Gateway to Trade programme for ethnic minority owned businesses
- New media starter units at the BBC Media Village at White City to be managed through BEC
- Development of a cross borough job brokerage and training for construction jobs
- A new recruitment service for entry level posts in Hammersmith Hospital Trust, Hammersmith Primary Care Trust and Council jobs
- Undertaking a new borough wide business confidence survey
- Commencing delivery of the LDA White City Opportunities programme
- The short-listing of Regenisys for the national 2004 Regeneration Agency of the Year awards sponsored by *Housing Today* and *Building* magazines
- BEC winning the Lace awards for public sector support to BME businesses.

Key performance measures 2004/05

- 294 local residents have been assisted to obtain jobs through Single Regeneration Programmes, with 47% of this total from ethnic minorities.
- 1,051 residents have benefited from Regeneration employment training schemes during.
- 52 new businesses were assisted to become established in the borough.

Spend figures

In last year's BVPP were actual expenditure figures for 2002/3 and projected expenditure for 2003/4. This table has been updated to provide actual expenditure (subject to final monitoring/audit) against expected for 2004/5, and planned expenditure for 2005/6.

Regeneration Funding	2004/5 (target) £	2004/5 (forecast) £	2005/6 (target) £
Neighbourhood Renewal Fund	1,033,000	1,015,714	1,050,856
Single Regeneration Budget	2,050,000	1,630,196	2,477,937
New Deal For Communities	6,543,945	6,594,999	8,179,408
White City Opportunities LDA Programme	1,377,135	1,057,882	1,206,283
European Objective 2 (funding won by borough organisations)	720,000	2,000,000	800,000
European Co-financed funding (LBHF projects only)		384,500	681,500
Council Regeneration Grant Programme	284,200	284,200	268,400
LDA2		384,500	486,500
Equal Programme		447,000	60,000

New Deal for Communities (NDC)

The North Fulham Community Partnership has won more than £44m of Government funding over a ten year period to 2011, to improve the quality of life, safety, education and employment prospects of local people in this area.

Key NDC targets for 2005/6 include:

- A neighbourhood services charter across a range of environmental, housing and community safety services
- A Neighbourhood Services Forum to monitor performance against the charter and drive up standards
- A Neighbourhood Wardens Team to target anti-social behaviour
- The improvement of community spaces through “Home Zones” and streetscape improvements to Barons Court Road, North End Road and West Kensington Tube station
- Increasing learning mentor programmes and youth work activities, and developing partnerships between schools, BME parents and children to improve educational attainment
- A Local Childcare Network, and better integrated health and early years education provision
- Improving money management, debt, and access to finance for local people
- Family support services linking schools and GP surgeries to family support services.

Single Regeneration Budget (SRB)

The local “Regenasis Partnership” SRB programme brings together a wide range of partner organisations across the public, private and voluntary/community sectors. The total programme draws on £28m of government resources over the period 1997-2006. Key projects include:

- The Op*Shop job brokerage scheme
- Skillforce Construction training initiatives.

- Funding for the Business Enterprise Centre, which supports small business formation and growth.
- Investment in new social enterprises.
- Raising achievements in core skills among children and youth.
- Community capacity building, childcare support, welfare benefits advice and environmental improvement schemes.

White City Opportunities Programme

Regenasis manages the council's £3.8m White City Opportunities programme. The programme, which runs from 2004/7, will support employment and business schemes, building on the opportunities arising from the White City retail site and other opportunities. The focus is on economic development in White City, Brent, Park Royal and Wembley with a range of projects also operating in Ealing and Brent.

European Objective 2 West London Programme

"Objective 2" supports economic restructuring, and involving community development and business support programmes in pursuit of urban regeneration. The West London Objective 2 area incorporates 7 wards from a total of 95 designated under Objective 2 in London. These include Shepherds Bush and White City, and College Park and Old Oak in within our borough. Partnership working has been strong with over 200 representatives in the West London Objective 2 Partnership from different sectors and interests. The programme runs until 2006, and in addition to a current bidding round for community capacity building, there is a further bidding round scheduled for the Spring 2005 for business support measures.

West London Equal Programme (WLEP)

The West London Accelerated Employment for Refugee Professionals project, managed by Regenasis, received funding of £1.03m over 3 years from the LDA. It achieved its target of training 160 people one year ahead of schedule and aims to support a further 100 refugee professionals by 2006.

Key WLEP performance measures for 2005/6 include aiming to:

- Assist 431 local residents to obtain jobs through Single Regeneration Programmes, with 47% of this total to come from ethnic minorities
- Advise 800 residents through the Council's employment teams
- Assist 70 new businesses to be established in the borough.

Safe Communities

We have continued to make good progress with our partners in the Crime and Disorder Reduction Partnership (CDRP) in combating crime and anti-social behaviour. In the past year we have:

- seen a drop in overall crime committed in the borough
- established 2 more safer neighbourhood teams, with extra police resources in the town centres
- exceeded our targets for reducing motor vehicle crime
- engaged an estimated 72% of the borough's problematic drug users in structured treatment
- dealt with 80,000 Out of Hours service calls
- received a Quality Standards certificate of achievement from the office of the Deputy Prime Minister for our Street Wardens service
- helped the Parks Constabulary reduce crime in parks and open spaces by 3%, and by 16% over the past 3 years.

We have continued to consult extensively with residents, listening to their concerns and priorities. Whilst over the past 3 years, overall actual crimes in the borough have fallen, people's fear of crime has increased. We want to build on our successes and, in the year ahead, tackle the challenge of reducing robberies, burglaries, and the fear of crime. We will:

- look to expand our Street Warden service to other parts of the borough
- develop education and training initiatives to improve the handling of racial harassment
- provide awareness training and events for those vulnerable to crime
- continue to "design out crime" from our streets, shopping centres and estates through the planning process
- continue our excellent track record in tackling drug and alcohol abuse
- continue to develop and improve the 11 Safer Neighbourhood Teams now operating in the Borough.

We have developed a number of strategies, including:

- a new Crime, Disorder and Drug Reduction Strategy 2005-08, with a range of challenging targets to measure our effectiveness (see below)
- a new Domestic Violence Strategy and Drug, Alcohol Action Plan

- and, working with Hammersmith & Fulham Housing Management Service (HFHMS) an Anti-social Behaviour Policy and Racial Harassment Strategy to apply to Council dwellings.

Hammersmith & Fulham Crime and Disorder Reduction Partnership (CDRP)

The CDRP is now 7 years old. It is a multi-agency partnership that provides holistic solutions to complex problems, ranging from front-line policing and law enforcement through to programmes that challenge and change an offender's behaviour pattern.

The partnership has targeted policing patrols in areas with the highest crime rates and increased the use of CCTV to deter and detect offenders. Housing and victim support services have worked to make more properties secure, whilst Partners in Probation and Youth Offending Services work with ex-offenders or potential offenders to change their behaviour. Services for vulnerable victims continue to evolve, providing support and reducing the risk of being victimised again. The partnership addresses national and regional priorities, such as domestic violence. Victims are offered emergency accommodation and support to get them and their children out of danger, and a specialist court has been established to make more offenders accountable for their actions.

We will continue to make full use of the powers available under the Anti-Social Behaviour Act 2003, and take direct action against offenders. Combating anti-social behaviour will be an important part of our work over the next three years.

The partnership, which now includes the Drug and Alcohol Reduction Team, recognises the significance of drug and alcohol misuse in the mix of causes behind crime and disorder. In line with national strategies, we are addressing drug and alcohol misuse and striving to get more users into treatment to break the downward spiral of offending and its impact upon communities and families. This will be another crucial thread of the CDRP's work over the next three years.

CDRP performance 2004-05

CDRPs set annual and 3-year targets for crime reduction against key performance indicators. The targets and outturns for the last two years of the strategy up until 2004/05 are shown in the table below. Performance in the final year of the strategy has been mixed. Robbery and burglary fell in 2003/04, but failed to meet their final targets for 2004-05 (within a broader context that saw an overall drop in crime in the borough in 2004-05 compared to 2003-04).

Reducing robbery and burglary is a priority. In addition to funding two new safer neighbourhood teams, the CDRP offers a free lock fitting service in Neighbourhood Renewal Fund (NRF) funded parts of the borough. Robbery, which tends to occur in the town centres has also been the focus of several police operations during the year and will continue to be so. Motor vehicle crime continues to be below the target set for the year albeit with a slight increase since last years total. All three indicators will continue to be a focus of the CDRP's efforts in the future.

	Target 2003/04	Performance 03/04	% change	Target 04/05	Performance 04/05	% change
Domestic Burglary	1,981	2,074	-5.1%	1,914	2,214	+6.7%
Robbery	1,136	1,146	-9.8%	1046	1,386	+20.9%
Motor Vehicle Offences	6,018	4,478	-20.1%	6,018	4,530	+1.1%

The CRDP has reviewed and replaced the Borough's Crime and Disorder Strategy with a new Crime, Disorder and Drug Reduction Strategy for 2005 to 2008. Whilst the indicators above will be retained, the new strategy includes a much wider "basket" of around 60 indicators, measuring not just performance in preventing crimes against the person and property, but also crimes against specific groups and individuals, and anti-social behaviour. For the first time the indicators are the same for the local authority and the police.

Creating a Safer Communities Division

The council has reorganised and concentrated its crime and safety-related services into a new Community Safety Division (CSD) to provide a clearer focus and more effective targeting of resources. These services now operating as a single division include:

- Community Safety Unit
- Parks Constabulary
- Street Wardens
- Security and Reception Services
- Street Scene Enforcement
- Emergency Planning and CCTV

This will enable us to respond more efficiently to community safety issues, and be better co-ordinated with other services such as housing, regeneration, adult and children's services, the police and local magistrates. We want to provide both immediate and longer-term solutions that address the causes as well as the effects of crime and anti-social behaviour. The new division's achievements over the past year, and its priorities for the year ahead, are described below.

Community Safety Unit (CSU)

The Community Safety Unit promotes initiatives to support safer communities and monitors delivery against our crime, disorder and anti-social behaviour reduction targets. The Drug and Alcohol Action Team (DAAT) also operates within the CSU, and is responsible for co-coordinating the local DAAT Strategy.

CSU key achievements in 2004/05 include the following

Tackling anti-social behaviour:

- Effective co-ordination of work on Anti-Social Behaviour (ASB), including the multi-agency ASB panel.
- Issuing 23 Full ASB Orders, comprising 6 Stand Alone Orders, 17 Post Conviction, plus an additional 3 Interim Orders (hearings for the full Orders listed for June 2005).
- Issuing 7 Closure Orders, closing down "crack houses" and the like.
- Issuing 3 Dispersal Orders, preventing large numbers from congregating.

All interim targets, with the exception of Acceptable Behaviour Contracts, were met. We succeeded in curtailing ASB by six months in 90% of cases, further improving on the 80.6% figure for 2003/04. A total of 55 cases of ASB were dealt with by the ASB Co-ordinator. Recent outcomes of the CDRP's work on tackling ASB (post-March 2005) have included five ASBO's, eight injunctions and thirteen referrals to other specialised groups such as the Youth Response Team.

Reducing drugs and alcohol related crime:

- Organising, with the CDRP, Safe Drinking campaigns that concentrate on ensuring people enjoy themselves and travel home safely.
- Getting an estimated 72% of problematic drug users in the borough engaged in structured treatment. The Drug and Alcohol Action Team (DAAT) has achieved the key national target to bring all waiting times for treatment to within 2-3 weeks.
- The development and implementation of the Drug Interventions Programme in the borough which will deliver more people into treatment from across the Criminal Justice System.
- Following the introduction of new Licensing Act, the development of a local code of good practice for licensed premises.
- Organising joint patrols between our Street Wardens and outreach workers from the Broadway Project to locate and identify street drinkers and homeless people, providing them with information on relevant services available to them within the borough. Wherever possible, we have directed them to these services to target and reduce those with alcohol-related accidents and injuries.

Tackling racial harassment and protecting vulnerable groups:

- Working with the Shepherds Bush Advice Centre to hold weekly surgery and advice sessions for the public on racial harassment matters. The surgery also acts as a third-party reporting centre, where reports of incidents are taken and referred to the Racial Incidents Panel (RIP).
- Training for Hammersmith & Fulham Housing Management Service staff in how to encourage a higher reporting of racial incidents. The Racial Harassment

Victim pack has been updated and is now available in a range of community languages.

- Supporting young people through a 'Lock in Log On' project:
- Using a website produced by local young people for young people, to increase awareness of crime, disorder and anti-social behaviour for perpetrators and victims alike;
- Delivering a media project, including radio training and a young people's magazine;
- Developing a 'Keep Safe' lock-fitting scheme, providing a free lock fitting service to victims of burglary, those living in areas prone to burglary, and those who may be vulnerable to being victims of burglary and other crimes.

Domestic violence:

- Securing additional funding from GOL for anti-social behaviour and domestic violence work. The borough's Domestic Violence Strategy was launched in 2004 and will run alongside the CDRP strategy for 2005-08

Robbery, burglary and violent crime:

- Holding publicity campaigns aimed at reducing robberies of mobile phones, and events so that residents can get their mobile phones security marked free of charge.
- Running a pilot scheme with the DVLA and the Government Office for London to remind vehicle owners who leave items on view in their vehicles that they are more likely to become a victim of theft from a motor vehicle.
- Working through the police to hold knife amnesties in order to get dangerous weapons off the streets. Weapons awareness and peer education programmes have also been run in the borough, and a gun crime co-coordinator has been recruited to help tackle this issue.

CSU actions for 2005/06 include:

- A CDRP burglary group to reduce domestic burglary and undertake a range of preventative publicity work in high priority areas.
- Improving services for victims (or potential victims) of racial harassment by training school staff on how to handle and report racial harassment incidents, and running focus groups with victims of racial harassment to identify needs and improve services. We will also address homophobic crime, crime against the elderly, and crime against disabled people.
- Continued targeting of alcohol related disorder across the borough and specifically in Shepherds Bush where we are piloting a bus marshal scheme during busy weekend nights around the Green.

- Further development and implementation of the Drug Interventions Programme in the borough to deliver more people into treatment from the Criminal Justice System.
- Continuing the multi-agency street drinking working group to identify holistic joined-up approaches to tackling street drinking.
- Improving the recording and mapping of Anti-Social Behaviour incidents to help target action in hotspots and make efficient use of all available enforcement resources.
- Looking at ways to improve the design and surveillance of public spaces, especially in the town centre areas, to tackle crime and anti-social behaviour in known “hotspots”.
- Development of the “Prolific and Other Priority Offenders Strategy” to provide detailed information and casework management in 3 key areas:
 - catch and convict
 - rehabilitate and resettle
 - prevent and deter.
- Continuing to work with the fire service in primary and secondary schools to reduce all types of fire and malicious calls. The fire service will also continue to work with housing providers and community groups to try and remove some of the opportunities for non-accidental secondary fires.

Emergency Planning and Business Continuity

The Emergency Planning and Business Continuity section works with the emergency services, government departments, utilities and other agencies through joint working parties to determine – and plan responses to - serious risks to the community at local, regional and national levels. The Section’s Office doubles as an emergency control room, staffed 24-hours a day 365 days a year, from which the Council’s response to an emergency would be coordinated

The Emergency Service Section operate the following functions:

- Out of Hours Duty Officer Service: members of the public can call the council if they have a council-related out of hours emergency.
- CCTV: the Council’s CCTV network exists to reduce crime, reduce the fear of crime, detect criminal activity and provide a command and control facility for the Police and the Emergency Services Section.
- SafetyNet radio service: is a public radio network linking the Council, Hammersmith & Fulham Police and the local business community.
- Corporate Security Advice: this section provides corporate advice and support for internal security issues affecting the council.

Key achievements in 2004-05

The section developed a new Emergency Plan and tested it during a number of incidents. We responded effectively to a major incident involving a gas leak, several significant utility failures, the Asian Tsunami Disaster and many other incidents. Notable exercises include the strategic pan-London exercise 'Capital Accord' and the Hammersmith-based 'Exercise Challenge'. We were significantly involved in the development of new pan-London emergency response arrangements, including the new Local Authority Coordination Centre and London's Recovery Management arrangements.

Risk Management: we have introduced a new corporate Risk Management Strategy, as well as ensuring that, on an operational level, Fulham and Hammersmith Town Halls and other civic buildings remain open through timely maintenance and repair.

The Out of Hours Duty Officer service has been enhanced through the development of a new logging system that has enabled a dual-worker system. More domestic emergency calls have been answered, and dealt with, promptly. Approximately 80,000 calls were handled in the past year.

The CCTV network in Uxbridge Road, Fulham Palace Road, Fulham Road and North End Road has been instrumental to many arrests, criminal prosecutions, and has supported numerous Police-led operations. The network also supports: the joint Council/Emergency Services' response to emergency planning, and monitors anti-social behaviour and traffic enforcement. The council has produced a new Code of Practice for the operation of CCTV in public spaces.

Priorities 2005/06

The Civil Contingencies Act 2004 details how the UK will plan for, and respond to, emergencies. It gives local authorities a number of new responsibilities related to Emergency Planning and Business Continuity. We will be developing a new Business Continuity Management programme, supported by training for Councillors, staff, the commercial and voluntary sectors.

Operations Business Unit

The operations unit is responsible for the following operational units:

- Security Services
- Street Wardens
- Parks Constabulary
- Street Scene Enforcement
- CCTV operations.

Key achievements 2004/05

Security Service

The Security Department supplies the resources and staff for 11 council buildings and a wide-range of events across the borough. In the past year, it has provided security for over 500 functions, including Council and European elections, large firework displays in our parks, and a civic reception for QPR football club. The service helped establish a secure multi-agency family assistance centre at Chelsea and Westminster College for families and loved ones of tsunami victims; and was able to respond

promptly and sympathetically to requests made by the Coroner's Office.

Priorities for 2005/06

The Security Service will be implementing a training programme to bring all staff – including external contractors - up to (SITO) industry standards.

Street Wardens

We introduced Street Wardens in the Shepherds Bush area in 2002 as part of our Crime and Disorder Reduction Partnership. The Wardens are council staff who undertake high visibility patrols around Shepherds Bush 7-days a week. They work closely with the police and other council services, and have an important role to play in the Shepherds Bush area:

- deterring crime;
- reducing the fear of crime; around Shepherds Bush;
- protecting the environment via close co-ordination with other services against environmental crime, such as fly-tipping, graffiti and abandoned vehicles;
- providing advice and information on crime prevention and personal safety;
- providing information on council services;
- enforcing by-laws.

The good work achieved by the Street Wardens has been recognised by the Office of the Deputy Prime Minister awarding a Quality Standard certificate to them, following a rigorous audit and evaluation of their functions. Other achievements during the past year include:

- working with the police to deliver operation "Quality Street", aimed at street crime and anti-social behaviour;
- working with the police on a "Safer Streets" campaign via the circulation of crime prevention information;
- advising commuters at tube stations on how to prevent and deter mobile phone theft;
- security marking mobile phones;
- continued close working with Neighbourhood Watch schemes;
- a reduction in the number of abandoned vehicles and reports of graffiti in the area around Shepherds Bush Green;
- organising a number of 5-a-side football matches with local youth;
- holding a musical event at Bush Hall for young musicians, in partnership with the Drug and Alcohol Action Team;
- working with Connexions, Positive Futures and the OP Shop to provide information on education, training and employment opportunities;
- visiting older people to listen to their needs and concerns, provide advice, and act as a council link to other services.

Key Objectives for 2005-06

The Street Wardens will play an increasingly important role in helping us deliver a more confident, stronger and safer communities as part of our Local Area Agreement. We will look to expand the service beyond Shepherd's Bush to other parts of the borough. Priorities for the year ahead will include contributing positively to many of the objectives and targets contained in the Local Area Agreement and CDRP strategy

reported elsewhere in this BVPP.

Parks Constabulary

The Parks Constabulary has helped reduce crime in the parks and open spaces by 3% over the past year, and by 16% over the past 3 years. The service responded to 96% of calls received within half an hour, and in order to foster closer contact with park users, has introduced bicycle patrols.

Key objectives for 2005-06

To continue improving on previous years' performance, working closer with users, other parks services and the Metropolitan Police.

Street Scene Enforcement

Street-scene enforcement has a key role to play if we are to achieve our objectives for a Smarter Borough. The council is determined to have clean streets, and to take effective enforcement action against people who fly-tip, drop litter and commit other environmental crimes. "Grime and crime" can, on occasions, be connected, and we are determined to smarten-up our streets and increase people's sense of well-being when walking down them. Additional funds have been invested in the enforcement service, including the recruitment of new officers and managers.

In the last three months of 2004-05, Street Scene Enforcement has achieved a 250% increase in the number of Fixed Penalty Control Notices (FPCNs) issued. Payments collected from FPCN are increasing, and surpassing historic levels. New reporting and logging systems have been introduced, along with better co-ordination with street cleansing and other environmental protection services. These systems and improved inter-service co-ordination provide a good platform from which to make effective use of the new powers now available under the Cleaner Neighbourhoods and Environmental Act.

Key objectives for 2005-06

Street-scene enforcement will build upon the good progress made by:

- Running staff training modules concentrating on legal and legislative issues.
- Implementing and further updating IT software to support effective clearance of tips and prompt action against offenders.
- Delivering a large-scale education and communication programme aimed at informing residents of when their household waste is collected, and the impact and consequences of committing environmental crimes.
- Building closer links with local community groups as part of the smarter borough community engagement strategy.
- Making efficient use of new powers contained in the Cleaner Neighbourhoods and Environment Act 2005, and implementing a "zero tolerance" policy in respect of litter dropping and fly-tipping.

Housing estates: working in partnership with Hammersmith & Fulham Housing Management Services (HFHMS)

HFHMS work very closely with the Community Services Department, the police, the Children's Trust and other partners to reduce crime and anti-social behaviour on housing estates. Over the past year this has included:

- Combating the problems associated with class A drug use and nuisance;
- Working with Askew Ward Safer Neighbourhood team, and successfully carrying out 5% of all the ASB Closure Orders in the country during the first six months of the 2003 ASB Act coming into effect.
- Organising (for the second year running) a football tournament with the police and Youth Offending Team services, attracting outside sponsorship and positive media coverage for young people.

A new preventative initiative will be trialled through a day of workshops with Year 8 at Phoenix school in May 2005. HFHMS staff are working with the "Prison! Me! – No Way Trust" and local partners to develop workshops to put across a range of messages and information to counter a wide range of anti-social, criminal or dangerous behaviours. If the pilot succeeds, it is hoped to roll the project out to cover all the borough's secondary schools in subsequent months.

Finally in 2005/06 there will also be a review of working arrangements between the HFHMS Anti-social Behaviour Unit and Council services to ensure that services are working effectively and to optimum efficiency.

Safe Communities Performance Indicators

Reducing Crime

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Reducing Crime							
BV 126	Domestic burglaries per 1000 households (domestic burglaries relate to burglary in a dwelling)	26.67 (2,074 offences)	24.6 (1,914 offences)	28.47 (2,214 offences)	27.33 (2,126 offences)	22.11 (1,720 offences)	21.01 (1,634 offences)
BV 127 (02/03)	Violent crimes per 1000 population broken down by; e) Robberies	6.61 (1,146 offences)	6.03 (1,046 offences)	7.96 (1,386 offences)	7.72 (1,345 offences)	7.03 (1,224 offences)	6.61 (1,151 offences)
BV 128	Vehicle crimes per 1000 population (vehicle crimes include theft of a motor vehicle and theft from a vehicle)	25.84 (4,478 offences)	34.72 (6,018 offences)	26.00 (4,530 offences)	24.02 (4,185 offences)	24.68 (4,300 offences)	22.80 (3,972 offences)
BV 174	The number of racial incidents recorded by the authority per 100,000 population	24.2	20	36.73 (64 incidents)	36	36	36
BV 175	The percentage of racial incidents that resulted in further action	100%	100%	100%	100%	100%	100%
BV 176	The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority	1.29 (23.64 places)	2 **	1.30	2 **	2 **	2 **

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Not available as all Met Police crime figures where qualified. No comparative data available.	
24.7	29.1
100	100
1.64	1.30

* Based on 2004/5 figs & subject to CDRP strategy change

** Significant increase planned in 2003/4 reflecting the Supporting People programme commenced April 2003.

Children's Services

This chapter details our achievements and future plans for all services to children. Following the 2004 Children Act and the White Paper 'Every Child Matters', councils are required, by 2006, to integrate Education and Children's Social Services under a single Director of Children's Services. We will be required to produce a single statutory plan, the Children and Young People's Plan, by 2006. This will be developed in consultation with a wide range of stakeholders including Health services, the voluntary sector, schools, children and young people.

