

27 JUNE 2007

<u>ITEM</u>		<u>PAGE</u>
1.	MINUTES – 30 MAY 2007	
	To approve and sign as an accurate record the Minutes of the Annual Council Meeting held on 30 May 2007.	Circulated separately
2.	APOLOGIES FOR ABSENCE	
3.	MAYOR’S & CHIEF EXECUTIVE’S ANNOUNCEMENTS (IF ANY)	Circulated separately
4.	DECLARATIONS OF INTEREST	
	If a Councillor has any personal or prejudicial interest in a particular report they should declare an interest.	
	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 Cabinet Member to reply to any questions submitted by members of the public:	
	1. Ms.Catherine Reifen, 23 Radipole Road, SW6 5DN	
	2. Mr.Leo Watkins, 12 Lysia Street, SW6 6NG	
	3. Ms.Sharon Michaels, 1 Shepherds Bush Place, W12 8LX	
	4. Miss Meher Oliaji, 5 Chaucer Mansions, Queens Club Gdns, W14 9RF	
6.	ITEMS FOR DECISION / COMMITTEE REPORTS (IF ANY)	

[The Council’s Corporate Plan 2007/8](#)

[Council Constitution: Terms of Reference of Licensing Committee & Sub-Committee](#)

[Council Constitution: Director of Residents' Services Department - detailed Scheme of Delegation](#)

[The Nottingham Declaration on Climate Change](#)

7. SPECIAL MOTIONS

To consider and determine any Special Motions:

[Special Motion No.1 – Eviction of Community Groups](#)

[Special Motion No.2 – Voluntary Sector Funding](#)

[Special Motion No.3 – Fulham Schools Commission](#)

[Special Motion No.4 – Post Office Closures](#)

[Special Motion No.5 – Police Numbers in the Borough](#)

[Special Motion No.6 – CPA Four-Star Rating](#)

[Special Motion No.7 – Change of membership: CGSC & HASCSC](#)

[Special Motion No.8 – Adoption & Permanent Placement Panel](#)

[Special Motion No.9 – 272 Bus Route](#)

8. INFORMATION REPORTS – TO NOTE (IF ANY)

No. 1

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 27 JUNE 2007

Question by: Ms.Catherine Reifen, 23 Radipole Road, SW6 5DN

to the: Deputy Leader & Cabinet Member for the Environment

QUESTION

“What is being done by the Council to support the North End Road market?”

ipc/23/05/07

No. 2

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 27 JUNE 2007

Question by: Mr. Leo Watkins, 12 Lysia Street, Fulham SW6 6NG

to the: Deputy Leader & Cabinet Member for the Environment

QUESTION

“What are the Council's reasons for approving the proposals by Parkway Properties to knock down the Hammersmith Palais and replace it with an office and restaurant complex?”

ipc/07/06/07

No. 3

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 27 JUNE 2007

Question by: Ms.Sharon Michaels, 1 Shepherds Bush Place, W12 8LX

to the: Cabinet Member for the Environment

QUESTION

“I understand that 3 public conveniences recently have been closed in Shepherds Bush Green. I would like to know when this decision was made, and who made that decision.”

ipc/14/06/07

No. 4

PUBLIC QUESTION TIME

LONDON BOROUGH OF HAMMERSMITH & FULHAM

COUNCIL MEETING – 27 JUNE 2007

Question by: Miss Meher Oliaji, 5 Chaucer Mansions, Queens Club Gardens W14 9RF

to the: Leader of the Council

QUESTION

“Can the council tell me what current use is being made of Stamford House on Cathnor Road, what long-term plans it has for this facility, and how much is it costing to maintain?”

ipc/14/06/07

27 JUNE 2007

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR STRATEGY

Councillor Mark Loveday

HAMMERSMITH & FULHAM COUNCIL'S CORPORATE PLAN 2007-10

The Corporate Plan identifies the key achievements from the last year and the Council's priorities for 2007-2010 and how they will be implemented.

Under the terms of the Local Government Act 1999 Part 1, local authorities are required to publish details of performance by 30th June each year. The statutory requirement for Hammersmith and Fulham is to provide :

(a) Outturn performance over the past year (2006/7) on all Best Value Performance Indicators (BVPIs); and targets for the current year and subsequent two years for all BVPIs.

(b) The authority should state and certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts

WARDS

All

CONTRIBUTORS

FD and all Departments

RECOMMENDATIONS:

That the Council approves the 2007-10 Corporate Plan, which also includes the following statutory requirement :

- (1) The BVPI outturns and targets listed in Appendix 1**
- (2) The contract statement contained in Appendix 2.**

1. BACKGROUND

- 1.1 The Corporate Plan sets out the council's key priorities over the next 3 years and how they will be implemented. The plan has been developed within the council based on Members key priorities, which have been considered by departments and incorporated in departmental plans, by teams (divisional plans) and individual staff (team meetings and appraisals). The plan, therefore, represents a summary of the all key actions to be taken and targets to be achieved across the organisation to deliver the council's objectives.
- 1.2 Under the terms of the Local Government Act 1999 Part 1, the plan contains the following statutory information:
- Details of performance: - outturn performance over the past year on all Best Value Performance Indicators (BVPIs); targets for the current year and subsequent 2 years for all BVPIs.
 - A brief statement on contracts. The authority should state and certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.
- 1.3 Members are asked to approve for publication the Hammersmith & Fulham Corporate Plan 2007/2010,
- 1.4 Appendix 1 lists the statutory BVPIs, and for each, the format is as follows:
Column 1 - BVPI number and summary description of indicator.
Column 2 - Unit of measure.
Column 3 - The audited outturn 2005/6 (i.e. the previous year).
Column 4 - The estimated outturn for the last financial year (2006/7).
Column 5 - Last year's target (2006/7).
Columns 6/8 - Targets for the next 3 years.
Column 9 - Comments.
Column 10 - Comparison with top 25% performance (top quartile) for London and, based on the Audit Commission's 2005/6 audited BVPI figures.
- 1.5 The BVPIs for 2006/7 will be audited by the Audit Commission and some of them will then feed into the Comprehensive Performance Assessment 2007.

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 1999 and related legislation and guidance	F. Hansen Ext. 2580	Finance department 2 nd Floor Town Hall Extension



**Hammersmith & Fulham
Council's Corporate
Performance Plan
2007/2010**

Creating a borough of opportunity

Index

Section	Description	Page No
1	Introduction & Key Priorities – Stephen Greenhalgh, Leader of the Council	1
2	Council Performance & CPA	7
3	Value for Money & Efficiency	10
4	Local Area Agreement	18
5	A Cleaner, Greener Borough	20
6	Safer Communities	24
7	Housing & Community Support	26
8	Adult Health & Social Care	30
9	Regeneration	33
10	Children’s Services	36
11	Community, Culture and Leisure	42
12	Appendix 1 – Statutory BVPIs and targets	47
13	Appendix 2 – Statutory Contract Statement	62

Introduction by the Leader of the Council

The Conservative administration has been in control of Hammersmith and Fulham Council for just over a year and we are making good progress in implementing our key manifesto commitments. In this year's budget, with the help of all our staff, we were able to reduce council tax by 3% through a range of efficiency measures, while improving the overall quality of services to the public.

According to the Audit Commission – the independent watchdog that assesses local authority performance – Hammersmith and Fulham made significant improvements last year across a range of services and, as a result, the council was ranked in the top 4 star CPA category for its high performance, compared with 3 star performance the previous year.

Improvement has also been reflected in rising resident satisfaction with our services, which compares favourably with a downward trend for local government nationally. 72% of local residents agree that we are making the area a better place to live. Net satisfaction with Hammersmith and Fulham's overall performance has risen by 7% compared with the last national Best Value Satisfaction Survey. There has also been a significant improvement in resident satisfaction in high priority areas, such as satisfaction with cleanliness (+14%), libraries (+11%), sports provision (+11%), parks (+6%) and waste collection (+4%).

For the first time in many years none of the borough's schools are in 'special measures'. Other notable achievements are the introduction of 24/7 policing pilots in two areas of high crime – the first project of this type in the country - and the national "Beacon" award to the council's electoral services for their excellent work in terms of best practice in voter registration and promoting participation.

We have made a good start, but there is much more to do if we are to deliver our ambitious programme for improving the borough. This corporate plan outlines our key priorities for improvement over the next 3 years, how we intend to deliver them and the way we will measure success. It has been developed from the council's annual service planning process, which engages all service departments, teams and staff in considering how best they can contribute to delivering the council's key objectives. It is an important internal document for guiding our improvement agenda over the next few years that needs to "owned" by everyone in the organisation. It is produced annually to reflect progress made, ensure we are on track and to plan ahead.

Hammersmith and Fulham Borough Charter

The objectives that will drive the work of the council for the duration of this plan are:

- To work together to create a borough of opportunity in H&F. The council is moving the goal posts, combining opportunity and social justice; helping the vast majority to help themselves, helping people who need help and helping those who help.
- The council believes in the over-riding aim of putting residents first. We will seek to deliver the highest quality services at the lowest possible cost to the taxpayer.

- We want to delight our residents, not only with the service they receive, but also with the value for money we give them. We aim to reduce council tax year-on-year.

Creating a borough of opportunity

CREATING OPPORTUNITY



The council's key priorities

Our vision is to work with local residents and partners to create a borough of opportunity for all. We are putting in place the key building blocks of opportunity to enable all local people to have a real stake in the area and share in its growing prosperity. Our key priorities are to:

- **Deliver high quality, value for money public services** – to deliver the highest quality services at the lowest possible cost to the taxpayer. We want to delight local people with the service they receive and the vfm we provide. The council is committed to reducing council tax and its ambition is to become the most efficient local authority in the country.
- **Deliver a top quality education for all** – to improve standards, promote autonomy and deliver greater choice and diversity for parents.
- **Tackle crime and anti-social behaviour** – our objective is to tackle crime and anti-social behaviour and thus improve the quality of life by reducing the environment for crime and the fear of crime.

- **Create a cleaner, greener borough** – we aim to markedly improve the local environment, delivering cleaner streets all year round and improving parks so everyone can enjoy our green open spaces. There will be strict enforcement and zero tolerance of littering, graffiti and fly tipping.
- **Promote home ownership** – to make home ownership more affordable for a greater number of residents. To increase home ownership and help ensure that more local people stay in the borough and have a stake in its future.
- **Regenerate the most deprived areas of the borough** – supporting economic development and regeneration in the most deprived areas of the borough such as the White City Opportunities area.
- **Maximise job opportunities** – through regeneration initiatives, raising educational standards and providing the opportunity for people to develop skills for the future. Introduce initiatives, such as “Slivers of Time” - an electronic marketplace approach to solving worklessness and raising income levels through providing part time/agency employment opportunities for residents on benefits.

H&F People put the customer first

We recognise that our staff are our greatest asset and that to achieve success we need to develop and support staff that can deliver these improvements: Our staff values are encapsulated in six themes of what it means to be a ‘h&f person’:

- Customer focused
- Working together
- Making change happen
- Delivering value for money
- Passionate about what we do
- "Can do" attitude

Measuring Success – our top ten targets

In last year’s Corporate Plan we set ten challenging improvement targets against national Best Value Performance Indicators (BVPIs) and local measures. We will judge ourselves successful if we deliver and exceed these targets over the next 3 years.

Target 1- resident satisfaction

Improve resident satisfaction with the council's performance (BV3) from a level of 51% satisfaction to the London top quartile (best 25% of boroughs) of 65% and register rising levels of satisfaction with the value for money provided by the council.

Progress to date

In the 2006 BV survey resident satisfaction increased by 2 % to 53% and is now above the national average. Net satisfaction (those satisfied minus those dissatisfied) rose from +29% to +36%. 54% say the council is efficient and well run.

Target 2 – council tax and efficiency

Improve efficiency and productivity so that council tax can be cut year-on-year, whilst delivering quality services and improvements in key services.

Progress to date

In February 2007, the council delivered the largest council tax reduction in the country – a 3% decrease. The council also set out its strategy to repeat this reduction in each of the next two financial years. Efficiency measures enabled us to reallocate resources to priorities and improve overall service quality, as indicated by our 4 star rating from the Audit Commission, (compared with 3 stars the year before).

Target 3 – productivity

Increase productivity through reducing sickness absence by at least 30%, so that resources can be freed up and reallocated elsewhere.

Progress to date

In 2006/07 sickness absence per employee was reduced from 10.4 days a year to 8.9 days – a 14% reduction in absence and a significant increase in productive time of 1.5 days per annum per employee.

Target 4 - cleanliness

Reduce substantially the levels of litter, fly-posting and graffiti (as measured by BV199). That future satisfaction surveys indicate that residents feel their streets are much cleaner and their environment has improved (BV89).

Progress to date

In 2006/07 the council was ranked 8th best out of 33 London authorities for cleanliness against BV199 (an independent survey of levels of cleanliness across London). Resident satisfaction with the cleanliness of the borough (BV89) improved by +14% to 59% overall. Net satisfaction with cleanliness, (satisfied minus dissatisfied), increased to +35% compared with +6% in the last BV survey. The percentage of residents who said they were “very dissatisfied” with cleanliness reduced by two thirds to 6%.

Target 5 – parks and open spaces

A significant improvement in resident satisfaction with parks and open spaces (BV119) to the London top quartile level of 75%.

Progress to date

Resident satisfaction with parks and open spaces has increased by 6% to 67%.

Target 6 – refuse and recycling

Improve refuse collection and deliver higher levels of recycling and resident satisfaction with the council's environmental services (BV90).

Progress to date

Resident satisfaction with the refuse collection service improved by 4% to 70% last year. There was also an improvement in satisfaction with the cleanliness of streets after the collection (+12%) and with the bulky household waste collection service (+12%). Satisfaction with recycling overall increased by 2% to 55% and satisfaction

with the doorstep recycling service stood at 71%, (net satisfaction +55%). In 2006/07 the council increased the percentage of household waste recycled to 21.6%, and was placed above the London top quartile (best 25% of boroughs) for household recycling.

Target 7 - crime and anti-social behaviour

Deliver a significant reduction in crime and anti-social behaviour across the borough with residents reporting that they feel safer in their homes and communities.

Progress to date

In 2006/07 there was a reduction in crime in Hammersmith in Fulham across all the key national BV indicators. Domestic burglaries per 1000 households fell to 26.81 (compared with 29.63 the previous year). Crime per 1000 population reduced as follows: violent crime down to 35.78 (compared with 37.27 the previous year), robberies down to 6.5 (from 7.16) and vehicle crime down to 22.8 (from 23).

The percentage of local residents who considered anti-social behaviour to be a “big problem” in 2006 was 31% (compared with 43% before). There was a significant reduction in local concern about people being drunk in public spaces, people using or dealing drugs, litter and rubbish lying around, abandoned or burnt out cars, vandalism, graffiti and damage to property and vehicles. Concern about been burgled and about being robbed fell by 4% and 5% respectively. This positive change in perception reflects the progress the council and its partners are making in promoting community safety, through measures such as the introduction of Safer Neighbourhood Teams. We are building on this success by piloting in two areas of high crime the first 24/7 Safer Neighbourhood Teams in the country.

Target 8 – home ownership

To increase the percentage of homeowners living in the borough from 43% in 2006 to 50% by 2014, to develop 1,000 additional units of low cost homeownership by 2010 and to increase the total low cost homeownership stock in the borough to 5,000 by 2014.

Progress to date

A new Homebuy Unit has been set up and a range of new initiatives including Social Homebuy, Shared Ownership and Tenant Incentive Schemes have been introduced to increase home ownership in the borough. Stretching targets have been agreed for the new unit which is building an extensive database of clients and marketing a range of new products to help local people with home ownership. In 2006/07 there were 130 new build shared ownership properties completed for sale

Target 9 – educational achievement

Raise the educational achievements of our children at all key stages and reduce the proportion at 16-19 year olds who are not in employment, education and training.

Progress to date

In the 2006 examinations the percentage of students in H&F schools achieving 5+ GCSE A-C grades rose to 62.1% from 59% the previous year. Key stage 2 results were above the national average and showed an improvement on the 2005 results with Maths passes up 4% and English up 2%. At Key Stage 3 the council is the sixth most

improved Local Authority in England, with particularly good results in English. The percentage of 16-19 year olds Not in Education, Training and Employment (NEETs) reduced to 7.7% in 2006, from 12.1% in 2005


Target 10 – supporting vulnerable people

Provide effective support for the most vulnerable within our community, measured by a variety of BV indicators, (e.g. the proportion of older people cared for in their own home), as assessed annually by independent inspectors.

Progress to date

There was a significant improvement in adult social care in 2006/07. The service was independently assessed as “*serving all people well*” with “*excellent prospects for improvement*” and was awarded the highest 3 stars rating, (compared with 2 stars the year before) - one of only 13 local authorities nationally to be assessed at the highest level. Children’s’ social services were assessed as delivering a good service with excellent prospects for improvement. The benefits service improved its performance to “good”, and was assessed by the Benefits Inspectorate as delivering “*consistently above minimum requirements for users.*”

In summary, the organisation made good progress towards these key outcomes in 2006/07. However, as set out in this plan, there is still much work to be done if we are to meet these ambitious targets and delight residents with the service they receive and the value for money we give them.

	<p><i>A picture of the Leader of the Council will be inserted here.</i></p>
<p>Stephen Greenhalgh Leader of the Council</p>	

Council Performance and CPA

Comprehensive Performance Assessment (CPA)

CPA is an annual assessment of council performance for all local authorities in England. The assessment is carried out by the Audit Commission and other inspectorates, who evaluate the performance of each council and issue an overall judgement (between 0 and 4 stars). The judgement is derived from an assessment of key local services, such as education and social care and a council's track record in improving the quality of life for its community. CPA aims to promote continuous improvement and ensure that all councils raise standards to those of the best. In 2005 the Commission introduced a new "harder test" for CPA based on star ratings and a "direction of travel" statement.

