



London Borough of Hammersmith & Fulham

Cabinet

Agenda

**THURSDAY
14 OCTOBER 2010
7.00 pm**

**COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU**

Membership

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Helen Binmore, Cabinet Member for Children's Services
Councillor Joe Carlebach, Cabinet Member for Community Care
Councillor Harry Phibbs, Cabinet Member for Community Engagement
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

**Date Issued
06 October 2010**

If you require further information relating to this agenda please contact:
David Viles, Committee Co-ordinator, Councillors Services, tel: 020 8753 2063 or email: David.Viles@lbhf.gov.uk

Reports on the open Cabinet agenda are available on the Council's website: http://www.lbhf.gov.uk/Directory/Council_and_Democracy

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **5-14** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Thursday 7 October 2010**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Monday 18 October**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Thursday 21 October at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Thursday 21 October**.

**Members of the Public are welcome to attend.
A loop system for hearing impairment is provided, together with disabled
access to the building**

Cabinet Agenda

14 October 2010

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<p>If a Councillor has any prejudicial or personal interest in a particular report he/she should declare the existence and nature of the interest at the commencement of the consideration of the item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a prejudicial interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken, unless a dispensation has been obtained from the Standards Committee.</p> <p>Where members of the public are not allowed to be in attendance, then the Councillor with a prejudicial interest should withdraw from the meeting whilst the matter is under consideration, unless the disability has been removed by the Standards Committee.</p>	
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18. EXCLUSION OF PRESS AND PUBLIC

The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

- | | |
|------------|--|
| 19. | OUTCOME OF OUT OF HOURS SERVICE REVIEW - PROPOSAL TO TRANSFER SERVICES TO HFBP AND THE ROCHDALE CONTACT CENTRE : EXEMPT ASPECTS (E) |
| 20. | CYCLE TRAINING FOR CHILDREN, STUDENTS AND ADULTS AND RELATED SERVICES : EXEMPT ASPECTS (E) |
| 21. | SHEPHERDS BUSH MARKET REGENERATION : EXEMPT ASPECTS (E) |
| 22. | REGENERATION OF 248 HAMMERSMITH GROVE - COMPULSORY PURCHASE ORDER POWERS (E) |

- 23. SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**

- 24. SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER, AND REPORTED TO THE CABINET FOR INFORMATION (E)**

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Thursday 2 September 2010

PRESENT

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Helen Binmore, Cabinet Member for Children's Services
Councillor Harry Phibbs, Cabinet Member for Community Engagement
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

ALSO PRESENT

None

1. MINUTES OF THE CABINET MEETING HELD ON 15 JULY 2010

RESOLVED:

That the minutes of the meeting of the Cabinet held on 15 July 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Joe Carlebach.

3. DECLARATION OF INTERESTS

There were no declarations of interest.

4. 2010/11 REVENUE BUDGET- MONTH 2 AMENDMENTS

RESOLVED:

That a revenue virement totalling £3,865,000, as set out in Appendix 1 of the report, be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

5. TREASURY MANAGEMENT OUTTURN REPORT 09-10

RESOLVED:

That the borrowing and investment activity for the period 1 April 2009 to 31 March 2010 be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

6. IT STRATEGY 2010-2013

RESOLVED:

That approval be given to the direction of travel for the next three years as set out in the Information Technology Strategy in the report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

7. BUILDING REGULATIONS CHARGING SCHEME - NEW REGULATIONS FOR CHARGEABLE ELEMENTS OF BUILDING CONTROL SERVICES

RESOLVED:

1. That the Director of Environment be given delegated authority, in consultation with the Director of Finance and Corporate Services, to:
 - (a) set charges within the London Borough of Hammersmith and Fulham Building Regulations Charging Scheme made under the new Building (Local Authority Charges) Regulations 2010.
 - (b) amend, revoke or replace any future London Borough of Hammersmith and Fulham Building Regulations Charging

Scheme made under the new Building (Local Authority Charges) Regulations 2010.

2. That the London Borough of Hammersmith and Fulham Building Regulations Charging Scheme 2010 and any subsequent amendments to the scheme be included in the authority's annual review of fees and charges.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

8. **MATCH DAY PARKING SCHEME PROPOSALS FOR ZONES SOUTH OF THE TALGARTH ROAD**

RESOLVED:

1. That the proposal to consult Controlled Parking Zones D, T, H, F, S, Q, R, U, W, X, Y, and Z on match day parking schemes covering match days for Chelsea FC and Fulham FC be approved;
2. That proposals for match day restrictions of 9am-9.30pm on match days using VMS sign technology are consulted on in each of the 12 Zones, covering matches for both Fulham FC and Chelsea FC, be approved;
3. That residents and businesses are clearly informed that a broad consensus on the consultation is required in order to implement match day controls, and that the match day schemes will require residents to pay a higher parking permit rate than the rest of the borough in order to fund the cost of the scheme;
4. That the questions in para. 5.6 of the report are included in the match day consultation for each of the 12 Zones.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

9. RESIDENTS SERVICES CHANGES TO FEES AND CHARGES EFFECTIVE FROM 1 OCTOBER 2010

RESOLVED:

1. That the changes to Fees and Charges for Residents Services set out in Appendix A of the report be approved;
2. That approval of in year changes to Fees and Charges be delegated to the Cabinet Member for Residents Services where the impact on revenue is expected to be less than £100,000.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

10. BISHOPS PARK AND FULHAM PALACE GROUNDS RESTORATION PROJECT - APPOINTMENT OF WORKS CONTRACTOR

RESOLVED:

1. That approval be given to the appointment of Vinci Construction UK Ltd to undertake the works contract for the restoration of Bishops Park and the grounds of Fulham Palace, as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board on 4 August 2010.
2. That approval be given to the drawdown of up to £2.95M Capital Programme funding up to November 2011.
3. That the appointment of the design team led by Chris Blandford Associates, as set out in paragraph 1.3 of the report, with effect from 3 November 2008 through to the conclusion of works (RIBA Stage L) be confirmed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None

11. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

12. SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION

The summary was noted.

13. SUMMARY OF URGENT DECISION TAKEN BY THE LEADER, REPORTED TO THE CABINET FOR INFORMATION

The summary was noted.

14. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That under Section 100A (4) of the local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contained information relating to [the financial or business affairs of a person (including the authority)] as defined in paragraph 3 of Schedule 12A of the Act, and that public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

15. BISHOPS PARK AND FULHAM PALACE GROUNDS RESTORATION PROJECT - APPOINTMENT OF WORKS CONTRACTOR : EXEMPT ASPECTS (E)

RESOLVED:

That the report be noted.

Meeting started: 7.00 pm
Meeting ended: 7.05 pm

Chairman

Agenda Item 4



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**PETITIONS: CONSULTATION TO CLOSE
BARON'S COURT LIBRARY**

The Council has received a petition requesting it to find a way of keeping Barons Court Library open.

**Ward:
Avonmore and
Brook Green**

CONTRIBUTORS
Petitions Officer
ADLDS

Recommendation:

That Cabinet decide action to be taken in relation to the petitions, as set out in paragraph 2.1 of the report.

HAS A PEIA BEEN COMPLETED? N/A

1. BACKGROUND

- 1.1. The Council consulted on the proposed Library Strategy from 27 July to 18 September 2010. The outcome of this consultation and the recommended Strategy will be reported to Cabinet on 16 December.
- 1.2. Two petitions have been received against the proposed closure of Baron's Court Library from people living, working or studying in the borough, with the following number of signatures:

Petition 1: some 2350 signatures, and

Petition 2: 28 signatures (residents of North End House and West Kensington Court, W14)

In addition, 8 students of Normand Croft Primary School have written letters asking for the library to remain open.

- 1.3. The Petition prayer is as follows:-

"H&F Council plan to close Barons Court Library, as part of its library strategy. We, the undersigned local residents and/or users of the library, wish to register our objection to this proposal, and the lack of a meaningful and transparent consultation process. We call upon H&F Council to:

- (i) Find a strategy to keep our library open.
- (ii) Consult in a meaningful and transparent manner with the local residents on any future proposals affecting the library".

- 1.4. Under the Council's Petitions Scheme, a petition attracting a minimum of 250 valid signatures (of people who live, work or study in the borough) triggers consideration of the petition by the Cabinet.

2. COUNCIL RESPONSE TO THE PETITION

- 2.1 In accordance with the Council's Petitions Scheme, the petition organiser (or someone he/she nominates) may address the Cabinet for up to 5 minutes on the subject of the petition. The Cabinet may then decide to take one or more of the following courses of action:

- a) take the action requested in the petition
- b) remit the petition for consideration at a Council meeting
- c) hold an inquiry into the matter
- d) undertake research into the matter
- e) hold a public meeting

- f) hold further consultation
- g) hold a meeting with petitioners
- h) refer the petition for consideration by the relevant Select Committee
- i) write to the petition organiser setting out its views about the request in the petition.

3. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

3.1. There are no financial implications to this report.

4. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

4.1. The petition is valid under the Council's statutory Petition Scheme under Part 1 of the Democracy Economic Development and Construction Act 2009 and falls to be considered by Cabinet.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of hold of file/copy	Department/ Location
1.	Petitions and letters in relation to saving the Baron's Court library	Kayode Adewumi ext. 2499	Finance and Corporate Services, Head of Councillor Services
CONTACT OFFICER		NAME: David Viles EXT. 2063	



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

LEADER

Councillor Stephen Greenhalgh

**THE GENERAL FUND CAPITAL PROGRAMME
AND HOUSING REVENUE CAPITAL
PROGRAMME 2010/11 – MONTH 3
AMENDMENTS**

Wards

All

The purpose of this report is to seek approval for changes to the Capital Programme and the Revenue Budget.

CONTRIBUTORS

All Departments

Recommendations:

- 1. That the changes to the capital programme as set out in appendix 1 be approved.**
- 2. That approval be given to a revenue virement totalling £1,478,000 as set out in Appendix 2.**

**HAS AN EIA BEEN
COMPLETED?
YES**

1 SUMMARY

1.1 This report sets out proposed amendments to both Capital and Revenue Estimates as at month 3.

2. GENERAL FUND CAPITAL PROGRAMME

2.1 Table 1 summarises the proposed amendments to the 2010/11 General Fund capital programme and is detailed in Appendix 1.

Table 1 – Summary of Proposed Amendments to the General Fund Capital Programme.

Service Area	Last Approved Budget at Budget Council Feb.2010	Slippage from 2009/10	Additions/ Reductions	Revised Budget at Month 3
	£'000	£'000	£'000	£'000
Children's Services	10,893	3,097	(641)	13,349
Community Services	2,170	344	120	2,634
Environment Services	13,639	4,273	(3,626)	14,286
Finance and Corporate Services	1,773	1,063	(800)	2,036
Resident's Services	4,293	(270)	6,439	10,462
Total	32,768	8,507	1,492	42,767

2.2 **Movement in Mainstream Expenditure.** Executive Management Team (EMT) have reviewed 2009/10 mainstream expenditure slippage and agreed that the following sums should be clawed back:

- £0.235m regarding the loft conversion scheme for the fostering service. Expenditure on this is very ad-hoc and use of capital contingency sums will be requested if appropriate.
- £0.477m regarding the Disabled Access to Office Buildings rolling programme. This level of slippage is almost double the approved annual rolling programme.
- £0.5m regarding the corporate planned maintenance programme (from overall slippage of £1.023m) with the balance being available for property moves.

A new rolling programme of £0.8m was also established in 2010/11 for IT infrastructure projects. It is now proposed that this be met from revenue budgets.

2.3 **Movement in Specific Funded Schemes.** The revised programme in table 1 also reflects slippage of expenditure, with matching slipped funding from 2009/10 to 2010/11.

The specific funded Education Programme has been reviewed to ensure that no account is taken of Government borrowing allocations. This is in line with the debt

reduction programme. The net reduction to the capital programme is £0.126m. The Government have also announced that a number of 2010/11 grant allocations will be cut as part of their plans to start tackling the fiscal deficit. The estimated reductions to date are :-

- Extended Schools Capital £70k
- Harnessing Technology £198k
- Youth Capital £44k

The net addition of £6.4m on Resident's Services relates mainly to additional grant of £3.2m from the Heritage Lottery Fund, £0.900m contributions from earmarked reserve in respect of Bishops Park and transfer of £2.1m from Environment Services in respect of Shepherds Bush Green Park improvement .

3. REVENUE BUDGET ADJUSTMENTS

3.1 Cabinet is required to approve all budget virements that exceed £100,000. At month 3, approval is requested for virements totalling £1,478,000. The virement requests are set out in Appendix 2 and summarised below:

Realignment Within Department

- Transfer of funding from Management Fees and Working Balances to correct misaligned Communal Heating Budget.
- Correction of Parking Fines Budget; due to income being forecasted both in the Managed Income budgets and in the H&F Homes Services Account in 2009/10.

The above transfer is moving resources from one budgetary head to another without changing the purpose for which the budgetary allocations were made.

3.2 Virements below £50,000 are subject to approval by the Director of Finance whilst virements from £50,000 to £100,000 require a Cabinet Member decision.

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

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Revenue Monitoring Documents	James Arthur Ext. 2562	Corporate Finance Room 5 , Town Hall
2.	Capital Monitoring Documents	Isaac Egberedu Ext. 2503	Corporate Finance Room 5, Town Hall

GENERAL FUND CAPITAL MONITORING 2010/11				Appendix 1	
	2010/11				Comments
	Approved at Budget Council Feb.2010 £000's	Slippage from 2009/10 £000's	Additions/ (Reductions) £000's	Revised Budget at Month 3 £000's	
CHILDREN'S SERVICES					
Children Centres	1,263			1,263	
Targetted Capital Schemes	26	1,729	1,000	2,755	Slippage of £1.729m and new additions of £1m (both scheme specific)
Primary Capital Programme	5,537			5,537	
Building Schools For the Future	0			0	
Devolved Capital	1,368		(484)	884	Reduction takes account of payment in advance (2009/10).
Miscellaneous Schemes	2,699	1,368	(1,157)	2,910	New grants of £0.824m (mainly works to schools kitchens), £0.115m reduction due to government efficiency drive, reduction of £1.476m Supported Capital Expenditure(SCE), which is not being taken up and a reduction of £0.390m which is paid directly to schools. Plus Slippage of £1.368m.
Total Expenditure	10,893	3,097	(641)	13,349	

GENERAL FUND CAPITAL MONITORING 2010/11				Appendix 1	
2010/11					
Approved at Council Feb.2010	Budget Slippage from 2009/10	Additions/ (Reductions)	Revised Budget at Month 3	Comments	
£000's	£000's	£000's	£000's		
COMMUNITY SERVICES					
Social Care Schemes	299	344	120	763	Slippage of £0.344m (mainstream £0.028m) and new specific grant addition of £0.120m.
NDC Capital Schemes	1,871	0	0	1,871	
Housing Schemes	0		0	0	
Total Expenditure	2,170	344	120	2,634	

General Fund Capital Monitoring 2010/11					Appendix 1
	2010/11				Comments
	Approved at Council Feb.2010	Budget Slippage from 2009/10	Additions/ (Reductions)	Revised Budget at Month3	
	£000's	£000's	£000's	£000's	
ENVIRONMENT SERVICES					
Total Footways and Carriageways	2,100	97	0	2,197	
Total Disabled Access to Office Buildings	250	477	(477)	250	Claw back of slippage of £0.477m from 2009/10
Total Planned Maintenance	2,500	1,023	(500)	3,023	Slippage of £1.023m, but £0.500m clawed back.
Total Repairs to Thames River Wall	327	(29)	0	298	Reprofiling from 2010/11
Total Renovation Grants	450	47	441	938	Slippage of £0.047, plus additional grant of £0.441m.
Total Developer Contributions	4,663	1,025	(2,453)	3,235	Slippage of £1.025m, and net reduction of £2.453m (£2.169m trf. To RSD re Shepherds Bush Green.
Total Transport for London	2,341	266	(208)	2,399	Slippage of £0.266m and a net reduction of £0.208m.
Total Parking Reserve	1,000	549	(364)	1,185	Slippage of £0.549m and a net reduction of £0.364m in specific funding.
Total Efficiency Reserve	0	436	0	436	Slippage of £0.436m
Total Others	8	382	(65)	325	Slippage of £0.382m and a net reduction of £0.065m.
Total Expenditure	13,639	4,273	(3,626)	14,286	

GENERAL FUND CAPITAL MONITORING 2010/11				Appendix 3	
2010/11					Comments
Approved at Council Feb.2010	Budget Slippage from 2009/10	Additions/ (Reductions)	Revised Budget at Month 3		
£000's	£000's	£000's	£000's		
FINANCE AND CORPORATE					
Contribution to Invest to Save Fund	750			750	
E- Procurement (Invest to Save)	0	4		4	Slippage from 2009/10
Executive Management Centre	0	71		71	Slippage from 2009/10
Implementate of a Corporate Complaints and Enquiries Management System.	0	184		184	Slippage from 2009/10
Payment capture and income distribution system (Finance IT Reserve and revenue contribution)	0	585		585	Slippage from 2009/10
IT Infrastructure	800		(800)	0	Reduction as agreed by EMT.
Smart Working - Corporate IT (Invest to Save)	223			223	
Smart Working (Invest to Save)	0	219		219	Slippage from 2009/10
Total Expenditure	1,773	1,063	(800)	2,036	

GENERAL FUND CAPITAL MONITORING 2010/11				Appendix 1	
		2010/11			Comments
Approved at Budget Council Feb.2010	Slippage from 2009/10	Additions/ (Reductions)	Revised Budget at Month 3		
£000's	£000's	£000's	£000's		
RESIDENTS SERVICES					
Bishops Park	2,272	(295)	4,133	6,110	Additions taken into account grants from Heritage Lottery Fund. Including contribution from earmarked reserve £0.900m
Park Schemes	1,835	(56)	2,306	4,085	Transfer from Environment £2.136m and slippages from 2009/10, plus new grant allocations
Safer Communities	91	24	-	124	Slippage from 2009/10
Other Schemes	95	57	-	143	Slippage from 2009/10
Total Expenditure	4,293	(270)	6,439	10,462	