Hammersmith & Fulham has a good history of partnership working and is well placed to integrate its children's services.

- The local authority, schools and the Primary Care Trust (PCT) co-ordinate much of their activity to promote healthy life styles for children and young people.
- School Area Partnerships are being developed (3 primaries, 1 secondary) as the principle points of interface between the Council, schools and key partners such as the PCT.
- The governance arrangements for the Children's Trust are now well established and include representatives of the voluntary sector, a range of partner agencies and significant contribution from the main partner, the PCT. The board has initially concentrated its work on the needs of vulnerable children but its remit is being reviewed.
- The Children's Trust is overseeing a range of programmes to develop the integration agenda, including integrated services for disabled children, the development of a Children and Adolescent Mental Health Service (CAMHS) commissioning strategy and an Information Sharing and Assessment project.
- Our Local Area Agreement brings together the activities of the Health Services, Learning & Skills Council, Housing providers, the Police, the Fire Brigade as well as the Council, to help tackle child poverty and its consequences.
- The Early Years Partnership is very well established with extensive involvement of the independent sector. There are 3 successful Sure Start programmes and 2 thriving Early Excellence Centres.
- A vibrant children and families voluntary sector forum has now been in operation for about a year.
- The Best Value Review of Looked After Children (see details in 'Completed BV Review and BV Programme' section) addressed issues of health, education as well as care placement and commissioning arrangements.

Our achievements and targets have been grouped under the five key priorities contained in Every Child Matters:

- **Being Healthy:** enjoying good physical and mental health, and living a healthy lifestyle.
- **Staying Safe:** being protected from harm and neglect.
- **Enjoying and Achieving:** getting the most out of life and developing the skills for adulthood.
- **Making a Positive Contribution:** being involved with the community and society and not engaging in anti-social or offending behaviour.
- **Economic Well-Being:** tackling economic disadvantage to provide better opportunities for all and a realisation of full potential in life.

Being Healthy

We support and promote the health of children in the Borough through education in schools, programmes in the youth service, outreach workers and projects in partnership with the PCT, the Children and Adolescent Mental Health Service (CAMHS) and Teenage Pregnancy Unit.

Current Performance

Good health is an essential foundation to educational attainment. We provide freshly cooked wholesome food in schools and have a 70% take-up rate of primary school meals. There has been 100% take up of the fruit and vegetables in school scheme. We actively promote the national Healthy Schools initiative, with all but one of the 49 schools joining the scheme. Sixteen schools have achieved level 3 status in line with government targets.

Sure Start Local Programmes offer a wide range of food and nutrition and activity programmes for families of young children, including healthy eating initiatives, cooking on a budget, sports and exercise sessions for both children and adults.

We have expanded our Sports Development Team through external funding which has increased the range of services provided for schools and the wider community. We have secured £914,000 for new synthetic sports pitches at the Linford Christie Stadium and £542,000 towards new sports facilities at five primary schools, a secondary school and a special school. We are working in partnership with other departments and partner organisations such as the PCT to develop a Physical Activity and Sports Strategy for the first time.

In partnership with schools and the PCT, we continue to work to improve sexual health and reduce teenage pregnancy. There has been an overall 25.1% decrease in the conception rate since the 1998 baseline, which is the third largest decrease in London. During the last year we have consulted young people on sexual health services, launched the 'Choices' Film, a locally developed educational resource and launched the Emergency Contraceptive scheme in 9 community pharmacies.

Health & dental assessments for Looked After Children have increased from 73.9% to 80.6%.

We support the Young People's Substance Misuse Commissioning Group, which oversees projects to reduce substance misuse, such as educational programmes in schools and outreach workers following individual cases.

Schools can purchase counselling and play-therapy services from CAMHS to support pastoral work, as well as receive psychology advice from the Behaviour Support Team.

Key Priorities for 2005/6

- Have all schools with 20% free school meals at Level 3 Healthy Schools status
- Increase the uptake of free school meals to 85%
- Support schools to establish 30 new after school sports clubs/groups
- Provide training for 25 teachers through the National PE and School Sports Professional Development Programme
- Have 75% of schools involved in the School Sports Co-ordinator Programme to achieve at least 2 hours of high quality PE per week by July 2006
- Roll out of the condom scheme to informal settings
- Train frontline staff to raise their confidence and skills in sexual health
- Provide specialised sexual health programmes for parents and foster carers of vulnerable youth
- Reduce prevalence of substance misuse amongst young people being looked after
- CAMHS to publish a development strategy focussing on health promotion and early intervention
- Have a dedicated CAMHS worker for looked after children
- Improve Health of Looked After Children: annual dental check; annual health assessment; complete immunisation programme.

Staying Safe

We are committed to ensuring the safety of the children and young people in the Borough whether they are in our schools, youth services or within the care of the Authority. We work in partnership with schools, health services and other local authorities to share information and jointly commission services.

Current Performance

There are established multi-agency child protection arrangements in Hammersmith & Fulham which comply with legislation and the requirements of *'Working Together to Safeguard Children'*. There has been a reduction of more than a third in the number of children on the child protection register due to improved assessment processes, multi-agency training and good interagency practice. The percentage of child protection re-registrations during the year has reduced from 21% to 6%. Looked after children reviews completed within statutory time scales continue to improve monthly with current performance reaching 89%.

We have been selected, because of our good record of partnership working with the police and other agencies, to be a pilot for a personal safety programme for primary pupils (missdorothy.com), which is being evaluated by the Home Office.

A Council-wide review of procedures for Criminal Record Bureau checks has been completed with recommendations including the introduction of a general three-year checking regime. The report will be presented to the Council in June.

The Behaviour and Education Support Team (BEST) works with young people experiencing or perpetrating bullying. It provides direct support for children and young people, families and school staff. We have worked with schools to ensure clear procedures and protocols for reporting bullying and racial incidents.

The Children's Trust has jointly produced and distributed with Health partners a leaflet for all the young people in its care, on how to make complaints or suggestions for improvements to service.

Key Priorities for 2005/6

- 100% of schools trained in child protection by end of 2005
- Partnership Community Safety days in two secondary schools in 2005 to improve efficiency of multi-agency working in addressing crime issues within the general population of young people
- Increase Initial and Core Assessments completed within timescales
- Reduce 2+ changes of social worker in a year for both children in care & children on the child protection register
- Increase the numbers of children in care placed permanently (residence, adoption and special guardianship orders)
- Reduce average distance children in care placed out of borough
- Reduce number of children that need to be looked after
- 100% child protection conferences held on time
- 100% allocation of children on the child protection register
- Increase the number of schools with Travel Plans approved by Transport for London from 3 to 18
- Deliver 7 "safer routes to schools"

Enjoying and Achieving

We are strongly committed to opportunity and achievement for all. We support a broad range of educational and recreational programmes to meet the needs of a diverse population.

Current Performance

The quality of education in Hammersmith and Fulham is good. The 2004 results for Key Stage 1 were among the best results in inner London. Our primary school 2004 test results for 11-year olds put us in the top four in inner London for the percentage of pupils gaining Level 4 and above in English and mathematics, and second for science. The results were all close to the national average. Hammersmith and Fulham primary schools also performed well in the "value added" league tables showing that progress between 7 and 11 was greater than the national average for similar children.

At Key Stage 3 (KS3) compared to other Inner-London boroughs we are ranked at fourth best at level 5 or above. At level 6 or above we are second for science. We perform close to the national average at GCSE and very well compared with other

inner London authorities. A-level results in 2004 were excellent, with an overall pass rate of 98%.

Improving the achievement of looked after children involves close working between Education and the Children's Trust. To aid this, we have created a database to monitor the Personal Education Plans for all children in public care so that support can be provided for children not achieving at KS2 and KS3.

We provide a broad range of services catering for pupils with a range of cognitive, sensory, physical, social and emotional barriers to learning. The Audit Commission consistently ranks our Special Educational Needs (SEN) support services as being within the top 25% of services nationwide. Jack Tizard – our special school for children with severe and multiple and profound learning difficulties - has opened in splendid new premises. We have created a Statement Monitoring Officer post to monitor the progress of children with statements and ensure resources are used effectively.

Through collaborative working with schools, Education Social Workers, Connexions, Excellence in the Cities (EiC) and the Youth Offending Team (YOT) we are the most improved authority in the country for primary attendance (0.95% improvement compared with 0.32% nationally). Secondary attendance has also improved by 0.55%, again comparing well with the national average of 0.32%.

Permanent exclusions from schools in the borough are low and have been relatively constant over the last three years. In 2003-04 there was one exclusion from a primary school and thirteen from secondary schools, which exceeded our target of a maximum of 30 permanent exclusions.

We support a range of activities covering recreational and voluntary learning provision. We operate 10 after school and holiday centres for 5-12 year olds. By providing support for children with special needs we have increased, since 2001, attendance by children with special needs to over 7% of users. All centres have achieved the highest quality grade from Ofsted. Attendance at the Junior Youth Service for 8-12 year olds in the White City Area has exceeded 3250 visits per quarter. It has resulted in a 100% reduction in complaints to the service from local residents. We have seen increased attainment, motivation and self confidence in young people participating in 'Playing for Success' centres in partnership with QPR and Fulham FC.

We provide a nursery place for every three and four year old whose parents want a place. We support 65 pre-school settings which deliver childcare and early education for children under five (three and four year olds) in the private, voluntary and independent sectors.

Key Priorities for 2005/6

- To improve quality of teaching and learning in core and foundation subjects
- Help schools identify and tackle areas of weakness at Key Stage 4
- Make more effective use of data to improve understanding of which groups are under performing, identify the key factors related to their underachievement and improve planning to meet their needs

- 56% of pupils achieving five or more GCSEs at grade A*-C or equivalent in 2006
- Remove the three schools from special measures and to have no more schools requiring special measures
- Work with learning mentors, parents, foster carers and social workers to promote a better understanding of the support needed by Looked After Children in order to improve their educational attainment
- Decrease in the achievement gap between boys and girls in reading and writing at KS2 and KS3
- Increase the number of pupils with SEN whose needs can be met within a mainstream school
- Increase the number of parents and pupils with SEN choosing to be educated within a borough mainstream or special school/unit
- Increase the amount of funding available to support pupils with SEN without recourse to a statement (reducing the number of statements of SEN completed by the LEA each year)
- 91.8% average attendance rate in borough secondary schools
- 94.2% average attendance rate in borough primary schools
- 0.5% unauthorised absence in primary schools
- 1% unauthorised absence in secondary schools
- Successful negotiation with Chelsea FC to be our third 'Playing for Success' centre.
- 70% of youth service staff achieve nationally recognised part time youth work qualification
- Increase the number of early years and childcare places in the private and voluntary sector by 562 by 2006
- Create 6 children's centres across the borough
- Improve Educational Attainment results for Looked after Children
- Improve delivery of Personal Education Plans for Looked after Children
- Increase access to leisure opportunities for Looked after Children and disabled children
- Expand provision and range of respite care for disabled children
- Increase access to Young Carers Group

Making a Positive Contribution

Children and Young People need support to help them develop and make positive contributions to Society. We provide support to young people as they make transitions through education and into work. And we work to encourage and enable children and young people to shape and influence the services they receive.

Current Performance

Transitions between schools and from school to further education or work can be difficult times. A number of our services provide support to ensure that children and young people are supported. A transition and transfer team has been created to focus on pupils who may develop behavioural difficulties following Key Stage 2 to 3 transfer. The Connexions Service provides information, advice and guidance via its school-based and community-based Personal Advisers (PAs) for 13-19 year olds.

Our School Improvement Team provides support to schools in developing the citizenship curriculum and for the last five years we have organised a successful

Children's Parliament on the environment involving ten primary schools. The Play service operates 10 after school and holiday care centres for 5 to 12 year olds and each centre operates a children's council, elected by their peers. The children have defined their own policies, for example "behaviour" and "anti bullying". All Youth Service projects have developing youth forums and young people are involved in making decisions about the projects in terms of programmes and expenditure on equipment etc.

The Youth Service facilitated the first elections for a member of the UK Youth Parliament (MYP) to represent young people in the Borough this year. Youth projects, community based organisations and most secondary schools were involved in the election and 13% of the youth population participated in the voting.

The Youth Offending Team has made a significant difference in improving the speed and level of access made by children and young people involved in crime to CAMHS Services. This includes early onset psychosis, suicide risk and drug induced psychosis.

Young people's stakeholder panel assisted in the appointment of a new Assistant Director of Operations for social care. All Children's Fund Projects complete Participation Action Plans to demonstrate how they will involve children in the decision making process. Children are involved in the commissioning and decision making processes of the Children's Fund.

All Looked After Children are given the opportunity to see the Chair of their review in confidence and 75% attended or contributed to their reviews. Looked After Children wrote and illustrated a new review consultation form for 5 - 12 yr olds. Young people contributed to Best Value Review of Looked After Children and their views informed recommendations and action plan (see Best Value section at end of publication).

Key Priorities for 2005/06

- Provide support for all schools to develop the role of the School Council
- Establish Children's Councils in all Out of School Centres
- Continue the development of the borough youth forum established to support the MYP in identifying the views of young people and enable effective representation.
- Increase engagement of children in care in their reviews and pathway plans
- Develop use of user feedback questionnaires
- Enhance contribution of Corporate Parenting Group

Achieving Economic Well-being

We want to ensure that all young people are able to make informed decisions about their future based on sound advice and support so that they can achieve their full potential, whether this is through further education, training or work.

Current Performance

We provide advice and support in a number of ways: through contact with the Connexions Service personal advisors; participation in the programmes organised by the Education Business team; and by supporting our schools to extend the 14 – 19 curriculum.

The Youth Link project works with young people at risk of social exclusion and those not in education, training or employment. The project provides educational programmes, advice, information and support aimed specifically at raising self-esteem and enhancing key life skills.

The proportion of students not in education, employment or training (NEET) has dropped steadily since the introduction of the Connexions service in the borough in September 2002. We have met the national and local target for reducing those not in education, employment or training and have increased those Year 11 leavers moving on to full-time education from 80.9% in 2003 to 85.8% in 2004.

Through our Education Business Section we provide work experience placements for the majority of Year 10 pupils (Year 11 in special schools) with a local business. We also provide business mentoring support for our most disadvantaged young people, such as the Valued Youth programme and the Aselu programme, which is primarily for black and minority ethnic pupils. Care leavers are offered work experience placements in the Children's Trust.

We perform close to the national average at GCSE and very well compared with other inner London authorities. A-level results in 2004 were excellent, with an overall pass rate of 98%. We have the highest achieving state sixth form in the whole of London West; Lady Margaret at 326.8 UCAS points.

The Children's Information Service has increased the range of information they provide. This includes information leaflets on funding for childcare and early education, Working Tax/Child Tax information and activities for children and families during holiday periods. In 2004/2005 the number of childcare places in the Borough increased due to a number of programmes with partners.

Key Priorities for 2005/06

- Further develop and implement a comprehensive 14-19 strategy, including the outcomes of the Tomlinson report into final assessment at KS4 and 16+
- Support schools in developing a more diversified 14-19 curriculum including vocational courses in partnership with the FE college and training providers/employers
- Develop a more integrated approach within schools for the provision of careers advice and guidance and improved planning processes within the Connexions Service
- Reduce numbers of Care Leavers not in Education, Employment or Training
- Increase parental/carer take up of child tax credits
- Increase parental/carer take up of disability related benefits

Educational Achievement

Performance Indicators Educational Achievement		LBHF Actual 2003/04 Summer term 2003	LBHF Target 2004/05 Summer term 2004	LBHF Actual 2004/05 Summer term 2004	LBHF Target 2005/06 Summer term 2005	LBHF Target 2006/07 Summer term 2006	LBHF Target 2007/08 Summer term 2007	National average 2004-05	
BV 41 BV 40	Key Stage 2 Percentage of 11 year olds attaining level 4 and above in: English Mathematics	79% 76%	82% 83%	77% 73%	80% 80%	82% 80%	80% 80%	78% 74%	
BV 194	Key Stage 2 Percentage of 11 year olds attaining level 5 and above in: English Mathematics	32% 27%	31% 31%	26% 28%	30% 30%	30% 30%	30% 30%	27% 31%	
BV 181	Key Stage 3 Percentage of pupils attaining level 5 and above in: English Mathematics Science ICT	62% 67% 63% 52%	73% 72% 72% 70%	61% 66% 59% 58%	76% 76% 74% 79%	70% 72% 70% 79%	76% 76% 74% 79%	71% 73% 66% 67%	
BV 38	Percentage of pupils achieving five or more GCSEs at Grade A* - C or equivalent	51.6%	56%	49.9%	56%	56%	56%	53.7%	
BV 39	Percentage of pupils achieving five or more GCSEs or equivalent at Grades A* to G <i>including English and Mathematics</i>	86%	92%	88%	92%	92%	92%	86%	

School Places

Performance Indicators Nursery Places		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04	
								Inner London	All London
BV 34 a	The percentage of primary schools with 25% or more (and at least 30) of their places unfilled	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	4.0%	4.5%
BV 34 b	The percentage of secondary schools with 25% or more (and at least 30) of their places unfilled	22.2%	11.1%	22.2%	11.1%	11.1%	11.1%	0%	0%

Special Educational Needs

Performance Indicators Special Educational needs		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 43a	The percentage of statements of special education needs prepared within 18 weeks excluding those involving other agencies	100%	99%	99%	99%	99%	99%
BV 43b	The percentage of statements of special education needs prepared within 18 weeks including those involving other agencies	85%	67%	91%	91%	91%	91%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
100%	100%
88.0%	85.0%

Net Expenditure

Performance Indicators Net expenditure per pupil in LEA schools		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 33	Net Youth service expenditure per head of population in the Youth Service target age range	£116.36	£121.77	£121.22	Deleted from 2005/6		
BV193a	Schools budget / Schools Funding Assessment (SFA).	99.76%	99.83%	100%	100%	100%	100%
BV193b	Increase in school budget / increase in SFA.	109.55%	100.76%	120%	102%	101%	100%

Compared with the average of other London boroughs 2003/04	
Inner London	All London
£151.94	£105.50
98.9%	99.3%
105.16%	111.8%

Special Measures

Performance Indicators Special Measures		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 48	Percentage of schools maintained by the authority-subject to special measures at end of Autumn term.	2%	0%	6%	2%	2%	0%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
1.0%	0%

Schools – attendance, absence and exclusions

Performance Indicators School - Attendance		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 46	Percentage absence in primary schools (inc. authorised absence)	6.9%	7.3%	6%	5.8%	5.6%	5.8%
BV 45	Percentage absence in secondary schools (inc. authorised absence)	8.9%	9.6%	8.4%	8.2%	8.0%	8.2%
Local	Unauthorised absence in primary schools	0.8%	0.5%	0.7%	0.5%	0.5%	0.5%
Local	Unauthorised absence in secondary schools	1.8%	1.0%	1.7%	1.0%	1.0%	1.0%
Performance Indicators Schools – Permanent Exclusions		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 44	Number of pupils permanently excluded during the year from all schools maintained by the authority per 1000 pupils (previously by type of school)	1.8	2.5	0.8	2.5	1.0	1.0
Performance Indicators Schools – excluded pupils receiving alternative tuition		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 159 a (02/03)	The percentage of permanently excluded pupils attending 5 or less hours per week of tuition	0%	0%	0%	0%	0%	0%
BV 159 b (02/03)	The percentage of permanently excluded pupils attending between 6 and 12 hours of tuition	0%	0%	0%	0%	0%	0%
BV 159 c (02/03)	The percentage of permanently excluded pupils attending between 13 and 19 hours of tuition	0%	0%	0%	0%	0%	0%
BV 159d (02/03)	The percentage of permanently excluded pupils attending 20 or more hours per week of tuition	100%	100%	100%	100%	100%	100%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
6.28%	6.07%
8.22%	7.79%
Not applicable as local indicator	
Not applicable as local indicator	
Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
1.27	1.10
Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Amended indicator in 2002/3. All four elements should be assessed together with highest levels of tuition being provided in BV 159d (20 hrs or more) being considered as good performance.	

School training

Performance Indicators Schools – Training, NQTs		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BV 192a	Average days access to relevant training & development.	3	4	4	Deleted from 2005/6		
BV 192b	Average number of QTS teachers per 10 non-maintained settings	9.6	10	10	Deleted from 2005/6		

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
4.7	4.8
15.5	15.5

Cross Cutting

Performance Indicators Cross cutting BVPIs		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BVPI 197	Change in number of conceptions to females aged under 18, resident in an area, per thousand females aged 15-17 resident in an area, compared to baseline year of 1998.	-12.6%	-12%	-24.5%	-15%	-20%	-27%

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
-11.10%	-10.60%

Child Care

Performance Indicators		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other inner London boroughs 2003/04
Child Care								
BV 49 PAF A1	Percentage of children looked after by the authority with more than 3 placements during the year.	14.5	12%	Amended from 2004/5				10.6%
BV 49 PAF A1	Percentage of children looked after by the authority with more than 3 placements during the year, excluding children placed for adoption with same carers.	Amended from 2004/5		13.05%	11%	10%	10%	Amended from 2004/5
BV 50 PAF A2	Percentage of young children leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ	51.02%	65%	55%	53%	55%	55%	50.25%
BV 51 PAF B8	Cost of services for children looked after	£625	£587	£664	£633	£683	£703	Will need to amend targets in light of outturn figures when they are finalised.
BV 161 PAF A4	The percentage of those young people who were looked after on 1 April in their 17 th year who were engaged in education, training or employment at age 19.	63.79%	72%	Amended from 2004/5				64.9%
BV 161 PAF A4	The ratio of those young people who were looked after on 1 April in their 17 th year who were engaged in education, training or employment at age 19.	Amended from 2004/5		0.54	0.60	0.65	0.68	Amended from 2004/5
BV 162 PAF C20	The percentage of children on the child protection register whose cases should have been reviewed that were reviewed. <i>* Amended PI definition from 2002/3 now measures internal review that should be undertaken in first 3 months.</i>	100%	100%	92%	100%	100%	100%	100%
BV 163 PAF C23	Adoptions of children looked after.	7.58%	8%	6.7%	6.5%	7.0%	7.0%	76.53%
PAF A3	Percentage of child protection re-registrations during the year	21.4%	10%	6%	10%	10%	10%	Average of 12
PAF B7	The percentage of children looked after (as at 31 st March) that are in foster care and adoption	73.2%	83%	69%	85%	81%	75%	79%

Child Care (continued)

Performance Indicators Child Care		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other inner London boroughs 2003/04
PAF C18	The proportion of children aged 10 or over who had been looked after continuously for at least 12 months, who were given a final warning/caution or convicted during the year for an offence committed whilst they were looked after, expressed as a ratio of the proportion of all children aged 10 or over given a final warning/caution or convicted for an offence in the police force area.	1.5	1.5	1.9	1.7	1.7	1.7	Average of 2.0
PAF C19	Health of children looked after <i>* Revised definition from 2002/03 excludes immunisations. Targets for 2004/5 and 2005/6 amended inline with amendment.</i>	73.9%	75%	81%	82%	83%	84%	80.56%
PAF C21	Percentage of deregistrations of children who had been on the child protection register for 2 or more years	14.1%	12%	12%	10%	10%	10%	13.89%
PAF C22	Young children looked after in foster placements or placed for adoption	95.7%	97.5%	94%	96%	96.5%	97%	98.23%
PAF C24	Children Looked After who had been looked after for at least a year, who missed at least 25 school days	9.8%	9%	10%	10%	9.5%	9.5%	7.93%
PAF D35	Long term stability – percentage of children who had been looked after for 4 years who had been in their foster home for 2 years	46.4%	53%	50%	50%	51%	52%	50.4%
PAF E44	Relative spend on family support (No longer a BVPI, definition amended)	44%	44%	44%	44%	44%	42%	46.5% (Average 39.0%)
PAF E45	Ratio of the percentage of children in need that were from ethnic minorities to the percentage of children in the local population that were from ethnic minorities.	not collected	1.8	1.7	1.8	1.8	1.7	Not collected in 2003/04.
Local	The number of children being looked after by the local authority per 1000 children	14.2	10.5	13.0	9.5	10.5	12.5	Not applicable as a local indicator
PSA	Percentage of young people leaving care aged 16 or over with at least 5 GCSEs at grade A*-C or a GNVQ	4 children	12 children	7 children	N/A as 2004/5 was the final year of this PSA indicator.			Not applicable as a PSA indicator

Adult Health and Social Care

This chapter outlines the work of the authority in promoting the health and well-being of the community. The first section outlines our response, with partners, to the government's public health agenda; the second details the specific part the Social Services Division play in promoting health and well-being.