Hammersmith and Fulham's CPA rating 2006

The council's CPA assessment for 2006 was "**4 star performance, improving well**" - an improvement on our 2005 performance when H&F was assessed as "3 stars, improving well". This confirms that Hammersmith and Fulham is now in the top category of high performing councils. To achieve this high level of performance the council made significant improvements in adult social care, benefits, use of resources and resident satisfaction in 2006. Overall there was an improvement in some 75% of the council's Best Value Performance Indicators. Local people also perceive that the council is improving. The percentage in H&F who think "*the way the council run things has got better in the last 3 years*" is 21% - above the national top quartile of 18.6% - and the percentage who think that we "*run things less well*" is 10% - below the national bottom quartile of 12.8%.

A summary of the council's CPA profile for 2006 is shown in the table 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).

According to the Audit Commission, Hammersmith and Fulham's attainment of 4 stars, improving well means that the council:

- "*performs well above minimum requirements for users, is cost effective and makes contributions to wider community outcomes*"
- "*Has a track record of improvement in priority services and is improving well relative to others authorities.*"
- "*delivers improvements in serving diverse communities and in providing improved value for money*"

CPA improvement

A key objective is to retain four star status in 2007 in the context of a new *harder test* regime under which standards are continuously being raised. To achieve this a continuous improvement plan is in place. The Audit Commission will announce CPA 2007 outcomes in February 2008.

London Borough of Hammersmith and Fulham
Comprehensive Performance Assessment (CPA) scorecard 2006
Overall performance for this Council

This is a Council that is **improving well** and demonstrating a **4 star** overall performance.



We reached this overall rating by looking at:

- What progress London Borough of Hammersmith and Fulham has made in the last year – direction of travel
- How London Borough of Hammersmith and Fulham manages its finances and provides value for money – use of resources
- How London Borough of Hammersmith and Fulham's main services perform – service performance
- How London Borough of Hammersmith and Fulham is run – corporate assessment

Service assessments, use of resources and corporate assessments are scored on the Local Services Inspectorate Forum scale:

- 1 = Inadequate performance – below minimum requirements
- 2 = Adequate performance – only at minimum requirements
- 3 = Performing well – consistently above minimum requirements
- 4 = Performing strongly – well above minimum requirements

Direction of travel

The progress London Borough of Hammersmith and Fulham has made in the last year

Direction of travel	2005	2006
This assessment indicates the progress being made, or otherwise, to achieve improvement.	improving well	improving well

The following summary has been provided to support this direction of travel assessment:

Hammersmith and Fulham Council is performing well and services are improving in line with priorities, notably in secondary education, street cleaning, homelessness and adult social care. Over two-thirds of performance indicators have improved in the last year which is above the national average. Further challenges remain in some areas, including crime and cultural services. The Council has a good understanding of the needs of its communities, through which it contributes to wider community issues such as achieving a reduction in teenage pregnancies. The Council has a good level of awareness of its diverse communities and in response has improved the services it offers such as older people's services. The Council has improved its use of resources, provides good value for money and has a strong focus on performance management. It has built its capacity through organisational changes and advances in procurement arrangements. The Council continues to face challenges in recruiting and retaining key staff, for example in adult social care services. The Council is well placed to deliver improvements in services that matter to local people.

Performance management

Members play a key role in setting priorities and in managing and monitoring council performance. The Leader has primary responsibility for council performance, efficiency and value for money and ensures the Cabinet focuses on continuous improvement against key priorities, including the cost and quality of all services. Performance management is also the responsibility of all Cabinet Members within their departmental or strategic remits.

Partnership working

To achieve its ambitions the council is working closely with local people and other public services to improve the quality of life in the borough. This work is progressed through the Borough 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 Partnership has agreed broad objectives (*the Community Strategy*) designed to achieve a significant improvement in the quality of life over the coming decade. The Community Strategy priorities are to:

- Provide a top quality education for all
- Tackle crime and anti-social behaviour
- Deliver a cleaner, greener borough
- Promote home ownership
- Set the framework for a healthy borough
- Deliver high quality, value for money public services
- Maximise job opportunities

Local Area Agreement (LAA)

The LAA is the delivery framework for the Community Strategy. In 2004/5 the council and its partners began to implement a Local Area Agreement (LAA), which runs until 2008. This brings together some central government funding streams that are currently the responsibility of different local agencies, including the council, the police and the health service. As a 'single pot' LAA, Hammersmith & Fulham has the freedom and flexibility to deploy otherwise ring-fenced grant and improve value for money for local people. The Agreement is currently managed under four blocks: Children and Young People; Safer Stronger Communities; Healthier Communities and Older People, and Economic Development and Opportunity (see separate chapter below).

Value for Money & Efficiency

Policy

The council is strongly committed to delivering value for money and reductions in council tax: "Putting residents first" is the key to our approach. We want to delight our residents, not only with the service they receive, but also with the value for money we give them. We want to be the most efficient council, delivering the best services at the lowest possible cost to our residents".

Medium Term Financial Strategy (MTFS)

In February 2007, Hammersmith & Fulham delivered the largest Council Tax reduction in the country when it lowered the council tax for 2007/08 by 3%. At the same time the Council set out its strategy to repeat this reduction in each of the next two financial years. The MTFS is the vehicle for allocating resources to the council's priorities, driving through efficiency savings and monitoring their delivery. It provides the council with a robust 3-year financial plan and a forum for challenging budget and service proposals, identifying and developing savings and efficiencies; and dealing with significant financial risks. Since 2003, Hammersmith & Fulham has used the MTFS to move from a short-term budgeting process to a robust 3-year medium term financial plan. We are now able to identify challenges and opportunities in advance, rather than reacting to them. A summary of the council's Medium Term Financial Strategy (MTFS) to achieve this is set out in the table at the end of this section. The council recognises that this strategy is challenging given that it continues to operate in a tight financial context. Each year the demands for additional services exceed the additional grant provision provided by government. As a result we have to operate a continual process of financial review, development and delivery to achieve financial stability and sustainability.

It is anticipated that the next three years Local Government Settlement will be even more challenging than previously. The Council enjoyed grant settlements in the range of 2.5% – 6.4% in the last 5 years. Indications are from the government that local government will be expected to find cashable savings of 3% each year over the next three year period. It is not yet clear what the impact will be on Hammersmith & Fulham's Revenue Support Grant when it is announced in December 2007. At the moment the MTFS assumes that a grant of at least 2.5% will be received. We are currently required by government to find Gershon efficiency savings of 2.5% each year, half of which must be cashable. The council publishes an Annual Efficiency Statement (AES) explaining how the savings will be delivered. Many of the initiatives in the AES were first identified in the MTFS process. So far the MTFS has delivered £40.6m in efficiency savings, which were reinvested in priority services and used in February 2007 to lower council tax.

Learning from others

Hammersmith & Fulham has set an objective of being the lowest spending borough in London. We are already a low-spending borough compared to inner London as a whole, but there are some inner London boroughs spending significantly less than Hammersmith & Fulham. Our council tax is below average for London at £889.45 (excluding precepts) - the 8th lowest in London. We benchmark our services against other boroughs, especially those who are the lowest spenders in London. In many cases, we will be learning from those boroughs how to deliver a service at a lower

cost, whilst still meeting our statutory duties and obligations to residents. We will also identify where other boroughs are providing excellent services, and where these coincide with our priorities, we will invest to provide efficient, effective and high-quality provision. The expectations of stakeholders are also likely to increase more rapidly than our resource base. This places additional pressures on the MTFS and means that we will have to make our resources work harder.

Delivering efficiency

Traditionally we have used service reviews to identify efficiency savings. Increasingly, however, we are shifting towards securing savings through the MTFS process across the whole organisation. This is supplemented through cultural change and training and other specific techniques (e.g. option appraisal for capital schemes, benchmarking, strategic procurement and efficient asset management). The efficiency agenda is led politically, with the Leader having strategic responsibility and Members directly engaging in MTFS challenge and in monitoring progress. The Leader has held VFM roadshows for all staff to raise awareness of the importance of delivering vfm and customer-focused services. Scrutiny committees, especially the Value for Money Scrutiny Committee, also challenge the process. As a result we have an agreed set of actions and targets for delivering savings and efficiencies over the next three years. Programme management arrangements are in place to ensure savings are achieved. The Efficiency Group brings together the various interconnected strands of the agenda and manages the delivery of efficiency savings, ensuring that corporate efficiencies arising from business reprocessing (BPR), procurement and organisational development are identified and captured.

Procurement Plan

Procurement plays a key role in delivering efficiency savings and more effective services. Our procurement plan has a focus on collaboration and sharing services with other public sector organisations, particularly through our role as a lead authority for the London Centre of Excellence. Another key principle is to continue to develop a mixed economy of service provision, which brings the best from all sectors to deliver the best solution. To promote this the council is implementing a 4-year programme of market testing services and we are currently preparing our refuse collection, recycling, street cleansing and grounds maintenance services for competitive tendering. The council has also implemented an e-procurement system to deliver efficiency savings.

Capital programme

The council maintains a three year capital programme that matches strategic objectives with the resources available under the Prudential Capital Code. The cost to the tax payer of servicing debt is £11.6m per annum and the council has a broad strategic aim to reduce its General Fund indebtedness. Capital expenditure is therefore tightly controlled on General Fund Schemes. An annual review is undertaken each autumn of the resources available for the three year capital programme. The Housing Revenue Account capital programme will require a substantial increase in HRA indebtedness as the Decent Homes Programme is delivered through Hammersmith and Fulham Housing Management Services. The resultant increase in borrowing costs is funded by Housing Subsidy.

The 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 a 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 2007/08 to 2009/10 is set out in the table below.

Capital programme	2007/08	2008/09	2009/10
	£000's	£000's	£000's
Environment	13,882	5,690	5,563
Community Services	3,019	1,913	1,913
Children's Services	5,166	1,183	0
Central Departments	2,300	0	0
Total General Fund	24,367	8,786	7,476
Housing Revenue Account	80,389	80,225	54,116
Total Capital Programme	104,756	89,011	61,592

Asset Management Plan

An annual plan is produced setting out the way the council will manage 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 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 or to repay debt. The council is also investigating the potential for assets to be transferred to jointly owed regeneration vehicles in order to generate future increasing returns. Assets in the White City Opportunity Area, Hammersmith Town Centre and Fulham North will be included in this investigation.

Treasury Management Plan

A three year treasury management plan is updated at council tax setting each year. It outlines our intentions regarding the level of borrowing required to support the council's financial strategy. The plan is compiled in line with the Government's and CIPFA's prudential capital guidelines. Targets are set for debt rescheduling in order to drive down as far as possible the interest the council pays for its borrowing.

Risk Management

The council has made sustained progress towards the integration of risk management into its mainstream activities. Risk registers are in place both corporately and within departments. Information drawn from these registers and the progress achieved is reported to the Corporate Management Team and the Audit Committee.

Putting residents first

The Customer First programme and our partnership with Agilisys (now consolidated into a JVC as H&F Bridge Partnership) have significantly improved customer access and business capacity for further improvement. A contact centre has been set up with extended hours and staff are being multi-skilled to deliver resolution at first point

of enquiry using a CRM solution. A Strategic IT Framework is being put in place so that IT investment is maximised to deliver customer care and efficiency.

Residents Direct

Our Customer Access Strategy is aimed at rationalising customer-facing services and reception points and merging area offices. The new Residents Direct Division of the Resident's Service Department will provide a fast track, face-to-face access point for simple transactions. The implementation of a client index and CRM has been used to derive a customer segmentation model, which provides a single view of the customer and knowledge of the services they use. This allows us to plan services that are more customer-focused and responsive. Our goal is to develop this into a satisfaction-led performance framework enabling more residents to do business on-line.

IT and efficiency

Through H&F Bridge Partnership we have improved our approach to investment in IT by introducing robust business case and project management methodologies, improved business process re-engineering skills and better identification and delivery of efficiencies from investment in IT projects. The partnership is supporting the implementation of a number of IT systems to improve capacity, such as e-procurement and agency staff management, an improved website and a new integrated social care system. Corporate electronic data management will allow customers to provide proof of identity only once in accessing services. H&F Bridge Partnership will deliver extra investment; an extended-hours IT service to match the requirements of the contact centre and H&F Homes, and is expected to deliver £27m savings by optimising staff and technology initiatives and economies of scale. Developing H&F Bridge Partnership as a centre for excellence is also a potential platform for developing shared services with other providers, drawing on the commercial skills of Agilisys.

Our spending plans for 2007/08

The council will receive £110.578m of external support from central government in 2007/08 – an increase of 3.2%. Under this arrangement, central government grant provides around 62% of Hammersmith and Fulham's net resources with the remaining 38% coming from council tax. For 2007/08 the council's share of the council tax was decreased by 3% while the GLA's share was increased by 5.3% (a net decrease of 1%). Bearing in mind national and local priorities, the council has agreed a net budget of £180.181m for 2007/08 as set out in the following table (£3.623m more than what was budgeted last year largely due to a reduction in contribution from resources).

Service	Base Budget 2007/08			Base Budget 2006/07	Budget Change
	Spending £m	Income £m	Net £m	£m	£m
Children Services	205,674	(150,814)	54,860	56,465	(1,605)
Community Services	147,721	(73,171)	74,550	79,512	(4,962)
Environmental Services	127,857	(88,987)	38,870	43,190	(4,320)
Central Services	49,444	(39,234)	10,210	8,040	2,170
Central Items	159,221	(135,565)	23,656	(788)	24,444
Net Service Expenditure	689,917	(487,771)	202,146	186,419	15,727
Central Levies	1,498	0	1,498	1,498	0
Contingencies	813	(9,973)	(9,160)	5,015	(14,175)
Use of Earmarked Reserves	1,433	(15,736)	(14,303)	(16,374)	2,071
TOTAL NET EXPENDITURE	693,661	(513,480)	180,181	176,558	3,623

Implications of 2007/08 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	180.181	
Greater London Authority	23.443	<u>203.624</u>
<u>Less</u>		
Revenue Support Grant	15.891	
Business Rates	94.688	
Prior Year Collection fund surplus	<u>0.985</u>	
		<u>111.564</u>
Total Requirement for Council Tax		92.060
		=====

Managing council resources in 2006/07.

For 2006/07, the total revised budget for the cost of services, central items and contingencies and contributions to balances is £176.558m. The spending as at 31st March is £174.618m. Full details of this spend are set out in the following table.

Managing council resources 2006/7	Revised Budget 2006/07	Outturn 2006/07	Difference over (under) spend
	£000's	£000's	£000's
Children Services School Improvement & Special Needs, Community, Leisure & Learning, Libraries, Local Management of Schools. Child Care, Family Placement and Adolescent Services, Quality Assurance.	56,936	56,863	(73)
Community Services Adult Social Care & Community Care Services; Housing Benefits, Private Housing Services, Safer Communities, Regeneration.	76,946	75,613	(1,333)
Environmental Services Development Control, Highways, Environmental Protection, Fulham Palace, Parking Control, Building Technical Services and Building Control. Construction, Highways, Parking, Catering, Cleaning, Leisure, Parks and Community Services, Refuse Collection, Cleansing, Waste Disposal.	41,338	39,129	(2,209)
Central Services Tax collection, Cashiers, Accounting, Procurement and IT Services. Human Resources and Legal Services. Policy, Councillor Services and Communications. Core Team, Strategic Partnership Contract, Contact Centre, Customer First Projects and Commercial Services.	13,739	12,496	(1,243)
Net Service Expenditure	188,959	184,101	(4,858)
Central Items & Contingencies Pensions Administration, Property Investment Bank Charges, Audit Fees, Council Tax Benefits and Asset Management Revenue Account.	4,892	5,291	399
Use of Balances and Reserves	(17,293)	(14,774)	2,519
TOTAL NET EXPENDITURE	176,558	174,618	(1,940)

The total net position is provisional and prior to the completion of the Statement of Accounts 2006/7. Figures are subject to review, alteration and audit.

Housing Revenue Account (HRA)

The council is the landlord for just under 14,000 units of affordable housing. Consequently it also incurs expenditure on and receives income from its housing stock. The HRA mainly deals with the provision, management and maintenance of council owned dwellings as defined in legislation. In 2004 the Council established an Arms Length Management Organisation (ALMO) which is now called H&F Homes. The ALMO 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 on the Housing Revenue Account are shown in the table below: -

Housing Revenue Account	Revised Budget 2006/07 £'000	Outturn 2006/07 £'000	Variance 2006/07 £'000	Budget 2007/08 £'000
Service Area Analysis				
Expenditure				
ALMO Management Fee	19,648	19,878	230	20,105
Managed Estates Costs	3,905	4,068	163	4,345
Managed Repairs	15,337	13,307	(2,030)	15,777
Housing and Community Support	285	298	13	525
Strategy	454	451	(3)	386
Support Services	3,818	4,391	573	3,368
Revenue contribution to capital	27,771	27,882	111	31,064
Safer Communities	343	328	(15)	616
Total Expenditure	71,561	70,603	(958)	76,186
Income				
Managed Rents and Charges	(58,672)	(58,694)	(22)	(61,905)
Housing Subsidy	(12,889)	(15,430)	(2,541)	(14,716)
Total Income	(71,561)	(74,124)	(2,563)	(76,621)
Transfer to/(from) Reserves	0	3,521	3,521	435
Net Expenditure	0	0	0	0

The HRA balance was £8.069m as at 31st March 2007.