APPENDIX 2 - VIREMENT REQUEST FORM

BUDGET REVENUE MONITORING REPORT – PERIOD 3

Details of Virement	Amount (£000)	Department
Transfer of income budget from Managed Income to Holding Codes to correct Communal Heating Charge Budget	1,318	Housing Revenue Account
Transfer of expenditure budget from Management Fess to Holding Code	(688)	Housing Revenue Account
Correction of misaligned communal budget resulted in transfer from working balance	(630)	Housing Revenue Account
Transfer of income budget from Working Balance to Managed Income to correct parking fines budet which was forecasted in both Managed Income budgets and in the H & F Homes Services Account	160	Housing Revenue Account
Transfer from Working Balance	(160)	Housing Revenue Account
TOTAL of Requested Virements (Debits)	1,478	

Agenda Item 6



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

LEADER

Councillor Stephen Greenhalgh

WORLD CLASS FINANCIAL MANAGEMENT (WCFM) TRANSFORMATION PROGRAMME

**Wards
All**

The World Class Financial Management (WCFM) programme will transform financial processes and structures across LBHF, to achieve the following key aims:

- Ensure that finance provides an excellent level of service across all areas of the Council
- Ensure that service managers can manage their finances effectively and produce accurate and timely forecasts
- Make net general fund efficiency savings of £1million pa, by 2012/13

CONTRIBUTORS

All Departments

HAS A EIA BEEN COMPLETED? YES
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Recommendations:

1. That the WCFM programme to deliver the objectives outlined in section 2 of this report be approved.
2. That the reorganisation of LBHF finance staff, as set out in section 6 of this report, be approved.
3. That one-off funding of £385k is allocated to the WCFM programme, from the Invest to Save fund.

1. BACKGROUND

- 1.1. If LBHF is to achieve its aim to be “the most efficient council, delivering the best services at the lowest possible cost to our residents”¹, it will need a finance function that operates above the generally accepted measure of good practice. That ambition requires a finance function that can provide excellent levels of support, insight and challenge to the wider organisation; one that exceeds the current expectations of best practice in local government and the wider public sector.
- 1.2 However, within the current climate of significant reductions in public sector funding and the need to continuously strive for greater efficiency, this excellent level of finance support needs to be provided at a reduced cost to the Council. Over recent years, LBHF’s finance function has made significant savings by changing processes and structures within departmental teams. However, the scale of the further efficiencies which are required, has led to the formation of a transformational programme which will challenge and re-organise finance as one function.
- 1.3 The World Class Financial Management (WCFM) programme aims to deliver an improved standard of financial service across the Council, whilst also making significant reductions in the cost of finance and changing the role of the service manager.
- 1.4 The key aims of the WCFM programme are to:
- Ensure that finance provides an excellent level of service across all areas of the Council
 - Ensure that service managers can manage their finances effectively and produce accurate and timely forecasts
 - Make net general fund efficiency savings of £1million pa, by 2012/13
- 1.5 In meeting these aims, WCFM will be working closely with other Council programmes, such as Customer Transformation and Workforce Development, to ensure that changes made by WCFM are beneficial to other programmes too.

2. DELIVERING EFFICIENCIES AND MEASURING SUCCESS

- 2.1 The changes proposed by the WCFM programme will ensure efficiencies are delivered in the following ways:
- Reducing the frequency at which some processes are carried out, by taking a risk-based approach to the activity

¹ Hammersmith & Fulham Council's Corporate Performance Plan 2008/11

- Automating elements of key processes to remove some current activities completely
- Using economies of scale to carry out processes more quickly and with fewer staff
- Increasing the span of control of management posts by raising expectations of the abilities and responsibilities of staff below them.
- Service managers are more self-sufficient through receiving well structured reports directly, and being supported in developing their finance skills

2.2 The programme has set itself 6 objectives which will be used as the measures of whether WCFM has been successful. These are:

- Achievement of the agreed MTFS efficiencies for both 2011/12 and 2012/13
- Accurate, relevant and timely finance information is available on-line for managers
- The majority of finance staff time is spent producing analytical information for managers to support decision-making and strategic development
- Accounts will be produced and audited within four months of the financial year end
- The amount of finance staff time spent on transactional processes has reduced by 50%, due to greater automation
- Service managers are analysing their financial information directly, and are producing timely and accurate forecasts
- Service managers and auditors regard finance as an excellent service

3. BUSINESS CONTEXT

There are several key business drivers behind the decision to initiate the WCFM programme:

3.1 Customer Need

3.1.1 Feedback from service managers and departments has been positive about the finance service they currently receive, but there were suggestions for further improvement:

- Quicker access to financial information
- More analytical management information

- Access to finance support who understand their business

3.2 Scope for Further Efficiencies

3.2.1 Over recent years finance teams have made significant efficiencies through re-designing processes, introducing new technology and reducing FTEs. However, there is still the potential to make further efficiencies if a coordinated, transforming approach is taken.

3.3 Supporting the LBHF Change Agenda

3.3.1 The WCFM programme has been aligned with other corporate initiatives and transformation programmes to ensure that it is supporting them fully:

- **ABC** - The programme has been shaped around delivering stronger budgetary control by managers, cost reductions across finance, and greater analytical support for managers when making commercial and business decisions.
- **Slicker Business** - WCFM is part of the wider Slicker Business programme, and therefore all process and structural changes are developed to ensure that they compliment the changes proposed by the other Slicker Business support functions.
- **Workforce Development** - Many of the efficiencies to be made are dependent upon the skills and flexibility of both finance staff and service managers to make new processes work - rather than on new IT applications.
- **Role of the Organisation** - By reorganising finance along functional lines which clearly split the transactional and business support work, WCFM will give the Council greater flexibility in the future around partnership working with other authorities and shared services providers, and considering if elements of the service should be outsourced.

3.4 Development of Finance Staff

3.4.1 A more flexible finance structure with greater emphasis on strategic and decision-support work will give finance staff further opportunities to develop their skills and knowledge.

4. PROGRAMME SCOPE

4.1 Areas out of Scope

4.1.1 The WCFM programme aims to implement efficiencies, improvements and standardisation across all financial processes, and therefore has in scope all departmental and corporate finance staff, except for those in Internal Audit and Corporate Anti-Fraud.

4.1.2 As the programme is restricted to LBHF staff, Hammersmith & Fulham Homes and Hammersmith & Fulham PCT are currently out of scope.

However, both of these organisations have been kept informed about the WCFM work being undertaken, and the programme will have the flexibility to bring these areas into scope, should their status change.

4.2 Summary of FTEs in Scope

4.2.1 There are 128.7 FTEs within the programme's scope, spread across all departments and grades. Of these FTES, 8.7 are funded from sources outside the general fund, such as the HRA, grants and PCT contributions. Efficiencies will be sought from these roles, but they will not be able to contribute to the MTFs general fund saving which has been assigned to this programme.

4.2.2 The table below shows the split of finance FTEs across departments.

Table 1: Summary of Finance FTEs

Dept	CHS	ENV	FCS	RSD	CSD	HSD & Regen	Total FTEs	Total General Fund FTEs
Finance FTEs	25.5	17.5	40.7	8.5	27	9.5	128.7	120

Table 2: Average Cost per Finance FTE

Total General Fund Finance FTEs	120
Total General Fund Budget for Finance FTEs (2010/11)	£6,100,000
Budget per Finance FTE (incl on-costs)	£50,833

4.3 Dependencies with Other LBHF Programmes and Projects

4.3.1 There are currently a number of programmes and projects underway which may affect financial processes and the role of finance staff. We have regular communications with their project boards and managers, to ensure that we do not overlap and that decisions made support all programme objectives.

4.3.2 Some of the key areas of programme / project overlap are:

- **Customer Transformation Programme**

There is some overlap with WCFM around changes to the way in which customers are billed, income collected and debts recovered.

- **Workforce Development**

The WCFM programme has been working on ways of training and developing staff in line with corporate initiatives, such as the development of generic finance job descriptions and piloting of new corporate e-learning software

- **Supporting Your Choice**

As part of Supporting Your Choice, the way in which social care clients are charged for services and income collected is being reviewed, with the intention of simplifying the process from April 2011 onwards. Any changes to this process would impact upon WCFM, and therefore CSD finance staff are acting as a key link between the two programmes.

- **IT Strategy and Upgrade to the Cedar Financial System**

The WCFM programme is working closely with other projects related to the Council’s IT strategy. Particular areas of overlap are with the Council’s Business Intelligence project, and the upgrade of the Cedar financial system from version 5.1 to version 5.3 in summer 2011.