Improving Health in Hammersmith & Fulham

Putting the public health white paper aspirations into practice will be a significant new challenge within the borough, but is one that the local authority welcomes. The overarching priorities are:

- Reducing the number of people who smoke
- Reducing obesity and improving diet and nutrition
- Increasing exercise
- Encouraging and supporting sensible drinking
- Improving sexual health
- Improving mental health

The principles that underpin it are stated as:

- **Informed choice** – people need to have trustworthy information presented in a way that is easily understood so they can make their own decisions about their health. Government interventions should be limited to where one person's choice may harm another person and for children's health.
- **Personalisation** – support to be provided when it is needed and to be tailored to individuals and their living circumstances
- **Partnership** – in recognition that we cannot do this alone and need to work not only with partners in the NHS, but also with the voluntary and community sector as well as with private sector that provide amenities such as leisure services, restaurants, public houses and other retailers.

Local Area Agreement – Healthier Communities

Hammersmith and Fulham is one of a handful of authorities across the country piloting the Local Area Agreement. This seeks to rationalise the range of funding coming into local authorities, many with specific performance monitoring regimes and reporting requirements, by pooling them around three blocks: children and young people; healthier communities; safer and stronger communities. It is for local areas to agree their priorities within these blocks through a newly established Local Public Services Board which brings together the decision makers of the key local partners. We are actively participating in this pilot through our work on the Healthier Communities block. This block will focus on three inter-related top level outcomes:

- Improving local health
- Reducing health inequalities
- Achieving a better quality of life for those with long term conditions.

Improving Health - Key Achievements during 2004-05

The following achievements result from inter-agency working across the council and partner agencies such as health and criminal justice.

- We have received £80,500 funding for healthier communities and projects will be implemented early next year
- A draft strategy both for healthy eating and obesity and sports and physical activity have been prepared in partnership with the health service for consultation
- An independent walking pack has been produced with 10 local walks in the borough.
- Smoking has been agreed as the priority for action by the Borough Partnership
- Workplace smoking cessation services have been developed with support from the PCT.
- Completed review of services for people with HIV and AIDS, linked with the Best Value Review of Physical Disability.
- Participation in drug treatment programmes has more than doubled (8.8% to 22%).
- Successfully implemented the Drug Intervention Programme working with a range of criminal justice and treatment agencies
- Safe Drinking campaigns (with Crime & Disorder Reduction Partnership)

Plans for 2005-06 include

- Development of borough wide smokefree strategy and action plan by end 2005/06.
- Increasing the number of problem drug users in drug treatment
- Getting agreement for sports and physical activity strategy and healthy eating and obesity strategy
- Producing a 3 year action plan to reduce accidents in the borough
- Establishing a baseline of the number homeless registered with a GP
- Increasing provision of warm homes at an affordable cost for vulnerable private residents (LPSA)
- *Communities for Health projects to be implemented include:*
 - 'Juice Bar' (with health information) for users at open day at a centre run by a voluntary organisation providing services to people with substance misuse problems.
 - Food and nutrition awareness sessions at our local Healthy Living Centre including production of a Packed Lunch curriculum pack.
 - Information stalls in public venues to raise awareness of the health benefits of gardening and how local people can access community gardens.
 - Publicity for new Gay and Bisexual Men's sexual health clinic, a recently established West London African HIV prevention project, and health promotion posters at football grounds.
 - Launch of a Health & Wellbeing information guide on access to services for older people.
 - Extension of local *Walkwell* programme, including a step-o-meter league in the workplace.
 - Commencing work to develop capacity for engaging users and carers.
- To meet performance targets as identified in the Services to Adults performance indicator table (following)

Adult Social Services

Adult social services is a key partner in the delivery of the healthier communities' priorities. The following details the contribution of this division to promoting the health and well-being of the Borough. The vision of adult social services is :

“To deliver services which respect both the rights of individuals to enjoy equitable access to opportunities to enhance their quality of life and the responsibility of individuals to determine their own health and well-being”.

Hammersmith & Fulham's overall performance for 2003/4 was judged by the Commission for Social Care Inspectorate (CSCI) to be good, and the two star rating has been maintained. Performance for 2004/2005 is to be assessed by CSCI in July 2005 and signs are promising that there will be an improvement on last year's assessment for adult social services.

The Department has experienced significant change during the past year. As well as becoming distinct from the Children's Trust, organisationally and strategically, the adult social services department has aligned itself during the year with the Housing Department to form the Community Services Department. This is an exciting opportunity to bring together core services, both universal and targeted, for adults living in the borough.

In order to achieve our vision and to contribute to the achievement of the Community Strategy, we have set ourselves four core priorities:

- Developing a service user focus
- Managing resources effectively
- Becoming a learning organisation
- Responding positively to diversity

We are committed to achieving the best possible outcomes for service users and carers by concentrating on the objectives set out here. These priorities have been identified through internal review and the Department of Health's performance assessment process. We are still developing our Enabling Health and Well-being Strategy, which reflects the recommendations of the completed Best Value Review of Services for Disabled People.

Developing a service user focus

We believe that users should be at the heart of everything that we do. To make this a reality and to contribute to enablement and social inclusion we are developing a shared vision and service model with the PCT. We aim to achieve the following outcomes:

- For people to be in control of promoting and improving their own health, accessing different life opportunities.
- For people to live in appropriate accommodation with a range of interventions to enable them to maximise their independence and facilitate interdependence.

The starting point of our approach is the rights and responsibilities of people who are disabled by society. Individuals face disadvantage and exclusion through the disabling effects of society (and therefore of other individuals), rather than because of a disability seen as their own. We believe all people have a right to enablement – a right to live in an environment which, rather than putting up barriers, offers access to health and well-being, to full citizenship and to self-determination. In addition, we believe all people, with the appropriate support, are responsible for the choices which will determine their own futures and improve their health and well-being. Through this approach, we believe we can contribute to social inclusion and to community development.

During the last year we have:

- Increased the number of households receiving intensive home care from 37% to 41.8%
- Increased the number of households receiving more than 10 contact hours and 6 home visits per week (BV 53)
- Doubled the number of adults receiving direct payments per 100,000 population
- Increased from 79% to 87.5% equipment delivered within 7 working days

Key actions for 2005/06

- To develop and implement a service model which has at its heart community based and primary care provision.
- To implement the Best Value Review of Services for Disabled People (see summary of this review at the end of this publication).

Managing resources effectively

We value our staff and are committed to supporting them to provide high quality services to our users. We are beginning to face recruitment and retention difficulties in some areas and are trying a number of ways to attract and retain good calibre staff. We have completed a Learning and Development Strategy during the last year and are now working on a Human Resources Strategy.

We know that sound financial management will help us to achieve our core objectives. We will continue to have strong monitoring and reporting systems in place at all levels within the organisation. We are working on the Medium Term Financial Strategy for 2006-2007 and the following three years. We are implementing new budget management protocols and have a balanced budget for 2004/05.

We are implementing new monitoring and review processes for the Performance Plan and these will be linked to the external scrutiny of our performance carried out by the Commission for Social Care Inspection.

Information Technology is a critical resource and an area undergoing great change as we procure a new client system. This is a huge undertaking for the Department, and one we are carrying out jointly with the Children's Trust. We wish to make the most of our connections both with the NHS and with the wider Council and to use IT to improve our customer focus and to ensure effective services.

Key actions for 2005/06

- To implement our Learning and Development Strategy
- To develop our IT capacity strategically and operationally, successfully procuring and implementing a new client system
- To develop understanding of the MTFs within the Department
- To complete the reorganisation into a Community Services Department

Becoming a Learning Organisation

We are an organisation which listens to our users, our key stakeholders and staff to deliver improved and appropriate services. We carried out extensive consultation with service users, stakeholders and staff as part of the Best Value Review of Physical Disability. We have carried out a review of substance misuse services resulting in a new service model in response to the Government's Drug Intervention Programme.

We are investing in improving the information we have about the needs of our local population to help us to plan better for the future. Linked to this is an increased role for research and evaluation and the development of commissioning strategies for each of our client groups.

Key actions for 2005/06

- To implement the User Engagement Strategy – for example training staff to ensure user involvement at all levels of decision-making
- To support the Managers' Forum to share learning across the department
- To extend the Better Government for Older People to include other vulnerable groups such as disabled people.
- To use the increased training grant from Department of Health to continue to develop the workforce

Responding positively to diversity

We have a good track record of responding positively to diversity, as employers and as service providers. This year we achieved Level 2 of the Equality Standard for Local Government. We wish to continue and expand this work particularly in light of the changing and challenging legislative context shaped by the Race Relations (Amendment) Act, the Disability Discrimination Act and European Directives on sexuality, faith and religion. There is growing awareness too of age discrimination and we wish to ensure that we are addressing this fully in all our services.

Our Equalities Steering Group is under review and determining the appropriate structures and processes will be a priority for the early part of the year. We have trained our staff in undertaking Equality Impact Assessments and have begun assessments within the department.

We know that providing a range of developmental and training opportunities for managers and staff is fundamental to all our equalities work. We have a comprehensive Equalities training plan in place. We have successfully implemented a scheme to ensure our recruitment panels are more representative; we now have a pool of black and minority ethnic staff who are willing to sit on recruitment panels when required. We are also supporting work placements for local people from

refugee and black and minority ethnic communities under the governments' Connecting Communities initiative.

We have carried out a review of our employment support for people with learning difficulties or mental health needs. As a result it is recommended that there is a dedicated employment service for Learning Disabilities and Mental Health focusing in people who may benefit from work experience but may not get into paid employment. In addition it is proposed that the current supportive employment service, via Blakes and Link, will be open to all care groups.

Key actions for 2005/06

- To carry out equality impact needs assessments of all our services over a three year period.
- To review and refocus the Equalities Steering Group.
- Increase the number of Connecting Communities placements within the department.

Adult Health and Social Care

Performance Indicators Services to adults		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other inner London boroughs 2003/04
BV 52 PAF B12	Cost of intensive social care for adults	£555	£517	£572	£589	£606	£625	Inner London average £558.59
BV 53 PAF C28	Numbers of households receiving more than 10 contact hours and 6 or more visits during a survey week per 1000 head of population aged 65 or over	25.9	28	28.56	28	28	28	25.9%
BV 54 PAF C32	Older people over 65 helped to live at home per 1000 population aged 65 and over	136	136	133.19	136	136	136	136
BV 56 PAF D54	The percentage of items of equipment delivered in 7 working days.	79.37%	87%	87.5%	92%	94%	94%	87.0%
BV 58 PAF D39	The percentage of people receiving a statement of their needs and how they will be met	76.42%	96%	95.20%	97%	97%	97%	98.0%
BV 195 PAF D55	Acceptable waiting time for assessment – i) % where the time from first contact to beginning of assessment is less than 48 hours (2 calendar days) ii) the % where the time from first contact to completion of assessment is less than or equal to four weeks (28 calendar days)	59.13%	65%	62.10%	70%	75%	75%	76.53%
BV 196 PAF D56	Acceptable waiting time for care packages – the % where the time from completion of assessment to provision of all services in a care package is less than or equal to four weeks (28 calendar days)	94%	95%	94.7%	96%	96%	96%	90.40%
BV 201 PAF C51	Number of adults receiving direct payments at 31 March / 100,000 population aged over 18.	New indicator from 2004/5	35	71.6	90	100	100	New indicator from 2004/5 PAF average 36.
PAF B11	Households receiving intensive home care as a percentage of households receiving intensive home care plus supported residents	37%	39%	41.8%	41%	41%	41%	37.29%

Adult Health and Social Care (continued)

Performance Indicators Services to adults		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other inner London boroughs 2003/04
PAF C26	Supported admissions of elderly people to residential and nursing care per 10,000 population aged 65 and over	110.65	100	82.2	82	82	82	117
PAF C27	Supported admissions of adults aged 18-64 to residential and nursing care per 10,000 head of population aged 18-64	2.23	2.2	2.70	2.1	2	2	Average of 2.95
PAF C29	The number of people with physical disabilities that the authority helps to live at home / 1000 adults under 65	5.3	5.3	5.0	5.3	5.3	5.3	5.3
PAF C30	The number of people with learning disabilities that the authority helps to live at home per 1000 adults under 65	1.5	1.6	1.6	1.7	1.7	1.7	2.4
PAF C31	The number of people with mental health problems that the authority helps to live at home per 1000 adults under 65	3.1	3.5	3.0	3.2	3.3	3.4	5.6
PAF D37	The percentage of people going into residential and nursing care allocated a single room	97%	98%	98.3%	98%	98%	98%	100%
PAF D40	Clients receiving a review as a percentage of adult clients receiving a service	52%	65%	68.4%	70%	70%	70%	78%
PAF D57	Users who said their opinions were always taken into account	21%	n/a	n/a	n/a	n/a	n/a	25
PAF D58	Users who said they can contact Social Services easily	74%	n/a	n/a	n/a	n/a	n/a	77
PAF E47	The proportion of service users receiving an assessment that are from an ethnic minority divided by the proportion of adults in the local population that are from an ethnic minority	1.03	Between 1 and 2	1.04	Between 1 and 2	Between 1 and 2	Between 1 and 2	Average of 1.10
PAF E48	Ethnicity of adults receiving services following an assessment – The percentage of older service users receiving an assessment or review that are from minority ethnic groups, divided by the % of older people in the local population that are from minority ethnic groups.	1.33	Between 1 and 2	1.07	Between 1 and 2	Between 1 and 2	Between 1 and 2	Average of 0.97

PAF E50	The percentage of assessments which lead to services being provided	48%	50%	39.6%	50%	50%	50%
PAF E61	Assessments of new clients aged 65 or over – The number of assessments of new clients aged 65 or over per 1,000 head of population aged 65 or over.	54.2	55	53.8	55	55	55

62% (Average of 51%)
62 (Average 52)

Other Performance Indicators		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
PAF D59	Practice Learning – Number of assessed social worker practice learning days per whole time equivalent social worker.	4.5	6	7.9	6	6	6

Compared with the best 25% of other inner London boroughs 2003/04
9.3 (Average of 7.1)

Cross Cutting

Performance Indicators Cross cutting BVPIs		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
BVPI 198 PAF A60	Participation in drug treatment programmes (% year on year increase in the numbers of problem drug misusers accessing treatment)	8.8%	10.2%	N/A - national data will not be available until Autumn.			

Compared with the best 25% of other inner London boroughs 2003/04
Amendment to calculation means comparative data not available until 2004/5 available.

Adult Health and Social Care

Vulnerable People

Performance Indicators Vulnerable People		LBHF Outturn 2003/4	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Local	The number of vulnerable people in the community in receipt of the Community Alarm Service	1711	1750	1815	1800	1850	1850

Community Culture and Leisure

Political modernisation

In 1998 we were the first council in the country to introduce a cabinet-style system for political decision-making. Since then the government has introduced legislation requiring all councils to introduce new political structures, based on principles similar to the system piloted in Hammersmith and Fulham.

Within our current model, which was the subject of minor modification in May 2003, the executive is headed by the Leader of the Council, supported by a team of cabinet members responsible for key areas of policy (the Leader's Committee). Executive decision-making is separated from the "scrutiny function". Key executive decisions are taken collectively by the Leader's Committee; non-key decisions are taken individually by the relevant cabinet member. Key decisions are published in the Forward Plan up to four months before the decision is taken to enable public consultation and participation.

Other councillors examine the decisions and policy making of the executive. These "non-executive" councillors are able to undertake a wide range of statutory scrutiny functions. Scrutiny Panels also examine policy in specific areas. The system aims to make the political process more open, transparent and accountable to local people. Councillors are freed from too many internal meetings so they can represent their constituents better and play a more effective community leadership role. Councillors also perform a vital regulatory function especially in the areas of licensing (which sees a significant expansion in 2005-06) and planning.

We will continue to strengthen the role of Scrutiny Panels and encourage public involvement. Over the past seven years, we have co-opted members from the local community and taken submissions from groups and expert witnesses. All Scrutiny Panels are open to the public, and agendas and reports available in libraries and on our website.

As part of the political modernisation programme, we also continue to work to raise awareness of the electoral process, by encouraging more people to register and vote. One of our key aims is to use innovation to meet customer needs.

We maximise voter registration, which now (May 2005) stands at 96.5% of all households. This is the highest in Inner London and 4th equal of all London councils. We are now in the top quartile for all UK authorities. For the second year running, we offered online registration for "no change" households to confirm their registration details; we were the first to start such a scheme in the UK in 2003. This complements our telephone registration service, which we pioneered in 2001. One in 6 electors now register electronically. We continue to promote "rolling registration" and have one of the highest take-up rates in the UK.

We encourage voter turnout by promoting postal voting (15% of electors now use this method) and awareness campaigns, including Voter Guides sent to all households. Turnout in the borough is one of the highest in Inner London, and we aim to be in the top ten of London councils at the next borough elections in 2006.

Working with voluntary and community groups

The London Borough of Hammersmith and Fulham continues to acknowledge the immense added value of the voluntary and community sectors to the borough and their contribution to the successful delivery of a wide range of council objectives and priorities, including those set out in the Community Strategy and Local Area Agreement.

The Borough Partnership made a public commitment to the local voluntary sector by agreeing a local Compact with the voluntary sector in November 2004. The Compact continues to provide the framework for cross-sector working in the borough and has improved joint working practices between LBHF and the voluntary sector. We were also the first council in the country to agree a Protocol for the involvement of voluntary and community groups in best value reviews.

Our best value review of Community Legal Services led to the development of an advice funding specification, which will be used as the basis for allocating funding to the advice sector from April 2005 onwards. The borough's priority advice categories, as agreed by the H&F Community Legal Services Partnership, are as follows: welfare rights, debt and money advice, immigration, employment and housing. Five key voluntary sector advice providers are now in receipt of substantial council funding in order to deliver services over the four years.

We continue to grant aid and monitor funded voluntary and community organisations. This ongoing relationship adds a great deal of value to a variety of council initiatives. Infrastructure organisations, such as the Voluntary Sector Resource Agency and the Volunteer Development Agency, provide a useful conduit for consultations and communication with the wider voluntary and community sectors and the wider community.

Council funding enables local organisations to lever in external funding, thereby bringing significant additional resources into the borough. In addition to attracting money to the borough, many voluntary organisations also help to raise the profile of the borough regionally and nationally.

The use of volunteers in the local voluntary and community sectors adds value to service delivery in the borough. Organisations such as Bishop Creighton House and Blythe Neighbourhood Council offer an extensive range of volunteering opportunities. This adds value to their own services, and enables large numbers of local people to gain skills and work experience through volunteering.

Better Government for Older People (BGOP)

Better Government is a way of working (rather than a service). It seeks to improve the co-ordination and delivery of all services to older people so that they become more integrated, seamless, and less "silo-based". BGOP encourages and support officers and older people to work together to develop more holistic services that meet the real needs of local older people.

BGOP has seven key objectives:

1. To ensure older people, and particularly those who are more isolated, are included in the corporate consciousness of the council and partner agencies so that their concerns and interests are reflected in their key strategic plans.
2. To ensure that the full diversity of ethnic elders' concerns and interests are reflected, with the specific inclusion of those who are excluded through disability, ill health, language and other factors.
3. To undertake a recruitment campaign to recruit more older people to BGOP from across diverse communities.
4. To ensure that wherever possible isolated older people themselves are enabled to participate in influencing, evaluating and scrutinising services, or that they are enabled to have their voices heard according to their chosen level of involvement.
5. To improve information to older people about services available and how to access them, including health services and health promotion.
6. To contribute to the improvement of a safe and secure environment for isolated older people, including community safety and reduce the fear of crime and anti-social behaviour.
7. To work with providers to improve accessibility and reliability of transport for older people including public transport, door-to-door transport and hospital transport.

Key achievements during 2005/05 included:

- An updated BGOP strategy being drafted and prepared for consultation, including a proposal to develop all age Better Government programme
- Twice monthly meetings of a Reading Group to check and comment on publicity and information submissions from across the council, health and voluntary sectors
- A "Time of Your Life Event", attended by approximately 750 older people attending, with over 50 information stalls and various activities and entertainment throughout the day
- A 23% increase in uptake of the Agewell service (target 7% increase), and the cardiac rehabilitation class extended to three classes
- Older people "mystery shopping" Adult Education IT courses for older learners
- Monthly Consultative Forum meetings held, with a range of discussion topics
- The Home Care User Forum hearing views of service users who receive daily or higher level of support services.
- Contributing to the development of the Primary Care Trust's Public and Patient Involvement Strategy and supporting older people's involvement in PPI Forum
- Supporting the development of Expert Patients Programme
- Contributing to the development of our older people's housing strategy

Priorities for 2005/06:

- Building on the BGOP programme to develop an all adult Better Government (BGOV) scheme, which supports other excluded groups. This will focus on older people and disabled people in 2005-06

- Supporting user involvement of older people and disabled people across the borough
- Securing on-going funding for BGOV
- Improving the monitoring of BGOV/older people's influence in service development and decision making processes
- Re-printing the BGOV Guide to services
- Inputting into the delivery of Older People's Housing Strategy and Decent Homes Programme
- Exploring options for inter-generational work around the fear of crime
- Developing and delivering user involvement training across social services

Library and Archive Services

We have, since the completion of a best value review in 2000, transformed our libraries' services. Faced with a long period of historic decline in library usage, both nationally and locally, we wanted to reverse this trend. We wanted to re-position the service to ensure that it could contribute more effectively to a number of priorities around life-long learning and social inclusion. We were also keen to increase local people's access to new forms of information knowledge, such as the Internet, to help close the so-called "digital divide".

The review was a major success and catalyst for change. The Audit Commission inspected the service in February 2001 and the Inspectors judged the service to be "fair" (1 star) and "likely to improve". Since then, opening hours have increased by 39.25 hours a week from 239 to 278.25 hours and both Fulham and Hammersmith libraries are now open on Sundays and all day Wednesday. We have successfully reversed the national trend of decline, and in each of the past four years, continuously increased usage and the number of items issued - an achievement of which we are proud. Other improvements since the BV review include:

- Free internet access at all libraries, with currently 80 ICT terminals available to the public. (before the BV review, there was none)
- Refurbishment of the Children's Library at Hammersmith, with improved ICT provision and additional PCs providing free internet access
- The opening of an ICT training facility for local people at Shepherds Bush library, in partnership with *Internet Exchange*
- Drop-in IT training sessions with an Adult Education tutors at Barons Court and Askew Road libraries.
- The creation of a new reserve stock store Sands End Centre to amalgamate information collections previously scattered at locations across the borough
- Better signage, in terms of where each library is and the longer opening hours
- The completion of capital works at Shepherds Bush Library, creating a new children's area, installing toilets and providing better access for the disabled
- The completion of major building works at Fulham Library to provide full access to the whole building, including a lift and an accessible public toilet
- Installation of toilets at Askew Road, Baron's Court and Hammersmith Libraries
- The majority of library staff completing ICT training as part of the Government's New Opportunities Fund initiative

- Leading a successful West London literature project during March 2005. Part funded by the Arts Council, 'Westwords' delivered a host of literature events and exceeded its audience targets
- Annual user meetings at all libraries to obtain customer feedback and further improvement ideas.