Medium Term Financial Strategy 2007/2010

	Year 1 2007/08 £'000	Year 2 2008/09 £'000	Year 3 2009/10 £'000
2006/07 Council Budget	176,558	0	0
RSG - Reversal of Prior Year Amending Report			
	-162	0	0
Add Back Use of Balances in 2006/07	3,755	0	0
2007/08 Net General Fund Base Budget	180,151	180,151	180,151
Known Changes:			
Inflation	6,218	12,136	18,707
Growth (C)	9,388	13,733	15,690
Efficiencies (D)	-14,434	-26,119	-33,810
Total Expenditure	181,323	179,901	180,738
Use of General Balances	-1,142	0	0
Budget Requirement	180,181	179,901	180,738
Formula Grant (RSG) (Assumes 2.5% annual increase from 2008/09)	110,578	113,342	116,176
2006/07 Collection Fund Surplus	986	0	0
Council Tax - 3% decrease per year	68,617	66,558	64,562
Total Resources	180,181	179,901	180,738
Budget Gap	0	0	0
<i>For information</i>			
Further risks (F)	8,720	11,902	13,986

Local Area Agreement

Introduction

The Local Area Agreement (LAA) focuses on delivering the council's long-term vision for the borough (the Community Strategy). It provides an integrated delivery framework that contains outcome-based targets which are shared by partners. H&F's Local Area Agreement (LAA) runs from April 05 – March 08 and is managed by the Local Public Service Board, composed of the council and our public, voluntary and community sector partners. The Agreement is structured around four blocks in which we are aiming to pool resources to improve key outcomes to residents:

- Children and Young People
- Safer Stronger Communities
- Healthier Communities and Older People
- Economic Development and Opportunity

Progress is monitored across 17 high level outcomes measured through 57 objectives (headline targets), and this year's outturn demonstrates a positive direction of travel with 91% of objectives performing well i.e. Green¹ and Amber:

- 57% of objectives are on track to meet their target (Green)
- 34% of objectives are within the performance tolerance for their target (Amber)
- 9% of objectives are not on course to reach their target and are below the tolerance level (Red)
- Performance of the Stretch targets programme has improved with eight of the twelve Stretch targets Green, two are Amber and two are Red (where there were four Red last year)
- Performance of five of the six Neighbourhood Renewal Fund (NRF) Floor targets has been maintained

Children and Young People's block

The Children and Young People's (CYP) block has improved from an overall Amber score to Green, with five of the six outcomes now all on track for delivery. Some of the highlights include:

- Fewer young people are not in employment, education or training (NEET)
- Stretch targets are being achieved for the prevention of homelessness and return of empty homes for use
- Performance remains high and on target in the achievement of pupils entitled to free school meals and reducing the level of teenage conceptions.
- Challenges remain to improve foundation stage scores (communication, emotional and personal development) and improve school performance against floor targets for English and Maths at Key Stage 2.

¹ The Council's performance management software utilises a balanced scorecard approach which colour codes outcomes, objectives and indicators Green, Amber and Red according to whether they are on track, not on track but within tolerance and not requiring intervention, or not on track and requiring intervention, respectively.

Safer Stronger Communities

The Safer Stronger Communities block (SSC) has also improved with all objectives either Green or Amber and maintains its overall Amber status. Highlights include:

- A significant reduction in burglary on last year has been achieved
- Further reductions have been achieved in personal robbery
- Rates of robbery and burglary in the five most deprived wards have fallen faster than the Borough average, 'narrowing the gap'
- More drug offences are being brought to justice
- Challenges remain in tackling violent crime and reducing motor vehicle crime.

Healthier Communities and Older People

Similarly the Healthier Communities and Older People block (HCOP) has all objectives either Green or Amber and its status remains Green. Highlights include:

- There is significant improvement in access to sexual health services, which had been underperforming
- We are maintaining success in reducing smoking among childbearing women (Stretch target) as well as the overall population and are creating smoke free environments for residents
- We are reducing harm from alcohol and drug misuse through treatment and rehabilitation programmes
- Challenges remain to develop strategies for the populations with the poorest health, with a focus on encouraging healthy lifestyles

Economic Development and Opportunity

2006/07 was the first operational year of the Economic Development and Opportunities (EDO) block so comparable data for 2005/06 is not available but this year the overall score is Amber. Early achievements include more business start ups and an increase in local jobs, demonstrating a buoyant local economy.

Challenges remain reducing levels of unemployment, particularly for lone parents, and reducing the gap between the wards with the highest unemployment rates and the rest of the Borough.

Future Direction

For the final year, 07/08, the Agreement will be structured around 6 outcomes:

- Cracking Down on Crime, Drug Misuse and Anti Social Behaviour
- Giving People Pride in their Homes and Neighbourhoods
- Opportunity for Every Child
- Improving Educational Outcomes and Standards
- Healthy Lifestyles
- Enterprise and Opportunity

A Cleaner, Greener Borough

Improving the environment is a key priority. Working closely with partner agencies we will continue to improve the 'liveability' of the borough, by improving our open spaces, the street scene and the public realm and working to achieve an inclusive environment, in order to develop safer, stronger communities which value the areas in which they live.

We place great emphasis on performance management, driving up measured performance standards for the universal and regulatory services through a wide range of national and local indicators which, using the corporate performance management systems, give managers an 'at a glance' view of service performance. This includes substantial ongoing investments in new technology in order to re-engineer business processes, improve services and make efficiency gains, all with a view to meeting the council's priority to 'put residents first'. Many of our services have already obtained ISO 9001:2000 Quality Accreditation. In 2007/08 we will submit applications to bring all Environment Department divisions in line with this standard. In addition we have Chartermark status for all Parking services and NICIEC and CORGI registration within Building Technical Services.

The following objectives help us to achieve our overriding purpose:-

1. Market testing
2. Improving streets
3. Environmental improvement
4. MTFS/Efficiency savings
5. Refocusing planning policy
6. Optimising assets

Key achievements in 2006/07

During the last financial year our key achievements were:-

- Successfully merged with the Direct Services Department to form the Environment Services Department whilst maintaining Key Performance Indicators Delivered on Medium Term Financial Strategy objectives by improving efficiency and income potential. Reduced sickness absence across the newly formed Department, particularly in the former Direct Services
- Awarded Chartermark for our Parking Service. Development of the parking policy and trialling of technology
- Delivered £50m of construction work and commenced the Decent Homes programme. Undertook a programme of improving energy efficiency of the council's top ten buildings reducing energy costs.
- Launched a strategic property proposition and our Asset Management Plan to deliver a ten year vision.
- Fulham Palace phase 1 completed and re-opened in November 2006. Completed Bishop Park master plan and Normand Park design scheme
- Continued improvement in cutting casualty rates by the implementing road safety engineering schemes, education and training
- Completion of streetscape projects at Old Oak Common, King Street (phase two) and all other road safety/environmental schemes required by the council
- Commenced white light trials for street lighting within the borough

- Commenced market testing of Refuse Street Cleansing and Grounds Maintenance services
- Commenced an “educate, enable and enforce” strategy to deliver cleaner streets. Improved co-ordination of enforcement and streetscene services
- Delivered major under-age sales enforcement campaign targeting rogue traders selling knives, cigarettes, alcohol, fireworks and spray paint
- Managed development proposals through the planning process, exceeding government performance targets. Reviewed planning policies in preparation for the Local Development Plan with increased emphasis on encouraging affordable home ownership and a lighter touch on regulation of domestic works
- Innovative collaboration with RBK&C through experimental joint appointment of AD Highway & Engineering

Challenging areas in 2006/07

During the last financial year the main challenges and problems that we encountered in delivering our services were:-

- On-going preparation for the introduction of single status. In addition the integration of Borough Construction with Building Technical Services and the joining of Highways and Engineering and Borough Highways have also provided significant challenge.
- Supporting the Decent Homes programme during a period of learning for contractors, consultants and staff coupled with resource shortages within Building Technical Services and HFHMS
- Implementing new council priorities and changing the emphasis of planning policies in preparation for the replacement of the Unitary Development Plan by the Local development Framework has proved challenging within the tight statutory timescales and contention with the Mayor of London’s London Plan.
- Anticipating and monitoring the impact of the implementation of the Western extension of the Central London Congestion Charging Zone and securing funding for compensatory measures.
- Increasing recycling levels has been and will continue to be a challenge. The borough has reached a plateau in performance so a radical approach with the introduction in compulsory recycling is to be introduced to improve performance.
- Recruiting and retaining key staff particularly within the professional disciplines remains difficult. The introduction of a Performance Supplement Scheme in Planning has been successful and further schemes are now planned for other service areas.

Key Priorities for 2007/8 and beyond

The following actions have been identified as key to delivering priorities.

Market Testing		
Obj	Action	Division
1	Successfully complete market testing of Refuse Collection and Street Cleansing. Contracts to start by 1 st April 2008. Outcomes post 07/08 include a reduction in the budget, an improvement in BVPI 199 score and improved resident satisfaction.	Public Protection & Safety
1	The preparation of options for the re-tendering of all highway main tender contracts.	Highway & Engineering

1	The review of the back office and on street parking service, leading to the tendering of Parking Enforcement in 2008/9.	Highway & Engineering
Improving Streets		
Obj	Action	Division
2	In particular the delivery of the Council's 3 year parking plan is high on members' list of priorities.	Highway & Engineering
2	Delivery of the programme of highway schemes funded by the council, TfL and private developers to will improve road safety, street scene environment, while improving traffic movement.	Highway & Engineering
2	Ensure planning policy and practice contribute to meeting anti-crime objectives	Planning
2	Use powers under the Clean Neighbourhoods and Environment Act 2005 to maximise enforcement capability Establish service standards and review progress with improved streetscene enforcement and smarter borough/cleaner, greener services including graffiti removal and flytipping deterrence.	Public Protection & Safety
2	Review, Consult and adopt new Statement of Licensing Policy and in particular assess with partner organisations the cumulative impact of licensable activities within the borough.	Public Protection & Safety
Environmental Improvement		
Obj	Action	Division
3	Recycling to be improved through the introduction of: <ul style="list-style-type: none"> • A compulsory recycling pilot north of Goldhawk Road. • Paper recycling banks outside of all tube stations within the borough. • A refuse and street cleansing specification that encourage the future contractor to work with the council to increase re-cycling levels. • Testing of door to door service in high rise blocks. • Trial of recycling litter bins in key parks and town centres. Increased local publicity 	Public Protection & Safety
3	The Council's response to the introduction of the remaining sections of the Traffic Management Act and the delivery of the Council's responsibilities under the Act against the background of the increasing demand for street works by the statutory undertakers.	Highway & Engineering
3	Managing the process of change and working with the new administration to deliver new priorities.	Highway & Engineering
3	Support area and site regeneration, optimise development opportunities and secure local benefits	Planning
3	Progress parks improvement projects and handover to Residents Services Department	Planning
3	Improve local environmental quality	Planning
3	Develop local action to address climate change issues	Planning
3	Implement Smoke Free legislation. All enclosed premises within borough will be smoke free on 1 July 2007. Completion of detailed publicity campaign on months running up to July 1 st using a variety of media resources. Develop and implement	Public Protection & Safety

	educational and enforcement campaign with the PCT and partners to ensure successful development of the scheme.	
3	Review impacts/needs/requirements of pollution control including allocation of resource (night vs day) strengthening day and night, analysis of customer need and review of core functions. Provide report to be signed off by assistant director.	Public Protection & Safety
3	Improve marketing and performance of pest control service to increase market share.	Public Protection & Safety
MTFS/Efficiency Savings		
Obj	Action	Division
4	The development of options for joint working and procurement with the Royal Borough of Kensington and Chelsea.	Highway & Engineering
4	Identify efficiencies in processes and communication with customers.	Planning
4	Complete ISO 9901 accreditation for Environmental Protection functions. Extend 2008 application to cover new areas within the division and retain standard for existing functions.	Public Protection & Safety
4	Achieve revenue savings from more efficient use of space	Property Services
Refocusing Planning Policy		
Obj	Action	Division
5	Preparation of Local Development Framework	Planning
5	Refocus planning policy and practice to facilitate home ownership and increase flexibility in domestic work.	Planning
Optimising Assets		
Obj	Action	Division
6	Maximise cost recovery through recharging	Planning
6	Develop way forward for management, income generation and further restoration of Fulham Palace	Planning
6	Establish and monitor contracts, acting as NEC (New Engineering Contract) project managers/ consultants to Hammersmith & Fulham Homes to deliver refurbishment of council homes by 2010.	Building Technical Services
6	Generate income from advertising sites	Property Services

Safer Communities

Overview

We work with our partners in the Crime and Disorder Reduction Partnership (CDRP) to:

- Crack down on crime and anti social behaviour in the borough and to reduce the fear of crime and anti-social behaviour.
- Progress the “respect” agenda:
- Deliver effective enforcement, patrol and CCTV services for parks, estates and other public areas.
- Ensure emergency preparedness.

Tackling crime and anti-social behaviour is a top priority for residents who want to live in a safe, clean environment. Reducing crime and the fear of crime will encourage investment from businesses therefore providing opportunities for residents. A challenge is to ensure that we are prepared to deal with any major disaster and to work with the Police on counterterrorism.

Our objectives are:

- To work with our partners to implement a strategy and action plan that reduces crime and the fear of crime.
- To ensure that the council is prepared to deal with any major disaster.
- To contribute towards a clean well-maintained physical environment.
- To provide a uniformed presence to help reduce the fear of crime.
- To monitor closed circuit television and where necessary use the evidence.
- To reduce anti-social behaviour and maintain the quality of life.

Key achievements in the last year

Some key successes over the last year were:

- Safer Neighbourhood Teams introduced in all wards with enhanced teams in the Town centres. Establishing 24/7 policing in two wards. First Crime summit held at the beginning of the year
- Extended CCTV coverage in public areas including Uxbridge Road, Fulham Palace Road, Fulham Road and North End Road. Doubled the number of staff in the CCTV control room.
- Introduced a borough-wide Controlled Drinking Zone
- The establishment of a Civil Contingencies team that has put in place plans and procedures to deal with emergencies that occur in the borough. Business continuity plans in place across the council
- Increased collection rate for fixed penalty notices and the Introduction of fines for dropping litter
- Increased numbers of arrests related to drug offences due to additional funding being given to the police. The establishment of a domestic violence co-ordinator
- Bus marshals Shepherds Bush
- Developing a “Drugs Problem Profile”. H&F has suffered high rates of drugs misuse, which is having an impact on acquisitive crime. A high proportion of those drug users who are arrested are taking cocaine based substances. The

Profile has been produced to provide a better understanding of the problem and to identify further intelligence requirements.

Key Priorities for 2007/8 and beyond

The key priority for this and future years is to respond to the council's get tough message on crime and anti social behaviour. Our overall aim is to deliver a step change reduction in crime and anti social behaviour within the borough. We are committed to delivering this within the context of preventative measures that are linked to escalation and enforcement where there are continued problems.

- Working with our partners to strengthen enforcement services whilst continuing to deliver responses that seek to engage with those at risk groups most likely to be involved in crime and anti social behaviour.
- Taking forward models of enforcement that take a zero tolerance approach to crime and anti social behaviour. One element of this will be the test market in two wards of 24/7 policing. The council will ensure that graffiti and fly tips promptly dealt with. Fixed penalty notices will be issued to people who litter.
- Working to expand and improve enforcement and preventative services on social housing estates throughout the borough. To work to get all large social landlords to sign up to the Respect Standard for Housing Management, which details a range of standards that social landlords must apply when dealing with crime and anti social behaviour.
- A review of security staff will be carried out to ensure value for money and to market test the service.
- We will regularly canvass the views of local residents on the effectiveness of measures to combat crime and anti social behaviour and publish the results of for residents to see and assess our progress.

Housing & Community Support

Our vision

'To work with partners to meet housing need, promoting opportunity and providing support to vulnerable residents through the provision of fair and efficient services'

In order to achieve the vision the following objectives have been established:

- To promote home ownership, choice in rehousing opportunities and maximise independence
- To creatively resolve housing problems and reduce the use of temporary accommodation
- To promote independence, health improvement and quality of life for residents through the provision of cost effective care and support
- To ensure cost effective procurement and management of temporary accommodation
- To develop and maintain healthy, vibrant and safe private housing.
- To improve communication and staff development.

Community Housing

The service continues to operate at a 4/4 level in Comprehensive Performance Assessment terms, achieving near top quartile performance in most areas. Good progress is being made against government targets to reduce the use of temporary accommodation, with use of bed and breakfast accommodation for 16/17 year olds reduced to emergency-only levels ahead of government announcement. Although in its early days, there are promising indicators in relation to our ability to increase the numbers of people who are able to access Home Ownership in the borough.

Housing management

H&F Homes is responsible for managing the councils housing stock and has shown steady improvement over the year in most areas. Repairs have shown particular improvement, with services having been retendered across the borough, resulting in improved customer satisfaction and lower costs. Rent collection is also beginning to show improvement, with the potential for greater gains in the future. The decent homes programme has got off to a slower start than we would have like, but there is confidence within H&F Homes that all properties will be at the Decent Home Standard by 2010.

The key areas of activity in 2006/07

Promoting opportunity & choice

In the latter part of 2006/07 a new and exciting venture was launched in the form of a new H&F Homebuy Unit responsible for all publicity and marketing of new Home Ownership products. The unit will promote Home Ownership among residents providing incentives and opportunities for those on low to medium incomes to achieve their home ownership aspirations. Outcomes will feed directly into government targets related to increasing home ownership contained within the Sustainable Communities Plan. We continue to promote choice for residents in the operation of its Choice Based Lettings scheme which enjoyed its first full year of

operation during 2006/07 and with the Homebuy Unit promote a range of housing options for residents.

Prevention of homelessness

The assessment and advice service continues work to develop effective strategies to prevent homelessness and in particular reduce the main causes of homelessness, working in partnership to achieve outstanding results. Despite rising demand for homelessness services projections indicate that levels of occupation of temporary accommodation continue to drop in line with the targets set by government to reduce the use of temporary accommodation by half by 2010. Work to reduce rough sleeping has retained a strong focus. The efforts of the council and its partners have combined outreach and support with a new emphasis on enforcement around anti-social manifestations of street homelessness, such as street drinking. The effect of these efforts was a zero headcount for December 2006, the first time no rough sleeping has been recorded in a statutory count. We have worked hard to eliminate the use of bed and breakfast accommodation not only for families but for 16/17 year olds establishing a successful 'assessment centre' approach for this group.