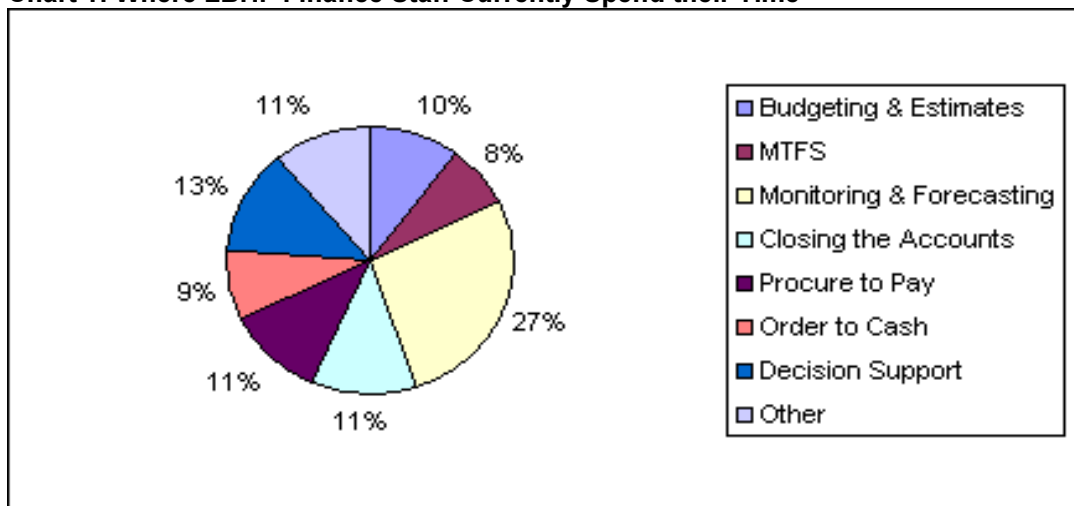
5. BENCHMARKING AND DATA GATHERING

5.1 A benchmarking and data gathering exercise was undertaken in 2009 to compare LBHF to other local authorities and private sector best practice. This work was carried out with Agilisys and Accenture (at no charge to the Council) to:

- Ensure there was a clear empirical understanding of finance practices
- Provide LBHF with benchmarks against both local authority peers and the Accenture scales for world class private sector performance.

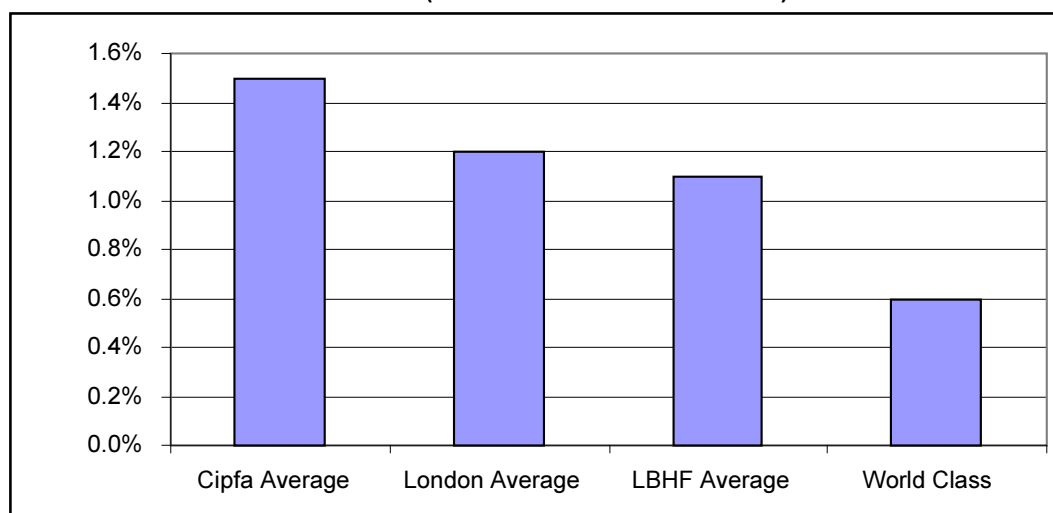
5.2 Some of the key findings are highlighted below:

Chart 1: Where LBHF Finance Staff Currently Spend their Time



5.3 Currently, 48% of staff time is spent on financial processing of budgets, monitoring information and accounts, whilst only 21% of staff time is spent on strategy and decision support. A further 20% of time is then occupied with transactional work on payments, systems and income. A best practice model would see a shift in these work patterns, away from transactional work and towards strategic and decision-making support.

Chart 2: Relative Cost of Finance (Finance as a % of Turnover)



5.4 To deliver the current net MTFs saving of £1million pa, LBHF will need to reduce finance staff numbers by 20%. This would leave LBHF with a finance cost which is 0.9% of current turnover. However, it is expected that further efficiencies would then be sought from cross-Council initiatives, which will allow LBHF to achieve the 0.6% of turnover benchmark. This may take another five years or so to achieve though, as it relies on shared platforms with other public bodies.

5.5 The WCFM programme is split into three efficiency phases:

First Phase = Reorganisation of finance structures, posts and processes during 2010/11

Second Phase = Embedding the new processes and culture with service managers in 2011/12

Third Phase = Working with cross-council projects to make further finance efficiencies, through the use of shared IT and services and possibly outsourcing.

5.6 Comparing Performance with the Private Sector

5.6.1 From the Use of Resources assessment we know that LBHF performs well in comparison with other public sector organisations. However, as part of the benchmarking work a comparison of LBHF's current functions was also carried out against Accenture's 'mastery' scales and benchmarking data.

5.6.2 The data gathering and benchmarking provided confirmation in many areas about the performance of finance processes and staff, and helped WCFM to focus its objectives on the key areas of change. However, it was challenging to gather a good range of benchmarking data, and meaningful quantitative comparisons with the private sector were difficult because of the differing services and financial practices. Appendix A gives further detail on the benchmarking outputs.

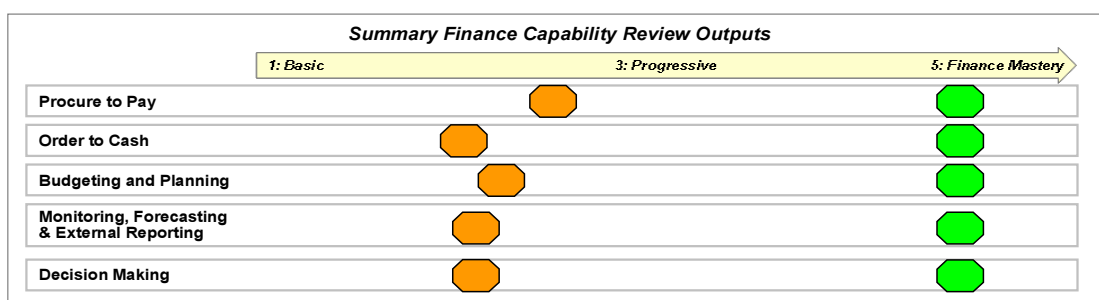
5.6.3 The assessment of LBHF against Accenture’s qualitative ‘mastery’ scales was of greater use to the programme. The scale ranges from a score of 1 which indicates basic financial controls, to a score of 5 which represents the best-performing private sector companies. A score of 3 is considered to represent a good, progressive standard of financial processes and controls.

5.6.4 The summary below reflects how LBHF currently ranks as solid and with areas of good practice. However, lack of automation and standardisation in processes kept the scores below mastery or progressive level. WCFM has taken the definitions of best practice to achieve levels 4 and 5, and incorporated these into the programme workstreams.



Current Levels of Mastery by Functional Area

The Finance Capability Review (qualitative) has demonstrated that there are gaps to High Performance Finance across each of the pillars of Finance



● Overall LBHF consolidated macro rating for current level of capability by area

● Overall macro rating of 1st quartile private sector industries

- It is clear that there is a **gap between current performance of LBHF and high performance Finance**
- At a Group level there is significant room for improvement
- The **short, medium and long term initiatives** identified as part of the Capability Reviews are designed to drive the development towards future capability

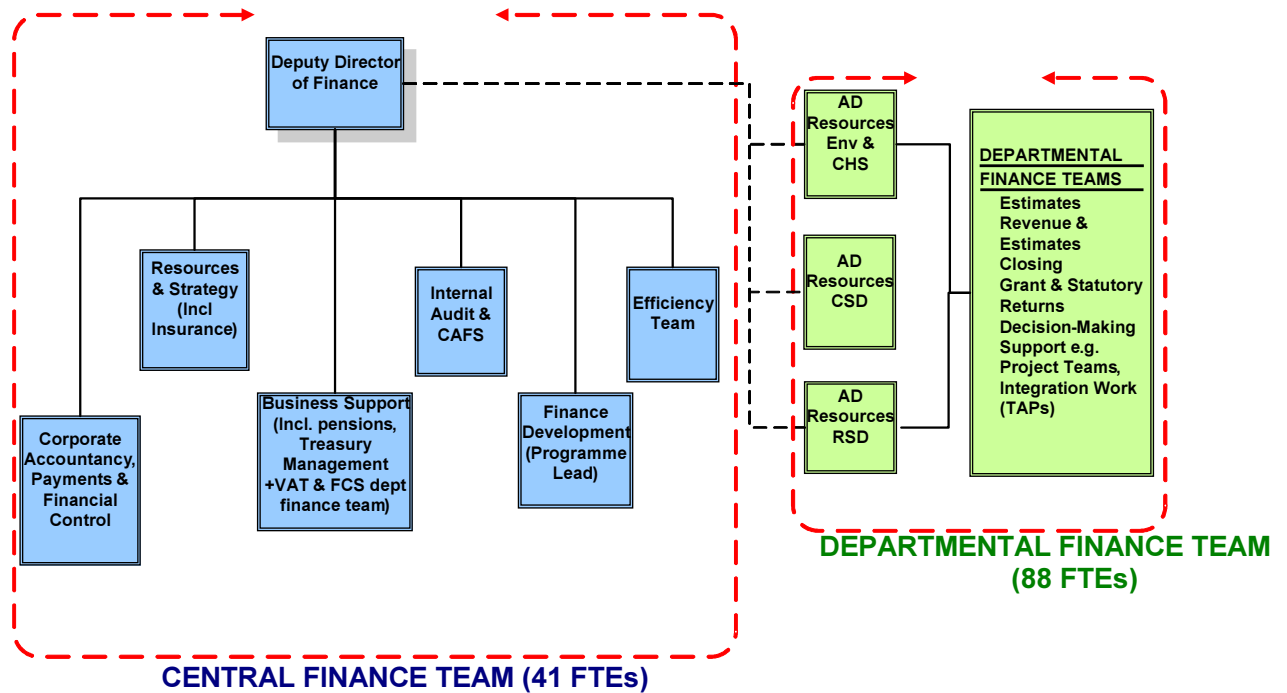
6. DESIGN PRINCIPLES AND OPERATING MODELS

6.1 Current Operating Model

6.1.1 Finance currently operates on a devolved basis whereby each department has a finance team who are responsible for carrying out all key financial processes for that department.