Libraries performance 2004/05

- The number of books and other items issued per thousand of population continues to rise. There was a 25.47% increase in video / DVD issues in 2004/5 against the previous year.
- The number of visits per thousand of population has also continued to rise. In 2003/04 there was an increase of 4.3%, followed by an increase of 2.5% in 2004/05. The library service also achieved its one millionth visitor in March 2005 following a major marketing campaign involving local school pupils.
- The total number of electronic workstations available to users per 1000 population increased by 43% in 2004/05.
- The number of school class visits to libraries has risen from 427 in 1999/2000 to 1,016 in 2004/05.

User satisfaction is captured via two *CIPFA Plus* surveys taken in alternate years. One survey covers adults and the other children's services. In 2003, the adult survey showed that the satisfaction level relating to the knowledge of staff was 91% and helpfulness of staff was 94% amongst adult users. This is due to be repeated later in 2005. The children's survey was conducted in October 2004, when of those surveyed, 98.1% rated the knowledge and helpfulness of staff as good or very good.

Key priorities of the library service 2005/6 are as follows:

- KP1 - To provide a high quality service that responds to customer needs.
A successful 'Invest to Save' bid will ensure a single customer service point and self-issue facilities at Fulham and Hammersmith libraries.
- KP2 - To promote lifelong learning, in particular literature and reading
To help raise standards in our schools by enabling class visits, rolling out the extended Bookstart programme to babies and young children and introducing family learning sessions in partnership with Adult Education.
- KP3 - To provide a service for all, and target identified groups
We will continue to work closely with the three SureStart teams and the development of two new posts to work specifically with children and young people.
- KP4 - To ensure that services are fully accessible to all users
We will roll out on-line access to library services, providing a 'kiosk' library at 3 centres. Dedicated computer training will be provided for users in all libraries, working closely with Adult Education.

- KP5 - To ensure that Libraries remain one of the Council's key information providers
We will rationalise our information resources utilising Fulham library and the new Sands End store. Subscribe to more on-line resources and allow these resources to be accessed remotely.
- KP6 - To continue improving the quality of the customer experience
We will refurbish existing buildings, including a new library on the Westfield site in Shepherds Bush, develop a Teen Zone offer, respond to customer feedback and investigate ways of making our offer to users a more personal one through imaginative use of the Libraries circulation and stock management systems.
- KP7 - To market the service effectively
We will work closely with other departments to deliver new initiatives e.g. the Westwords 2 literature project with Arts Team, Black History Month, and Teen Zones.
- KP8 - Ensure that staff are in place to deliver these priorities and that their skills are appropriate and up to date.
We will audit staff skills and base our training strategy on the outcomes of this review, making full use of the Investors in People process.
- KP9 - To improve the quality of our research, data collection and analysis to support the effective provision of services.
We will ensure our libraries are in a position to document progress on the ten national Public Library Service Standards and five impact measures.

On 1st April 2005, responsibility for the Archives and Local History Centre transfers from the Libraries to the Arts team. A restructuring of the service and longer opening hours have been proposed. The Archives service is taking part in the Community Links project funded by ALM.

The Community Links Project Officer will help develop work in the North Fulham NDC area, such as family history sessions and projects with refugees. Recent work to widen access to the Centre's collections through visits and voluntary work by people referred by Hammersmith and Fulham Refugee forum and Hammersmith and Fulham MIND will be continue.

A book produced by the Archives Centre, *Images of London: Shepherds Bush and White City* will be published in the autumn. After a second successful onsite Adult Education class in 2004, a further course using the Centre's resources will be held in autumn 2005. An exhibition about the 1908 Olympics at White City, funded by ALM will tour libraries and other venues in summer/autumn 2005.

Adult Education

Our Adult Education service is well managed, and planning is underpinned by equal opportunities. Levels of student satisfaction are high at 93% and there is good student retention at 82%. There is some outstanding teaching and learning with particularly high standards achieved in arts, crafts and languages. We offer a wide range of provision from five local centres specifically for adults. Effective outreach

work and partnerships with statutory and voluntary sector agencies contributes to our aim to widen participation, with 60% of students being drawn from particular target communities.

Key Priorities for 2005/06 are to:

- Increase the number of people achieving basic skills qualifications
- Develop adult education courses linking basic skills and vocational areas
- Provide accredited training for sessional lecturers at levels 3 and 4
- Develop and implement the Skills for Life strategy for Hammersmith and Fulham linked to London West LSC Strategy
- Deliver capacity building courses in partnership with the voluntary sector

Sports & Physical Activity

The past 12 months have been a time of growth for the Council's sports services, with a number of new initiatives and additional funding for a variety of sports and health related projects.

Hammersmith Fitness and Squash Centre has been completely refurbished at a cost of £1 million, funded by Greenwich Leisure Ltd (GLL), a 'not for profit' charitable trust who manage the centre on the Council's behalf. The new centre has applied for the prestigious Sport England *Inclusive Fitness Initiative* award in recognition of its facilities and programmes designed to encourage people with disabilities to use the centre.

Following the refurbishment of the Hammersmith Fitness & Squash Centre, GLL are working on plans to refurbish and develop the Lillie Road Fitness Centre in 2005. Lillie Road continues to provide an affordable solution for many people on low income who find gyms and exercise classes prohibitively expensive. Approximately 49% of people using the centre are members of the Council's Lifestyle Plus concessionary card scheme, specifically designed for people on low income.

The Phoenix Sports and Fitness Centre continues to provide sports and exercise facilities for the local community. The construction of the new 25 metre swimming pool, teaching pool, sauna, crèche and changing facilities is in progress and due for completion in December 2005. When the pool opens it will provide swimming for schools, clubs and special needs groups in addition to providing public swimming throughout the week. The new combined centre will provide sports, gym, exercise, dance and swimming facilities all under one roof.

The refurbishment work to the Linford Christie Stadium track and field athletic facilities is due to be completed in July 2005, after which the track will be certified for athletic competitions up to division one of the UK Athletics league. The Stadium now has full time staff for the first time in 10 years and following the refurbishment will be home to the Thames Valley Harriers Athletics Club, the London Nigerian Rugby Club and the London Blitz American Football Club. The Education Department have applied for £1 million in funding to develop the two disused redgra clay football pitches into one full size and four 5-a-side synthetic grass, floodlit football/hockey pitches. If successful the new pitches will be open to the public in November 2005. The Council is in discussion with an established hockey club about relocating to the

Stadium and there are plans to offer archery as an additional sport in the summer months.

The popularity of the public facilities at Fulham Pools carries on growing and the Centre has hit the ¼ million public visits mark in 2004/05, a rise of 15% over the previous year. Each term the Centre provides places for over 2,000 children and adults at its swimming school, which are always over subscribed. The Hammersmith & Fulham Canoe Club are now based in Fulham Pools, as are the Fulham Swimming Club and Hammersmith Penguins Club.

We have successfully bid for an additional £181,000 from the Big Lottery Fund to develop school sports facilities. Normand Croft Community School has received £61,343 to build two new traversing walls and to purchase a range of sports equipment. Flora Gardens Primary School received £28,586 for the installation of a trim trail. A grant of £48,204 has been awarded to St John's Walham Green Primary School and £43,350 to Kenmont Primary School to build outdoor sports facilities for soccer, basketball, netball and cricket.

The new sports pitches in parks and school built with £1 million of New Opportunities Funding (NOF) have provided a boost for outdoor sports across the borough. In particular the number of inter-school competitions involving outdoor sports has more than trebled over the year. The mobile climbing wall, also purchased with NOF funding has made a big impact on outdoor sports in the borough. The wall together with the funding for an outdoor pursuits officer has acted as a catalyst for outdoor activities including canoeing, sailing and outward bound expeditions.

Our Sports Development Team has doubled in size over the year with funding from a number of sports initiatives. There are now dedicated officers for youth, special needs, Duke of Edinburgh scheme, Agewell/Community and outdoor pursuits. The Duke of Edinburgh scheme has over 200 participants a year from secondary schools and youth organisations across the borough. The borough had its best ever result in the London Youth Games in July 2004, coming 16th out of 33 boroughs. As the third smallest borough in London this is a considerable achievement in what is now the largest youth sports competition in Europe.

The School Sports Co-ordinator Programme began in September 2004 and is already having an impact on school sports. The number of opportunities to participate in sport and the range of sports on offer has risen over the year, together with the number of sports competitions through the Primary Schools Sports Association and the Secondary Schools Forum. The programme also provides funding for professional development for teachers in all aspects of Physical Education and a range of courses are scheduled to start in the summer term.

The Sports Development Team's Agewell programme for people over 50 years of age has also gone from strength to strength over the year, and the range of activities continues to expand. Agewell, through Better Government For Older People, includes classes covering rambling, table tennis, keep-fit classes, dance and badminton. Work aimed at preventing falls, and gentle exercise for people in residential care, have made a significant improvement to peoples quality of life. Walkwell, a 'spin-off' from the Agewell project, has grown during the year with the

assistance of Countryside Agency funding, and a pack with 10 structured walks was launched by the Mayor. The pack has been widely distributed to groups, including schools. A number of 'walk leaders' have been trained to supervise the existing walks and create new ones. Exercise classes are staged in elderly day care centres including seated exercises to improve mobility and standing exercises to improve balance and reduce the risk of falls. The scheme presently has more than 800 registered users each year who have access to hundreds of classes/activities over the year.

Fulham Palace

We successfully obtained approval from the Heritage Lottery Fund for a £2.56 million grant towards the cost of the first phase programme of restoration works at Fulham Palace. The works are expected to start in June 2005 and be completed in summer 2006. They include improvements to the museum accommodation and its facilities, making the museum more attractive and hopefully increasing the number of visits, particularly from local schools.

Community, Culture and Leisure Performance Indicators

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Culture and Recreation							
BV 119	The percentage of residents satisfied with the authority's:		Survey not repeated again until 2006/07.				
a)	Sports/Leisure facilities	34%					
b)	Libraries	50%					
c)	Museums	23%					
d)	Theatres/Concert halls	40%					
e)	Parks and other community facilities and activities	61%					

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
47.0%	49.0%
62.0%	67.0%
50.0%	40.0%
51.5%	41.5%
77.0%	73.0%

Libraries

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Libraries							
BV 117	The number of physical visits to public libraries Per 1000 head of population	5924	6516	5756	Deleted from 2005/6.		
BV 118a	The percentage of library users who found the book(s) they wanted or reserved it, and were satisfied with the outcome.	64.1%	Survey carried out every two years. Repeated 2005/06				
BV 118b	The percentage of library users who found the information they wanted, and were satisfied with the outcome.	72.30%	Survey carried out every two years. Repeated 2005/06				
BV 118c	The percentage of library users who were satisfied with the library overall.	88.0%	Survey carried out every two years. Repeated 2005/06				

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
8521	7904
64.0%	67.0%
67.0%	67.0%
88.0%	89.0%

Museums

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04	
Museums								Inner London	All London
BV 170a	The number of visits to/usages of museums per 1,000 population	*29 proportion based on % of grant. 67.8 not using % of grant	*14.08 proportion based on % of grant. (*32) not using % of grant	*24.6 proportion based on % of grant. (*55.8) not using % of grant	Amended for 2005/6			242	258
BV 170b	The number of those visits that were in person per 1,000 population	*28 proportion based on % of grant. *66 not using % of grant	*13.64 proportion based on % of grant. (* 31) not using % of grant	*23.8 proportion based on % of grant. (* 54.1) not using % of grant	Amended for 2005/6			153	131
BV 170c	The number of pupils visiting museums and galleries in organised school groups	1,141 proportion based on % of grant. *2,593 not using % of grant	*308 proportion based on % of grant (* 700) not using % of grant	*815 proportion based on % of grant (* 1,852) not using % of grant	Amended for 2005/6			5022	3208

* - Assumes only open for half-year due to lottery bid. The timing of closure due to HLF bid works is likely to affect the targets of BV 170 a, b, and c. Previous targets in brackets.

Museums

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08
Museums							
BV 170a	The number of visits to/usages of <i>local authority funded or part-funded</i> museums per 1,000 population	Amended for 2005/6			32*	32*	68
BV 170b	The number of those visits that were in person per 1,000 population	Amended for 2005/6			31*	31*	67
BV 170c	The number of pupils visiting museums and galleries in organised school groups	Amended for 2005/6			700*	700*	2,600

Compared with the best 25% of other London boroughs 2003/04	
Inner London	All London
Amended for 2005/6	
Amended for 2005/6	
Amended for 2005/6	

* - Assumes only limited opening due to restoration works.

Conservation

Performance Indicators		LBHF Outturn 2003/04	LBHF Target 2004/05	LBHF Outturn 2004/05	LBHF Target 2005/06	LBHF Target 2006/07	LBHF Target 2007/08	Compared with the best 25% of other London boroughs 2003/04	
								Inner London	All London
BV 219a	The total number of conservation areas in the borough as at 31 st March.	New BVPI for 2005/6			Targets not required to be set in 2005/6			New BVPI for 2005/6	
BV 219b	The percentage of conservation areas in the borough with an up-to-date character appraisal.	New BVPI for 2005/6			Targets not required to be set in 2005/6			New BVPI for 2005/6	
BV 219c	Percentage of conservation areas with published management proposals.	New BVPI for 2005/6			Targets not required to be set in 2005/6			New BVPI for 2005/6	

Financial Statement

Introduction

The Council is committed to providing high quality affordable services at a reasonable cost to council taxpayers. For 2005/06 the Council received a 6.0% increase in central government funding. This means that the Council will receive £176.5m of external support from central government in 2005/06. Under the current funding arrangements, central government grant provides around 72% of Hammersmith and Fulham's net resources with the remaining 28% coming from council tax.

For 2005/06 council tax has increased by 2.35%. The Council's share of the council tax was increased by 1.5% while the GLA's share was increased by 5.5%.

The Council continues to operate in a tight financial context. Each year the demands for additional services exceed the additional grant provision provided by the government and the Council has to operate a continual process of financial strategy development and delivery to achieve financial stability and sustainability.

There are three key aspects to the Council's financial strategy, each of which applies to both general Council services and those landlord services accounted for within the Housing Revenue Account:-

- Asset management strategy including the continual review of the Council's use of its assets, investment in those assets and the release of obsolete assets in ways that maximises their value to the local community
- Treasury management strategy delivering prudential capital strategies that are sustainable into the future
- The medium term financial strategy that not only reflects the revenue implications of the latter two strategies but which also continually examines and re-prioritises services seeking out efficiencies across Council services.

Managing the Council's resources in 2004/05.

For 2004/05, the total revised budget for the cost of services, central items and contingencies and contributions to balances is £235.1M. The latest estimate for spending as at 31st March 2005, is £235.6M, which reflects a projected overspend of £0.5M. Full details of this spend are set out in the following table. The effect of the projected overspend is to reduce the planned level of general reserves from £13.9M to £13.4M as at 31st March 2005.

	Revised Budget 2004/05 £000's	Projected Outturn 2004/05 £000's	Difference over (under) spend £000's	Main differences
Education School improvement & special needs, community, leisure & learning, contract & planning, libraries, local management of schools	96,858	96,848	(10)	
Environment Development Control, Highways, Environmental protection, Service Management, Fulham Palace, Parking Control, Building Technical Services and building control.	20,036	20,050	14	Resources, environmental protection, building technical
Housing General Private Sector Services, Housing Benefit Payments and Administration, Specialist Private Sector Services, Options & assessment, Regeneration and safer communities.	16,048	16,531	483	Housing benefits, options & assessment
Social Services Community Care services, Strategy, Partnership and Performance Review.	53,726	53,867	141	Community care
Children's Trust and Asylum Seekers Child care, family placement and adolescent services, review and quality assurance.	24,411	25,585	1,174	Children's services, asylum and family support
Finance Collection of Council Tax and Business Rates, Cashiers, Accounting, Payment of Staff and Suppliers, performance and procurement, property and valuation.	2,033	2,013	(20)	
Managing Director Managing director, Human Resources, Space Planning, Other Properties and Electoral Services.	1,752	1,752	0	
Customer First Core Team, strategic partnership contract, contact centre, customer first projects and commercial services	3,204	3,249	45	

	Revised Budget 2004/05 £000's	Projected Outturn 2004/05 £000's	Difference over or (under) spend £000's	Main differences
Policy and Administration Legal Services, IT Services, Resources and Co-ordination, Commercial & central services, Policy and Equality Unit, Community Liaison, Communications, Councillors' services.	4,844	4,729	(115)	IT services, councillors services
Direct Services Construction, Highways, Parking, Catering and Cleaning, Leisure management, Parks and community services, refuse collection, cleansing, waste disposal.	17,855	17,155	(700)	Construction, parking enforcement & refuse
NET SERVICE EXPENDITURE	240,767	241,779	1,012	
Central Items & contingencies Pensions Administration, Property Investment Account, Bank Charges, Audit Fees, Council Tax Benefits and Asset Management Revenue Account.	(5,659)	(6,160)	(501)	Pensions Administration & asset management
Total Net Expenditure	235,108	235,619	511	

Asset Management Strategy

An annual asset management plan is produced setting out the plans the Council has for the use of the individual assets, including investment assets and those used by the voluntary sector. It identifies the condition of all assets and any maintenance requirements that need to be reflected in either the Council's capital programme or the corporate planned maintenance programme.

The Council's vision for its asset management strategy is to achieve a sustainable portfolio of well maintained assets that meet the needs of the local community, service users, staff and the voluntary sector. This vision requires the Council to actively manage the portfolio to dispose of unsuitable or poor quality assets in order to invest in the assets that are valued.

A rolling three year capital programme and planned maintenance programme are updated annually as part of the annual council tax setting process. Schemes are allocated to the capital programme through an objective evaluation system that requires a business case to be produced in support of any bid for funding. Schemes are scored and ranked against a set of criteria that includes alignment with priorities

and contribution to efficiency savings. The resulting capital programme for 2005/06 to 2007/08 is set out in the table below.

	2005/06 £000's	2006/07 £000's	2007/08 £000's
Education	10,331	4,223	2,841
Environment	11,319	5,819	5,633
Social Services and Children's Trust	3,213	10	0
Finance and Corporate	7,139	3,600	4,550
Policy and Administration	30	0	0
Housing – General Fund	458	313	313
Total General Fund	32,490	13,965	13,337
Housing Revenue Account	64,194	69,524	67,937
Total Capital Programme	96,684	83,489	81,274

The Council's Capital and Property Board meets monthly and has a work programme that covers all aspects of the asset management strategy. There is also a separate Office Accommodation sub-group that oversees office accommodation requirements and a Civic Accommodation Working Party that is developing options for future office accommodation.

Treasury Management Strategy

The Council produces a three year treasury management strategy that is updated at council tax setting each year. It sets out the Council's intentions regarding the level of borrowing required to support the Council's financial strategy. This strategy is drafted in line with the government's and CIPFA's prudential capital guidelines.

The Council seeks to maximise its use of the Prudential Capital Code to improve the quality of its assets as far as is possible within the boundary of affordability. It has produced a model business case for individual capital bids that can demonstrate affordability within the guidelines. Schemes that have been funded in this way include the renovation of Fulham Palace, the development of a Professional Development Centre for the Education Department and the leasing of vehicles and IT equipment annually. The overall three year capital programme is set in the context of the expected revenue support grant settlements for future years which defines affordability. Targets are also set for debt rescheduling in order to drive down as far as possible the interest the Council pays for its borrowing.

Medium Term Financial Strategy

The Council has a Medium Term Financial Strategy (MTFS) covering a three year period at any point in time. Although there is a formal annual process, the strategy permeates everything that the Council does and is well-embedded across the authority.

The MTFS model is constantly evolving and is monitored on at least a quarterly basis by the Cabinet and the Corporate Management Team. It is formalised annually at

annual council tax setting. The current MTFS model approved at Council in February 2005 is shown in Appendix X.

There is an annual refresh and challenge process during the period March to July. The Borough Partnership's Community Strategy and the Corporate Plan (Best Value Performance Plan) inform the Corporate Management Team and Departmental Management Teams of the context and direction within which their financial plans should be revised and extended.

Departmental management teams are challenged on these financial plans, proposed efficiency savings, additional income and financial pressures for their departments by a Corporate MTFS Challenge Board. Corporate plans for efficiency savings, additional income and re-prioritisation of funding are also considered as part of this process. In the recent past this has led to priority areas such as Customer First and Streetscene receiving additional funding while other areas have been de-prioritised eg private sector housing services and certain social services provisions that were no longer a priority.

The Gershon agenda heavily influenced the savings plans for 2005/06 and 2006/07 including savings resulting from new IT investment and the implementation of the e-procurement strategy. The Council's annual efficiency forward return for 2005/06 is set out in Appendix X. The measurement of cashable savings is well developed but further work will be done in 2005 to introduce a system for capturing non-cashable savings. However, the Council will continue to prioritise the identification of cashable efficiency savings to provide the means to re-direct funding to high priority areas and to keep the council tax low.

The Council also operates an Invest to Save and Modernisation Fund that is available to fund projects that can demonstrate a business case that delivers either future savings or increased levels of customer service. Bids can be made to this Fund at any time.

The MTFS process is delivered through the Financial Strategy Board and is overseen by the Corporate Management Team and the Cabinet. A separate Cabinet challenge process also takes place over the late summer and autumn, prior to council tax setting.

All revenue implications from the other Council financial strategies, eg the capital programme, the asset management strategy and the treasury strategy, are fed into the MTFS.

Our spending plans for 2005/06

Bearing in mind national and local priorities, the council has agreed a net budget of £244.24M for 2005/06 as set out in the following table (£10.3M more than what was budgeted last year).

	Base Budget 2005/06			Base Budget 2004/05	Budget Change
	Spending £m	Income £m	Net £m	£m	£m
Education	132.64	31.62	101.02	97.27	3.75
Environment	77.15	59.02	18.13	18.65	(0.52)
Housing	151.70	135.47	16.23	15.80	0.43
Social Services	79.27	21.66	57.61	53.46	4.15
Children's Trust	39.24	14.40	24.84	23.90	0.94
Finance	30.25	28.71	1.54	1.42	0.12
Managing Director's	3.47	1.62	1.85	1.33	0.52
Customer First	4.72	3.01	1.71	1.17	0.54
Policy and Administration	11.52	6.92	4.60	4.23	0.37
Central Items	72.07	69.25	2.82	(2.48)	5.30
Direct Services	69.99	51.13	18.86	17.74	1.12
Net Service Expenditure	672.02	422.81	249.21	232.49	16.72
Central Levies	1.60		1.60	2.15	(0.55)
Contingencies	4.22		4.22	1.0	3.22
Use of earmarked reserves		10.79	(10.79)	(1.70)	(9.09)
TOTAL NET EXPENDITURE	677.84	433.60	244.24	233.94	10.30

The implications of the 2005/06 spending plans for council tax payers

The overall amount to be funded from the Council Tax is calculated as follows:

	£m	£m
Budgeted net cost of services for 2005/06 Greater London Authority		244.24 19.09 ----- 263.33
Revenue Support Grant Business Rates	120.09 58.05 -----	(178.14)
Add Prior Year Adjustment		1.62 -----
Total Requirement for Council Tax		86.81 =====

Housing Revenue Account

In addition to the General Fund Revenue Expenditure, Hammersmith and Fulham Council is the landlord for 13,600 units of affordable housing. Consequently it also incurs expenditure on and receives income from its housing stock. The housing revenue account mainly deals with the provision, management and maintenance of council owned dwellings as defined in schedule 4 of the Local Government and Housing Act 1989.