Tackling unsatisfactory housing

We are responsible for ensuring high standards of housing in the private sector. During 2006/07 two principle areas of the Housing Act were implemented: the new Health and Safety Rating System and HMO licensing regime. We have continued to work to bring empty properties back into use and in partnership with the Broadway organisation to assist in the provision of affordable housing for those who are ready to move on from supported accommodation and into independent living.

Support for vulnerable people

The Occupation Therapy (OT) service achieved significant reductions in resident waiting times during the year reducing the OT waiting list to nil. The service began piloting 'self assessment' for OT services winning funding from the Department of Health for an innovative project which will report findings early in 2007/08. A report on Adaptations Services was produced heralding the integration of disability adaptation services thus enabling people to stay in their own homes longer and promoting independence. The report was welcomed by the voluntary sector and its recommendations will be fully implemented during 2007/08. "Careline" connects over 2500 people to a central call station open 24/7 - the service supports independence and provides a lifeline to people vulnerable through disability, frailty or at risk of abuse.

Key priorities for 2007/8 and beyond

- Increasing home ownership in the borough through a range of new initiatives including Social Homebuy, Shared Ownership and Tenant Incentive Schemes is a key priority. Stretching targets have been agreed for the new Homebuy Unit who will be building an extensive database of clients and will be marketing products throughout the year. In addition to new challenges around Home Ownership, the division will be working in partnership with Regeneration services to ensure that residents are given opportunities to access employment and training initiatives, enabling them to make more informed choices in relation to housing options and stretching the number of people who are able to access Home Ownership products.

- We will continue to act to prevent crisis and unnecessary access to acute services by working hard to enable people to live in their own homes for longer in particular through our Occupational Therapy services and new assistive technology developments. Other successful preventative work around homelessness will continue, investing in voluntary sector partnerships with ADVANCE, YMCA and the Broadway organisation to help those suffering Domestic Violence to make informed choices, to maintain low use of unsatisfactory temporary accommodation particularly for the very young and for families and to maximise the assistance we give to single people to access both private housing and employment.
- Implementation of the newly integrated service to deal with disability adaptations proving a single point of contact for residents requiring adaptation for the first time. Together with the new self assessment process in OT services these changes are set to ensure the division delivers excellent customer service in a timely fashion.
- Continuing to reduce the use of temporary accommodation for homeless households and to reduce the cost of the accommodation procured through more effective performance and negotiation with external partners. We will consolidate plans to better serve single homeless people in the borough by introducing a multi agency approach to single homelessness that makes more cost effective use of supported accommodation in the borough.
- Working collaboratively with partners in relation to the nuisance caused by long term empty properties in the borough. Where it is possible and desirable we will work to bring such properties back into use for the council's purposes such as move on from supported accommodation or to assist in preventing homelessness.
- The new short term assessment and re-ablement team (STARS) will be consolidated this year and will continue to provide excellent care services whilst seeking to maximise independence in the community. Joint working across STARS, social work teams, Careline and the Occupational Therapy service will ensure that the use of Assistive Technology is maximised in this area.
- A number of process re-engineering exercises will be carried out during 2007/08 as part of our new Access Strategy. The Central Rehousing Unit, Homelessness Services and Temporary Accommodation services will be subject to review with investment in Electronic Data Management Systems likely to be in place by the mid year point to more effectively handle filing and workflow. In addition, work will start on a project to integrate frontline service delivery across the department on a single site.
- We are on target to achieve significant reward monies as part of the Local Area Agreement outcome of preventing homelessness, bringing empty properties back into use and meeting the decency standard in the private sector.

- H&F Homes is fully supportive of the council's key objectives. The focus for the coming year and beyond is to continue to seek ways to reduce costs, and maximise the use of resources, in particular by reducing costs of repairs and management costs, and continuing to reduce sickness levels. At the same time they will aim to increase tenant and leaseholder, satisfaction; by getting to know customers better, and by implementing a New Deal for Leaseholder.
- H&F Homes will also work with the council to achieve more mixed and sustainable communities and promote homeownership, by implementing the Respect Action Plan to reduce anti-social behaviour, developing proposals for low cost home ownership initiatives, and implementing the Hidden Homes Programme.

Adult Health & Social Care

Our main objectives are:

- Delivery of high quality, value for money services with increasing levels of satisfaction with the services we provide
- Provision of accessible advice and support services that through early intervention avert crisis
- Improvements in social inclusion and mobility & fostering of greater well being for those residents who are vulnerable
- Individuals better able manage their lives and reach their full potential
- Making the boroughs streets, open spaces and estates safer and better places to live

Our vision for the next three years is to continue to develop ways of working with services users to enhance their independence. This includes the increase of user choice and control through the expansion of direct payments and the introduction of individual budgets. The objectives we have set ourselves also respond to user, resident and stakeholder demands, inspectorate and national requirements which are aimed at improving service delivery and accessibility, protecting vulnerable adults, promoting independence both in terms of increasing user choice as to how services are delivered and in terms of ensuring that our clients are enabled to live as independently as possible and are not excluded from the community.

2006/7 overall performance

All adult support and social care services are well placed to deliver high quality value for money services to some of the most vulnerable residents living in the borough. In 2006 adult social services received the highest performance rating of 3 stars from the Commission for Social Care Inspection and was awarded the highest possible underlying judgements with “excellent” prospects for improvement and judged to be serving “all” people well. Hammersmith and Fulham was one out of 13 local authorities to be awarded the two highest judgements.

Our other key achievements were;

- The hospital teams worked closely with the Hammersmith Hospitals Trust to ensure that the numbers of people whose discharges were delayed for health or social care reasons were kept to a minimum.
- Mental Health Delayed Discharge Pilot. This included a pilot for the Department of Health to extending the delayed discharges system to include hospital stays of older people in the West London Mental Health Trust. This proved a valuable learning experience for the Trust and the Department of Health.
- 2006/7 saw a further reduction in the use in residential care and a corresponding increase in supported living arrangements in the Borough. Central to this was the development of Mary Seole House Extra Care Sheltered accommodation for older people and the floating support scheme for people with learning disabilities, together with a small number of tenancies in Shepherds Bush. Also older people with higher care needs were able to

remain in the Borough with the opening of St Vincent's Care Home with Nursing.

- National guidance on Protection of Vulnerable Adults (POVA) was implemented through a multi-agency Vulnerable Adults Committee. This has proved to be very successful in that it has raised the profile of potential abuse and identified an increasing number of adults in need of protection. Partnership working with all sections in the Borough has been essential to this and led to an improved standard of practice.
- There was a re-design of mental health services to bring together the Emergency Psychiatric Service and the Approved Social Worker Duty Service to create an Intake Team providing a 24-hour point of access, assessment and treatment. The ASW service has been inspected by the Mental Health Act Commission and found to be delivering a high standard of work.
- The shared care strategy for service for people with mental health needs was implemented. This has included the establishment of a Community Mental Health Team with clearly established protocols for working with Primary Care and with the Older People Social Work teams.
- In 2006/7 we saw the creation of a major development in Learning Disabilities of a clear and purposeful transition protocol, contributed and signed up to by all relevant stakeholders, which guides the processes and systems for Service users moving from Children's to Adults' Services.
- Physical Disabilities service utilised the Independent Living Fund to bring income into the Borough which co-funds packages of care for people in the community. This amounted to more than £300k income.

The main challenges we encountered in delivering our service were:

- An increase in the number of service users with increasing levels of need resulting in the need for more services and more complex packages of care. We forecast this for people with learning disabilities (in line with the national trend), but there were more than expected pressures on mental health, older people services and services for disabled people.
- It remains difficult to find good quality permanent staff to replace those who have moved on in their careers. We are considering alternative ways of recruiting. Consistency of high quality practice across the division remains a challenge. To meet this we are developing a single quality assurance system.

Performance Reporting

The Performance Assessment Framework for 2006-07 is significantly different to that for 2005-06, and is the first step by the Commission for Social Care Inspection to bring the performance assessment into line with the visions and plans from the White Paper "Our Health, Our Care, Our Say". A new outcomes driven self assessment framework will replace the Delivery and Improvement Statement in 2006-07. The assessment will focus on the seven social care outcomes identified in the White

Paper (improved health and emotional well-being, improved quality of life, making a positive contribution, exercise of choice and control, freedom from discrimination or harassment, economic wellbeing and personal dignity and respect) along with two additional ones : leadership; and commissioning and the use of resources).

CSCI plan to continue to use a “star rating”. The number of stars that can be awarded will be increased to 4; therefore the range becomes 0 to 4, instead of 0 to 3. This will allow for councils to stretch performance and act as an incentive to improve. CSCI will continue to base judgements on current performance and capacity for improvements. The capacity for improvement judgement will principally look at leadership and commissioning / use of resources.

Key Priorities for 2007/8 and beyond

We continue to work from a position of strength and experience, not only to maintain the maximum performance rating from CSCI and to deliver our objectives:

- We will look to provide more care and support services to people in their own homes and provide greater choice through increasing direct payments and piloting of individual budgets.
- We will review our day services provision and further develop the homecare market.
- We will put in place improved quality assurance arrangements and also address recruitment and retention issues in some areas of service that we deliver.
- We will further develop the Protection of Vulnerable Adult (POVA) strategy and implement plans to meet the requirements of the Mental Health Capacity Act. The aim will be to further improve arrangements that ensure our clients safety.
- Access to our services, as well as Children’s and Housing services will be improved through the development of a one stop Community Support Centre. The Community Support Centre will provide a multi-skilled access to all the community support services.
- We will implement IT systems (Frameworkki and Rio) intended to improve service performance and achieve efficiencies
- We will continue to take forward our transitions work that has allowed us to better anticipate the cost of clients moving from children’s to adult social services.
- In order to ensure Value for Money in the Meals Service a market testing exercise will be carried out in 2007/08.

Regeneration

Overview

The council and its partners are developing a dynamic local economy and tackling disadvantage by providing access to training and jobs, particularly in the most deprived areas of the borough. This approach has attracted significant investment to fund opportunities in these areas, such as North Fulham (£44m of NDC funding over 10 years) and in the north of the borough (NRF, SRB, Sure Start).

A key focus is the delivery of the Local Area Agreement stream Economic Development and Opportunities outcomes. With our partners we have developed a Hammersmith & Fulham Economic Development Strategy (EDS) 2007-2012, which provides a framework for economic growth by

- i) Social regeneration - reducing worklessness and benefit dependency
- ii) Creating Opportunities through learning and skills
- iii) Economic regeneration – job creation

Regeneration priorities are managed through the LAA stream and focus on training, job creation and supporting new business start-ups, while reducing business failures. Progress is reported through an Economic Opportunities Partnership. Key aims are to increase the earnings of the low paid and tackle worklessness by moving people off benefits and into employment by improving their learning and skills. H&F has strong further and adult education provision, with one of the highest participation rates in London. The council also funds an “Op*Shop” in the north of the borough, which provides employment advice and training. Successes in this LAA block have been the reduction in the Job Seekers Allowance claimant rate, with more people assisted into employment through job brokerage schemes. Of particular note has been the drive to assist lone parents into sustained employment, which remains a key challenge nationally. More local businesses have been assisted, increasing the number of new start-ups and reducing the rate of failure, leading to more sustained economic prosperity.

Significant local investment is taking place in the White City Opportunity Area, particularly on the Westfield site and in the development of a plan for the remaining 18 hectares of land that will be of major regeneration significance in future. The White City Employment Group (WCEG) has been set up to maximise employment opportunities for local people arising from these developments, exploiting provisions negotiated into S106 agreements. WCEG includes statutory strategic delivery organisations (LDA, London West LSC and Jobcentre Plus), large employers and developers (BBC, Multiplex, Westfield and Hammersmith Hospitals Trust) and local learning and job brokerage providers. It ensures a co-ordinated approach, linking job search and learning provision to the employment opportunities in growth sectors. H&F also funds Town Centre Manager services in the main centres using S106 funds secured from major development. Initiatives include: the introduction of the Fulham Business Awards and the development of business forums, including: “Pub Watch” in three areas. Businesses in central Hammersmith voted to introduce a 5-year Business Improvement District (BID) in 2006. The BID⁶ brings £2.9m in new investment to the area and is run by local businesses that decide how the money is allocated. (H&F is on the board as a ‘permanent observer’).

In 2006/7 we embarked on negotiations to secure a range of external funds from the London Development Agency (LDA) to achieve the council's objectives. The White City Area Programme will deliver skills and employment support and business support programmes through 12 integrated projects during 2007-2009. We also provide business support services through the Business Enterprise Centre and employment advice, training and job brokerage services through the OpShop.

Key achievements

During the last financial year our key achievements were:-

- Securing new funds for the borough, negotiated £3m White City Area Programme funding from the LDA, and secured a further £700k from the White City Opportunities programme, and £140k from the Business Start Up and Micro Support contract.
- Development of the Greater Hammersmith Business Improvement District (BID) supported through the successful vote and setting up of the BID company the Greater Hammersmith BID. Working closely with the BID company to deliver shared goals of a safe, secure, clean, attractive and energised area in Hammersmith for the benefit of local businesses. The BID will bring £2.9m of new investment to the area and is run by local businesses with the council as a 'permanent observer'.
- The Lone Parent Network was cited as an example of good practice in the London Council's report Tacking Child Poverty in London A Guide to Borough Initiatives or Good Practice
- Increased the number of Business Start Ups achieved from 2005/6.
- Development of co-ordinated construction sector skills, training and employment offer for Westfield London sub-contractors.
- Established Retail Group to support residents to access vacancies generated at the Westfield London development.
- Launched West London Film Bursary (funded by LDA) to support new start-up media businesses that are in the preproduction stage of film production.
- Deployed NRF resources to help raise attainment rates Phoenix School (GCSE 5 A*-C) or equivalent) from 11% in 2001 to 77% in 2006, with 2006 being a very special year with a 17% increase in improvement over the previous year.
- Supporting opportunities for businesses in the town centres, by a range of events and marketing, promoting them as attractive places to visit and set up business.
- Supported local micro businesses and business start-ups to showcase their products and services.
- Visitor London Award 2006 for our 'Go West' campaign offering free guided tours of H&F town centres.
- Business sector support for the tourism and hospitality industry includes quarterly business forums, offering networking opportunities to local businesses. 3 tourism websites, completed and launched : www.visithammersmith.co.uk / www.visitfulham.co.uk / www.visitshepherdsbush.co.uk
- 'Welcome All' training for tourism businesses and smaller B&Bs to encourage better customer service and understanding of the needs of disabled residents and visitors.
- Introduced Fulham Business Awards in partnership with NDC

- Developed North End Road Traders Group and expanded the role of Fulham district centres in the Fulham Business Forum

Key priorities for 2007/8 and beyond

The EDS sets out a five year framework to steer the activities and actions of the council and other partners in ensuring the sustainable and equitable development of the local economy. Overall the EDS will be used for the following purposes:

- To provide a ladder of opportunity for local people
- To provide a framework to co-ordinate the achievement of the vision
- To assist in determining priorities and the allocation of resources
- To coordinate activity with other local, regional and sub regional strategies and bodies
- To set targets and a monitoring framework to measure progress
- Investigate the use of the Slivers-of-Time initiative - market approach to solving worklessness and boosting income levels, by providing part time / agency employment opportunities. Slivers-of-time is working with local authorities, because they are seen as large employers, with sufficient potential vacancies to kick start a demand for the service in a borough.

Children's Services

This section details our achievements and future plans for all services to children. The 2004 Children Act and the White Paper '*Every Child Matters*', placed a number of requirements on councils regarding integration and management of services for children. This included creating one department for children's services and developing an over-arching strategy plan for all children's services, not only the authority's services. The new Children's Services Department was formally established in January 2007. This saw the integration of the Education and Children's Social Services Departments with extensive restructuring and change management work being undertaken throughout 2006.

The single overarching strategy plan for all children's services, the Children and Young People's Plan 2006-08 (CYPP), was launched in June 2006. A young people's version was launched in December 2006. The Plan was reviewed over January- April 2007 in the context of the five *Every Child Matters (ECM)* outcomes, although the priorities relate back to the original age-related sections of the plan. The review demonstrated the amount of progress on priorities and key targets and highlighted some key achievements as well as establishing the priorities for 2007 – 08. Many of these priorities will continue to be reflected in the CYPP 2008 -2011 which is being developed in 2007. Service management priorities that underpin the delivery of the outcomes have also been considered.

The aim for 2007 - 08 is to focus on a few key priorities to deliver transformational change and further improve outcomes for children. The priorities are:

- **Prevention and early intervention**, through the Common Assessment Framework and the development of a comprehensive range of services which can respond effectively.
- **A renewed focus on safety for children and young people wherever they go in the Borough.** There will be a renewed focus on better understanding the issues faced by young people which impact upon their personal safety.
- **Improving standards of education and the choice of in-borough schools**, at primary and secondary levels. The basis for this will be the implementation of an ambitious school re-organization programme covering primary, secondary and special schools.
- **Improved attendance**, as a fundamental contribution in enabling children and young people to achieve good outcomes.
- **Improving the life chances of vulnerable children**, including children in need of protection, in care, disabled children, children with special educational needs and significant health needs.

There will be a focus in service management in the Children's Services Department on:

- The use of **commissioning and market testing** to achieve high quality choice and value for money. This is aimed at delivering the Gershon efficiency agenda.
- **Partnership** working to use the expertise of all sectors
- **Developing into a learning organisation** which uses workforce development to motivate, recruit and retain staff.