6.1.2 The central finance team has responsibility for leading and coordinating financial processes at a corporate level, such as producing the year end Statement of Accounts and over-seeing the MTFS process. The team also has oversight of the corporate efficiency agenda, as well as leading on specialist accounting areas such as Treasury Management and Pensions.

6.1.3 The Deputy Director of Finance has direct line management responsibility for the central finance team, and indirect line management of departmental finance teams. The diagram below shows the current structure:



6.2 Design Principles

6.2.1 The programme board developed its own design principles which will underpin new processes and operating models. These are:

- Transactional processes will be carried out by central teams
- Decision-making support will remain with departmental teams
- There will be standardised financial processes and quality of service
- Service managers will have a strong understanding and responsibility for their services' finances.
- Finance staff will work flexibly and provide a more challenging, business-focussed support to managers
- Automated and on-line data and processes will be used where possible

6.3 Proposed Operating Model

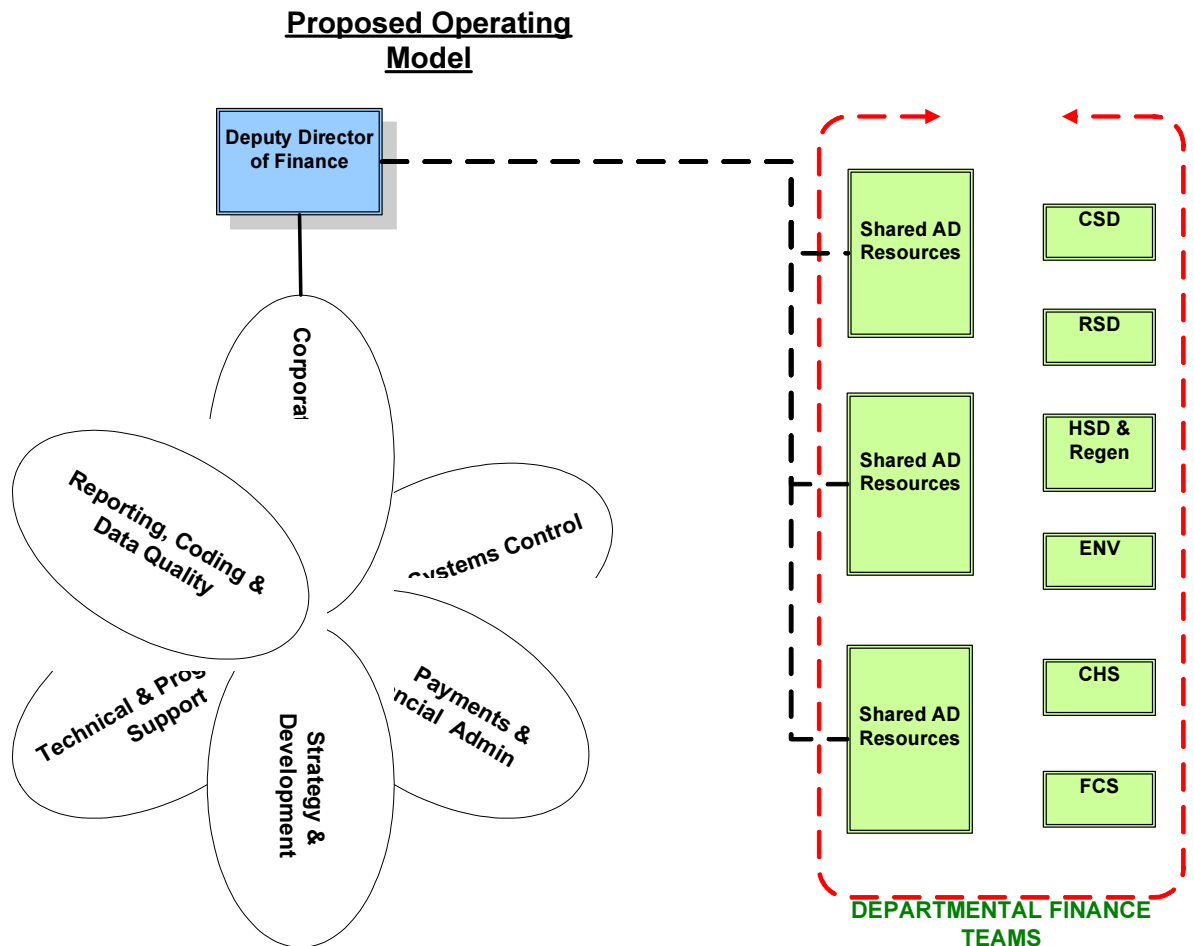
6.3.1 Role of the Central Finance Team

In the proposed operating model the central finance team will have responsibility for most of the key financial processes. However, the preferred structure for the central team is not a traditional, hierarchical structure with fixed roles. The central team would instead be a pool of finance staff within each grade banding, who can be assigned to areas of work and projects as they are needed.

6.3.2 Role of Departmental Finance Teams

A small finance team would remain in each department to carry out the following activities:

- Challenge and scrutiny of monitoring, closing and estimate figures
- Support for managers during budget preparation and the MTFS process
- Producing financial analysis to support monitoring and decision-making
- Support on projects, tender appraisals, developing business cases etc
- Analysis on service specific legislation changes
- Liason with partner organisations on service specific issues
- Strategic advice for service managers



7. IMPACT ON SERVICE MANAGERS AND FINANCE STAFF

7.1 Impact on Service Managers

7.1.1 The new operating model will impact significantly on the role of the service manager, by changing their relationship with finance and increasing self-service expectations. The key areas of change for service managers will be:

- Using online information to generate and input monthly financial forecasts
- Providing accurate and timely information to central finance teams, to support financial processes and outputs
- Working closely with departmental finance officers to analyse and discuss strategic and decision-making financial advice and information

- Ensuring that their financial knowledge and understanding is up to date and of the required standard, through use of available training and support

7.2 Impact on Finance Staff

- 7.2.1 Finance staff will be subject to significant changes in 2010/11, if a formal consultation process takes place on the new operating model and generic job descriptions are adopted. Whilst all efforts will be made to manage FTE reductions through vacancies and removal of temporary staff, there will also need to be redundancies amongst existing permanent staff.
- 7.2.2 However, the new operating model will also give staff greater opportunities to develop their skills, move easily around different areas of finance, and gain a broader range of experiences.
- 7.2.3 Informal discussions have been taking place with finance staff and union representatives between June and August 2010, about the proposed changes and how these might impact upon them. WCFM is also developing a communications plan which will continue to keep finance staff fully briefed on any changes to posts.

7.3 Support Arrangements and Training

- 7.3.1 A protocol will be agreed between the finance function and DMTs, which will define the roles and responsibilities of finance, what is expected from service managers, and the support they will receive from finance. This sets an agreed standard for the relationship between finance and managers.
- 7.3.2 There will be designated contact officers in the central teams whose role will be to answer queries from customers and support them through to a resolution.
- 7.3.3 Each department will still have a small team of experienced finance officers who will be able to meet with managers to support them in finance processes which are focussed on local service knowledge.
- 7.3.4 Training forms a crucial part of implementing the new operating model, and comprehensive training plans will be developed by the project teams to address the changes being made in their area. It is expected that training will be delivered through a combination of on-line training and face to face training by finance staff
- 7.3.5 The WCFM programme will also be developing on-going training for managers, and are working with the Organisation Development team to develop a finance module for the new Management Development Programme.