In 2004 the Council established an Arms Length Management Organisation (ALMO) which is called Hammersmith and Fulham Housing Management Services. The new ALMO was inspected by the Audit Commission in the Autumn 2004 and was awarded a two-star rating. This has secured £78M in government funding for the period 2005 – 2007 which will enhance the capital programme to enable the decent homes programme to be implemented to meet the government's target of all homes at the standard by 2010. Details of income and expenditure are shown in the table below: -

	Revised Budget 2004/05 £'000	Outturn 2004/05 £'000	Projected Variance 2004/05 £'000	Budget 2005/06 £'000
Service Area Analysis				
Expenditure				
ALMO Management Fee	19,676	19,676	0	20,776
Managed Estates Costs	3,602	3,702	100	3,702
Managed Repairs	17,618	16,658	(960)	15,216
Options and Assessments	350	350	0	390
Strategy	430	430	0	490
Support Services	3,907	4,007	100	3,307
Revenue contribution to capital	25,255	25,715	460	28,457
Total Expenditure	70,838	70,538	(300)	72,338
Income				
Managed Rents and Charges	(52,849)	(52,949)	(100)	(55,349)
Housing Subsidy	(17,989)	(17,989)	0	(16,489)
Use of reserves	0	0	0	(500)
Total Income	(70,838)	(70,938)	(100)	(72,338)
Total	0	(400)	(400)	0
Less carry forward of repairs	0	960	960	0
Adjusted total	0	560	560	0

It is projected that the HRA balance will be £2.694m as at 31st March 2005.

Financial appendix 1 - MTFs Summary

	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
	£'000	£'000	£'000
2004/05 Base Budget	233,939	233,939	233,939
Known Changes:			
Education Passporting	3,800	7,600	11,400
Burdens & Functions transferring as a result of the Provisional RSG Settlement:			
- Funding of the Magistrates Courts service	-500	-500	-500
- New Funding for additional Civil Contingencies provision	204	204	204
- Contribution from Reserves (prior year adjustment)	-1,624	0	0
- Replacement Funding for Social Service grants already in the base budget	1,665	1,665	1,665
Inflation	6,387	14,900	24,400
Growth	8,502	13,314	17,728
Total	18,434	37,183	54,897
Efficiencies			
Corporate	-1,590	-4,114	-4,214
Departmental	-6,543	-8,651	-8,616
Total	-8,133	-12,765	-12,830

MTFS Growth

Department	Title	Description	Year 1 2005/06	Year 2 2006/07	Year 3 2007/08
DSD	Waste Disposal	Exponential increases in the cost of landfill tax	384	847	1,200
	CRB Checks	Cyclical checks which there is a duty to carry out	20	20	20
	Street cleansing	Further investment in street scene to provide street cleansing to new civic areas - Lyric Square, Shepherds Bush Green and Imperial Wharf will all require additional street cleansing	85	85	85
	Street Scene	Major investment in street scene as part of the Smarter Borough initiative. Additional ongoing improvements in street cleansing for greater coverage	400	400	400
DSD	Total		889	1,352	1,705
Environment			2005/06	2006/07	2007/08
	Licensing	Assumptions relating to additional costs and reduced income following the introduction of the new licensing legislation have been revised since last year, when it was estimated at £177k p.a. These estimates are still fluid and likely to change	150	110	110
	Contaminated Land	Medium term work programme to identify and remedy contaminated land within the borough. DEFRA indicate contaminated land may well be included in future CPA assessments	80	80	80
	Air Quality	Since the introduction of the Prudential Capital Scheme, guidance from DEFRA suggests that it will be down to the Council's auditor to confirm whether the expenditure can be treated as capital or not As	50	50	50

the expenditure generates intangible assets such as information, it is likely that the majority of it will be classified as revenue

	Street cleansing	New areas - Env Department element (also DSD)	40	40	40
	Football TMOs	Additional costs to be incurred through the setting up of the Craven Cottage scheme	50	50	50
Environment	Total		370	330	330

Education			2005/06	2006/07	2007/08
	Leisure	The running costs for the Janet Adegoke Pool	75	151	151
Education	Total		75	151	151

Housing			2005/06	2006/07	2007/08
	Housing Benefits	Additional cost of achieving verification framework	150	150	150
	Verification Framework				
	Safer Communities	Support to enforcement and related areas in respect of Smarter Borough 2005	210	210	210
	Supporting People	A net reduction in grant following the implementation of a new funding formula	310	310	310
	Private Sector Housing	New Bill will require additional roles to be fulfilled	200	200	200
Housing	Total		870	870	870

Social Services			2005/06	2006/07	2007/08
	Older People	Home Care cost pressures.	75	150	150
	Learning Disability	Increased needs for expenditure on learning disability due to increasing numbers of service users.	400	600	800

Social Services	External Funding Shortfalls	Supporting People grant income shortfall	128	128	128
	Older People	Open new day service - Wandsworth Bridge	0	0	275
	Older People and Younger Disabled Adults	Cost pressures in Residential and Nursing Care Homes	150	300	450
	Concession Fares	Transport for London price increases above inflation	236	472	700

Social Services	Total		989	1,650	2,503
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Children's Trust			2005/06	2006/07	2007/08
	Children's Services	Increased children's population in LBHF	180	180	180
		Price increases above inflation	100	100	100
Asylum and Family Support Services	Asylum Seekers	Single Adults and Families	325	325	325
Stamford House	Stamford House	Cost of closure	150	150	150

Children's Trust Asylum and Family Support and Stamford House	Total		755	755	755
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PAD/MDD/FDD			2005/06	2006/07	2007/08
	PAD	ITS - Infrastructure Improvements required to ensure Business Continuity	50	50	50
		Councillors' briefings after the 2006 election	0	15	0
		Subscriptions	51	51	51
	FDD	BACSTEL Software Migration to BACHSTEL-IP - maintenance costs	6	6	6

		CHIP and PIN Readers - maintenance costs	11	11	11
	MDD	Local Elections	0	220	0
		General Election (net of government grant)	10	0	0
PAD/MDD/DF	Total		128	353	118

Corporate			2005/06	2006/07	2007/08
	Hammersmith Town Hall Extension Security	Current security provision within Hammersmith Town Hall Extension is inadequate. Extra funding is required for additional security staff and minor works, which will ensure effective risk management.	44	44	44
	Modernisation	OLAS system upgrade - maintenance costs	72	58	60
		Voluntary Sector Support in order to generate additional external funding	40	40	40
		Extension in Use of Corporate E-payment System	8	8	8
	Insurance	Increased premium costs due to increased incidence of claims	41	82	123
	Land Charges	Shortfall due to a slowdown in the housing market	150	150	150
Corporate	Office Accommodation	Rental and NNDR increases	500	1,200	1,900
	Planned Maintenance	Decapitalisation of revenue element following Audit Commission advice	500	500	500
	Capitalised salaries	Decapitalisation of salaries following Audit Commission advice.	371	371	371
	Pension Fund	Additional Contributions arising from the April 2004 actuarial valuation	2,700	5,400	8,100
Corporate	Total		4,426	7,853	11,296
Grand Total			8,502	13,314	17,728

MTFS – Efficiencies

Dept	Title	Description	2005/06 £'000s	2006/07 £'000s	2007/08 £'000s
DSD			2005/06	2006/07	2007/08
	Gershon Efficiencies DSO 3	Restructure of services following street scene best value review	-200	-450	-450
	Other Efficiencies	Trading Surpluses to be returned to the General Fund	-126	-126	-126
	Parks & Open Spaces	Sports bookings & administration - delete half a post	-10	-10	-10
	Events	Flower Show: interest and participation has declined	-24	-24	-24
DSD	Total		-360	-610	-610

Environment			2005/06	2006/07	2007/08
	Increased Income Parking	Estimated additional income from £5 permit rise. Additional parking and traffic offence income	-175	-175	-175
	Oxbridge Boat Race	Income generating/advertising measures relating to the annual Oxford / Cambridge Boat Race	-50	-50	-50
	Automatic Public Conveniences and Adshel	New contracts for automatic public conveniences and bus shelters.	-50	-50	-50
	Cemeteries	Additional income will be generated by the increase in certain cemetery service rates	-100	-100	-100
	Highways Maintenance/ NRSWA	Penalty fees from utility companies - offset by start up costs for new permitting system.	-50	-100	-100

Other Efficiencies				
Parking	BVR/BPR Parking service	0	-200	-200
	Saving in administration costs of the Parking Service	-35	-35	-35
Planning Review	Savings delivered by investment.	-150	-150	-150
BTS	Estimated Surplus	-300	-300	-300
Arboriculture	New planting to be funded from developer provided funds or other capital sources.	-10	-10	-10
Traffic Regulation Order Processing	Reduction in staffing following the completion of consolidation of existing orders and new systems in place	0	-30	-30
Highways	Highways saving - to be found from the current benchmarking review of highways expenditure and highways work programme	-80	-180	-180
Building Control	Charges for testing electrical wiring installations – new statutory duty to be absorbed by existing staff through IT facilitated efficiency gains	-20	-20	-20
	Workload reduction - reduction in staffing following reduced levels of income, saving net of cost of mobile technology costs and income adjustment	-20	-20	-20
Policy and Projects	Review of transport policy/projects and interface with Highways and Engineering leading to the deletion of vacant post	-30	-30	-30
EPD and Management Resources	Post-licensing Act transitional year - following the introduction of the new licensing regime, a review of business processes is	0	-30	-30

	expected to contribute savings by reducing one member of staff.			
	Restructuring and rationalisation of work on divisional and departmental business planning, performance management, quality stds and other minor functions	0	-35	-35
	Administration/Management Support – rationalisation of management support following the merger of four divisions into two larger divisions - net of loss of English Heritage Grant for conservation work in Development Control (£10,000 in 2005/06 then £20,000)	-15	-5	-5
Env.	Total	-1,585	-2,520	-2,520
Education		2005/06	2006/07	2007/08
	Gershon Efficiencies			
	Passenger transport BVR - with Social Services	-150	-300	-300
	Central staffing reductions to meet the remainder of savings following finalisation of the roll numbers in January	-85	-85	-85
	Departmental management and administration	-100	-200	-200
	Other Efficiencies			
	Transfer out of schools block	-200	-400	-400
	Greenwich Leisure contract	-200	-200	-200
	Traded Services deficit eliminated	-35	-70	-70
	Lower than anticipated Secondary roll numbers in September. Affected schools will be protected by transitional grant.	-85	-85	0

		New model for Cleaning Service	-25	-25	-25
Education	Total		-880	-1,365	-1,280
Housing			2005/06	2006/07	2007/08
	Increased Income				
	Homelessness and Temporary Accom.	Additional income from temporary accommodation and HALS roll-in arrangements	-70	-70	-70
	Benefits	Review of charging for singles in temporary accommodation in light of new Housing Benefit thresholds	-188	-188	-188
Housing	Regeneration	Examine trading options under Freedoms and Flexibilities	-52	-105	-105
	Gershon Efficiencies				
	Private Sector Housing	Savings from a review of Private Sector Housing	-500	-500	-500
	Homelessness & Temporary Accom.	Joint procurement of homelessness accommodation	-40	-40	-40
	Other Efficiencies				
	Homelessness and Temporary Accom.	Reduced use of Bed and Breakfast and additional income from Private Sector Leasing Scheme.	-400	-400	-400
	Benefits	HB growth now 100% funded therefore previously predicted growth can be removed	-150	-150	-150
		Housing Benefit restructuring and BFI recommendations	0	-70	-70
	Regeneration	Review of overheads rechargeable to grants	-20	-20	-20

Safer Communities	Reduction in Agency fees for security of buildings, a reduction in the vehicle hire costs for security staff & Parks Constabulary	-40	-40	-40
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Housing	Total	-1,460	-1,583	-1,583
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Social Services		2005/06	2006/07	2007/08
Increased Income				
Learning Disability	Increased income from learning disabilities respite centre	-50	-50	-50
Cross Departmental	Use of additional grants to cover current expenditure	-155	-155	-155
Other Efficiencies				
Older People	Opening of Queen Charlotte's extra care sheltered accommodation.	-140	-275	-275
Meals on wheels	Provide batches of ready cooked meals where requested	-25	-25	-25
Mental Health	The Bridge Project - demand for counselling service for women has significantly declined	-100	-100	-100
Learning Disability	Review of Learning Disability contracts	-50	-50	-50
Disability Services	Review of Blakes and Link employment service	-20	-20	-20
Administration	Administration savings from IT investment	0	-50	-100
Home Care	Management Efficiencies	-30	-30	-30
Strategy, Partnerships & Performance Review	Admin efficiencies and use of substance misuse grant to fund related support costs.	-90	-90	-90
Directors Support	Review of equipment and record stores	-15	-15	-15

	Community Care	HIV Services	-30	-30	-30
		Greater use of telecare services	-30	-30	-30
		Meadbank – identify contribution to shortfall	-110	-110	-110
		Reduction in rental at 179 Fulham Palace Rd subject to the move to Stamford Brook and negotiation with the PCT.	-40	-40	-40
	Cross Department	Supplies and Services budgets	-35	-35	-35
	Human, Finance & Information Resources	Efficiencies in charging systems	-30	-30	-30
Social Services	Total		-950	-1,135	-1,185

Children's Trust		2005/06	2006/07	2007/08	
	Other Efficiencies				
	Looked After Children	Reprovision of more cost effective semi-independent hostel places	-200	-200	-200
		Better use of the miscellaneous support budgets for children in care	-50	-50	-50
	Leaving Care Team	Management reorganisation	-20	-20	-20
	Family Placement Unit	Agency Foster Carers	-150	-150	-150
Children's Trust		More effective use of the publicity budget for recruitment of foster carers	-50	-50	-50
	Sure Start & Children's Fund	Reduce subsidised management costs to Sure Start and Children's Fund	-50	-50	-50

Children's Trust, Asylum & Family Support		Total	-570	-570	-570
PAD/MDD/DF			2005/06	2006/07	2007/08
	Increased Income				
PAD	Further Legal Services Income		-10	-10	-10
	ITSD income from Avalon sales and support		-150	-150	-150
Customer First	Increased Halls Letting Income		-25	-25	-25
	Gershon Efficiencies				
Customer First	The introduction of the Call Centre has achieved economies of scale through the integration of staff teams allowing the deletion of an Information Officer post		-25	-25	-25
FD	Payroll staff savings (Trent)		-100	-100	-100
PAD	Senior management savings		-100	-100	-100
	Other Efficiencies				
PAD	Irish Centre		-50	-100	-100
	Voluntary Sector Support - Additional funding from External Sources - linked to the growth bid		0	-80	-80
	Community Liaison restructure		-30	-30	-30
	Deletion of post in central administration		-30	-30	-30

MDD	Human Resource administration savings	-60	-60	-60
FD	Accountancy post.	-28	-28	-28
	Re-tendering of Valuation service	-30	-30	-30
FD	Loss of a vacant post in Performance and Procurement plus miscellaneous savings	-20	-20	-20
	Loss of a vacant post in Corporate Finance	-35	-35	-35
	Loss of a vacant post in Cashiers	-20	-20	-20
	Reduction in Supplies and Services Budgets	-25	-25	-25

PAD/MDD /DF	Total	-738	-868	-868
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Corporate		2005/06	2006/07	2007/08
	Gershon Efficiencies			
Customer First	Customer First Contact Centre, excluding Council Tax / Benefits	0	-300	-300
Council Tax/Housing Benefit	Council Tax and Housing Benefit review	-50	-250	-250
E-procurement	E-procurement	0	-1,000	-1,000
Agency Staff	Agency staff savings	-100	-200	-200
IT	IT BVR savings	-500	-500	-500
Reorganisati on	Long term departments reorganisation savings	-190	-340	-340
Business Process Re-engineering	Other business process redesign	0	-200	-200
Finance Staff	Finance staff review	-200	-200	-200

One stop shops	One stop shops	0	-100	-100
Central Depts	Central overheads review	-100	-200	-200
E-forms		-50	-100	-100
E-payments		-50	-50	-50
Offices	Office accommodation rationalisation	-100	-200	-200
Revenues and Benefits	System implementation (includes PAD mainframe savings)	-100	-224	-224
Other Efficiencies				
Debt Restructuring	Debt Restructuring	-100	-200	-300
Voluntary Sector	Savings have been identified across a number of voluntary groups. See Leader's Committee report of 7 December 2004	-50	-50	-50
Corporate Total		-1,590	-4,114	-4,214
Grand Total		-8,133	-12,765	-12,830

Financial statement – Appendix 2 Annual Efficiency Statement - Forward Look

Strategy for securing efficiency gains:

The Council maintains a three year Medium Term Financial Strategy (MTFS) that is updated annually... The MTFS process demands that budget holders comply with a predetermined set of parameters governing the medium term review of their service areas. Consequently, the MTFS is based on sound financial disciplines such as ' the identification of service delivery trends and changes in legislation that will have a financial impact on the service and the identification and costing of areas of new or increased priority.

Stakeholders' expectations generally increase at a rate in excess of the resource base. Budget holders are generally expected "to do more with less." Gershon clearly expects efficiencies. The MTFS process has challenged all budget holders to contribute to this requirement. For example, by identifying revenue efficiency savings resulting from capital investment, or by planning value for money initiatives or by developing other initiatives to yield general efficiencies.

The MTFS is prepared on the basis of thorough and rigorous scrutiny of departmental budgets by an Officer Challenge Board that is chaired by the Chief Executive and on which the Director of Finance and one specific Service Director are permanent attendees. Separate Member Challenge Boards further strengthen the challenge process. Many of the initiatives shown in the Forward Looking Efficiency (AES) Statement were identified through the MTFS process.

The Council has been proactive in working in partnership with external agencies to identify efficiency gains. The Council is one of the lead Authorities for the London Centre of Excellence (COE), hosted by the Association for London Government. It is leading on two exemplar projects for the COE: The development of the Council's e-enabled approved list to improve the management of Supporting People contracts across London. A review of contract standing orders and financial regulations across London to ensure that they support collaborative working.

The Council is also collaborating with the West London Alliance in other COE exemplar projects and in procurement and IT matters generally. It has also played a leading role in the National E-Pay project that is anticipated to deliver extensive savings across local government. There are savings in this efficiency statement that have been delivered through this work stream e.g. efficiency savings in the Council Tax service.

The Council appointed a Strategic Partner, Agilisys, in April 2004 to assist in its modernisation programme, Customer First. The partnership has enabled the Council to improve its approach to investment in IT by introducing:-

- A robust business case and project management methodology.
- Improved business process re-engineering skills.
- More robust identification and delivery of efficiencies emerging from investment in IT projects.

The partnership has already delivered a 40 seat contact centre which has both improved customer service and delivered savings included in this efficiency statement. It is anticipated that further savings will be realised in future years as more services are added.

A major project this year is an e-procurement project where Agilisys are assisting the Council in re-engineering the Council's procurement processes to deliver the maximum savings possible from the implementation of a new Radius/Hyphen e-procurement IT system. Large savings are anticipated for 2006/07 as a result of this project, particularly in relation to agency staff costs.

In addition, the Council and Agilisys are currently jointly working on a Strategic IT Framework project that will define the IT infrastructure that the Council needs to respond to 80% of customer enquiries at first point of contact. The enquiry could come through the contact centre, one stop shops, through e-mail, text messaging or more traditional routes. Work is underway currently to estimate the potential cost-benefit of any new infrastructure investment and the potential savings that may emerge.

The Council has set aside an Invest to Save and Modernisation Fund and encourages managers to bid for funding from it on the basis of business cases. As well as the strategic partnership projects described above, smaller local projects are being supported such as the modernisation of library book issues which is expected to deliver savings in 2006/07. Other IT projects currently being considered that should lead to savings include a new Social Care system for both Children's and Adult Social Services and a new corporate electronic document management system.

A team of lead officers from the Finance Teams across the Council is being put together to specialise in the area of promoting the search, identification and delivery of Gershon efficiencies for the next couple of years. Training will be provided to the lead officers as the guidance emerges from the government offices over the summer. The team will be responsible for promoting the identification and delivery of efficiency savings across the Council and for co-ordinating the Annual Efficiency Statements in the future.

Key actions to be taken during the year

Having identified and incorporated efficiency gains in the Revenue Budget for 2005/6 and the MTFs, the following key actions will be taken to ensure that the efficiency gains are secured.

The Council already operates a rigorous process of budget management. Each month the Director of Finance will prepare a forecast annual outturn of expenditure and income against the Revenue Budget and Capital Programme. The monthly forecast is based on specific information from budget holders, supported by their dedicated departmental accountants. Whilst the monthly forecast provides comparison against the total budget and capital programme, specific attention is placed on; Monitoring the progress of efficiencies against the budget and Monitoring the progress of capital investment that is required to be achieved in order for efficiencies to flow from such investment

The forecast outturn reports are presented to and considered by Executive Members and the Corporate Management Team on a monthly basis, and by a Members Scrutiny Panel on a quarterly basis.

The Director of Finance currently chairs the Financial Strategy Board. (FSB). This board meets monthly and consists of the Assistant Finance Directors and each department's Assistant Director for Resources, the most senior officer with responsibility for finance in each Service Department all of whom are accountants. During 2005/06 FSB will specifically review the progress of each efficiency measure as reported in the forward looking AES as a means of placing greater emphasis and monitoring.

Annual Efficiency Statement

	Expected annual efficiency gains (£)	...of which related to capital spend (£)	...of which related to other spend (£)	...of which cashable (£)
Adult social services	310,000			170,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy; To identify specific capital schemes included as part of the efficiency target and to carefully consider the attainment of the expected gain			
	Key actions: Key actions to be taken during the year: Opening of Queen Charlotte's extra care sheltered accommodation; Home Care efficiencies; Expansion of Options Service (Capital Scheme)			
Children's services	420,000			420,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy			
	Key actions: Reprovision of more cost effective semi-independent hostel places; Family Placement Unit - Agency Foster Carers; More effective use of the publicity budget for recruitment of foster carers; Leaving Care Team – Management Reorganisation			
Culture and sport	290,000			290,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy			
	Key actions: Parks & Open Spaces - staff saving in sports bookings & administration; Better Procurement of services from Greenwich Leisure for the running of the Broadway squash and Lillie Road Centres; Single Points in Libraries (Education)			
Environmental services	311,000			250,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy			
	Key actions: Restructure of services following street scene best value review; Saving in the administration costs of the Parking Service; Rationalisation of Administration/Management Support; Refuse and Recycling - Absorption of additional Waste Materials			

Local transport	260,000		260,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
	Key actions: Highways - Benchmarking Review; Policy and Projects - Staff reduction; Passenger transport BVR - with Social Services		
LA social housing	500,000		500,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
Non-school educational services	300,000		300,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
Supporting people	505,000		105,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
	Key actions: Provide batch meals; Review of Learning Disability Contracts; Community Care - Greater use of telecare services; Supporting People – Renegotiations with suppliers		
Homelessness	400,000		400,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
Key actions: Reduced Use of Bed and Breakfast and PSL Income			
Other cross-cutting efficiencies not covered above			
Corporate services	1,798,000		1,663,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy; Concerning the Invest to Save project, there will be the need to review the quality and effectiveness of the service delivered in terms of reduction in cost of delivery and innovation approach to delivering the service itself.		
	Key actions: : Payroll staff savings (Trent); Corporate Finance Post; Cashiers Post; Performance & Procurement Post; DSD Accountancy Post; Human Resources Administration savings; Deletion of Post in Central Administration; Agency staff savings; IT BVR savings; Long term departments reorganisation savings; Finance staff review; Central overheads review; Office accommodation rationalisation; System implementation (includes PAD mainframe savings; Corporate Performance Management Software (Invest to Save)		
Procurement	75,000		75,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
Key actions: Joint procurement of homelessness accommodation; Supplies & Services budgets			
Productive time	110,000		110,000

	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
	Key actions: The introduction of the Call Centre has achieved economies of scale through the integration of staff teams allowing the deletion of an Information Officer post; Central Staffing reductions to meet the remainder of savings following finalisation of the roll numbers in January		
Transactions	170,000		170,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
	Key actions: Performance & Procurement Post; Council Tax and Housing Benefit review; E-forms; E-payments		
Miscellaneous efficiencies	55,000		55,000
	Strategy: Review and monitor the agreed targets as set in the Medium Term Financial Strategy		
	Key actions: Reduction in Agency fees to cover the security of buildings, a reduction in the vehicle hire costs for security staff & Parks Constabulary; Directors Support - Review of equipment and record stores		
Total	5,504,000	0	4,768,000

BEST VALUE REVIEW PROGRAMME

Reviews to be completed 2005/06

As identified in the MTF process.
Passenger Transport.
Planning.