Key achievements in the last year

Be healthy

- Second largest decrease in under 18 teenage conception rate in England. A decrease of 46.7% since the strategy started in 1998 with 2005 having 36.8 per 1,000.
- Speech and Language service to schools reducing waiting times for assessments and treatment and well regarded by parents
- Improvements for looked after children with 93% having health assessments/medicals; 88% attended a dental review within the year; and improvement immunization rate of 71%. (OC2 return)
- Major improvements in Transition arrangements for disabled children

Stay safe

- Two independent evaluations of family support and intervention service, (Assist) showed 95% of children referred staying out of the care system
- 30 children found permanent placements, 14 being adopted, 11 special guardianships and 5 through residence orders.
- The number of children in care has reduced over the year, from 393 to 373 as a result of preventive measures including Assist and other family support.
- Number of children more than 20 miles from home reduced to 47. (LPSA2 target)
- Mediation service in the housing department has prevented homelessness in 45% of cases where the service is taken up

Enjoy and achieve

- The value-added progress from Key Stage 1 to Key Stage 2 has placed the authority in the top quartile nationally for the past 5 years.
- Key stage 2 results are above the national average and show an improvement on the 2005 results

- The sixth most improved Local Authority in Key Stage 3, since 2002, with particularly good results in English.
- Proportion of students on free school meals gaining 5+A*-C GCSE in 2006 at 49% was well above the LPSA2 stretch target of 30.7%.
- Phoenix High school was the most improved in country at 5+A*-C at GCSE with a result of 77% in 2006.

Making a positive contribution

- The completion of the Young People's Version of the Children and Young People's Plan based on the joint work of the Borough Youth Forum and children from the Children's Fund.
- The co-ordination by the Borough Youth Forum, of the UKYP elections with seven schools now involved and 2527 young people (an increase of 91%) voting for the Hammersmith and Fulham UKYP Member. Contributed to Beacon award for Electoral services.
- The development of the Youth Opportunity Fund (part of the Youth Matters programme) with a board, consisting of young people, awarding £153,000 to 69 projects benefiting 3,200 young people.
- Reduction in number of first time entrants into the criminal justice system and those given a police reprimand, final warning or court conviction

Achieve economic well-being

- The UCAS points score for the borough as a whole, including the local FE College, was 245; a significant increase on the 2005 points score of 225.
- A-level pass rate of 97.6%
- Those Not in Education, Training and Employment (NEETs) reduced to 7.7% in November 2006, from 12.1% in 2005.

Service management and partnership working

- Reorganisation of services to meet MTFS targets. The 2.5% target was achieved.
- Children and Young People's Partnership Board reviewed in 2006 with broader representation including NHS Trusts and schools.
- Establishment of a Local Safeguarding Children's Board (LSCB).

Outcomes for 2007-08

Being healthy

The aims are:

- From conception onwards, provide clear advice, information and appropriate support
- Encourage healthy lifestyles for children, young people and their families, targeting those most at risk
- Maintain and develop a fully comprehensive service for child and adolescent mental health through a single 0-18 in borough service
- Develop effective primary and community care services working in a co-ordinated way with extended services and children's centre activity
- Establish an integrated hub for services for disabled children
- Develop our contribution to healthy lifestyles, including diet and exercise

Key Priorities for 2007-08

- Ensure consistent practice in the provision of ante natal care by GPs
- Increase access to sexual health services for young people and improve the sexual health of looked after children
- Develop specialist teenage mother and baby unit
- Review the use of Emergency and Primary Care, increasing access to primary care services for young people; Review the use of Unscheduled Care by young people;
- Develop programme for school nursing service with school heads
- Developing a more integrated site for disabled children, linked to the respite service at the Haven and Jack Tizard Special School.
- Implementation of an improved Comprehensive Community Child and Adolescent Mental Health Service (CAMHS)
- The pilot of a Youth Specialist Outreach Service model focused on intensive support in the community to avoid admission into mental health inpatient care

Staying safe

The aims are:

- Safety in all places where children and young people go, with good opportunities for out of school activities, preventing events from occurring and responding quickly to events when they do occur
- Safe home lives, building the expertise in response to domestic violence and ensuring stability and permanent placements for children who come into care
- Offering comprehensive range of services to parents and carers to support them bring up their children, with decreased number of CP re-registrations
- Preventive and early intervention measures; timely intervention with children when they express fear; effective early identification, information sharing and response
- Professionals work together holding "one conversation" and ensuring assessments are done to time with good effective information sharing

Key Priorities for 2007-08

- Work with police, schools and other Local Authority Departments to develop joint strategy on safety for young people

- Roll out of the Common Assessment Framework
- Build on the re-organisation to improve the quality of the social work service
- Implement the policy on children going missing from care and the other recommendations of the single case review
- Develop comprehensive parenting and family support services

Enjoy and achieve

The aims are:

- Better attendance so that all children and young people can access opportunities and be safe
- Meeting all attainment targets and ensuring that all pupils make appropriate progress
- Provide effective targeted support for all groups of children under performing, including black Caribbean boys, white boys receiving free school meals, looked after children and teenage mothers
- More parents and children choosing in-borough schools, including special schools
- Implementation of proposals for primary, special and secondary schools in order to raise standards and fulfil parental expectations
- A range of activities and extended services available in schools which can support the whole community, including identifying and supporting those children who are vulnerable at an early stage
- Support children through key transitions, particularly those from vulnerable groups
- Build capacity in our schools to develop future leaders

Key Priorities for 2007 - 08

- Increase attendance at primary to 94.4% (2007 target)
- Raise attainment at the end of Key Stage 1 by reducing the number of schools below 70% achieving level 2 in reading (3 schools) and those achieving 80% level 2 in maths (8 schools)
- Reduction of number of schools 'below the floor' at KS2
- Reduce the differential between the proportion of students achieving 5+A*-C at GCSE (62% in 2006) and 5+A*-C at GCSE including English and maths (49% in 2006)
- Continue to prioritize the work on raising achievement at KS3 and 4 with Black Caribbean boys and white boys in receipt of FSM
- Implementation of primary, special and secondary school strategies
- Develop early intervention, linking together extended services, Common Assessment Framework, and other targeted services
- Increase capacity in leadership and management through the extension of the Primary Leadership Programme and mentoring and training for middle managers in secondary schools

Making a positive contribution

The aims are:

- Involving children and young people in service development, tendering, monitoring and recruitment, giving feedback on the impact of their views

- Providing a wide range of activities that are what children and young people want through youth services, PAYP, extended services, leisure opportunities and good access to information about what is available
- As many young people as possible use the Youth Opportunities Fund
- A smaller number of young people get involved in crime or are a victim of crime, through early intervention
- Bullying, racist and homophobic incidents are acted on consistently, speedily and effectively and appropriate monitoring is in place
- Develop programmes of work with young offenders to maintain access to mainstream services in the community

Key priorities for 07-08

- Developing the Hear by Rights standards across the activities involving children and young people
- Develop a website to strengthen the feedback to children and young people
- Facilitate access to activities, through better information being available
- Embed the YOS preventive agenda into the early intervention developments
- Build on better information of racism and bullying to respond effectively
- Develop the involvement of parents and carers in service development

Achieving economic well-being

The aims are to:

- Further reduce the NEET cohort
- Broaden the 14-19 curriculum
- Increase the numbers of 16-18 year olds entering high-quality work-based learning and employment
- Deliver more vocationally specific work experience placements and a work-related learning programme in all schools
- Deliver capital investment, via the Targeted Capital Fund, to improve the 14-16 vocational offer across the community schools
- Implement and develop the Secondary Schools Strategy, via the Building Schools for the Future programme, to raise standards and improve parental choice

Key priorities for action

- Reduce the NEET cohort still further by November 2007
- Improve outcomes on vocational Level 2 courses at pre and post-16 to match or exceed attainment at 5+A*-C GCSE (target of 63% for 2007)
- Improve the number of 16-18 year olds accessing high quality work-based learning both locally and in neighbouring boroughs
- Ensure that the Building Schools for the Future (BSF) 'Strategy for Change' to be submitted for Wave 6 enables the delivery of seamless 14-19 pathways with an enhanced curriculum offer supported by ICT'.

Community, Culture & Leisure

Libraries

Public library services are in a time of great transition. Pressure to improve performance against Public Library Service Standards (PLSS) whilst at the same time meet the exacting standards of the Council's Medium Term Financial Strategy (MTFS) have seen the development of a new strategy for Hammersmith and Fulham Libraries. Following an extensive public consultation with users and staff, Cabinet agreed on 14th May 2007 to a series of changes to reorganise the service and position it to more effectively meet the needs of current and future users. The changes are scheduled to come into place on 1st October 2007.

Libraries performance 2006/07

- The number of items issued per thousand of population continues to rise. There was an increase in DVD issues in 2006/7 of 16% compared to the previous year.
- The number of visits per thousand of population suffered as a consequence of site closures for the building work to take place – Despite this, the library service registered nearly a million physical visits – and over a million when virtual visits were included - for the second year running.
- The new post of Children's and Young People's Librarian (from January 2006) is increasing outreach and school visits.
- The number of school class visits to libraries has risen from 427 in 1999/2000 to 951 in 2006/7.
- Regular events, exhibitions and activities including being a major player in the successful West London literature project during March 2006. Part funded by the Arts Council, 'Westwords 2' delivered a host of literature events and hugely exceeded its audience targets.
- The Community Links Librarian programme is well established. Activities include graphic novel workshops at Henry Compton School, after school story clubs, and bringing classes into local libraries and a senior citizen reading group in Michael Stewart House.
- An 'Invest to Save' bid ensured a single customer service point at Fulham and Hammersmith libraries – the works were completed during the summer of 2006. At Sands End Library a successful partnership with SureStart led to the development of a more child and family friendly library. This was reflected in Sands End being the only library which showed an increase in new child members.

Key priorities of the library service 2007/8 are as follows:

KP1 - To provide a high quality service that responds to customer needs.

The Cabinet paper agreed in May will lead to significant changes in the delivery of the service, including a single reference library for the first time, extended opening hours across the whole service, more computers for Internet use and the use of volunteers to deliver the Home Library Service.

KP2 - To promote lifelong learning, in particular literature and reading
Standards in our schools will continue to be raised by enabling class visits – in particular Year 7. Skills for Life collections and Talking Books on CD at all libraries have been established

KP3 - To provide a service for all, and target identified groups
The extended Bookstart project to all children under 4 years has been developed by setting up close links with PCT, health visitors and early year's settings and by increasing the distribution of Bookstart packs. Each library for example will have a focused children's event during Black History Month.

KP4 - To ensure that services are fully accessible to all users
We will subscribe to more on-line resources and allow these resources to be accessed remotely. A new Library Management System is under review and is expected to come on stream in late 2007/early 2008.

KP5 - To continue improving the quality of the customer experience
The three refurbished libraries will continue to benefit from the improved layout and at all libraries to highlight popular stock.

KP6 - To market the service effectively
We will work closely with other departments to deliver new initiatives e.g. the Metrowords literature project, Black History Month, and Teen Zone focus groups.

KP7 – To ensure that staff are in place to deliver these priorities and that their skills are appropriate and up to date.
All front line staff will be provided with Frontline training in 2007/8 – an innovative reader development scheme that allows for direct interaction with users.

KP8 - 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 Best Value Performance indicators.

Adult Education

The adult education service has implemented a series of improvements based on the post inspection action plans. There were 7,197 students in 2005-06, of whom 1,311 achieved nationally recognised qualifications. Levels of student satisfaction remain high at 92%, although the introduction of a new more accessible form means that comparisons cannot be made with figures from previous years. Student retention in 2005-06 was 89% an improvement on 84.5% in 2004-05. In spite of reductions in LSC funding the service continues to offer a large programme of accredited and non-accredited provision from five local adult education centres and a range of outreach venues in the community. Effective outreach work and partnerships with statutory and voluntary sector agencies contributes to our aim to engage workless people in education and training.

The service development plan has been revised to reflect the new priorities for H&F. The plan, which is subject to approval by the Learning & Skills Council, is now aligned with the borough's economic development strategy and the draft Community Plan. This means that there is more focus on employment, increased work with young people who are not in employment education or training and a more developed first steps strategy to recruit workless people in the borough. The primary objectives set out in the plan are to:

- increase the number of full level 2 qualifications achieved by learners.
- improve the quality of Skills for Life (SfL) provision and the proportion of SfL learners achieving approved qualifications.
- reduce the number of young people not in employment, education or training (NEET)
- develop and implement an effective First Steps Strategy
- contribute to economic and social regeneration through community based activities.
- develop vocational programmes to enable local people to access local employment opportunities
- support the delivery of the Hammersmith & Fulham Local Area Agreement (LAA)
- increase fee income, whilst maintaining access for those on low incomes.
- offer a broad programme of courses for personal development.

Sports Development

This year has been a successful one for the Sports Development Team in many areas. The borough came 21st out of 33 London boroughs in the London Youth Games, a rise of 5 places on last year. The borough also hosted the first National Indoor Rowing Competition in Hammersmith Town Hall and entered a number of school teams.

This year has also seen the refurbishment of the Lillie Road Fitness Centre with an investment of £500k from Greenwich Leisure Ltd, the Council's main leisure contractor. In addition a further £100k will be invested in the centre by the North Fulham NDC to develop their GP referral scheme facilities. This means that all 5 of the council's main leisure facilities have either been rebuilt or fully refurbished within the past 5 years.

In national benchmarks such as the CPA assessment the Sports Team has done well in many areas. The number of pupils taking part in 2 hours or more high quality PE per week has risen from 56% in 2005 to 83% in 2006. This is 8% above Government targets and represents an enormous amount of work on behalf of the schools' PE departments and the Sports Team. This year for the first time Sport England undertook the largest telephone survey ever undertaken in Europe to find out how many people in every borough took part regularly in the sport or physical activity. Hammersmith & Fulham came in the top 10% with more than 25% of people taking part in sports and physical activity for at least 3 x 30 minute sessions per week.

Future Priorities

Over the coming months the Sports Development Team will be changing its focus towards community based sports and physical activity, in response to its new role in

the Resident Services Department. This will include more work with adults and the development of the Agewell Scheme to increase its membership and physical activity within the local population by 1% year on year in the run up to the 2012 Olympic and Paralympic Games.

The Sports Development Team will be working closely with Parks colleagues to develop parks and open spaces in the borough. A number of parks based activities are to be introduced including Sports Zones which will meet the need for more open space being made available to schools for PE. This initiative, in partnership with the BBC and former Olympic athlete Roger Black, will start in September 2007 with a pilot programme based in Hurlingham Park.

The Sports Team will continue its work with schools through the Hammersmith & Fulham Primary School Sports Association and will lead on the development of squads for the London Youth Games. However, day to day responsibility for school sports will remain with the School Sports Co-ordinators who now form part of Children's Services.

One of the Sports Development Team's main foci over the coming year will be the development of a Hammersmith & Fulham Community Sports & Physical Activity Network (C-SPAN). The purpose of the C-SPAN is to act as a local forum for sport in each borough with involvement from stakeholders including clubs, the voluntary sector, the private sector, the Council and Sport England. The C-SPANs will allow decision making on local sports funding, etc to be made at a local level.

The Duke of Edinburgh Award scheme has continued to grow with the development of an open award centre at Fulham Cross. The specialist teaching facility provided in Sands End by St. George plc, who sponsor the Award scheme, has been invaluable in assisting participants with their computer skills and with other class based learning.

Working with voluntary and community groups

The council acknowledges the immense value of the local voluntary and community sector to the borough and its contribution to the successful delivery of a wide range of council objectives and priorities. LBHF continues to support the sector by grant aiding organisations, physically accommodating groups and offering guidance and advice to a wealth of local voluntary and community organisations.

Infrastructure organisations, such as the Community & Voluntary Sector Association (formerly Voluntary Sector Resource Agency (VSRA)) and the H&F Volunteer Centre play an active role in strengthening and building the capacity of local organisations and also provide a useful conduit for council consultations and communication with the wider voluntary and community sectors.

In addition, LBHF maintains its social policy relationships with key agencies within the local voluntary and community sectors, such as the H&F Citizens Advice Bureau, the Refugee Forum, HAFAD and H&F BME. These organisations, and many others, provide useful policy feedback in their own areas of expertise to influence, shape and contribute to the council's practices and planning processes.

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. For example, the H&F Refugee Forum has been instrumental in promoting good practice sub-regionally through the west London network of refugee and has recently secured significant London Development Agency funding. The Community & Voluntary Sector Association has also played a sub-regional role in the delivery of the Change-Up agenda and the allocation of associated resources across west London as well as promoting the capacity of the west London voluntary sector in the procurement of public services.

Following the withdrawal of the Legal Services Commission from Community Legal Service Partnerships across London last year, local cross-sector discussions have been held to identify alternative vehicles for joint policy work between the council and the voluntary sector. Although local legal advice agencies continue to work strategically and in partnership with LBHF through the Advice Forum. This is a good example of how the local benefits of joint working can be protected, despite regional and national changes.

The use of volunteers in the local voluntary and community sectors continues to add value to service delivery in the borough. Organisations, such as Bishop Creighton House, Fulham Legal Advice Centre, H&F Victim Support Scheme 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.

A corporate funding review has been undertaken to establish four-year funding priorities. This entailed detailed consultation with the local voluntary and community sector and other key stakeholders with well over 100 organisations attending open meetings at a series of events. Funding availability was openly advertised and 58 organisations were awarded new funding recently. The funding review has focused new funding on council priorities as expressed in the Community Strategy and has shifted funding to a more robust commissioning framework. A small grants scheme has also been established which will offer grants under £5,000 to voluntary groups throughout the year and this initiative directly responds to voluntary sector needs expressed in the consultation events.

Appendix 1

INSERT BVPI TABLES HERE.....

Appendix 2

Contract statement

In accordance with ODPM Circular 03/2003, all local authorities are required to certify that individual contracts comply with its statutory guidance workforce matters.

The council let two contracts during the 2003/04 financial year and one contract during the financial year 2004/5 involving contracts covered by the Code of Practice on Workforce Matter in Local Authority Service Contracts. These contracts were:

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.