8. PROGRAMME GOVERNANCE AND TIMESCALES

8.1 Programme Governance

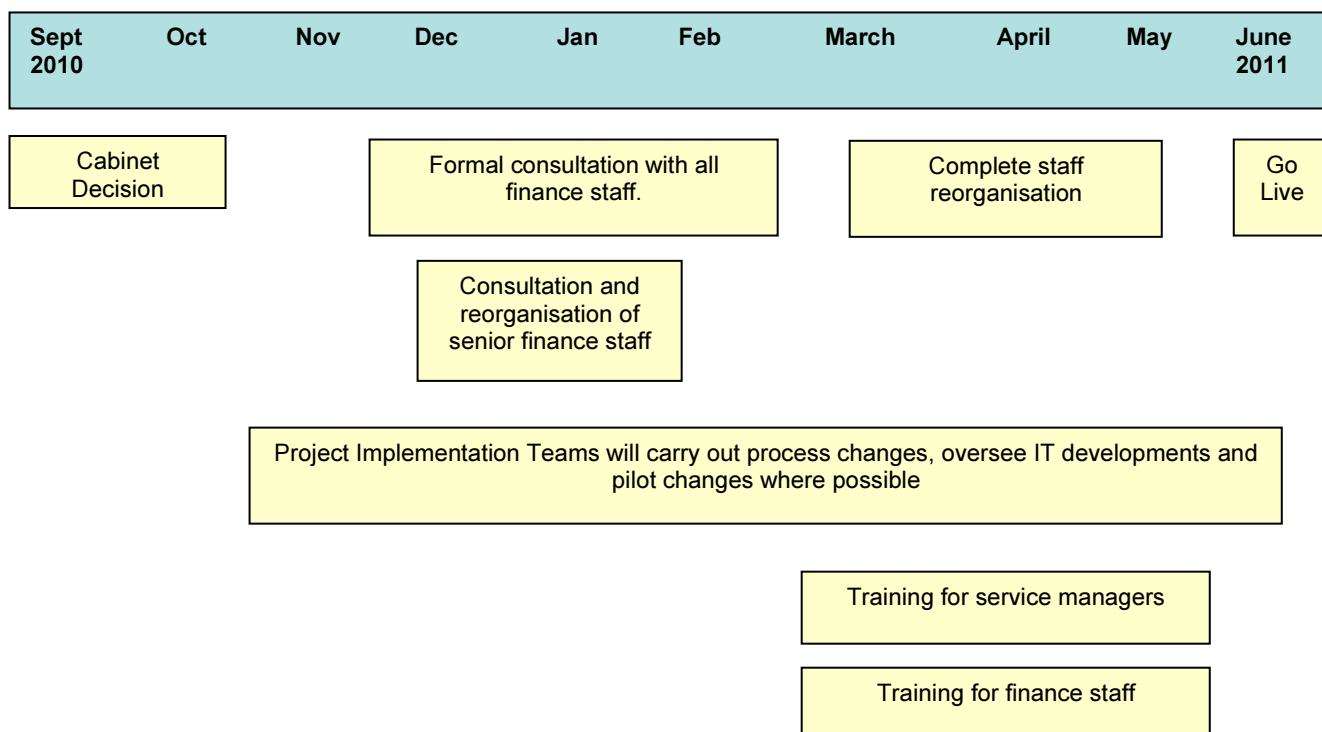
8.1.1 The WCFM programme is managed by a Finance Development Board (FDB) which is chaired by the Deputy Director of Finance, and includes the Assistant Directors of Resources and Corporate Finance heads of service. The programme board will provide leadership, oversee programme management, and make all key decisions about the new operating model.

8.1.2 The project team is responsible for the implementation of the WCFM projects, and is made up members of the Finance Development team, and part time secondees from other areas of finance. Therefore all WCFM work will be carried out by existing finance staff, with support from other areas of LBHF and HFBP/Agilisys. No external consultants are being used to deliver the programme.

8.2 Timescales

8.2.1 WCFM will deliver financial savings from 1st April 2011, but is expecting to go fully live with new structures and processes from June 2011, so as not to increase financial risks and disruptions during the year end closing process in April and May.

8.2.2 The diagram below shows the key milestones and workstreams, which will take place between September 2010 and June 2011.



9. FINANCIAL CASE

- 9.1 The WCFM programme is due to deliver net annual general fund savings of £1m by 2012/13. This total saving has been split into two tranches - the first £500k to be delivered in 2011/12 and the second tranche of £500k to be delivered in 2012/13. Any on-going increased IT costs and redundancy costs which result from the programme, will need to be funded from within the programme – not from reserves.
- 9.2 The proposed WCFM approach is to complete all process re-design and re-structuring of finance posts by the 31st March 2011. Programme efficiencies will be based on improving processes, the skills of staff, and using existing IT functionality. WCFM is not intending to purchase new IT applications to generate efficiencies.
- 9.3 It is proposed that all transformation work to implement the programme will be carried out by existing LBHF finance staff, with the support of the programme management office, HR, Business Transformation, and HFBP/Agilisys.

Table 3: WCFM Costs and Savings

COST AREA	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Costs already funded from existing base budgets						
Project Team	116	284	109	0	0	0
Programme Board	41	48	24	0	0	0
Cumulative Costs already Funded	157	489	622	0	0	0
Cash Costs to be Funded						
IT Costs	0	140	200	0	0	0
Accommodation Costs	0	15	0	0	0	0
Business Transformation Support	0	30	0	0	0	0
Cumulative Cash Costs to be Funded	0	185	385	0	0	0
CUMULATIVE TOTAL COST						
	157	674	1,007	0	0	0
Net Staff Cost Savings (as per MTFS)	0	0	(500)	(1,000)	(1,000)	(1,000)
Cumulative Net Saving (Cash Costs)	0	185	(115)	(1,115)	(2,115)	(3,115)

9.4 Redundancy Costs

- 9.4.1 To deliver the required efficiency saving it is expected that some redundancy costs will be incurred. All redundancy costs will be funded from within the programme, and no additional funding is being

requested to cover these costs. Therefore, no indicative redundancy costs have been included in Table 3 above.

9.5 IT Support Costs

9.5.1 WCFM will deliver the £1m net annual saving using existing finance IT applications – Cedar (financial ledger), Collaborative Planning (budgeting and monitoring module) and Cognos (reporting application). Efficiencies will be delivered through understanding and enhancing the existing functionality within these applications

9.5.2 However, funding of £340k is being requested for a number of enhancement projects which will allow process efficiencies to be introduced. Descriptions of key IT improvements and indicative costs are given below:

- **Optimisation Study (£15k)** – Working with Cedar technical experts to understand the full functionality of our financial systems.
- **HFBP / Agilisys Programme Support (£70k)** – Technical experts will be seconded onto the WCFM programme board and project teams, to support decision-making on IT changes and implement agreed changes
- **Allowing managers to access their financial data and input forecasts online (£80k)** – This is a key IT change which will free up finance staff time, support stronger budgetary control by managers, and provide accurate and timely online data.
- **Setting up new on-line report templates (£20k)** - To ensure that information can be communicated to managers more quickly and in standard formats.
- **Linking electronic invoice images to Cedar (£30k)** – This would support the further centralisation of payment processing and allow managers instant access to spend information.
- **Integration review (£20k)** – A review will be carried out to assess options for improving and standardising IT integration.
- **Automating Council payments further (£70k)** – Further ways of automating and streamlining the payments process
- **Review of budgeting system & supporting the use of profiled budgets (£20k)** – This is essential to producing accurate quarterly accounting statements, and to help managers forecast outturns accurately.
- **Quarterly closing of financial ledgers & production of key statements (£15k)** – IT support will be necessary to ensure that system interfaces and reconciliations are taking place and running smoothly, on a more regular basis.

9.6 Accommodation Costs

- 9.6.1 The WCFM programme is based on making all savings through reductions in FTEs, and this should lead to a reduction of more than 20% in desk space across several finance offices, from both the FTE reduction and the introduction of smart working across finance teams.
- 9.6.2 This business case has not included any assumptions about cashable accommodation savings, so as not to overlap with efficiencies in the Smart Working programme. However, the nominal value of office space per FTE if it were sub-let is £2,630², and therefore it is expected that the WCFM programme could generate income of £63,000 per year if this free space were sub-let.
- 9.6.3 The costs reflected in the table above are based on the assumption that 50 FTEs may need to be moved into different offices, as part of the new operating model. The facilities team have provided an approximate cost of £300 per member of staff moved, based on previous experience. This would cover IT and removals costs, but does not include the purchase of any new office furniture.

9.7 Business Transformation Costs

- 9.7.1 Funding has been requested for the Business Transformation team to provide support to the WCFM programme during the 2010/11 implementation phase. Their expertise is required in particular around the following areas:
- Developing the WCFM communications strategy and helping with the implementation of communication events
 - Supporting the roll-out of training to both finance staff and service managers, prior to the implementation of new processes.
 - Guidance and practical support in implementing significant process change and reorganisations

10. RISK MANAGEMENT

- 10.1 The WCFM programme is reflected in the Corporate Risk Register in two areas:
- Project Management – This section addresses the risks related to implementing and embedding change, and focuses on areas such as IT changes, adequate project resource, training and changing expectations of finance staff and service managers.
 - Budgetary Control – This section addresses risks to maintaining strong budgetary control within the Council, when introducing new processes, structures and greater manager self-service.

² As per the Smartworking business case

11. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 11.1 The WCFM programme will deliver on-going net general fund savings of £500k by 2011/12, and a further £500k by 2012/13, as per the efficiencies agreed in the Council's MTFS programme.
- 11.2 One-off cash funding of £385k has been requested to deliver these efficiencies. This funding will be made available from the Invest to Save fund, on the expectation that there will be a return on this cash investment within one year.

12. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 12.1 The Assistant Director (Legal and Democratic Services) has no legal comments.

13. COMMENTS OF THE ASSISTANT DIRECTOR (HUMAN RESOURCES)

- 13.1 The Assistant Director (Human Resources) agrees with the recommendations contained in the report, which are in accordance with Council HR procedures and guidelines.