Reviews completed 2004/2005

Information & Communications Technology
Physical Disability
Looked After Children
Housing Capital Programme

Reviews completed 1999-2004

Customer Care/Customer First
Community Legal Services
Electoral Services
Housing Repairs
Parking
Valuation and Property Services
Local Taxation
Older Peoples Residential Care
Home Care Services
Libraries
Play Service
Street Scene Services
Legal Services
Voluntary Sector Support
Communications and Print
Human Resources
Out of Hours
Youth Offending Team
Better Government for Older People
Housing Management
Housing Caretaking
Environmental Housing
Leaseholder Services
Housing Benefits
Re-housing and Homeless Advice
Day Services for Older People
Counselling Services
Meals on Wheels
Community Equipment
People with Learning Disabilities
Residential Accommodation for People with Mental Health Problems
Services for Disabled Children
Youth Services
Adult Education

Best Value Reviews 2004/5

Housing Capital Programme

Objectives

The review began while the Arm's Length Management Organisation - Hammersmith and Fulham Housing Management Services (HFHMS) – was being set up to manage the council-owned stock. HFHMS was established with the express purpose of enabling the stock to be brought up to the new Decent Homes Standard. The main objective of the review, therefore, was to examine key processes and relationships to ensure that HFHMS was fully prepared for the successful delivery of the funded programme.

Consultation

Extensive consultation took place.

- Tenants and leaseholders were consulted through:
 - Area Housing Forums and the Sheltered Scheme Forum;
 - working parties on estates overseeing work programmes;
 - feedback on the investment strategy as part of the work of the Housing Commission;
 - TRA, HAFFTRA and HAFNEP and leaseholder panel meetings;
 - a postal questionnaire survey carried out by Building Technical Services in 22 blocks where major works had been carried out.
- Members were consulted via a questionnaire.
- Staff consultation included:
 - regular road shows in each area;
 - direct representation on key groups, including Housing Action Teams.
- Consultation with contractors took place in a number of ways including:
 - consultative seminars;
 - ongoing dialogue during schemes;
 - a postal questionnaire of contractors who had worked for the council or submitted tenders.
- The HFHMS Board was represented on the Major Works Procurement Working Party.
- Stakeholders and partners were consulted during the evidence sessions held by the Housing Commission during the stock option appraisal process.

Key Findings

- Performance:
 - Projects are managed efficiently and effectively, with consistent delivery, strong financial performance monitoring and use of resources.
 - The current suite of performance indicators needs to be expanded to provide an enhanced level of monitoring information, and benchmarking needs further development.
- Strategy:
 - The HRA Business Plan and Housing Strategy are 'fit for purpose' and the links between the council's strategies and H&FHMS's vision and aims have been clearly made.

- An overarching asset management strategy for the housing stock is required to provide evidence that all investment decisions are made efficiently.
- Organisation
 - There are stable staff groups with a high level of knowledge and experience, clear guidelines and codes, and close working arrangements between all parties and residents.
 - New structures were not in place in HFHMS at the time of the review to provide adequate resources to ensure the funded programme could be delivered.
- Systems and processes.
 - Robust monitoring systems are in place for the capital programme and for gas safety and compliance, and documentation is maintained in good order.
 - New IT systems need to be implemented and existing systems updated and integrated.

Outcomes and Action Plan

The action plan set out twenty improvement areas with significant actions identified for each.

Efficiencies

The new procurement proposals for the Decent Home standard will result in a revised fee regime and fee proposals through a renegotiated Service Level Agreement with BTS. A proportion of the professional technical consultancy work will be carried out by external providers and this will allow direct benchmarking to be carried out to further determine value for money.

Targets for 2005/06

- Improve percentage of planned to responsive work from 61:39 in 2003/4 to 70:30 by 2009/10.
- Pilot survey to establish current level of user satisfaction with major works to be used as a benchmark for future targets (by December 2005).
- Implement skills audit and associated training programme.
- 100% of budget spent by end of March and 100% of agreed schemes completed by end of December each year.
- New scheme to ensure improvements to OAP decoration to be implemented in 2005/06.
- Disabled adaptations and major works to be harmonised by October 2005.
- Increase councillors' satisfaction from 51% to 80% by April 2006.
- Sustainability programme to be developed in partnership with Groundwork West London and started on site by October 2005.
- Set up decent homes performance assessment board by December 2005.
- KPIs for partnership working to be set by October 2005.
- Integration of IT systems – programme partnership workshops to explore sharing data (April – October 2005).

IT BVR

Objectives

The review covered the Council's corporate IT unit (ITSD) and departmental IT support units. The service is provided to all office-based staff and includes support of the Council's voice and data networks and IT infrastructure, IT policy and strategy development, application systems development and support, desk-top support, hardware maintenance, IT procurement, business analysis, security and data protection, disaster recovery, bulk printing, and support of the website, intranet, and internet infrastructure.

The review concentrated on the way the service is delivered within the council rather than the effect IT has on service delivery, on the grounds that other BV reviews e.g. Housing Management, Customer Care, Out-of-Hours, Parking, cover the service aspects and would expect IT to contribute to the improvements the review identified.

The objectives of review included: defining the future strategic role for IT and the type of governance structures needed to deliver that role; improving the cost effectiveness of IT support; and providing an optimum balance between centralised and devolved service delivery.

Consultation

Extensive and targeted consultation took place. This included staff meetings for all IT staff, focus groups and interviews with front-line staff, service managers and councillors, and an on-line customer satisfaction survey. Consultation was also undertaken by external consultants.

Key Findings

- In many areas, the Council is in the forefront of IT in local government (e.g. E-payments, Contact Centre)
- IT has underpinned modernisation across the Council
- Systems are generally very reliable and up to date
- The overall level of satisfaction compares favourably with other authorities
- Support costs overall are good

However:

- Ownership of the Council's overall IT strategy is unclear
- Overlap and duplication occurs in some areas between central and departmental IT
- The provision of support services vary between departments
- There is little corporate prioritisation of projects and the subsequent allocation of resources
- There is a lack of transparency on spend on IT overall and in outcomes
- There are no defined service standards
- Overall IT staffing is higher in the Council than comparable authorities

Outcomes and Action Plan

A range of key recommendations and actions were identified and these include the following:

- Establish a corporate IT commissioner role for the delivery of the Council's IT strategy and the total resources spent on IT
- Adopt a business case approach to identifying and resorting IT priorities
- Define arrangement for setting and monitoring subsequent compliance with the Council's IT standards and policies
- Centralise provision of technical support – with the exception of Education
- Coordinate the procurement of IT (hardware, software and services)
- Establish a core competencies framework for IT and review the extent to which adequate skills are in place to deliver on corporate IT objectives, drawing on the detailed skills audit
- Embed the need for training (and the need to allow for its cost) in business cases for IT projects
- Co-ordinate corporately all IT resources to better ensure the resources are managed and deployed as a whole
- Undertake a comprehensive activity and skills analysis across the board linked to identifying the number of staff and costs involved
- Generate more robust data and comparatives including use of benchmarking and development of performance and cost indicators, soft market test appropriate IT services

Some elements of the action plan are already completed. We have appointed a new Head of IT Strategy who will fulfil the commissioning role. All corporate projects are now initiated through the IT steering group (ITSG) and a Joint Programme Management Board supported by a full Business case. A project management framework has been established. A benchmarking club with Camden and Kensington and Chelsea meets regularly.

Efficiencies

The separation of the Service Commissioner and Provider role will generate efficiencies by ensuring service provision is more customer focused and is aligned to our overall IT strategy. The robust business case approach adopted and the establishment of a corporate project management process will filter out potential IT projects which do not have a sufficiently good business case and ensure those that do, are delivered within time, cost and quality constraints. Improved benchmarking and performance management will help to identify further areas where efficiencies can be made.

Targets for 2005/06

Targets for 2005/6 include: completion of the Strategic IT Framework and IT strategy; reviewing staff IT competency levels across the Council to identify gaps; procuring appropriate training and development opportunities; undertaking an IT staff activity analysis; and completing IT staff pay review. Performance indicators will be set up and monitored.

An efficiency target of £500K savings has been set. This will be met through decommissioning of the mainframe (£152K), Microsoft software licensing and invest to save project which harvests and re-uses existing licences (£300K) and the remaining savings will be made through the efficiency review of the service desk and technical support.

Services to Disabled People

Objectives

Disabled people in Hammersmith & Fulham have consistently said that they need good access to mainstream services throughout their lives so that they are not socially excluded. The Review was therefore a wide-ranging exercise to stimulate change in Council and Health services as well as specialist health and social care services. The review included representatives from the Council, the Primary Care Trust, Hammersmith Hospitals Trust (HHT) and Hammersmith & Fulham Action on Disability (HAFAD). It covered four key themes - Access to mainstream services; Information and Advocacy; Housing; and Health and Social Care.

Consultation

A full programme of consultation has been undertaken involving council, health and voluntary sector users and staff. As well as engaging Disabled people in specific focus groups and workshops for specific conditions, there were also two conferences and an on-going Disability Forum. Staffs were involved in workshops and a multi-stakeholder conference. All parties were kept informed of the progress of the review through newsletters. The review also made use of previous consultation undertaken as part of recent service specific reviews.

Key Findings

- With notable exceptions, there is poor disability awareness within all organisations and disabled people spoke of their experience of poor levels of service.
- There is little corporate ownership of disability issues in the Council and PCT, and no effective lead.
- Disabled people and staff expressed widespread frustration with the lack of a primary source of reliable information and advice on disability matters
- The process of prioritisation for housing is based on diagnosis, rather than the impact of a disability.
- The Housing Department is unable to identify adapted properties, and does not keep a register of the needs of those waiting for re-housing.
- The current average wait for major adaptations is 75 weeks.
- The level of investment in physical disability services in relation to the numbers of people involved in Hammersmith & Fulham is reasonable.
- Users often experienced a fragmented response with poor rehabilitation and community support after hospital.
- There are specific gaps in the provision of psychology services, specialist brain injury provision and rehabilitative support in the community.

Outcomes and Action Plan

- To develop the Disability Forum to become an effective vehicle for disabled people to scrutinise, challenge and influence local decision-making.
- To develop a corporate disability strategy and a disability equality training programme.
- An independent Disability Information Unit to be developed with associated dedicated disability website.

- Independent advocacy to be developed in the context of a borough strategy for advocacy services across all care groups.
- A disability housing register which identifies the needs of individual disabled people for re-housing;
- Improved IT systems to identify and track adapted and accessible properties so that properties can be matched to need
- An integrated disability housing service to provide a holistic approach to equipment and adaptations across tenures, in line with the Decent Homes programme.
- The Council Occupational Therapy (OT) service to produce a strategy for reducing waiting times for assessment
- Social Services Physical Disability team to move from adult services (18 – 64 years) to all age service, with a focus on a more rehabilitative approach to specific long term conditions. The benefits of further integration with specialist health provision, including a pooled fund will be explored
- Specialist networks to be created across organisations, which extend the successful local model of the MS clinic to other conditions (e.g. epilepsy, Parkinson's disease and brain injury).
- Better access to psychology services, brain injury specialists and O.T./physiotherapy services in the community.
- Create a sensory loss (sight and hearing) team within Social Services
- Whole systems approach to visual impairment via establishment of low vision committee.
- Links to WorkAble and Transport Programmes

Efficiencies

- Further strengthen links between the Independent Living Service and PCT services to reduce the need for on-going therapy and maximise the potential of facilitated peer support groups
- Use of self assessment, accredited assessors and integrated working with Hospital and PCT Occupational Therapists to reduce waiting times for simple equipment and adaptations.

Targets for 2005/6

- Programme of Disability Equality training to key staff provided
- Appoint Project Manager for Information Service
- Self assessment process for adaptations in place
- Health OTs to assess for standard adaptations
- Agree plans for co-location of selected Council and Health services
- Develop specialist networks for specific long term conditions
- Establish Sensory Loss Team and a low vision committee
- Move to non age related service
- Substantially increase numbers on Direct Payments

Looked After Children

Objectives

The review started with four questions and used these to frame the review. The questions posed were:

- whether Hammersmith and Fulham has higher levels of looked after children than other boroughs and than are appropriate
- whether this has led to a disproportionate amount of the budget for children's services being spent on this group of children
- whether options for accommodating children in the borough are being maximised
- whether outcomes for looked after children, including educational attainment and health, are poorer than for other children in the borough

Consultation

A full consultation process was conducted with all key stakeholders, primarily children and young people, parents and relatives, carers and staff both within social services and with partner agencies. This included a consultation day with young people held at the BBC, one-to-one consultation with older young people and an audit of the amount and quality of consultation which occurs as part of the routine looked after children process. The review incorporated the findings of the Disabled children's Best Value Review of 2002. Views of parents and foster carers were sought through questionnaires and staff and partner agencies attended challenge workshops.

Key Findings

Assessing services against the four key questions, it was found:

- Rates of looked after children are comparable with other boroughs, given the variability of mid-year population estimates on which rates are based.
- The numbers of looked after children could be reduced through a greater emphasis on proactive/diversionary and rehabilitative work
- The costs of the service will be high due to the high numbers of children. However the development of a strategic commissioning culture would result in considerable gains to the service
- The expansion of the in-house foster carers service could be encouraged by innovative approaches such as using the Council's capital programme to offer loft conversions to families who wish to foster
- Outcomes for looked after children are poorer than other children within the borough. However, for some children the outcomes they achieved after a period in care will be greater than those achieved if they had remained longer in some family settings.
- Those children in care for longer often gain better outcomes, supporting the need for decisive action at an earlier age to enable stability of placement, whether in care or supported at home.

Outcomes and Action Plan

The Council is currently developing an action plan following this review. Key recommendations will include:

- Expand the in-house foster care service, targeting recruitment to achieve greater match between the profile of carers and of looked after children

- Develop outcomes/standards framework for foster care, linked to national outcomes for children to ensure consistency between in-house and independent sectors
- Develop specialist foster carers, for example to support a return home or to work with children with challenging behaviours
- Carry out detailed exploration of private and voluntary residential placements with a view to reducing their use
- Set up a mechanism for rolling programme of consultation with children, parents, foster carers and other stakeholders
- Develop policy on Family Group Conferences, to include developing capacity and capability within the service to support them
- Create economies in social work time to prioritise direct contact with children and young people and to enable staff to reflect on their practice
- Give priority to acting in first 12 weeks in which children come into care
- Ensure Assist (Adolescent Crisis Intervention and Support Team) is engaged in all 11+ activity, with a gate keeping role for Assist and PACT (Parents & Carers Together) in relation to the designated age range of children
- Develop family support services which act proactively in response to a range of triggers, such as school exclusion
- Reconfigure health assessments to use nurse rather than GP assessors
- Create looked after children worker within CAMHS (Children & Adolescent Mental Health Service) and ensure children in transition between placements have access to CAMHS
- Develop a mentoring scheme for looked after children implemented by council officers

Glossary of Best Value Terms

<p>Action plans</p>	<p>These are sets of actions to improve services. A good action plan covers- who will do what, and when they will do it; what resources they will use; and how you will judge their success</p>
<p>Appraisal and staff development</p>	<p>Appraisals are regular reviews of individual or team performances and are used to monitor achievement of targets and to agree new targets. Staff development is about identifying areas of an individual's knowledge or behaviour that need to be improved through training or creating the opportunity for them to gain experience. It is the people themselves who improve performance not systems or processes, so performance management needs to include appraisal of staff development.</p>
<p>Audit</p>	<p>Financial audit is when financial accounts are thoroughly checked, corrected and approved by a suitably qualified person.</p> <p>A performance indicator audit is a similar thorough check of documents by external audit to see whether the council has performed the way it claims.</p> <p>Internal audit refers to the council's internal auditors who ensure that money is spent legally, and that there are checks in place to guard against fraud.</p> <p>External audit is where people from an outside agency (Audit Commission) check the accounts of the council are correct. For local government, the Audit Commission (<i>see entry</i>) can either appoint or act as external auditors to every local council. These auditors may be employed by the Audit Commission (District Audit) or by an accountancy firm. In Hammersmith & Fulham the District Auditor (<i>see entry</i>) undertakes the work</p>

Audit Commission	Is an independent organisation that audits local councils' accounts. The Audit Commission appoints inspectors to English and Welsh local councils. Its role here is to assess the performance and likely improvement of every local council through Comprehensive Performance Assessment and through inspection of services.
Beacon councils	The 'beacon' council scheme (an award scheme) identifies excellence and innovation in local councils. There are other beacon schemes for schools, prisons, the National Health service and for the Government's own departments.
	The scheme shares good practice so that councils learn from each other about how to deliver high quality services to all their users. The award also gives national recognition for frontline staff who have delivered high-quality public services in their beacon area. The council has two beacon awards: " <i>Improving Urban Green Spaces</i> " and " <i>Street & Highway Works</i> "
Benchmarking	This is a process of improving services by learning from those organisations with better performance.
Best Value	Best Value is a central part of the Government's programme to modernise local councils and other organisations, and continually improve services and performance. Best Value includes the following two important activities for all 'Best Value' authorities. The annual publication of Best Value Performance Plans, which outline local councils' approach to Best Value and how they are performing. Ongoing Best Value reviews, which must look at local councils' activities and the four C's (4C's) of Best Value – <i>Challenge, Consult, Compare and Compete</i> .
Best Value PIs	These are statutory performance indicators that all Best Value authorities must collect and publish annually.

Best Value reviews	Best Value reviews are reviews carried out in line with Best Value legislation and statutory guidance. Each Best Value review looks at the four C's (4C's) of Best Value – <i>Challenge, Consult, Compare and Compete</i> . All reviews should produce 5-year action plans for improvement.
Charter Mark	Charter Mark is a government award for quality. Organisations are judged on their customer service – in other words, putting their customers first. The council has a Charter Mark for its council tax service.
CIPFA	Stands for the Chartered Institute of Public Finance and Accountancy. CIPFA: trains accountants for the public services and comments on current public finance, accountancy and audit issues; and offers support services to financial professionals to keep them up to date with current practices.
Comprehensive Performance Assessment (CPA)	CPA is a central part of the Government's national performance management framework. Every English local council must be assessed by the Audit Commission, and is judged on its performance and its ability to improve. Details are available from the Audit Commission's website www.audit-commission.gov.uk .
Corporate Health Indicators	These are indicators that aim to show how organisations perform as a whole. They apply to an organisation's management over and above particular services. They look at issues such as strategy development. Some Best Value Performance Indicators are corporate health indicators.
Four C's of Best Value (4C's)	These are Challenge, Compare, Consult and Compete. their aim is to provide a thorough Best Value review of the council's services or activities. The council is not meant to follow them in any particular order. Instead the council should consider all of them throughout the review, sometimes at all stages and sometimes as appropriate.
IDeA	The Improvement and Development Agency (IDeA) was set up in 1999. It aims to support self-improvement from within local government.
Incremental change.	Unlike step change, incremental change is about gradually improving services and activities.

Inspection	For Best Value review and Comprehensive Performance Assessment inspection focuses on two main issues: how well local councils are performing; and how likely they are to improve.
Investors in People (IiP)	Investors in People (IiP) is the national Standard developed during 1990 by the National Training Task Force in partnership with leading national business, personnel, professional and employee organisations (e.g. CBI, TUC and the Institute of Personnel and Development). IiP sets a level of good practice for training and development of people to achieve business goals.
Local Government Association (LGA)	The LGA represents all local councils in England and Wales.
Local performance indicators	Indicators that focus on local priorities and objectives.
Local Public Services Agreements (LPSAs).	LPSAs are official, voluntary agreements made jointly between local councils and their partners, and the Office of the Deputy Prime Minister (ODPM). They focus on a set of national and local stretching, challenging targets. The council's LPSA focuses on tackling anti-social behaviour.
Local Strategic Partnerships (LSPs)	LSPs are cross-agency partnerships of local organisations (public, private, community and voluntary sector) that work together at a strategic level to improve the quality of life in their area. The Borough Partnership is Hammersmith & Fulham's LSP.
Milestones	Rather than just working towards a final objective or target, milestones outline 'steps' towards it. They help to assess progress along the way and to identify issues as they arise rather than at the end.
Monitoring	Active monitoring is not just about receiving information; it also involves tackling the issues it raises, as well as making decisions or reorganising resources or action plans.
National Public Service Agreement. (national PSAs)	The National Public Service Agreement is a central set of targets, developed by the Government, which all local councils are expected to work towards. This national agreement builds on the shared public-service delivery priorities that were finalised in July

National PSAs	2002 by the Local Government Association's General Assembly (representing local councils) and the Central Local Partnership (representing the Government). This agreement also builds on the Spending Review 2002.
ODPM Office of the Deputy Prime Minister	The ODPM was set up in 2002 as a government department to cover many things including local government and the setting of Best Value Performance Indicators.
Performance Assessment Framework (PAF)	Performance Assessment Frameworks are statutory frameworks within the National Health Service (NHS) and Social Services Departments Personal Social Services (PSS) and they involve using performance indicators. They are often abbreviated to NHS PAF and PSS PAF
Performance management (framework)	It involves you understanding and acting on performance issues at each level of the council, from individuals, teams and departments, through to the organisation itself.
Performance review	Performance review is when you take performance information with other local, management and contextual information, and compare it with aims and objectives. It can also help you to review and refine existing local priorities and strategies.
Performance standard	A performance standard is a 'minimum acceptable level of performance or the level of performance that is generally expected'.
Performance target.	A performance target gives 'the level of performance that the council aims to achieve from a particular activity'. The target aims to continually improve your performance so that you can go beyond what you would normally expect.
Priorities	Priorities are issues that you consider more urgent than other things. Priorities can be national and set by the Government. They can also be local, agreed between local organisations or communities, or decided internally.
Quality Assurance Standard	Standards are documented agreements containing technical specifications or other precise criteria to be used consistently as rules, guidelines, or definitions of characteristics to ensure that materials, products, processes and services are fit for their purpose.