Hammersmith and Fulham Housing Management Services Ltd (an Arms Length Management Organisation set up and owned by the Council) awarded two contracts during the last financial year 2005/06

Voids Housing Works to Residential Properties (Borough-wide): Hammersmith and Fulham Housing Management Services Ltd at its Board meeting on 15 July 2005 accepted a tender submitted by Inspace Ltd to carry out works to void housing properties across the whole borough for a period of 5 years, with an option to extend for up to a further 5 years.

Reactive Repairs to Housing Properties (Fulham): Hammersmith and Fulham Housing Management Services Ltd at its Board meeting on 15 July 2005 accepted a tender submitted by Inspace Ltd to carry out reactive repair works to occupied housing properties in the south of the borough (Fulham) for a period of 5 years, with an option to extend for up to a further 5 years.

The Council during 2006-07 set up **H & F Bridge Partnership Ltd**, being a Joint Venture Company with its Strategic IT Partner Agilisys Ltd. The Council transferred its IT function including all staff to that company on 1 November 2006. The contract between the Council and Agilisys setting up H&F Bridge Partnership Ltd contained provisions for compliance with ODPM Circular 03/2003.

The London Borough of Hammersmith and Fulham certifies that it has complied with statutory guidance and that 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.

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Community Safety & Wellbeing									
Being Healthy									
BV197 - Change in number of conceptions to females aged under 18 (% change)	% change	-36.4	-46.7	-20	-27	-32.5	-38		-17.4
Legal & Advice Services									
BV226a - Total spent on Advice & Guidance services provided externally (£)	£	777682	780251	777682	780251	780251	780251		N/A
BV226b - % of monies spent on Advice & Guidance to organisations with CLS Quality Mark	%	100	100	100	100	100	100		N/A
BV226c - Total spend on Advice & Guidance (housing, welfare benefits & consumer matters) provided directly by the authority to the public (£)	£	1055026	1185297	1055026	1185297	1055026	1055026		N/A
Reducing Crime									
BV126 - Domestic Burglaries (per 1000 households)	per 1000 households	29.71	26.81	27.33	22.11	21.01	19.96		16.4
BV127a - Violent Crime (per 1,000 pop)	per 1,000 pop	37.27	35.78	33.58	30.19	27.78	25.56		23.2
BV127b - Robberies (per 1,000 pop)	per 1,000 pop	7.27	6.52	7.61	6.92	6.53	6.16		3.8
BV128 - Vehicle Crimes (per 1,000 pop)	per 1,000 pop	22.99	22.8	23.67	24.33	22.47	20.75		15.7
BV174 - Racial incidents recorded by the local authority (per 100,000 pop)	per 100,000 pop	39.59	43.93	36	36	36	36		N/A
BV175 - Racial incidents resulting in further action (%)	%	100	100	100	100	100	100		100
BV225 - Actions against Domestic Violence (% against checklist)	%	72.72	81.82	100	100	100	100		N/A

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Corporate Health									
Dealing with the public									
BV003 - % citizens satisfied with overall council service	%	51	53	to improve			65	Previous year result 2003/04; next survey 2009/10	58.5
BV004 - % complainants satisfied with handling of complaint	%	34	27	to improve			to improve	Previous year result 2003/04; next survey 2009/10	33.5
Equal Opportunities									
BV002a - Equality Standard for Local Government (level)	Level	2	3	3	4	5	5		N/A
BV002b - The duty to promote race equality (% score against checklist)	%	63.2	63.2	83.3	83.3	83.3	83.3		89
BV011a - % of top 5% earners that are women	%	38.76	42.33	43	44	45	46		47.7
BV011b - % of top 5% earners that are from ethnic minorities	%	11.45	15.01	15	16	17	18		15.28
BV011c - % of top 5% earners that have a disability	%	3.01	4.1	3	4	6	7		4.3
BV016a - % Staff with disabilities	%	3.39	3.07	6	7	8	8		4.23
BV016b - % of local population of working age who have a disability (%)	%	11.8	11.8					For information only	N/A
BV017a - % Staff from ethnic minorities	%	31.86	32.06	31	31	31	32		35.4
BV017b - % of local population of working age who are from a minority ethnic community (%)	%	19.64	19.64					For information only. Deleted from 2007/08	N/A
BV156 - % Public buildings accessible for people with disabilities	%	35.09	35	35	35	35	35		64.52

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Financial Management									
BV008 - Undisputed Invoices paid within 30 days (%)	%	90.22	91.93	92	93	94	94		90.22
BV009 - Council Tax collected (%)	%	95.3	96.1	95.4	95.5	95.6	95.7		96
BV010 - Business rates collected (%)	%	99.2	99.3	99.2	99.2	99.2	99.2		98.98
Staff Management									
BV012 - Days sick per member of staff (days)	days	10.38	8.86	8.5	7.8	7.3	6.8		7.92
BV014 - Early retirements (% of staff)	%	1.13	1.45	0.45	0.45	0.45	0.45		0.23
BV015 - Ill health retirements (% of staff)	%	0.1	0.3	0.2	0.2	0.2	0.17		0.17
Culture & Related Services									
Community, Culture & Leisure Performance Indicators									
BV119a - % satisfied with sports/leisure facilities	%	34	45	50			to improve	Previous year result 2003/04; next survey 2009/10	55
BV119b - % satisfied with libraries	%	50	61	64			to improve	Previous year result 2003/04; next survey 2009/10	71.5
BV119c - % satisfied with museums/galleries	%	23	22	31			to improve	Previous year result 2003/04; next survey 2009/10	40
BV119d - % satisfied with theatres/concert halls	%	40	39	40			to improve	Previous year result 2003/04; next survey 2009/10	51
BV119e - % satisfied parks/open space	%	61	67	66			75	Previous year result 2003/04; next survey 2009/10	78

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Conservation									
BV219a - Total number of conservation areas in the borough as at 31st March (areas)	areas	45	45	45				Deleted from 2007/08	N/A
BV219b - % Conservation areas with an up to date character appraisal (%)	%	36	38	40	42	46	50		43.24
BV219c - % Conservation areas with published management proposals (%)	%	0	0	0				Deleted from 2007/08	20
Libraries									
BV118a - % of library users who found books they wanted	%	64.1	79	67			to improve	Previous year result 2003/04; next survey 2009/10	85.7
BV118b - % library users who found information they wanted	%	72.3	75	74			to improve	Previous year result 2003/04; next survey 2009/10	75.1
BV118c - % library users satisfied with library overall	%	88	87	89			to improve	Previous year result 2003/04; next survey 2009/10	90.5
BV220 - Compliance against the Public Library Service Standard (PLSS) (Level)	level	1	1	2	2	2	2		N/A
Museums									
BV170a - Visits/usages of LA funded museums (visits per 1,000 pop)	visits per 1,000 pop	33.49	11.48	32	68	68	68	Museum closed for restoration October 06 to April 07	323
BV170b - Visits to LA funded museums in person (visits per 1,000 pop)	visits per 1,000 pop	26.44	10.87	31	67	67	67	Museum closed for restoration October 06 to April 07	162
BV170c - School visits to LA funded museums (no. of pupils)	pupils	893	432	700	2600	2600	2600	Museum closed for restoration October 06 to April 07	5350

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Education									
Enjoying & Achieving									
BV038 - Pupils 5 or more GCSE's, A*-C (%)	%	59	62.1	56	63	63	63		59.9
BV039 - Pupils 5+ GCSEs, A*-G including English & Maths (%)	%	90	91.8	92	92	92	92		91.3
BV040 - Pupils level 4+ KS2 Maths (%)	%	74	74	80	80	80	80		77
BV041 - Pupils level 4+ KS2 English (%)	%	79	81	82	81	82	82		82.5
BV043a - % SENs in 18 weeks (excluding other agencies)	%	100	100	99	99	99	100		100
BV043b - % SENs in 18 weeks (including other agencies)	%	97	100	91	91	91	97		95.6
BV045 - All absences secondary schools (%)	%	8.5	8.2	8	7.8	7.6	7.6		7.01
BV046 - All absences primary schools (%)	%	6.3	6.9	5.6	5.4	5.2	5.2		5.72
BV181a - Level 5 or above in KS3: English (%)	%	74	77	70	76	81	81		77.2
BV181b - Level 5 or above in KS3: Mathematics (%)	%	74	77	72	74	82	82		74.66
BV181c - Level 5 or above in KS3: Science (%)	%	70	70	70	75	79	79		70.49
BV181d - Level 5 or above in KS3: ICT assessment (%)	%	66	68	79	79	79	79		67.55
BV194a - Level 5 or above in KS2: English (%)	%	28	35	30	30	30	30		29
BV194b - Level 5 or above in KS2: Maths (%)	%	30	29	30	30	30	30		34
BV221a - % 13-19 yr olds gaining a recorded outcome compared to % participating in youth work (%)	%	60	38	60	60	60	60		61
BV221b - % 13-19 yr olds gaining an accredited outcome compared to % participating in youth work (%)	%	20	14	30	30	30	30		24

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Service Management									
BV222a - % Leaders of integrated early learning & childcare settings funded or partly funded by authority at Level 4	%	19	38	23	40	42	45		38
BV222b - % Leaders of integrated early learning & childcare settings funded or partly funded by authority which have input from staff with relevant graduate training	%	100	100	100	100	100	100		97
Environment & Environmental Health									
Abandoned vehicles									
BV218a - % of new reports of abandoned vehicles investigated within 24 hours of notification	%	100	100	100	100	100	100		97.05
BV218b - % of abandoned vehicles removed within 24 hours once the Authority is legally entitled to remove	%	100	99.5	100	100	100	100		96.94
Environmental Health & Trading Standards									
BV166a - Environmental Health checklist (% compliance)	%	100	100	100	100	100	100		100
BV166b - Trading Standards checklist (% compliance)	%	100	100	100	100	100	100		100

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Liveability									
BV216a - Number of 'sites of potential concern' with respect to land contamination (%)	sites	1181	1123	1181	1181	1181	1181		1063
BV216b - % 'sites of potential concern' for which detailed information is available to decide whether remediation of land is necessary (%)	%	5.5	10	10	15	20.5	26		24
BV217 - % Pollution control improvements to existing installations completed on time (%)	%	100	100	100	100	100	100	No improvements to existing installations required during 2006/7	100
Health & Social Care - Adults									
Adult Social Care									
BV053 - Intensive home care - PAF C28 (households per 1000 pop)	per 1,000 pop 65+	26.81	28.63	28	28	28	28		24.02
BV054 - Older people helped to live at home - PAF C32 (per 1000 pop 65+)	per 1,000 pop 65+	139.91	141.51	142	142	142	142		115.38
BV056 - Equipments delivered within 7 working days PAF D54 (%)	%	93.4	95	94	94	95	95		94
BV195 - Acceptable waiting time for assessment PAF D55 (%)	%	73.9	86.2	80	90	92	94		86.9
BV196 - Clients receiving all services in care packages in 4 weeks of comp. of assessment PAF D56 (%)	%	92.7	92.9	96	96	96	96		91.7
BV201 - Adults receiving direct payments at 31 March - PAF C51 (adults per 100,000 pop)	adults per 100k pop	108	155	130	150	160	160		108

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Health & Social Care - Children									
Achieving Economic Well-Being									
BV161 - Care leavers in education/training/employment - PAF A4 (ratio care leavers)	ratio	0.68	0.8	0.65	0.68	0.68	0.68	Targets under review	0.98
Enjoying & Achieving									
BV050 - Children leaving care - 1 or more A*-G GCSE's - PAF A2 (%)	%	36	51.8	55	55	55	55	Targets under review	56
Making a Positive Contribution									
BV163 - Adoptions of looked after children - PAF C23 (%)	%	4.6	10.8	7	7	7	7	Targets under review	9.4
Staying Safe									
BV049 - % Children with 3+ placements per year (excluding adoption with same carer) - PAF A1	%	11.14	10.3	10	10	10	10	Targets under review	10.9
BV162 - % reviews of child protection cases - PAF C20	%	100	100	100	100	100	100		100
Housing									
Improving Private Sector Housing									
BV064 - Private dwellings returned to occupation (number)	dwellings	225	308	200	200	200	200		360

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Managing Council Housing									
BV066a - Rent collection (% of rent due)	%	92.96	93.18	93.69	94.68	96.18	96.5		97.62
BV066b - The number of LA tenants with more than 7 weeks arrears as % of total LA tenants (%)	%	11.52	9.87	11	9.5	9.5	9.5		6.92
BV066c - % of LA tenants in arrears who have had Notices Seeking Possession served (%)	%	21.04	24.02	25	23	21	21		21.93
BV066d - % of LA tenants evicted as a result of rent arrears (%)	%	1.25	0.37	1.28	1.14	0.99	0.99		0.27
BV074a - Tenant satisfaction - overall service with landlord - all tenants (%)	%	70	65	to improve			to improve	Previous year result 2003/04; next survey 2009/10	72.5
BV074b - Satisfaction of tenants - black and minority ethnic tenants (%)	%	67	61	to improve			to improve	Previous year result 2003/04; next survey 2009/10	70.5
BV074c - Satisfaction of tenants - non-black and minority ethnic tenants (%)	%	73	65	to improve			to improve	Previous year result 2003/04; next survey 2009/10	74
BV075a - Tenant satisfaction - participation in management - all tenants (%)	%	61	56	to improve			to improve	Previous year result 2003/04; next survey 2009/10	62
BV075b - Participation in management - black and minority ethnic tenants (%)	%	59	52	to improve			to improve	Previous year result 2003/04; next survey 2009/10	64.3
BV075c - Participation in management - non-black and minority ethnic tenants (%)	%	62	53	to improve			to improve	Previous year result 2003/04; next survey 2009/10	62.3
BV164 - CRE code of practice & Good Practice Standards for Housing followed? (Yes/No)	Yes/No	Yes	Yes	Yes				Deleted from 2007/08	N/A
BV212 - Average time to re-let dwellings (days)	days	50.47	43	45	28	27	25		29

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Meeting Housing Need									
BV183a - Average length of stay in bed & breakfast (weeks)	weeks	0.5	3.43	5				Deleted from 2007/08	0
BV183b - Average length of stay in hostels (weeks)	weeks	0	0	0	0	0	0		0.95
BV202 - number of people sleeping rough per night (people)	people	6	0	2	2	2	2		1
BV203 - % change in families in temporary accomodation	%	-2.98	-11.4	-5				Deleted from 2007/08	-7.86
BV213 - Number of homelessness cases prevented (households per 1000 households)	per 1000 households	5.88	7	6.5	6.5	6.5	6.5		6
BV214 - % Households accepted as statutorily homeless who were accepted as homeless within the last two years (%)	%	0.47	0	0.5				Deleted from 2007/08	0.35
Renovating & Refurbishing Homes									
BV063 - Average SAP rating of local authority owned dwellings (rating)	rating	62	64.1	64	66	68	68		69
BV184a - LA homes which were non-decent at beginning of the year (%)	%	22.7	34.34	34.9	32.1	23.5	10.1		25
BV184b - Change in proportion of non-decent homes in the year (%)	%	9.7	8.5	23.6	27.1	57.1	100		23.8

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Housing Benefit & Council Tax Benefit									
Delivering Housing Benefit									
BV076a - Number of claimants visited/1000 caseload	per 1,000	188.95	106.2	200				Deleted from 2007/08	N/A
BV076b - Number of fraud investigators/1000 caseload	per 1,000	0.44	0.34	0.4	0.34	0.34	0.34		N/A
BV076c - Number of fraud investigations/1000 caseload	per 1,000	34.04	22.38	39	21.28	23.4	25.53		N/A
BV076d - No. of prosecutions & sanctions/1000 caseload	per 1,000	4.3	4.5	4.25	2.68	2.93	3.23		N/A
BV078a - Average time new claims (days)	days	47	28.3	29	27	25	23		30.7
BV078b - Average time change in circumstances (days)	days	23	12	15	12	10	9		11.4
BV079a - % benefit claims processed correctly (%)	%	98	98.4	99	99.1	99.2	99.3		98.86
BV079bi - Housing Benefits overpayments recovered during the period as % of HB deemed recoverable overpayment in that period (%)	%	52.9	55.01	70	65	70	75		71.48
BV079bii - Recovery of overpaid benefit (% of total unrecovered overpayments)	%	17.3	15.69	42	20	22	25		29.89
BV079biii - Housing Benefits overpayments written off during period as % of HB overpayment debt at start of period plus overpayments identified during period (%)	%	7.9	20.07	10	15	15	10		N/A
BV080a - % satisfaction - facilities to get in touch with benefits office	%	72	72	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A
BV080b - % satisfaction - service in the office	%	69	75	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A
BV080c - % satisfaction - telephone service	%	52	65	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
BV080d - % satisfaction - staff	%	71	75	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A
BV080e - % satisfaction - clarity of forms and letters	%	64	64	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A
BV080f - % satisfaction - time taken to advise	%	66	67	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A
BV080g - % satisfaction overall	%	73	77	to improve			to improve	Previous year result 2003/04; next survey 2009/10	N/A
Planning									
Planning Development & Applications									
BV106 - % of new homes on brown field sites	%	100	100	100	100	100	100		100
BV109a - Planning major apps in 13 weeks (%)	%	77.14	74.43	70	70	70	70		77.33
BV109b - Planning minor apps in 8 weeks (%)	%	75	89.01	75	80	85	85		83.89
BV109c - Planning other apps in 8 weeks (%)	%	89.91	95.22	90	92	92	92		91.79
BV111 - % applicants satisfied with service received	%	72	70	to improve			to improve	Previous year result 2003/04; next survey 2009/10	71.5
BV204 - % appeals allowed against authorities refusal of planning	%	39	19.25	30	30	30	30	Target set at below 30%	29
BV205 - Quality of Planning Service checklist (% compliance)	%	100	100	100	100	100	100		100