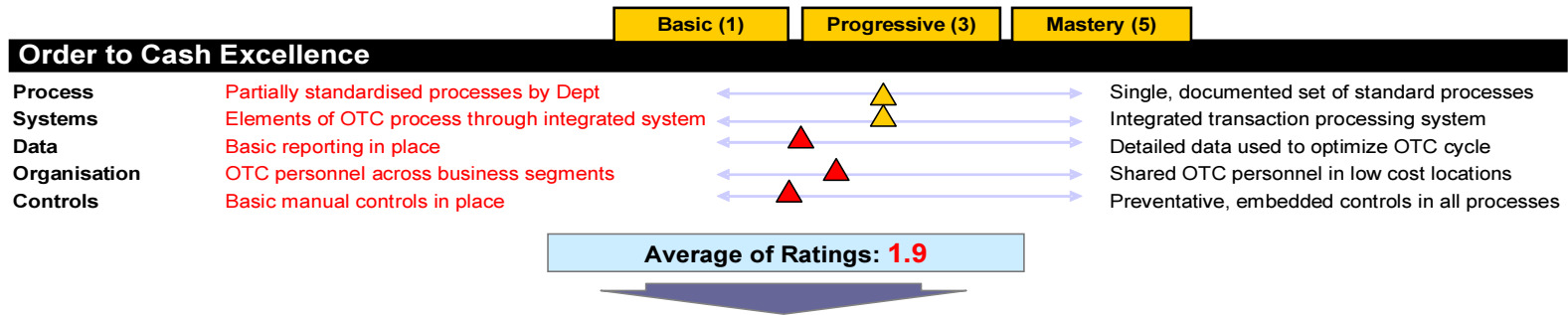
LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	WCFM – full business case	Caroline Wilkinson x1813	FCS, Rm 41 HTH
2.	WCFM benchmarking data and factbook	Caroline Wilkinson x1813	FCS, Rm 41 HTH
3.	WCFM programme board and project team minutes	Caroline Wilkinson x1813	FCS, Rm 41 HTH
CONTACT OFFICER: Head of Finance Development (FCS)		NAME: Caroline Wilkinson EXT. 1813	

APPENDIX A – BENCHMARKING INFORMATION



Current Capability – Order to Cash



• The rationale to support the rating is outlined below:

Process: 2.4

- Fragmented, non-standardised processes utilised across the different Departments
- No end-to-end OTC owner
- Manual invoicing
- Lack of root cause analysis of debt
- No proactive management of Days Sales Outstanding (DSO)
- In house AR suspense accounts within each department; inconsistently and locally managed
- Good collection in some areas (council tax) but not in others
- Programme initiated to address net debt

Systems: 2.4

- No single system utilised; specific to each Department; manually integrated with Cedar
- No central Query Management system

Data: 1.4

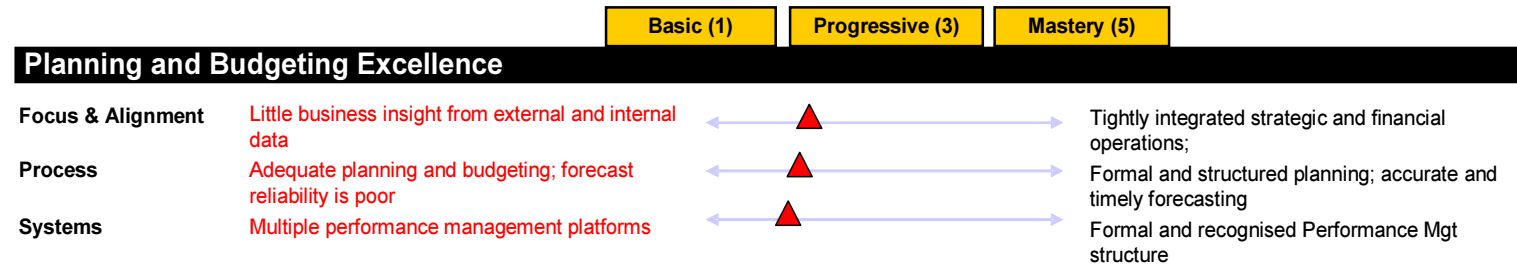
- Multiple data definitions across the different systems
- Multiple customer instances and sales IDs
- Limited drill down ability due to multiple customer and data definitions

Organisation: 2.1

- Specialised personnel but based across the different departs and underpinned by separate governance and organisation
- Receipting (income distribution) in FCS so no linkage between those raising the invoices and those performing cash distribution

Controls: 1.3

- Various reactive controls in place but few embedded, preventative controls
- No P&L impact to budget owners when collections are not made



Average of Ratings: **2.2**



• The rationale to support the rating is outlined below:

Focus & Alignment: 2.3

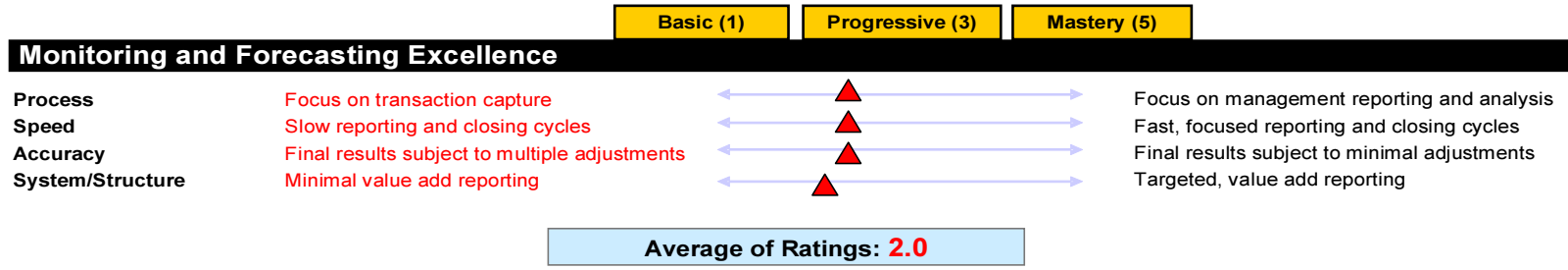
- Lack of a defined set of KPI's, linked to the achievement of the Business Strategy in place
- Reactive to overspend - picked up after the event
- Service manager knowledge (non-financial information) not intrinsically linked into financial budgeting
- Limited linking of cost and benefits of key change programmes into the MTFs process

Process: 2.2

- Planning at Corporate level and fed down; key stakeholders involved late in the process
- Budget setting is an annual process (as opposed to rolling)
- No budget profiling per month; only annual
- Material surprises at year end do occur
- Lack of scenario modelling capability

Systems: 2.1

- Budgeting is performed offline in excel and word and then input to Collaborative Planning at different stages of the process per Dept
- The budgeting tool is separate to the management/financial reporting structure/systems



The rationale to support the rating is outlined below:

<p>Process: 2.2</p> <ul style="list-style-type: none"> No consistent month end close; results published as and when by each Department No prescriptive month end monitoring; no KPIs to measure success Large scale year end recs At least 40% of time spent on data capture rather than value add reporting Drive from business for 'value add' reporting does not currently exist Balance sheet management only performed at year end 	<p>Speed: 2.2</p> <ul style="list-style-type: none"> Month end reports take 1.5-2 weeks to reach the SMs and then a further week to be reviewed with the ADs No flash reporting although any significant issues will be escalated prior to official report publication Year end results produced in line with peers in June and September 	<p>Accuracy: 2.2</p> <ul style="list-style-type: none"> Departmental level results can show significant, unexpected variance to budget at year end Lack of systems controls in place to ensure data validation at point of entry Reports not constructed to target specific audiences 	<p>System/Structure: 1.9</p> <ul style="list-style-type: none"> No single reporting system resulting in varied content and consolidation exercises Proliferation of offline, spreadsheet consolidation GL update commonly through manual journaling No standard management reporting pack or scorecard Little analytical reporting; focused more on transaction capture Lack of Drill down functionality Lack of a single data repository
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Process	Cost as a % of Turnover	Rank
Finance Function Management	0.20%	4th Quartile
Accounts Payable	0.12%	4th Quartile
Order to Cash	0.09%	2nd Quartile
Finance Systems and Data	0.13%	3rd Quartile
Strategic Planning	0.16%	4th Quartile
Planning and Forecasting	0.65%	4th Quartile
Performance Reporting & Analytics	0.18%	4th Quartile
Internal Controls	0.03%	1st Quartile
Treasury	0.02%	1st Quartile
Tax	0.01%	1st Quartile
	1.59%	4th Quartile

A Few of the Key Findings

- LBHF cost of Finance as % of Turnover (Gross Expenditure) – **1.59%**
- 1st quartile world class – **0.6%**

- LBHF Finance FTEs per Billion £ Turnover – **217.9**
- 1st quartile world class – **71.3**

- LBHF Days to close Year End Accounts – **90**
- 1st quartile world class – **23**

- LBHF % suppliers on e-Invoicing – **1%**
- 1st quartile world class – **50%**

- LBHF Days Sales Outstanding (average collection time) – **62.5 days**
- 1st quartile world class – **25 days**