<p>Quality Assurance</p>	<p>ISO 9001:2000 is an international recognised standards which enables businesses to operate a Quality Management system. The requirements of the standard are used to assess the ability to meet customer and applicable regulatory requirements and thereby address customer satisfaction.</p> <p>Quality Management system refers to what the organisation does to manage its processes, or activities, such as written procedures, instructions, forms or records. These help ensure that everyone is not just "doing his or her thing", and that there is a minimum of order in the way the organisation goes about its business, so that time, money and other resources are utilised efficiently.</p> <p>However, ISO 9000 is known as a generic management system standard. Generic means that the same standard can be applied to any organisation, large or small, whatever its product – including whether its "product" is actually a service – in any sector of activity, and whether it is a business enterprise, a public administration, or a government department.</p>
<p>Quality of Life – QoL Indicators</p>	<p>QoL can generally refer to issues ‘that make somewhere a good place to live, now and for generations to come’. These can include: low levels of crime; good health and services; and Good housing and public transport provision.</p>
<p>Stakeholders</p>	<p>Stakeholders are those individuals or organisations that are affected by or interested in your activities. Immediate stakeholders are: staff; councillors; the public; and service users.</p>
<p>Step change</p>	<p>Step change is about making major changes to services and activities within a limited timescale.</p>
<p>Top or upper quartile</p>	<p>The top 25% of performers against a given performance indicator</p>
<p>User-satisfaction indicators.</p>	<p>Indication how satisfied users are with your services or goods. A number of Best Value Performance Indicators are user-satisfaction indicators.</p>

29 JUNE 2005

LEADER

Councillor Stephen Burke

COMMUNITY STRATEGY UPDATE

ALL WARDS

Part I of the Local Government Act 2000 places on local authorities a duty to prepare 'community strategies', for promoting or improving the economic, social and environmental well-being of their areas, and contributing to the achievement of sustainable development in the UK.

Hammersmith & Fulham's Community Strategy has been the subject of a mid term review over the course of the past year. An updated Strategy document has been drafted on the basis of the review, which involved extensive consultation with partners and the wider community.

The ***attached*** Community Strategy update was agreed by the Borough Partnership meeting on the 23rd March 2005.

CONTRIBUTORS

All Departments

RECOMMENDATION:

That the Community Strategy Update be approved for publication.

YOUR BOROUGH, YOUR FUTURE: THE COMMUNITY STRATEGY UPDATE

1. Introduction

- 1.1 The current Community Strategy was published in 2001. It is a ten year Strategy, establishing the Borough Partnership's key priorities: a fair chance; a safe, clean and green environment, and; convenient services. The Strategy set objectives to deliver on these priorities under six themes: safe communities; health and social care, education, opportunities and the economy, homes and neighbourhoods; community, culture and leisure, and; transport. The updated Strategy document sets out new or revised objectives under four themes: safer, stronger communities; children and young people; healthier communities and older people, and; economy and opportunity. These themes reflect the funding 'blocks' established under the Local Area Agreement, with a fourth area covering economic objectives.

2. The Review

- 2.1 The mid term review consisted of consultation with partners and the public by way of focus groups, the Citizen's Panel and the constituent parts of the Borough Partnership. It was also informed by the evaluation of the partners' performance in delivering on the objectives set in 2001.
- 2.2 It was clear from the consultation feedback that the three key priorities should remain. There were some emerging issues that people wanted to see action on, which are highlighted in the updated Strategy document, and new objectives have been set to address these. A number of the objectives and indicators are drawn from other partnership strategies such as the Local Area Agreement, the Local Public Service Agreement, the Crime and Disorder Reduction Strategy and the Neighbourhood Renewal Strategy.

3. Structure of the Community Strategy Update

- 3.1 The first part of the Strategy document sets out the role of the Borough Partnership and describes the current profile of the borough. It also attempts to look ahead some ten to fifteen years to identify potential new challenges that might be faced as a result of projected changes in population, housing demand, employment opportunities, etc.
- 3.2 The document sets out the partners' current performance against the objectives set in 2001. It then sets out the objectives for the next three years and beyond. Some of these are retained from the previous Strategy, some are drawn from new and developing partnership strategies and others have been developed in response to feedback from the consultation exercises.

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

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Community Strategy Update	Peter Smith Extn. 2206	Policy and Equalities Division Town Hall

Your Borough Your Future

Community Strategy Update – 2005

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Introduction from the Leader

In 2001 the Hammersmith and Fulham Borough Partnership published its ten year community strategy, which set out what we plan to do to improve the quality of life for all who live and work in the area.

The strategy was designed to deliver on key priorities for action which had emerged from the extensive consultation we engaged in with the wider community. You told us you wanted to see everyone given a fair chance, you wanted to see more convenient services and you wanted to live in a safe, clean and green environment.

We set out objectives to deliver on these priorities and, mid way through the ten year programme, it is now time to assess what we have achieved and what we have left to do.. We have spent the past year consulting you again on what your current priorities are and we have learned a lot. This updated strategy sets out some new objectives and plans for action.

The public sector partners on the Borough Partnership have signed a pilot 'Local Area Agreement' with central Government that will give us greater freedom as to how we deliver the strategy. The more local freedoms we are given to spend money on local priorities, the more important it is for you to tell us what your priorities are for the local community.

Councillor Stephen Burke
Leader, Hammersmith & Fulham Council
July 2005

What is the Borough Partnership?

The Borough Partnership is the area's local strategic partnership (LSP) - the overarching partnership organisation in the London Borough of Hammersmith and Fulham. It brings together public, private and voluntary sector organisations to work in partnership to improve the social, economic and environmental well-being of the area. The Community Strategy sets out what the Borough Partnership is going to do to deliver such improvements.

The aims of the Borough Partnership are:

- to promote wellbeing by tackling discrimination, disadvantage and social exclusion in all forms;
- to bring together all those with an interest in the Borough - residents, community & voluntary groups, public services, and businesses;
- to ensure the widest possible participation and consultation in planning the future of the Borough and carrying out those plans.

The agreed role of the Partnership is:

- to pursue and promote the themes and goals set out in the Community Strategy;
- to bring together local plans, partnerships and initiatives to enable public service providers to work effectively together to meet local needs and priorities;
- to reflect the different constituent parts of the Partnership and ensure that different partners' views are fed into the decision-making process;
- to determine, approve and monitor the Borough's partnership programmes, performance and expenditure;
- to improve services and opportunities in deprived neighbourhoods and to excluded communities;
- to promote the image of Hammersmith and Fulham outside its boundaries.

The LSP has several elements, the Borough Partnership (BP), which is the Executive, the Public Services Board, the Business Forum and the Community & Voluntary Sector Network (CVSN), as well as the Borough's operational partnerships.

The Borough Partnership is made up of six representatives from each of its three constituent forums and 5 Councillors. Representatives from the Government Office for London and the London Development Agency sit on the BP in an advisory capacity.

Hammersmith and Fulham today

Hammersmith and Fulham is a small and densely populated West London borough with a population of 174,000 - a 12% increase over the past ten years. It is a part of London in high demand, with surveys showing 78% satisfaction levels with the area, making it a popular place to live and work.

The borough also has a highly mobile population – the council's housing needs survey of 2004 estimates that over 35,000 households, almost half the total number of households in the borough, have moved in the last five years. In the private rented sector an estimated one in three tenants moves each year.

Taking the last Census as a snapshot in time, the borough has a relatively young, single and ethnically diverse population. Over half the population is aged between 20 and 44 years and 40% of homes are single person households. Just over one in five residents are from non white ethnic backgrounds and 90 different languages are spoken in our schools. One in twenty residents were born in Ireland.

There are extremes of wealth and poverty in the borough – house prices have risen by a staggering 180% since 1998 yet the area is also ranked as the 42nd most deprived local authority area in the country. Half of all households have an income of less than £19,500 per year but 15% have incomes in excess of £60,000 per year. The average annual household income in the Borough is £30,266 but the average income for Black and Asian households is £14,577 and £14,424 respectively.

The strategic location of the borough and its position in relation to London's transport network means a lot of congestion and busy roads. The borough has seen rapid growth in small businesses, particularly in new media, and it offers a range of cultural attractions in the three town centres of Hammersmith, Shepherds Bush and Fulham.

For the past three years Hammersmith and Fulham council has been rated by the Government as an 'excellent' authority, one of only 21 local authorities in the country to be ranked in the highest category for council performance in each of the past three years. With a world renowned research and teaching hospital, a progressive police force, a thriving business community and a dynamic voluntary sector, the Borough Partnership is well equipped to progress the community strategy and bring continued improvements to the lives of local people over the coming years.

Hammersmith and Fulham tomorrow

Population

Population projections suggest that the borough's population will continue to grow but at a slower rate than in previous years. By 2021 the borough's population is expected to have increased by 7% - lower than the projected increase for Greater London of 12% over the same period. The population is also expected to become younger – with a higher proportional increase in the number of those under 19 years than for London as a whole and a decline in the numbers of people over 60 years.

Diversity

London's place as the world's most cosmopolitan city means that the borough will continue to be home for many diverse groups of people, of different nationality, ethnic origin, religion, and culture, finding the right balance to live together. Organisations that provide public services will need to find new ways of making the views of users, residents and other interested parties central to this process. As our population becomes increasingly diverse we must also ensure that the way in which we provide services brings different communities together and breaks down cultural and social barriers, whilst recognising and respecting different cultural and social identities.

Housing

The continuing population increase and the increase in single person households will place further demands on housing supply in an already overcrowded borough. There are currently 76,202 households in the borough, housing 174,240 people. Projections by the Greater London Authority suggest that in the 15 years from 2001 to 2016 there will be 5,700 new households in the borough, an increase of 7.6%.

Employment

The expected expansion of the e-economy could lead to a growth in employment and further economic prosperity for the borough, which has already seen a rapid expansion of new media businesses in recent years. In order to ensure that local people are given 'a fair chance' to benefit from the employment opportunities that will result from this growth we need to ensure that they are given access to the necessary training and development programmes that will fill any emerging skills gaps.

Leisure

Changing consumer and leisure-time trends mean that we need to consider new issues when planning and developing Hammersmith and Fulham for the future. Continuing growth in the evening and night-time economy, for example, will need to be carefully managed to ensure that the benefits of increasing economic activity are not outweighed by the potential negative effects, such as increased crime and disorder and anti-social behaviour.

Transport

The continuing increase in population could add to increased congestion on the roads and transport systems. Public transport provision in the borough will continue to improve, however, with a major interchange at Shepherds Bush and new railway stations at Imperial Wharf on the West London line and at White City on the Underground's Hammersmith and City Line. New buses are planned and there is the potential for new routes and the possibility of the West London Tram along the Uxbridge Road from Shepherds Bush Green. Locally, public bodies will work together to make provision for and promote more environmentally-friendly means of transport, such as cycling and walking, but the burden will still be on the road system to support the transport needs of the borough and those passing through it. New technologies, such as satellite-based tracking, will be developed in the future to manage demand, enhance safety and increase capacity.

These are just some of the challenges that the Borough Partnership will need to face up to in accommodating ever greater numbers of local people, by making creative use of existing facilities, bringing more empty properties back into use and looking to introduce more efficient and sustainable transport solutions. The Community Strategy and related policies and strategies, particularly the Local Area Agreement, signed up to with central government, and the emerging Local Development Framework, will work towards meeting these challenges.

The White City Opportunity Area

The White City Opportunity Area is a large area that includes the BBC and the White City Centre development with land to its north. The vision is to transform the area into a thriving new, mixed use urban quarter of the highest quality, with a strong sense of place and local identity shared with the surrounding community.

The White City development represents one of London's largest single retail and leisure led mixed-use investments. The development will incorporate:

- Affordable housing
- A new Library and Cinema
- Refurbishment of Grade II listed Dimco building
- Commercial premises
- 150,000m² of retail space
- 4500 car spaces over 2.5 levels
- 16 track under ground depot for the Central Line

The first phase of the construction process is well underway which includes a Marks and Spencer anchor store. The development will see the creation of 1500 job required for the construction phase and once the development is complete it is anticipated that over 5000 end user jobs will be created the vast majority of these will be in the retail and leisure sectors. The scheme is due to be completed in 2007.

In 2005, a master plan is being prepared by the landowners to guide the development of the rest of the White City Opportunity Area.

What you want

The varied and extensive consultation we have been engaged in over the past year has confirmed that we should still focus on the same three priorities:

- **A safe, clean and green borough** – to reduce fear of crime and promote a healthier, more sustainable environment in which to live, as we have been doing through the Borough's Smarter Borough campaign and the joint crime and disorder partnership with the Police.
- **A fair chance** – to help people to overcome deprivation and disadvantage and give everybody in the borough the opportunity to share in its prosperity. Increasing the supply of affordable housing has been a major priority in the first 4 years of this community strategy.
- **Convenient services** – to provide modernised, cost-effective services more tailored to the needs of individuals, as being developed through the Council's Customer First programme and similar initiatives in other local public services.

But those of you who took part in our focus groups or responded to our Citizens' Panel survey or housing needs survey identified some newly emerging concerns about life in the borough that we need to address over the coming years. These issues, such as the need for more accessible childcare for those on low incomes and the need to offer more opportunities for children and young people, are the focus of new objectives within this updated community strategy.

The main conclusions drawn from the public consultation were that:

- Some three quarters of residents are satisfied with the borough as a place to live and 16% dissatisfied. This reflects satisfaction levels for London as a whole.
- Residents' priorities for the borough focus on the physical environment (clean streets, roads and pavement repairs), community safety and reducing traffic congestion and pollution. Significant additional resources are now being targeted at tackling street scene issues.
- Residents want a borough with more affordable housing. Residents on low incomes are particularly forceful about the need to tackle inequalities. Access to the labour market and affordable childcare are key issues.
- Across all groups, but particularly amongst the most excluded, residents express a strong interest in more facilities and activities for

children and young people both for their intrinsic value to the children and young people themselves, their families and communities and as a potential diversion from anti-social behaviour and crime.

- There are low levels of trust in the community – fewer residents trust their neighbours than was the case four years ago - and relatively low levels of participation in community activity. The latter may reflect the busy lives that many Borough residents lead. The former becomes an issue for all of us, if we cease to feel we can rely on, or be respected by, our neighbours and fellow citizens.

What you said you wanted and what we have delivered since 2001

Comparison of performance indicators over the four years since the Community Strategy was published gives an indication as to which of these concerns are being tackled and where further resources may need to be targeted.

The table in Annex 1 shows performance against objectives between 2000 and 2004. Generally performance has been good, with progress made against most objectives. The main exception is under the theme of safe communities where, although crime rates have dropped, your fear of crime has increased.

Safe Communities

Most of the indicators that are still comparable suggest that residents think the borough is a less safe place to live than it was in 2000. This may help to explain the low levels of trust within the community. In reality, however, crime has reduced in recent years.

Health and Social Care

Many of the indicators suggest that there have been steady improvements in health outcomes, including a reduction in teenage pregnancy rates.

Education, opportunities and the economy

Educational achievement has been improved and truancy and class sizes have been reduced. There are more local businesses, more people in employment, increased earnings and less dependency on income support. There has been a significant increase in skills, although the Household Survey data in 2000 would appear to overestimate the percentage of people with no qualifications, when compared to the Census data of a year later. There has still been a notable increase in the number of people with qualifications, though, judging by the Labour Force survey of 2003/04.

Homes and neighbourhoods

The stock of social housing has been increased and overcrowding has been slightly reduced. Waste recycling has almost doubled since 2000. The amount of open public space in the borough has increased by a hectare as a result of the creation of St Paul's Green.

Communities, culture and leisure

There has been some increase in the proportion of residents attending or participating in arts and sports events and a very significant increase in the number of residents partaking in community activity – from just over one in ten in 2000 to over one in four today.

Transport

Congestion data is not available to compare with the numbers of cars on the borough's roads in 2000. Bus services have improved but air quality has not shown any significant improvement from four years ago.

The next five years

The tables in Annex 2 set out our objectives for the next five years and the indicators that we will use as a measure of our success in meeting these objectives. Many of the objectives have been retained from the original Community Strategy but we have included some new ones to reflect the concerns that were raised during our latest consultation exercises.

Safer, Stronger Communities

Resident's priorities for the Borough focus on clean streets, community safety and reduced congestion and pollution.

Local people want easy access to shops, leisure and cultural facilities and public services and for these to be affordable, particularly housing and childcare. They want to live in stable, mixed communities where residents and businesses demonstrate a sense of pride in, and commitment to, their neighbourhood and consideration for their neighbours.

The challenge for the public sector is to provide services with a human face on a human scale, to create the conditions of urban villages where people can exert real influence over their environment, neighbourhoods and local services.

To test this approach the Council is keen to invest substantial new monies into a borough-wide Safer Neighbourhoods initiative and is seeking match funding from partners and Government to turn them into reality.

Children and Young People

There is a consensus amongst partners and contributors that the whole Borough benefits when children are healthy and safe, when they enjoy life and achieve their full potential, when they are able to make a positive contribution and when their economic wellbeing is secure.

Across all groups, but particularly amongst the most deprived, residents and voluntary and community groups express a strong interest in more activities and better facilities for children and young people, both for their intrinsic value to the individuals, families and communities and as potential diversion from anti-social behaviour and crime.

As in other boroughs, the public sector challenge will be to integrate services for children and young people, securing the immediate and longer-term interests of high need and vulnerable children within universal services. There needs to be greater investment in prevention and we need to develop more coherent packages of support across every dimension of children's lives – as individuals, with their peers and within their families, schools and communities.

Healthier Communities and Older People

Residents want to live longer, healthier lives, enjoying a better quality of life throughout adulthood. Partners working to build healthier communities want to see reduced incidence of disease, improved health care and to promote healthier lifestyles across all sections of the community.

The challenge for public services is to improve health outcomes by narrowing the gap for the disadvantaged, investing in prevention and promoting informed choice and independence.

There must be a greater focus on promoting healthy choices. We need to provide tailored health and social care support. We want to improve access to this vibrant Borough's facilities and activities and broaden opportunities for vulnerable people.

Economy and Opportunities

Local people want a fair chance to share in the prosperity of the Borough. They want to be offered the opportunities to develop their skills, fulfil their potential and to contribute to the local economy.

Partners want to work together to facilitate growth in the local economy to increase employment opportunities, improve earnings and expand and increase local businesses. This growth must be matched by improving skill

levels within the local labour market through enhanced and targeted training programmes.

Greater training and employment opportunities will reduce dependence on benefits and free people from the poverty trap but where benefits are needed people must be encouraged to claim their full entitlement and be given the support they need to lead fulfilling lives within their communities.

How will we deliver this?

The Borough Partnership and its constituent parts is responsible for overseeing joint delivery programmes, agreed with central government, through which we will be working towards meeting many of our Community Strategy objectives over the coming years.

The Local Area Agreement

The Borough Partnership is one of 21 local strategic partnerships that the Government has chosen to pilot a Local Area Agreement. The Agreement is between the various partners and the Government and is intended to give more freedom to local public bodies to prioritise, resource and deliver services in a way more suited to local circumstances.

At present, local councils, the police, the primary care trust and other public service providers receive money from many different Government departments in funding 'streams', which can be tightly 'ring-fenced' for spending only as specified by the particular Government department from where the funding stream has originated. This approach to funding local services does not offer the flexibility for local service providers to best target their resources at addressing local priorities and local need.

A Local Area Agreement will pull many of these funding streams together into three 'pots' and will allow partners at the local level more freedom from central Government to agree how these monies are spent. This will enable the Borough Partnership in Hammersmith and Fulham to target resources at the issues that local people want to see prioritised, as set out within this Community Strategy. The three 'blocks' of funding are to be spent under three broad themes: Safer, Stronger Communities; Children and Young People, and; Healthier Communities and Older People. These themes are, of course, reflected in the Community Strategy.

The Local Area Agreement sets ambitious targets for the Borough Partnership to aim for in delivering on these themes and will be subject to close monitoring over the next three years.

The Local Public Service Agreement

The Government has a range of Public Service Agreement targets – from educational attainment to public health to crime reduction and environmental improvements - which it is committed to meeting at national level. It can only do so, however, with the help of local public authorities and service providers. The Borough Partnership in Hammersmith and Fulham has just agreed its second Local Public Service Agreement (LPSA) that will focus on child poverty and run for the next three years as part of the Children and Young People block of the Local Area Agreement.

The LPSA differs from the other elements of the Local Area Agreement in that it commits the Government to rewarding good performance with additional funding. If the Borough Partnership reaches its agreed targets on addressing child poverty over the next three years it will receive additional grant funding from Government. If it exceeds its target it will receive even more additional funds. These resources will go back into other service areas or continue to be targeted at child poverty programmes, as necessary.

The Borough Partnership is about to receive reward grant for performance against the targets agreed under the first LPSA, drawn up in 2002, and this money will be used to develop further programmes to meet the new targets in this updated Community Strategy.

The Crime and Disorder Reduction Strategy

Police, local authorities and other public sector partners come together in a Crime and Disorder Reduction Partnership, which is responsible for drawing up a Crime and Disorder Reduction Strategy. This Strategy prioritises action to reduce crime in the borough and monitors its success. The key elements of the Strategy are contained within the Safer, Stronger Communities section of this updated Community Strategy.

The Neighbourhood Renewal Strategy

The borough's Neighbourhood Renewal Strategy directs resources at programmes such as training and employment initiatives to regenerate deprived areas of the borough. Key elements of the Neighbourhood Renewal Strategy are contained within this updated Community Strategy.

The Local Development Framework

The Local Development Framework is the new local planning system introduced nationally in 2004 and it will replace the existing Unitary Development Plan in 2008. The Framework is a spatial plan that will be a key delivery mechanism for many Community Strategy objectives, such as where there are implications for the use and development of buildings and land, or for the quality of the local environment. The programme for preparing the various policy documents contained in the Framework, including the stages for public consultation, is set out in the Local Development Scheme.

Other Strategies and Programmes

There are many other strategies and programmes being delivered by the various partners that make up the Borough Partnership – the Education Plan, the Policing Plan, the Health Improvement Programme, the Local Implementation Plan for transport, etc. These plans are all subject to ongoing monitoring and review to ensure that targets are being reached and objectives are being met. The Community Strategy draws out the key objectives from

these plans that reflect the agreed priorities for all partners and for the wider community.