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Policy									
BV200a - Local Development Scheme (LDS) submitted and maintaining 3 year rolling programme?	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes		N/A
BV200b - Have the milestones within Local Development Scheme been met? (Yes/No)	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes		N/A
BV200c - Did the Local Planning Authority publish an annual report by 31 Dec each year? (Yes/No)	Yes/No	Yes	Yes	Yes				Deleted from 2007/08	N/A
Transport									
Highways									
BV100 - Days traffic controls in place (days)	days	0.51	0.08	2.5	2.5	2.5	2.5		0
BV187 - Condition of footways - cat's1, 1a and 2 (%)	%	40.66	18	30	30	30	30		11
BV215a - Average number of days to repair street lighting faults (Local Authority) (days)	days	6.8	2.73	3	3	3	3		1.99
BV215b - Average number of days to repair street lighting faults (DNO) (days)	days	20.21	27.5	15	15	15	15		19.3
BV223 - % LA principal road network where structural maintenance should be considered	%	20.2	17	20	10	10	10		N/A
BV224a - % non-principle classified road network where maintenance should be considered (%)	%	15.1	19	15	10	10	10		N/A
BV224b - % of unclassified road network where structural maintenance should be considered (%)	%	26.62	9	20	10	10	10		N/A

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Road Safety									
BV099ai - Road accident casualties - all killed/seriously injured (no. of casualties)	casualties	113	122				75	09/10 target set in line with GLA targets	101
BV099aaii - Road accident casualties - all killed/seriously injured (% change from previous year)	% change	0.89	8						-25.8
BV099aiii - Road accident casualties - all killed/seriously injured (% change against 1994-1998 average)	% change	-24.16	-18				-50	09/10 target set in line with GLA targets	-44
BV099bi - Road accident casualties - children killed/seriously injured (no. of casualties)	casualties	9	10				7	09/10 target set in line with GLA targets	11
BV099bii - Road accident casualties - children killed/seriously injured (% change from previous year)	% change	80	11						-31
BV099biii - Road accident casualties - children killed/seriously injured (% change against 1994-1998 average)	% change	-51.09	-46				-60	09/10 target set in line with GLA targets	-57.8
BV099ci - Road accident casualties - all slight injuries (no. of casualties)	casualties	761	717				698	09/10 target set in line with GLA targets	665
BV099cii - Road accident casualties - all slight injuries (% change from previous year)	% change	-4.4	-6						-12
BV099ciii - Road accident casualties - all slight injuries (% change against 1994-1998 average)	% change	-18.21	-23				-25	09/10 target set in line with GLA targets	-25.1
BV165 - Pedestrian crossings with disabled facilities (%)	%	85.87	85.55	100	100	100	100	Performance limited by TfL work schedule.	100
Transport									
BV103 - % overall satisfied with local public transport info	%	45	63					Previous year result 2003/04; next survey 2009/10	63
BV104 - % users overall satisfied with local bus services	%	53	68					Previous year result 2003/04; next survey 2009/10	73

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Waste & Cleanliness									
Refuse Collection									
BV082ai - % Household waste recycled	%	21	21.55	23	24	25	26	Provisional	19.29
BV082aii - Tonnage of household waste recycled (tonnes)	tonnes	12627	13166.83					Provisional	18289
BV082bi - % Household waste composted	%	0.49	0.89	1	1	1	1	Provisional	7.53
BV082bii - Tonnage of household waste composted (tonnes)	tonnes	294	543.8					Provisional	6746
BV084a - Household waste collected (kg per head)	kgs	340.08	339.7	350	350	350	350		377.8
BV084b - % change from previous year of kg household waste collected per head	%	-3.48	-0.11	3	0	0	0	2006/07 target set at below 3%	-4.61
BV086 - Cost waste collection per household (£)	£	35.72	33.37	38	39	40	45	Provisional dependant on final tonnage figures	42.93
BV090a - % satisfied with waste collection overall	%	66	70	81			to improve	Previous year result 2003/04; next survey 2009/10	81
BV090b - % satisfied with recycling facilities overall	%	53	55	72			to improve	Previous year result 2003/04; next survey 2009/10	64.5
BV091a - % Households served by a kerbside collection of recyclables	%	91.59	89.47	100	100	100	100	All kerbside recycling is of at least two recyclable types	100
BV091b - % Households served by a collection of at least 2 recyclables	%	91.59	89.47	100	100	100	100	Performance remains same, population figure revised, hence reduction	100

Appendix 1 - Best Value Indicators 2006/07 & Targets

Indicator	Unit of Measure	Result 2005/06	Result 2006/07	Target 2006/07	Target 2007/08	Target 2008/09	Target 2009/10	Comments	London Top Quartile
Street Cleansing									
BV089 - % satisfied with cleanliness standards	%	45	59	65			to improve	Previous year result 2003/04; next survey 2009/10	73
BV199a - % relevant land & highways having deposits of litter & that fall below and acceptable level	%	24	25	25	20	18	16		17
BV199b - % relevant land & highways where unacceptable levels of graffiti are visible	%	10	11	10	9	8	7		7
BV199c - % relevant land & highways where unacceptable levels of flyposting are visible	%	6	5	6	5	4	3		1
BV199d - % relevant land & highways where unacceptable levels of fly-tipping are visible	%	New PI	2	1	1	1	1	Level 2 = Effective, Level 1 = Very Effective	N/A

27 JUNE 2007

**DEPUTY LEADER
(+ ENVIRONMENT)**
*Councillor Nicholas
Botterill*

**COUNCIL CONSTITUTION: TERMS OF
REFERENCE OF LICENSING COMMITTEE &
LICENSING SUB COMMITTEE**

WARDS

All

The current Constitution contains the Licensing Committee and Sub-Committee's terms of reference. Under s154 of the Gambling Act 2005, the Licensing Committees have been delegated the functions of the licensing authority which are presently established under s6 of the Licensing Act 2003.

The Gambling Act 2005 (the Act) introduced a unified regulator for Gambling in Great Britain, the Gambling Commission, as well as a new system for commercial gambling to be managed by the Commission or by Local Authorities depending on the operation requiring licensing. Spread betting, Remote gambling and the National Lottery are the only exceptions.

The Council, as the Licensing Authority and the Gambling Commission, will share responsibility for all matters previously regulated by the Magistrates' court. The Gambling commission will be responsible for granting personal and operating licences, the council will issue premises licences for:

- betting offices
- bingo clubs
- adult gaming centres
- family entertainment centres

The Council will also issue permits for:

- gaming machines in alcohol-licensed premises
- gaming machines for members clubs
- gaming in members clubs
- family entertainment centres not licensed to sell alcohol
- occasional and temporary use notices; and
- provisional statements

Under the Act, the council must take into consideration the licensing objectives. These are:

- preventing gambling from being a source of crime and disorder, being associated with crime or disorder or being used to support crime;
- making sure that gambling is carried out in a fair and open way: and
- protecting children and other vulnerable people from being harmed or exploited by gambling.

In order for the above functions to be carried out, and in order to hear any applications which have had representations made against them, a Committee must be duly authorised by the full Council.

Comments of Assistant Director Public Protection & Safety

The Assistant Director Public Protection & safety has no further comments to make.

Comments of Head of Legal services

The Council needs to make the recommended changes to its scheme of delegation in order to deal with its new functions under the Gambling Act 2005 effectively. The functions of adopting the Statement of Licensing Principles and passing a "no casinos" resolution must remain with full Council. Fees may be retained by full Council or delegated to the Licensing Committee/Sub-Committee. The remaining functions must be delegated to the Licensing Committee, Sub-Committee or officers (who cannot deal with cases where there are "live" objections).

CONTRIBUTORS

PPS

RECOMMENDATIONS:

1. That Council approves the revised terms of reference of the Licensing Committee & Licensing Sub-Committee with immediate effect, as set out in **Appendix 1** attached to the report.
2. That the Council delegates authority under the Gambling Act 2005 as per the revised terms of reference and as illustrated in **Annex 1** attached to the report.

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

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1	Terms of Reference for Licensing committee & Sub-committee	Oliver Sanandres	PPS – Safety and Licensing

TABLE OF PROPOSED DELEGATIONS OF LICENSING (GAMBLING) FUNCTIONS

Matter to be dealt with	Full Council	Committee and Sub committee	Officers
Statement of Gambling Principles	✓		
Policy not to permit casinos	✓		
Fee Setting – when appropriate		✓	
Application for premises licences		Where representations have been received and not withdrawn	Where no representations have been received or representations made withdrawn
Application for variation to a licence		Where representations have been received and not withdrawn	Where no representations have been received or representations made withdrawn
Application for a transfer of a licence		Where representations have been made by the commission	Where no representations have been made by the commission
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations have been received or representations made withdrawn
Review of a premises licence		✓	
Application for club gaming/ club machine permits		Where representations have been received and not withdrawn	Where no representations have been received or representations made withdrawn
Cancellation of club gaming/club machine permits		✓	
Applications for other permits			✓
Cancellation of licensed premises gaming machine permits			✓
Consideration of temporary use notice			✓
Decision to give a counter notice to temporary use		✓	

LICENSING COMMITTEE
TERMS OF REFERENCE

MEMBERSHIP

- 1.1 The Committee shall comprise 15 Councillors (ratio 11:4).
- 1.2 There shall be no Ex-Officio members.
- 1.3 The quorum of the Committee shall be 5 Councillors.
- 1.4 The Committee may establish Sub-Committees comprising 3 members drawn from the parent Committee, and may delegate any, or all, of its functions to such Sub-Committees or to an Officer, subject to any statutory restrictions.
- 1.5 The Licensing Committee is constituted as Licensing Committee under s6 of the Licensing Act 2003 in respect of licensing and related functions under that Act, and as an ordinary committee under s101 of the Local Government Act 1972 in respect of its licensing, regulatory and registration functions. The functions of the Council as licensing authority under the Gambling Act 2005 are delegated under s154 of that Act to the licensing committee of the authority established under s6 of the Licensing Act 2003.

OPERATIONAL MATTERS

- 1.6 In the event of an equality of votes, the Chairman of the Committee shall have a second or casting vote.
- 1.7 A member may consider any matter affecting his/her Ward, or in which he/she (or their spouse/partner) has a personal interest (but not a prejudicial interest), provided the interest is disclosed in the usual manner in line with the provisions of the Members' Code of Conduct.
- 1.8 Ward Councillors may attend meetings where permitted under the Code of Conduct to make representations on behalf of their constituents.
- 1.9 Meetings will take place during the Municipal Year on dates & times as notified and as required.

DECISION-MAKING POWERS

- 2.1 All matters relating to the discharge of the Council's licensing and related functions under the Licensing Act 2003 and Gambling Act 2005, (other than the adoption of the Licensing Policy and the adoption of the Statement of Gambling Principles, and the passing of resolutions not to issue casino licences under the Gambling Act 2005 which shall be matters for Full

Council), shall be discharged by the Licensing Committee. See appendix A for further delegations schemes.

- 2.2 The Committee (or any Sub-Committee established for the purpose) shall consider all matters relating to the discharge by the licensing authority of its licensing and related functions under the Licensing Act 2003, with a view to promoting the licensing objectives:
- The prevention of crime & disorder
 - Public safety
 - The prevention of public nuisance
 - The protection of children from harm
- 2.3 The Committee shall consider all matters relating to the discharge by the licensing authority of its licensing and related functions under the Gambling Act 2005, with a view to promoting the following objectives:
- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
 - Ensuring that gambling is conducted in a fair and open way, and
 - Protecting children and other vulnerable persons from being harmed or exploited by gambling
- 2.4 The Committee (or any Sub-Committee) shall have regard to the Statements of Licensing and Gambling Policy published by the licensing authority, and to any Guidance issued by the Secretary of State.
- 2.5 To consider and resolve all other matters relating to the Licensing, Certification and Registration functions of the Council undertaken by the Director of Environment Department & Head of Customer First.
- 2.6 To hear appeals against decisions made by officers carrying out delegated functions in respect of the matters set out in paragraph 2.5.
- 2.7 To hear and determine all applications for full or partial waivers of the rule of Management No. 1A (for small establishments) or 3a (for large establishments) relating to striptease/activity which could require a Sex Establishment licence if the Council has so resolved.

LICENSING SUB-COMMITTEE
TERMS OF REFERENCE

MEMBERSHIP

- 1.1 The Sub-Committee shall comprise 3 Councillors drawn from the membership of the Licensing Committee.
- 1.2 There shall be no Ex-Officio members
- 1.3 The quorum of the Sub-Committee shall be 2 Councillors.
- 1.4 The Licensing Sub-Committee is constituted as a Sub-Committee under s9 of the Licensing Act 2003 in respect of licensing and related functions under that Act and in respect of its functions under the Gambling Act 2005, and as an ordinary committee under s101 of the Local Government Act 1972 in respect of its licensing, regulatory and registration functions.

OPERATIONAL MATTERS

- 1.5 In the event of an equality of votes, the Chairman of the Sub-Committee shall have a second or casting vote.
- 1.6 A member may consider any matter affecting his/her Ward, or in which he/she (or their spouse/partner) has a personal interest (but not a prejudicial interest), provided the interest is disclosed in the usual manner in line with the provisions of the Members' Code of Conduct.
- 1.7 Ward Councillors may attend meetings where permitted under the Code of Conduct to make representations as interested parties themselves, or on behalf of their constituents, where permitted by the relevant legislation.
- 1.8 Meetings will take place during the Municipal Year on dates & times as notified and as required.

DECISION-MAKING POWERS

- 2.1 All matters relating to the discharge of the Council's licensing and related functions under the Licensing Act 2003, (other than the adoption of the Licensing Policy and the adoption of the Statement of Gambling Principles, and the passing of resolutions not to issue casino licences under the Gambling Act 2005 which shall be matters for Full Council).
- 2.2 The Sub-Committee shall consider all matters relating to the discharge by the licensing authority of its licensing and related functions under the Licensing Act 2003, with a view to promoting the licensing objectives:

- The prevention of crime & disorder
- Public safety
- The prevention of public nuisance
- The protection of children from harm

2.3 The Sub-Committee shall consider all matters relating to the discharge by the licensing authority of its licensing and related functions under the Gambling Act 2005, with a view to promoting the following objectives:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
- Ensuring that gambling is conducted in a fair and open way, and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling

2.4 The Sub-Committee shall have regard to the Statements of Licensing and Gambling Policy published by the licensing authority, and to any Guidance issued by the Secretary of State.

2.5 To consider and resolve all other matters relating to the Licensing, Certification and Registration functions of the Council (i.e. matters other than those under the Licensing Act 2003).

2.6 To hear appeals against decisions made by officers carrying out delegated functions in respect of the matters set out in paragraph 2.5.

2.7 To hear and determine all applications for full or partial waivers of the Rules of Management No. 1A (for small establishments) or 3a (for large establishments) relating to striptease/activity which could require a Sex Establishment licence if the Council has so resolved.



REPORT TO COUNCIL

6.3

27 JUNE 2007

**CABINET MEMBER
FOR RESIDENT
SERVICES**

Councillor Paul Bristow

**COUNCIL CONSTITUTION: SCHEME OF
DELEGATION – RESIDENT SERVICES**

WARDS

All

Summary

This report details the Scheme of Delegation for Resident Services following the establishment of the Directorate from 1st April 2007. This forms an amendment to the Council Constitution agreed at the last Council meeting.

CONTRIBUTORS

Director of Resident Services

RECOMMENDATIONS:

- 1. To agree the Resident Services Scheme of Delegation to be incorporated within the Council Constitution**

Background

1. Following the establishment of the Resident Services Directorate agreed by Cabinet in February and effective from 1st April 2007 it has been necessary to develop a Scheme of Delegation for the Directorate.
2. The Scheme of Delegation forms part of the Council Constitution and therefore, needs to be incorporated into that agreed by the Annual Council in May.

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Resident Services – Scheme of Delegation	Gerry Glover Ext. 2114	Room 108 1 st Floor Town Hall

Director of Resident Services - Scheme of Delegation

Function	Proper Officer
Part 1 – Functions Delegated to the Director of Resident Services	
Functions governed by specific legislation	
<p>1</p> <p>To make Housing Benefit payments, in accordance with current existing legislation, to eligible Council, Private or Housing Association tenants.</p> <p>Payments are made in accordance with: Social Security contributions and Benefits Act 1992 Local Government Finance Act 1989 Local Government Finance Act 1992 Housing Benefit (General) Regulations 1987 Social Security Administration Act (1992) Social Security Administration (Fraud) Act 1997 Council Tax Benefit (General) Regulations 1992 Local Government Housing Act 1989 Theft Act 1989 And associated primary legislation, statutory instruments, case law, Commissioners decisions and Land Tribunal decisions and any other relevant or appropriate Act either in existence or subsequently to exist.</p>	<p>Head of Revenues and Benefits, Assistant Director of Residents Direct</p>
<p>2</p> <p>To pay benefits to Council Tax payers in accordance with existing legislation (as above)</p>	<p>Head of Revenues and Benefits, Assistant Director of Residents Direct</p>
<p>3</p> <p>Local Government Act 1972, sections 151 and 223 Local Government and Finance Acts 1988 and 1992.</p> <p>The signing and laying of complaints for the issue of distress warrants and liability orders; making applications for attachment of Earnings/Benefit orders and for committal for recovery of Council tax and National Non-Domestic Rates and the swearing of Affidavits and the making of proof of debt in bankruptcy and upon the liquidation of a company for the recovery of the above or any debt due to the Council; and in pursuance of section 223 of the Local Government Act 1972 appearing before a Magistrates Court in any proceedings</p>	<p>Assistant Director of Residents Direct, Head of Revenues and Benefits, Revenues Support Manager and Customer Support Manager</p>

	instituted on behalf of the Council.	
4	Theft Act 1968, section 15. To undertake any joint investigative work with other councils and/or internal audit to combat benefit fraud.	Head of Revenues and Benefits, Assistant Director of Residents Direct
5	Local government Act 1972, section 151. To attend court, provide advice, and act as an advocate or to represent the Council at court where a right of audience exists.	Assistant Director of Residents Direct, Head of Revenues and Benefits, Revenues Support Manager and Customer Support Manager
6	To exercise the Councils functions under the Public Libraries and Museums Act 1964, by providing a comprehensive and efficient library service for all persons desiring to make use thereof, and for that purpose employ such officers, to provide and maintain such buildings and equipment, such as books and other materials, and to do such things as may be requisite.	Head of Libraries and Archives, Assistant Director of Parks and Culture
7	To act as the Proper Officer for the Registration Services as governed by. The Births and Deaths Registration Act 1953 The Marriage Act 1949 The Civil Partnership Act 2004	Assistant Director Parks & Culture, Head of Arts & Events
8	The issue of Parking Permits, Blue Badges and Freedom Passes, and within the London Regional Transport Act 1984, to take such action as may necessary in connection with the Council's duties to provide concessionary travel schemes for elderly residents and disabled residents	Assistant Director Residents Direct, Head of Permit Services
Other non-statutory functions		
9	To authorise the write-off of Housing Benefit over payments or excess payments of Council Tax Benefit:	
(a)	Up to a maximum of £1,000 in any one case	Revenues Support Manager or Customer Support Manager
(b)	From £1,000 up to a maximum of £10,000	Head of Revenues and Benefits, Assistant Director

		of Residents Direct, Income Recoveries Manager
10	To authorise the recovery of over payment of benefits	Head of Revenues and Benefits, Assistant Director of Residents Direct
11	To authorise the initiation of stop procedures to prevent giro's, cash vouchers, Council Tax benefit vouchers or cheques being cashed and to request the subsequent re-issue of payments by the Chief Executive	Head of Revenues and Benefits, System Support Manager
12	To develop and implement the Council's sport and physical activity strategies	Assistant Director Parks & Culture, Head of Parks & Recreation
13	To develop and manage parks for the benefit of the community	Assistant Director Parks & Culture, Head of Parks & Recreation
14	To accept donations of seats or equipment for the borough's Parks and Open spaces	Assistant Director Parks & Culture, Head of Parks & Recreation
15	To permit the use of the Borough's Parks and Open spaces and other facilities for use of local groups, charitable and other organisations in accordance with Council guidelines.	Assistant Director Parks & Culture, Head of Parks & Recreation
16	To amend charges temporarily for use of Parks facilities.	Assistant Director Parks & Culture, Head of Parks & Recreation
17	To approve the use of the Borough's Parks and Open spaces by specific circuses and funfair operators in accordance with Council policy.	Assistant Director Parks & Culture, Head of Parks & Recreation
18	To approve Christmas, New Year and other holiday closures of Parks and recreational sites and facilities	Assistant Director Parks & Culture, Head of Parks & Recreation

19	To approve the award of licenses to operate tea houses and other catering facilities within the Borough's Parks.	Assistant Director Parks & Culture, Head of Parks & Recreation
20	To approve the letting of Parks and recreational sites and facilities, and the remission of charges in respect of booking fees.	Assistant Director Parks & Culture, Head of Parks & Recreation
21	Authority to make payments against estimates on claims for Compensation under the Councils Out of Pocket Allowance scheme, up to a total of £1,500.	Assistant Director Parks & Culture, Head of Parks & Recreation
22	To organise and manage all major public events in LB Hammersmith & Fulham and to ensure all legal and Health & Safety requirements appertaining to these events are met, in accordance with Council policy	Assistant Director Parks & Culture, Head of Arts & Events
23	Placing of orders:	
(a)	Up to £2K estimated value	Director of Resident Services, Assistant Director Resources, Assistant Director Parks & Culture, Assistant Director of Residents Direct
(b)	From £2K up to £5K estimated value	Director of Resident Services, Assistant Director Resources, Assistant Director Parks & Culture, Assistant Director of Residents Direct
(c)	From £5K up to £20k	Director of Resident Services
24	Budget Virements up to £50k	Director of Resident Services, Assistant Director Resources
25	Setting of levels of charges up to £10k	Director of Resident Services, Assistant Director

		Resources
26	In cases of doubt, the decision of the Director of Residents' Services as to the Proper Officer for any particular function within the Department shall be conclusive	In his absence, the Head of Legal Services.
27	The operation, monitoring and management of all services to meet the aims and objectives of Best Value under the Local Government Act 1999, including carrying out service reviews, consultation with the community and staff, the implementation of service improvement plans and contribution towards the borough's annual local performance plan.	Director of Resident Services, Assistant Director Resources
28	The monitoring of the financial performance of all services in order to achieve annual budget targets and any other financial targets set for both trading and non-trading services within the department, both by the Borough and under any existing or future legislation.	Director of Resident Services, Assistant Director Resources
29	Responsibility for all aspects of the operation, resources and functions of services (including personnel functions) and in line with corporate policies/procedures, to take decisions (including contractual matters), on the recruitment, appointment, organisation, grading, designation, remuneration, pay, terms and conditions of all staff and employees.	Director of Resident Services, Assistant Director Resources
30	The delivery of the Borough's key objectives as set out in the Community Strategy and the achievement of statutory and local performance targets for the department's services	Director of Resident Services, Assistant Director Resources
31	Acceptance, renewal and variation of contracts for installed equipment and services within annual estimates	Director of Resident Services, Assistant Director Resources
32	Delegation of the above as specified in writing to named individuals within the department.	Director of Resident Services, Assistant Director Resources
33	To exercise any statutory powers and associated primary legislation, statutory instruments, case law, Commissioners decisions and Land Tribunal	Director of Resident Services, Assistant Director

	decisions and any other relevant or appropriate Act either in existence or subsequently to exist, given to the Council and pertaining to the work of the department.	Resources
--	--	-----------

Function	In Conjunction With	Proper Officer
----------	---------------------	----------------

Part 2 – Functions Delegated to the Director of Resident Services in conjunction with Cabinet Members and/or Other Officers

1	The granting of Discretionary Housing Payments made under the Child Support, Pensions and Social security Act 2000	Director of Finance & relevant Cabinet member	Head of Revenues and Benefits, Assistant Director of Residents Direct
2	Local government Finance Act 1972, section 151 Local government Finance Acts 1988 and 1992 The administration of the law relating to the administration, collection and recovery of the Council tax and National Non-Domestic Rate (NNDR) and the signing of any documents on behalf of the Council as rating/charging authority	Director of Finance	Director of Resident Services
3	The granting of various discretionary relief's, in respect of Council tax and NNDR, on the basis of guidelines and criteria as agreed by the Leaders Committee	Director of Finance & relevant Cabinet member	Head of Revenues and Benefits, Assistant Director of Residents Direct
4	To authorise action regarding the prevention, detection and prosecution of acts of fraud or corruption committed against the Council. Action is taken in accordance with the provisions of: Police and Criminal Evidence Act 1984 Criminal Procedures and Investigation Act 1996 Criminal Justice Act 1988 Social security Administration (Fraud) Act 1997 Housing Benefit (General)	Director of Finance	Director of Resident Services, Chief Internal Auditor, Corporate Fraud Manager

Function	In Conjunction With	Proper Officer	
Regulations 1987 Council Tax Benefit (General) regulations 1992 Housing Act 1985 Theft Act 1968 Theft Act 1978 Regulation of Investigatory Powers Act 2000 Proceeds of Crime Act 2002			
5	To investigate and to instruct the Head of Legal Services to initiate prosecutions for offences relating to false or fraudulent applications for Housing Benefit, Council tax benefit, and where authorised by law, other benefits.	Director of Finance Chief Internal auditor, Corporate Fraud Manager	Director of Resident Services, Assistant Director of Residents Direct
6	To authorise the write-off of Housing Benefit over payments or excess payments of Council Tax Benefit:		
(a)	From £10k up to £50k	Director of finance	Head of Revenues and Benefits, Assistant Director of Residents Direct, Income Recoveries Manager
(b)	Over £50k	Director of Finance/ Leader	Head of Revenues and Benefits, Assistant Director of Residents Direct, Income Recoveries Manager
7	The issue of discretionary Education Welfare Benefits, such as clothing grants and free school meals in line with Council policy	Director of Children's Services	Head of Revenues and Benefits, Assistant Director of Residents Direct
8	The letting of Council premises for public meetings	In consultation with the Leader or Deputy	Assistant Director Parks & Culture,

Function	In Conjunction With	Proper Officer
and events, including free & concessionary lettings, in accordance with Council policies.	Leader on sensitive matters	Head of Arts & Events

(27 June 07)

27 JUNE 2007

**DEPUTY LEADER
(+ ENVIRONMENT)**
*Councillor Nicholas
Botterill*

THE NOTTINGHAM DECLARATION ON CLIMATE CHANGE

WARDS

All

Synopsis

The Council has now signed up to the Nottingham Declaration on Climate Change, which includes a number of general commitments to address the causes and effects of climate change, as set out in the Appendix to this report.

CONTRIBUTORS

DENV

RECOMMENDATION:

That members welcome the signing of the Nottingham Declaration and support future actions which will demonstrate the Council's commitment to mitigating for, and adaptation to, potential impacts arising from climate change.

1. BACKGROUND

- 1.1 The Government is encouraging Local Authorities to sign up to the Nottingham Declaration on Climate Change. This declaration includes a number of general commitments to address the causes and effects of climate change, and publicly set a target for reduction in Carbon dioxide (CO₂) emissions in the Borough. So far over 200 Local Authorities have signed the Declaration, and the Environment Minister and the LGA has encouraged other authorities to do the same.
- 1.2 The Leader and Chief Executive of the Council signed the document on 15th February 2007.
- 1.3 The table attached (Appendix 1) sets out each of the principles and commitments of the declaration.

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

No.	Brief Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1	Climate Change Technical File	Stephen McAndrews Ext 3329	Environment Dept 5 th Floor HTHX

Appendix 1

Table listing the contents of the Nottingham Declaration on Climate Change.

Principle/commitment
1. The council recognises that climate change is likely to be one of the key drivers of change within our community this century.
2. We acknowledge that evidence continues to mount that climate change is occurring.
3. We acknowledge that climate change will have far reaching effects on the UK's economy, society and environment.
4. We welcome the social, economic and environmental benefits which will come from combating climate change.
5. We welcome the recognition by many sectors, especially Government and business, of the need for change.
6. We welcome the emissions targets agreed by central government and the programme for delivering climate change as set out in the <i>Climate Change – UK Programme (2000 as amended)</i> .
7. We welcome the opportunity for local government to lead the response at a local level and thereby play a major role in helping to deliver the national programme.
8. We welcome the opportunity for us to encourage and help local residents and local businesses to reduce their energy costs, to reduce congestion, to improve the local environment and to deal with fuel poverty in our communities.
9. We welcome the additional powers to address the social, economic and environmental well-being of our communities contained within the Local Government Act 2000, which will assist in this process.
10. We commit our council to work with central government to contribute at a local level, to the delivery of the UK Climate Change Programme.
11. We commit our council to prepare a plan with our local communities to address the causes and effects of climate change and to secure maximum benefit for our communities.
12. We commit our council to publicly declare, within the plan, the commitment to achieve a significant reduction of greenhouse gas emissions from our own authority's operation especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services.
13. Encourage all sectors in the local community to take the opportunity to reduce their own Greenhouse Gas emissions and to make public their commitment to action.
14. Work with key providers, including health authorities, businesses and development organisations, to assess the potential impacts of climate change on our communities, and to identify ways in which we can adapt.
15. Provide opportunities for the development of renewable energy generation within our area.
16. Monitor the progress of our plan against the actions needed and publicise the results.

SPECIAL MOTION NO. 1 – EVICTION OF COMMUNITY GROUPS

Standing in the names of:

- (i) Councillor Colin Aherne
- (ii) Councillor Wesley Harcourt

“This Council notes that at the Cabinet meeting held on 14 May 2007 members voted in secret to evict all the community groups based in The Hut Association, Godolphin Road, College Park Community Centre, Letchford gardens, and the former Wormholt Library, Hemlock Road. This decision was taken without any prior discussion.

These groups only found out about this decision when they were informed by their ward Councillors after the meeting. Their Councillors knew nothing about these proposals until they appeared on the agenda.

At the same meeting they decided to apply for planning permission to develop the former Wormholt Library site for housing and then to sell it on the open market.

This would necessitate the demolition of the former library building which is listed as a building of special merit and is situated in the Wormholt conservation area.

This Council roundly condemns the Cabinet for this act of environmental vandalism.

This Council also condemns the Cabinet for the decision to evict all these valued community groups from their premises and the underhand way in which this decision was taken.”

jpc/31/05/07

SPECIAL MOTION NO. 2 – VOLUNTARY SECTOR FUNDING

Standing in the names of:

- (i) Councillor Antony Lillis
- (ii) Councillor Stephen Greenhalgh

“This Council welcomes the commitment of the current Administration to support the voluntary sector in Hammersmith and Fulham. This commitment has led to an increase to the voluntary sector grants budget which now stands at £4,276.077 more than double the support given to the sector by some neighbouring boroughs.

This Council also welcomes the funding review which recently took place which opened up the ‘closed shop’ for the first time in 10 years and allowed the following 16 new groups to be funded:

Catholic Children’s Society
Community Education Forum
Community Property/VSRA
East European Advice Centre
Funding BAMER Futures
H&F Black Minority Ethnic
H&F Credit Union
H&F Refugee Forum
Life Education Centres (ROTALEC)
Safety Net First
St John Lillie Play Centre
Somali Children’s Advocacy
Standing Toegther Against Domestic Violence
Viva Arts
West London Action for Children
Zimbabwe Women’s Network-UK (ZIWNUK) H&F

This Council welcomes the fact that as a result of the review many new and emerging BME and Refugee groups have been funded for the first time and also endorses the establishment of the Fast Track small grants scheme which will enable small groups to be funded with grants ranging from £100 - £5,000.

SPECIAL MOTION NO. 3 – FULHAM SCHOOLS COMMISSION

Standing in the names of:

- (i) Councillor Antony Lillis
- (ii) Councillor Stephen Greenhalgh

“This Council welcomes the creation of the independent Fulham Schools Commission.”

SPECIAL MOTION NO. 4 – POST OFFICE CLOSURES

Standing in the names of:

- (i) Councillor Paul Bristow
- (ii) Councillor Aidan Burley

“This Council notes that the Government-run Post Office has resolved to close the Fulham Post Office, located on Farm Lane, less than a year after Hammersmith Post Office was integrated into WH Smith’s on King Street. The Council also notes that this proposal comes, despite many Post Office closures in recent years in both Hammersmith and Fulham, including the North End Road Crown Post Office, the Blythe Road Post Office, Richmond Way and one on Fulham Palace Road, and calls on the Post Office to reverse the decision to move post office services into a busy and cramped WH Smith store.”

SPECIAL MOTION NO. 5 – POLICE NUMBERS IN THE BOROUGH

Standing in the names of:

- (i) Councillor Greg Smith
- (ii) Councillor Harry Phibbs

“This Council welcomes the start of the 24/7 neighbourhood beat policing pilots in Shepherds Bush and Fulham Broadway wards, marking an addition of 50 police officers and PCSO’s to the Borough, on top of the Resource Allocation Formula. It further notes the increase since May 2006 of 7 officers serving on the Hammersmith Broadway Safer Neighbourhood Team, four from the Metropolitan Police and three funded by the Greater Hammersmith Bid – making the Hammersmith Broadway Safer Neighbourhood Team one of the largest in London. The Council also resolves to continue to lobby the Home Office, Metropolitan Police Authority and Scotland Yard to increase the number of Police Officers deployed in the Borough further.”

SPECIAL MOTION NO. 6 – CPA FOUR-STAR RATING

Standing in the names of:

- (i) Councillor Mark Loveday
- (ii) Councillor Donald Johnson

“This Council congratulates the award of the top four-star rating to the Borough from the Audit Commission for the quality of Council services, and for delivering a 3 per cent Council tax cut in April - the biggest in Britain. This Council calls on the Administration to continue to deliver better services and lower taxes.”

SPECIAL MOTION NO. 7 – CHANGE OF MEMBERSHIP: CGSC & HASCS

Standing in the names of:

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

“That Councillor Jane Law replace Councillor Aidan Burley on Cleaner & Greener Scrutiny Committee;

That Councillor Aidan Burley replace Councillor Jane Law on Health & Adult Social Care Scrutiny Committee.”

jpc/08/06/07

SPECIAL MOTION NO. 8 – ADOPTION & PERMANENT PLACEMENT PANEL

Standing in the names of:

- (i) Councillor Lisa Nandy
- (ii) Councillor Michael Cartwright

“This Council believes that one of the most important duties of councillors is their responsibility towards the vulnerable children in our care.

This Council notes that no previous Labour administration experienced problems appointing two Labour members to the Adoption & Permanent Placement Panel, all of whom served for many years. This Council is disappointed that a lack of similar commitment by Conservative councillors has led the new administration to reduce the number of appointments to this panel by 50%, to just one.

This Council notes that, despite this reduction in membership, there have been three different councillors appointed in just twelve months, and believes this does not demonstrate a commitment to the council’s duty towards vulnerable children.

This council agrees that this role should be performed out of a sense of duty, as occurred under the previous Labour administrations, and the administration should not have to resort to paying an RA of over £6,000 per year to take on this commitment.

This council therefore condemns the lack of commitment shown thus far towards all the vulnerable children in the council’s care.”

jpc/15/06/07

SPECIAL MOTION NO. 9 – 272 BUS ROUTE

Standing in the names of:

- (i) Councillor Lisa Homan
- (ii) Councillor Gill Dickenson

“This Council congratulates TfL for the introduction of the 272 bus route in 2002 and recognises that passenger numbers far outstrips original estimates. The bus service is very much appreciated by many local residents, particularly those living in western Askew Ward who rely on it to go about their daily business. The Council therefore resolves to resist any attempts to re-route the bus and fully supports the continuation of the present service.”

jpc/15/06/07