Information and contacts

Borough Partnership Contact

Councillor Stephen Burke
Chair of the Borough Partnership and Leader of the London Borough of
Hammersmith and Fulham
Tel. 0208 753 2053
Email: Stephen.burke@lbhf.gov.uk

Safer, stronger communities Contacts

John Sutherland
Borough Liaison Officer
Hammersmith and Fulham Police
Tel. 0208 246 2778
Email: john.sutherland@met.police.uk

Richard Vernon
Head of Community Safety Unit
London Borough of Hammersmith and Fulham
Tel. 0208 753 2814
Email: Richard.vernon@lbhf.gov.uk

Children and young people Contacts

Carole Bell
Hammersmith and Fulham Children's Trust
Tel. 0208 753 5076
Email: carole.bell@lbhf.gov.uk

Ann Ayamah
Education Department
London Borough of Hammersmith and Fulham
Tel. 0208 753 3777
Email: ann.ayamah@lbhf.gov.uk

Healthier communities and older people Contacts

Adrian Mayers
Hammersmith and Fulham Primary Care Trust
Tel. 020 8846 6767
Email: Adrian.mayers@hf-pct.nhs.uk

Charlotte Pomery
Social Services
London Borough of Hammersmith and Fulham
Tel. 0208 753 2588
Email: charlotte.pomery@lbhf.gov.uk

Employment and the Economy Contacts

John Lawrence
Chair, Business Forum
Tel. 0208 834 1008
Email: info@hfchamber.co.uk

Isobel Morton
Job Centre Plus
Tel. 0208 210 8185
Email: Isobel.morton@jobcentreplus.gsi.gov.uk

Helen Garner
Job Centre Plus
Tel. 0208 607 1612
Email: Helen.garner@jobcentreplus.gsi.gov.uk

General information (and for additional copies of the community strategy)

Contact

Customer First
London Borough of Hammersmith and Fulham
Tel. 0208 753 4040
Email: information@lbhf.gov.uk

ANNEX 1

Current Performance against the Community Strategy Indicators**Safe communities**

Objective	Indicator	Is the objective being met?	Previous performance	Current performance
1. Reduce crime and disorder	Recorded vehicle crimes (not including criminal damage or tampering)	Yes	31.3 per 1,000 population in 1999/2000. This includes criminal damage and tampering with vehicles.	25 per 1,000 population in 2003/04
	Number of domestic burglaries in Hammersmith & Fulham	Yes	30.1 per 1,000 households in 1999/2000	26.8 per 1,000 households in 2003/04
	Recorded crimes	Yes	181.6 per 1,000 population in 1999/2000.	164.5 per 1,000 population in 2003/04
2. Reduce fear of crime	Percentage of the population living in fear of being robbed	No	39% (Resident's survey 2000)	67% in 2003 (most recent available data citizen's panel)
	Percentage of the population feeling safe on the street at night	No	54% (Resident's survey 2000)	42% in 2004
	Percentage of the population living in fear of being burgled	No	52% (Resident's survey 2000)	76% in 2003 (most recent available data citizen's panel)
3. Increase police presence	Number of FT equivalent police officers per 1000 population	No	3.2% (February 2001)	3.18 in 2003/04
	The average vacancy rate of police officers over the year.	Yes	3.7% (February 2001)	0% in 2003/04
	Proportion of officers engaged in uniform duties	Yes	69% (December 2000)	79% in 2003/04
	Number of hours spent on patrol by special constables	No previous data	No data available in 1999/2000.	400 hours in 2002/03 (most recent available data)
4. Increase satisfaction	Percentage of public satisfied with local	No	50% of the public considered local policing good	38% of the public considered

with policing	policing		or excellent (Residents survey 2000)	local policing good or excellent in 2004
5. Reduce convictions	Rate of re-offending of young offenders aged 10 to 17	No	% in 2001	47% in 2003

Health and social care

Objective	Indicator	Is the objective being met?	Previous performance	Current performance
1. Improve health outcomes	Age-standardised mortality rates per 100,000 from all circulatory diseases for under 75s	Yes	Originally this was defined as 'coronary heart disease and strokes for <65s', which was 152.6 in 1997/98	102 in 2001/02 (most recent data available)
	Age-standardised mortality rates per 100,000 from all cancers for under 75s	Yes	156.2 in 1997/98	126 over the period 2000/02 (most recent data available)
	Age-standardised mortality rates per 100,000 from suicide and injury undetermined	Yes	16 in 1997/98	6 in 2001/02 (most recent data available)
	Age-standardised mortality rates per 100,000 from accidents	Yes	20.2 in 1997/98	13 in 2001/02 (most recent data available)
3. Prevention	Percentage of women aged 25-64 screened for cervical cancer	Yes	67% in 1999/2000	72% in 2003/04
	Percentage of women aged 50-64 screened for breast cancer	No	53% in 1999/2000	49% in 2002/03
4. Reduce fire related deaths	Average number of deaths arising from accidental fires in dwellings	No previous data	No data available in 1999/2000	1.6 over the period 1999-2004
5. Improve access to GPs	(i) Percentage of practices with an appointment system offering 1st appointment with a GP within 2 working days (ii) Percentage of practices with an appointment system offering 1st appointment with a primary care professional within 1 working day	No previous data	No previous data	93% in 2003/04 93% in 2003/04

6. Improve healthy living	Number of Four-week smoking quitters	Incomparable data	This indicator has replaced the original 'the percentage of people who smoke' (28% in 1999/2000).	227 (03/04)
	Percentage of people taking moderate exercise at least 5 times a week	No	26% in 2001	21% in 2004
7. Reduce dependence on drugs	Number of adult drug users in treatment	Incomparable data	This indicator has replaced the original 'the percentage of people under 25 taking class A drugs'. It was not clear how such data was to be collected.	851 in 2002/03
8. Improve support to vulnerable old people	Number of people aged 65 or over receiving intensive home care packages per 1000 population aged 65+	No	29.4 in 1999/2000	25.9 in 2003/04
9. Improve support to vulnerable young people	Ratio of the proportion of children in care who are cautioned by the police to the proportion of all children who were cautioned by the police	Incomparable data	This was changed from 'the proportion of children in care who are cautioned by the police' (4.7% in 1999/2000)	1.5 in 2003/04
	Number of children and young people leaving care aged 16 and over with 5 or more GCSE's grades A*-C	Incomparable data	This was changed from 'the proportion of children who are looked after who achieve 5 or more GCSEs at grades A*-C' (11% in 1999/2000)	4 in 2003/04
	Percentage of those children who were looked-after who are engaged in education, training or employment at the age of 19	No	69% in 1999/2000	68% in 2003/04
10. Improve support to vulnerable children	Number of looked after children adopted during the year as a percentage of the number of children looked after	Incomparable data	This was changed from 'the number of adoptions providing permanent families for children' (4% in 1999/2000)	7.7% 2003/04
	Proportion of children in the borough who are re-registered within 12 months on the child protection register	No	12% in 1999/2000	21.4% in 2003/04
11. Reduce teenage pregnancies	Number of teenage pregnancies per 1000 under 18 years olds	Yes	The three year average with 1998 as baseline was 68.8 (1997-99)	3 yr average with 2001 as baseline was 61(2000-2002)

Education, opportunities and the economy

Objective	Indicator	Is the objective being met?	Previous performance	Current performance
1. Raise achievement at all ages	Percentage of 11-year-olds achieving level 4 or above in key stage 2 in English	Yes	73.7% in 2000	78.7% in 2003/04
	Percentage of 11-year-olds achieving level 4 or above in key stage 2 in maths	Yes	71.5% in 2000	75.6% in 2003/04
	Percentage of 11-year-olds achieving level 4 or above in key stage 2 in science	Yes	84.6% in 2000	87% in 2003/04
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in English	No	62.4% in 2000	62% in 2003/04
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in maths	Yes	58.8% in 2000	67% in 2003/04
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in science	Yes	50% in 2000	63% in 2003/04
	Percentage of 16-years-olds achieving 5+ GCSEs at A*-C or equivalent	Yes	49.8% in 2000	51.6% in 2003/04
	2. Reduce class sizes	Percentage of primary school classes from Reception to Year 2 with more than 30 pupils	Yes	1.9% in 1999/2000
Percentage of primary school classes from Year 3 to Year 6 with more than 30 pupils		Yes	5.8% in 1999/2000	4.8% in 2003/04
3. Reduce truancy	Percentage of primary school days lost due to unauthorised absences	Yes	1.2%	0.8% in 2003/04
	Percentage of secondary school days lost due to unauthorised absences	Yes	2% in 1999/2000	1.7% in 2003/04
4. Increase childcare	Number of out of school hours places per 1000 population of children up to 14, up to 16 if SEN, who are in full time education	Incomparable data	126 places per 1000 (October 2000)	No data submitted in 2003/04
5. Increase local businesses	Total number of VAT registered businesses	Yes	7,675 in 1999	8,680 in 2003

6. Increase employment	Number of employees in local businesses	Yes	94,000 in 1998/99	104,800 in 2003
7. Reduce unemployment	Percentage and number of local population registered unemployed	Yes	3.8% (4,398) in October 2000	3.2% (4,004) in December 2004
8. Reduce dependence on income support	Percentage of residents reliant on Income Support	Yes	26.4% in August 1998	18.2% in 2003
9. Increase earnings	Average gross weekly earnings (full time workers)	Yes	£526.40 in April 1999	£680.30 in 2004
10. Improve skills	Proportion of adults without qualifications	Yes	28% in 2000 (Household Survey) 18% in 2001 (National Census)	12% in 2003/04 (Labour Force survey)

Homes & Neighbourhoods

Objective	Indicator	Is the objective being met?	Previous performance	Current performance
1. Reduce homelessness	Number of households presenting as homeless	Incomparable data	Previously measured as per 1000 of the adult population – 22.5 in 1999/2000	2346 in 2003/04
2. Increase affordable housing	Stock of social housing in the borough	Yes	25,544 homes in 1999/2000	26,628 in 2003/04
3. Reduce overcrowding	Percentage of households in overcrowded accommodation	Yes	13% in 1998 (different means of calculation – would have been 8.1% using current method)	8% in 2004
4. Increase recycling	Percentage of household waste recycled	Yes	7.69% in 2000	14% in 2003/04
5. Protect green space	Existing hectares of public open spaces	Yes	226 hectares in 1998	227 hectares in 2004
	Percentage of new housing built on previously developed land	Yes	100% in 1999/00	100% in 2003/04

Communities, Culture & Leisure

Objective	Indicator	Is the objective being met?	Previous performance	Current performance
1. Increase participation in arts activities	Percentage of local residents who have participated in or attended a local arts activity	Yes	20% in 2000	23% in 2004

2. Increase participation in sports activities	Percentage of local residents who have participated in or attended a local sporting activity	Yes	20% in 2000	27% in 2004
3. Increase community activity	Percentage of local population involved in local community or voluntary organisation	Yes	12% in 2000	28% in 2004
4. Improve people's attitude to the area	Percentage of the local population who are satisfied with the area as a place to live	No	84% in 2000	78% in 2004
	Percentage of the local population who trust their neighbours	No	53% in 2000	40% in 2004

Transport

Objective	Indicator	Is the objective being met?	Previous performance	Current performance
1. Reduce congestion	Total daily (7am-7pm) traffic on borough's 24 main roads	Incomparable data	657,067 vehicles	Data needs to be reviewed.
2. Improve public transport	Reported performance of local buses: average bus excess waiting time	Yes	60% longer than expected in 2000	34% in 2003/04
	Reported performance of local buses: probability of waiting at least 10 minutes	Yes	24.6% in 2000	15% in 2003/04
3. Improve air quality	Average number of days that air pollution by PM10 is recorded as moderate or higher	No	21 days January - July 1999	Difficult to determine a level across the borough, and so the Hammersmith Broadway monitoring station is used as a proxy. - 40 days in 2003/04 but this may reflect particularly high pollution levels arising from very hot weather and the temporary closure of the Hammersmith flyover in summer 2003.

ANNEX 2

FUTURE TARGETS

Safer, stronger communities		
Objective	Indicators	Current performance
1. Reduce crime and disorder	Recorded vehicle crimes (monthly). Number of domestic burglaries (annually). Number of robberies (annually). Recorded crimes (monthly).	600 (July 2004) 2074 (2003/04) 119 (2003/04) 2476 (March 2004)
2. Reduce fear of crime	Percentage of the population living in fear of being robbed. Percentage of the population feeling safe on the street at night. Percentage of the population living in fear of being burgled.	53% (2002) 42% (2004) 63% (2002)
3. Increase police presence	Number of FT equivalent police officers per 1000 population. The average vacancy rate of police officers over the year. Proportion of officers engaged in uniform duties. Number of hours spent on patrol by special constables.	3.18 (2003/04) 0% (2003/04) 79% (2003/04) 400 (2002/03)
4. Tougher, swifter justice	Percentage of persistent young offenders dealt with from 'arrest to charge' in two days. Number of judicial disposals.	73% (2002/03) 3493 (2002/03)
5. Increase satisfaction with policing	Percentage of local residents who consider local policing to be good or excellent.	38% (2004)
6. Turn young offenders away from crime	Rate of re-offending of young offenders aged 10 to 17.	47% (2003)

7. Improve fire safety	Average number of deaths arising from accidental fires in dwellings. Number of accidental fires in dwellings per 10,000 dwellings.	1.6 (1999-2004) 264 (2001/02)
8. Act against the perpetrators of hate crimes	Number of racist offence judicial disposals as a proportion of racist offences. Number of homophobic offence judicial disposals as a proportion of homophobic offences.	22.2% (2003/04) 21.7% (2003/04)
9. Reduce homelessness	Number of households presenting as homeless.	2346 (2003/04)
10. To increase the number of homelessness cases prevented through positive intervention	The increase in the number of households assisted to prevent homelessness	New LPSA2 target – current performance tbc
11. Increase the supply of affordable housing	Stock of social housing in the borough.	26,628 (2003/04)
12. Reduce overcrowding	Percentage of households in overcrowded accommodation	8% (2004)
13. Improve energy efficiency	Energy efficiency SAP rating of council properties.	58 (2003/04)
14. To provide decent homes for vulnerable private residents	The increase in the number/proportion of private households in receipt of or entitled to benefits having their homes brought to the decent standard	2,899 vulnerable households fail to meet decent standard (LBHF Stock Condition Survey 2005)
15. Increase recycling	Percentage of household waste recycled.	14% (2003/04)
16. Protect green space	Existing hectares of public open spaces. Percentage of new housing built on previously developed land.	227 (2003/04) 100% (2003/04)
17. Increase participation in arts, sports and other community activities	Percentage of local residents who have participated in or attended a local arts activity. Percentage of local residents who have participated in or attended a local sporting activity. Percentage of local population involved in local community	23% (2004) 27% (2004)

	or voluntary organisation.	28% (2004)
18. Improve people's attitude to their local area	Percentage of the local population who are satisfied with the area as a place to live. Percentage of the local population who trust their neighbours.	78% (2004) 40% (2004)
19. Improve public transport	Reported performance of local buses: average bus excess waiting time probability of waiting at least 10 minutes	34% longer than expected (2003/04) 15% (2003/04)
20. Improve air quality	Annual mean of air pollution by NO2. Average number of days that air pollution by PM10 is recorded as moderate or higher.	88ug/m3 (2003/04) 40 days (2003/04)

Children and young people		
Objective	Indicators	Current performance
1. Raise educational achievement Key stage 2	Percentage of 11-year-olds achieving level 4 or above in key stage 2 in English. Percentage of 11-year-olds achieving level 4 or above in key stage 2 in maths. Percentage of 11-year-olds achieving level 4 or above in key stage 2 in science. Percentage of 11-year-olds achieving level 5 or above in key stage 2 in English. Percentage of 11-year-olds achieving level 5 or above in key stage 2 in maths.	78.7% (2003/04) 75.6% (2003/04) 87% (2003/04) 31.8% (2003/04) 27.2% (2003/04)

Key stage 3	Number of schools in which fewer than 65% of 11-year-olds achieved level 4 or above in Key stage 2 English.	3 (2003/04)
	Number of schools in which fewer than 65% of 11-year-olds achieved level 4 or above in Key stage 2 Maths.	5 (2003/04)
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in English.	62% (2003/04)
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in maths.	67% (2003/04)
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in science.	63% (2003/04)
	Percentage of 14-year-olds achieving level 5 or above in key stage 3 in ICT.	51% (2003/04)
	Number of schools in which fewer than 60% of 14-year-olds achieved level 5 or above in Key stage 3 English.	5 (2003/04)
	Number of schools in which fewer than 60% of 14-year-olds achieved level 5 or above in Key stage 3 Maths.	5 (2003/04)
	Number of schools in which fewer than 60% of 14-year-olds achieved level 5 or above in Key stage 3 ICT.	3 (2003/04)
	Number of schools in which fewer than 60% of 14-year-olds achieved level 5 or above in Key stage 3 Science.	5 (2003/04)
GCSE	Percentage of 16-years-olds achieving 5+ GCSEs at A*-C or equivalent.	51.6% (2003/04)
	Number of pupils gaining 5 or more A*-G GCSE passes including English and Mathematics in H&F LEA	86% (2003/04)

	level. Number of schools where percentage of pupils obtaining five or more GCSEs/GNVQs or equivalent at A* - C is smaller than 20%.	0 (2003/04)
2. Reduce class sizes	Percentage of primary school classes from Reception to Year 2 with more than 30 pupils. Percentage of primary school classes from Year 3 to Year 6 with more than 30 pupils.	0.7% (2003/04) 4.8% (2003/04)
3. Reduce truancy	Percentage of primary school days lost due to unauthorised absences. Percentage of secondary school days lost due to unauthorised absences.	0.8% (2003/04) 1.7% (2003/04)
4. Reduce permanent exclusions (new – from LPSA1)	Number of permanent exclusions from secondary schools.	20 (2003/04)
5. To improve communication, language and literacy by the end of the foundation stage in Hammersmith and Fulham	Increase in the percentage of pupils obtaining an average Foundation Stage Profile score of 6 or more in Communication, Language and Literacy (CLL) and Personal, Social and Emotional Development (PSED) in 2008.	CLL – 69% (2004) PSED – 84% (2004)
6. To reduce the number of schools in Hammersmith and Fulham not meeting national floor targets in English at Key Stage 2	The number of schools with fewer than 65% of pupils achieving level 4 or above in i) KS2 English SATs and ii) KS2 Mathematics SATs in a) 2007 and b) 2008	i) 7 schools ii) 12 schools
7. To improve performance at GCSE of pupils entitled to free school meals (FSM) who underachieve in relation to the overall population	The percentage of pupils entitled to FSM achieving 5 A*-Cs at GCSEs and their equivalent in a) 2007 and b) 2008	26.4% (2004)
8. Increase participation of 16-18 year-	1. Reduce the proportion of young people not in EET	1. 8.43%

olds in appropriate education, employment and training (EET)	at the end of November in each of a) 2006, b) 2007 and c) 2008 2. Percentage of looked-after young people in their seventeenth year on 1 April each year who are in EET at the age of 19.	2. x%
9. Act against the perpetrators of child abuse (new – from CDRP)	Number of child protection offence judicial disposals as a proportion of child protection offences. Proportion of children in the borough who are re-registered within 12 months on the child protection register.	28% (2003/04) 21.4% (2003/04)
10. Reduce teenage pregnancy	Percentage reduction in under 18 pregnancy rates compared with a 1998 baseline	10.2% (2002)
11. Improve the life chances of looked after children	Ratio of the proportion of children in care who are cautioned by the police to the proportion of all children who were cautioned by the police. Number of children and young people leaving care aged 16 and over with 5 or more GCSE's grades A*-C. Percentage of young children leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ. Percentage of those children who were looked-after who are engaged in education, training or employment at the age of 19. Number of looked after children adopted during the year as a percentage of the number of children looked after. Ratio of the percentage of those children who were looked-after who are engaged in education, training or employment at the age of 19 to the percentage of all	1.5 (2003/04) 4 (2003/04) 55% (2003/04) 68% (2003/04) 7.7% (2003/04) 76% (2003/04)

	19-year-olds engaged in education, training or employment.	
12. To increase the appropriateness of placements and permanent placements for looked-after children	<ol style="list-style-type: none"> 1. Achieving adoption, residence orders or special guardianship for as many children as possible 2. To reduce the average distance from placement-to-homes of looked-after children to 20 miles 	1. Residence 8, Special Guardianship 17, Adoption 31 (2004/05)
13. To reduce the numbers of work-free households by providing affordable and appropriate childcare	<p>The increase in the number/proportion of parents who move from income support to working families tax credit</p> <p>The increase in the number/proportion of parents attending vocational training courses who are currently on income support</p>	New LPSA2 target – current performance tbc

Healthier communities and older people		
Objective	Indicators	Current performance
1. Improve health outcomes	<p>Age-standardised mortality rates per 100,000 from all circulatory diseases for under 75s.</p> <p>Age-standardised mortality rates per 100,000 from all cancers for under 75s.</p> <p>Age-standardised mortality rates per 100,000 from suicide and injury undetermined.</p> <p>Age-standardised mortality rates per 100,000 from accidents.</p>	<p>102 (2001/02)</p> <p>126 (2000-02)</p> <p>6 (2001/02)</p> <p>13 (2001/02)</p>
2. Improve healthy living	<p>Male life expectancy.</p> <p>Female life expectancy.</p>	<p>76 (2001/02)</p> <p>82 (2001/02)</p>

	Number of four week smoking quitters. Percentage of people taking moderate exercise at least 5 times a week.	227 (2003/04) 21% (2004)
3. Increase preventative health care	Percentage of women aged 25-64 screened for cervical cancer. Percentage of women aged 50-64 screened for breast cancer.	72% (2003/04) 49% (2002/03)
4. Improve access to GPs	Percentage of practices with an appointment system offering 1st appointment with a GP within 2 working days. Percentage of practices with an appointment system offering 1st appointment with a primary care professional within 1 working day.	93% (2003/04) 93% (2003/04)
5. Reduce dependence on drugs	Number of adult drug users in treatment.	851 (2002/03)
6. Improve support to vulnerable old people	Number of people aged 65 or over receiving intensive home care packages per 1000 population aged 65+. Percentage of all older people supported by social services who are supported intensively to live at home.	25.9 (2003/04) 37% (2003/04)
7. To reduce the number of teenage pregnancies.	Number of pregnancies per thousand under-18 year-olds	50.22 (2004-6 three-yr average)
8. To reduce smoking amongst women of childbearing age	Number of 4 week quitters amongst women aged 16-44	176 women quit smoking in 2004

Economy and opportunities		
Objective	Indicators	Current performance
1. Improve skill levels	Proportion of adults without qualifications.	12% (2003/04)
2. Increase local businesses	Total number of VAT registrations.	8,680 (2003)
3. Increase employment	Number of employees in local businesses. Number/Percentage of local population registered unemployed. Number/Percentage of local population registered unemployed in disadvantaged areas (4 northern wards).	103,000 (2002) 4004/3.2% (December 2004) 1501/5% (December 2004)
4. Improve earnings, particularly of lower paid employees	Average gross weekly earnings (full time workers). Median gross weekly earnings (full time workers). Gross weekly wages of lowest 20% of earners.	£652.50 (2003) £513.80 (2004) Less than £286.10 (2004)
5. Reduce dependence on benefits	Percentage of residents reliant on Income Support.	18.2% (2003)
6. To increase the uptake of Child Tax Credit and Working Tax Credit in the borough	The number/proportion of claimants	New LPSA2 target – current performance tbc
7. To improve job entry and retention rates for lone parents	The number/proportion of lone parents moving off out-of-work benefits and into work	New LPSA2 target – current performance tbc

SPECIAL MOTION NO. 1 – FREEDOM OF ENTRY

Standing in the names of:

- (i) Councillor Stephen Burke
 - (ii) Councillor Stephen Cowan
1. In view of the Ministry of Defence decision to absorb the 10th Battalion, The Parachute Regiment into the 4th Battalion, The Parachute Regiment, it is requested the Council transfer the grant of 'Freedom of Entry' to the 4th Battalion, The Parachute Regiment. The 10th Battalion received their grant on 11th May 1983.
 2. The 4th Battalion, The Royal Green Jackets, will be retaining their name on becoming part of the London Regiment, the change they seek is to be re-titled 4th Battalion, The Royal Green Jackets of the London Regiment.

jpc/26/05/05

SPECIAL MOTION NO. 2 - COUNCIL APPOINTMENTS TO OUTSIDE ORGANISATIONS 2005/06 - LONDON HOUSING UNIT COMMITTEE

Standing in the names of:

- (i) Councillor Colin Aherne
- (ii) Councillor Fiona Evans

That Councillor Dame Sally Powell replace Councillor Stephen Burke on the London Housing Unit Committee.

cds/07/06/05

SPECIAL MOTION NO. 3 – RECYCLING

Standing in the names of:

- (i) Councillor Andrew Jones
- (ii) Councillor Michael Cartwright

“In light of its recent success in increasing the percentage of recycling from 9% to 19% of household waste collected in the Borough, as outlined in recent performance figures from the Direct Services Department, this Council resolves to further increase recycling to meet and/or exceed the Government’s target of 24%. As one of the best performing Councils in London, this will be achieved via a series of new initiatives under the Smarter Borough scheme, including a new streamlined collection rota, new recycling drop facilities on estates and continued educational projects with schools and community groups.”

jpc/14/06/05

SPECIAL MOTION NO. 4 – CONGESTION CHARGE ZONE EXTENSION

Standing in the names of:

- (i) Councillor Michael Cartwright
- (ii) Councillor Wesley Harcourt

“This Council notes that in the current consultation on the westward extension to the congestion charge zone, the Mayor has accepted most of the points we made in response to his previous consultations, particularly the exclusion of parts of College Park and Old Oak Ward. However, we do not agree that Edwards Woods Estate remains within the proposed extension, and therefore this Council remains opposed to the westward extension of the congestion charge zone.”

jpc/14/06/05

SPECIAL MOTION NO. 5 – IMPERIAL WHARF

Standing in the names of:

- (i) Councillor Frances Stainton
- (ii) Councillor Will Bethell

“This Council notes that planning permission has been granted for further development on the Imperial Wharf site without any guarantee that a new railway station will be built. The Council should stop the tide of concrete sweeping across Sands End and focus on ensuring an adequate public transport infrastructure.”

jpc/17/06/05