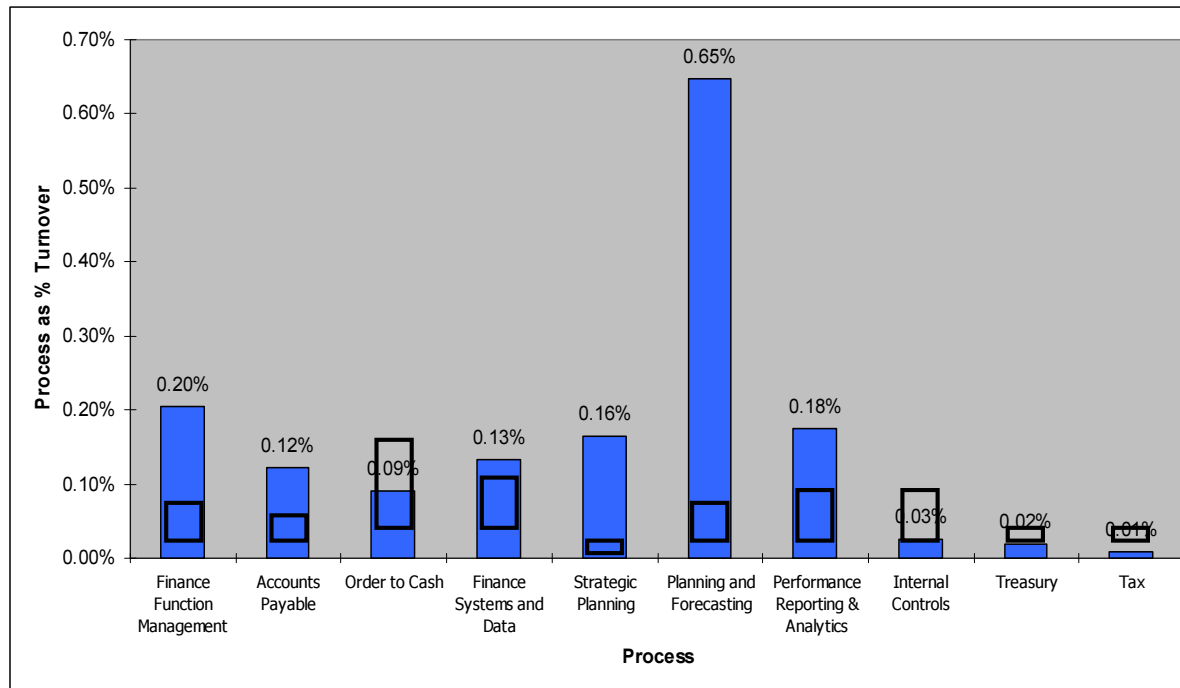
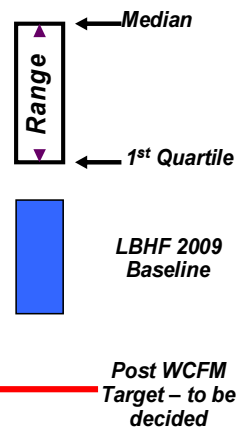
- LBHF Finance System cost as % Turnover – **0.13%**
- 1st quartile world class – **0.06%**

- LBHF Reporting FTEs per Billion £ Turnover – **25.9**
- 1st quartile world class – **5.3**

- LBHF Strategic Planning cost per FTE – **£81,535**
- 1st quartile world class – **£69,704**

The Finance Capability Review (quantitative) has demonstrated that there are gaps to High Performance Finance across most of the pillars of Finance

KEY





London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

LEADER

Councillor Stephen Greenhalgh

DEPUTY LEADER (+ENVIRONMENT & ASSET MANAGEMENT)

Councillor Nicholas Botterill

CABINET MEMBER FOR STRATEGY

Councillor Mark Loveday

SHEPHERDS BUSH MARKET REGENERATION

Ward:
Shepherds Bush
Green

This report sets out the emerging proposals for a comprehensive regeneration approach for the Shepherds Bush Market area, and proposes the Council agrees as the preferred development route the disposal of the Pennard Road former laundry site (for best consideration) by means of an option agreement with Orion Shepherds Bush Ltd (subject to planning consent) as part of a land assembly strategy which will be supported by the Council's Compulsory Purchase Powers.

A separate report on the proposed Heads of Terms is in the exempt part of the Cabinet agenda.

Recommendations:

CONTRIBUTORS

Regeneration &
Housing Strategy
DFCS
ADLDS

HAS AN EIA BEEN
COMPLETED?
YES

1. That the emerging proposals for the comprehensive regeneration approach for Shepherds Bush Market area, as set out in section 2 of the report, be endorsed.
2. That the preferred development route of disposal of the Pennard Road former Laundry Site as part of a land assembly strategy, as set out in section 3.3 of this report, be approved.
3. That the Cabinet resolves to seek compulsory purchase powers for the acquisition of all relevant property interests within the regeneration site which are not already owned by the Council and which it is necessary to acquire for the purposes of implementing a comprehensive scheme approved by the Council, subject to the conditions set out in section 3.1 of this report.

1. BACKGROUND

1.1 Introduction

- 1.1.1 The Council has identified the need for investment into Shepherds Bush, including the market, to improve its ability as a town centre to serve its surrounding communities as well as visitors from further afield.
- 1.1.2 The market is perceived to be in decline, but it has real strengths and a capacity for greater success. A modernised, but unique and improved, market is essential if Shepherds Bush is to benefit from the huge increase in visitors generated by the Westfield development.
- 1.1.3 Combining the disparate and poorly connected sites to the east of the main market can make Shepherds Bush Market one of London's most prominent, culturally rich and attractive street markets.
- 1.1.4 The market is owned and managed by Transport for London (TfL) and contains approximately 141 trading businesses (excluding the New Shepherds Bush Market, which is privately owned) comprising 35 arches, 57 shops and 49 stalls. It is cramped, with no room at present for the creation of new routes to increase trading opportunities or for public spaces to allow seating or meeting areas.
- 1.1.5 Although still a significant contributor to the character and performance of Shepherds Bush Town Centre, the market has noticeably declined through:
- low-impact management
 - lack of investment
 - poor variety of products and stall types
 - low quality of place
 - lack of London-wide promotion
- 1.1.6 Whilst the market is noted for some specialisms, particularly for fresh ethnic foods and fabrics, it is perceived to be losing ground against other London markets which have benefited from recent regeneration and investment e.g. Borough, Spitalfields, Brick Lane and Camden amongst others.

1.2 Regeneration site

- 1.2.1 The proposed regeneration site (2.34 hectares) comprises land currently in five principal ownerships: TfL, Shepherds Bush Market Enterprises Ltd, Peabody Trust, Broadway and the Council (see site map and ownerships in Appendix 1).
- 1.2.2 Further freehold and leasehold interests have been identified along Goldhawk Road (12 shops) and 19 privately owned interests within the market. There are also three electrical sub-stations owned by EDF Energy within the site, running parallel to the market.

1.3 Planning & Regeneration Brief

1.3.1 In December 2009, the Council produced a draft Planning & Regeneration Brief for the proposed regeneration site setting out the key objectives, which are principally:

- To renovate and enhance the existing market in terms of the physical fabric and to provide a mix of trading opportunities capable of sustaining long term viability and a vibrant diversity in the market
- To complement and integrate the markets renovation with a retail and leisure led mixed use scheme that will provide a vibrant mix of shops, cafes and restaurants with a mix of residential and offices
- To ensure that there are new significant leisure, public arts or cultural facilities to act as a focus and public attraction that will help to anchor and complement the overall market area regeneration
- To ensure there is a comprehensive scheme for the east and west of the railway viaduct and to ensure that there is a phased approach

1.4 Developer Activity

1.4.1 Simultaneously with the preparation of the planning policy material, officers have been negotiating land positions and preparing development proposals that accord with the general thrust of the Council's objectives. Interested developers - Orion Land & Leisure Ltd and Development Securities PLC (about whom further details are set out in Appendix 2) - have formed a joint venture (trading as Orion Shepherds Bush Limited), and developed a land assembly strategy as a basis for implementing a comprehensive scheme of regeneration centred upon an expansion and improvement of the market (this is further expanded upon in Section 3 of the report).

2. MARKET RENEWAL

2.1 Vision

2.1.1 The market is at the heart of the vision for the Shepherds Bush and involves building on the 100 years of market operation in this location and to re-establish Shepherds Bush Market as a prominent London destination.

2.1.2 It is proposed that the authentic and traditional character of the market will be protected whilst increasing the diversity and attractiveness of the retail by including fashion, crafts, more fresh foods, toys and music. A new Artisans Quarter is proposed for example that will bring potters, glassmakers, jewellers and other crafts people to make and sell their products on site.

2.1.3 New public spaces, cafes, and restaurants have been proposed that will expand the capacity of the market and ensure it meets the needs of local people as well as promoting tourism.

2.1.4 The Bush Theatre will be relocated within this exciting location so that it becomes an active contributor to the life of the market (this is expanded further in see section 3.1).

2.2 Reversing Decline

2.2.1 There is very little active promotion of the market, a low level of management and few signs of the continuous reinvestment necessary to establish and maintain a quality environment.

2.2.2 A priority will be to initiate a programme of active management and promotion of the market as soon as possible. Improvement requires additional space - the proposed strategy of land assembly and a phased, sensitive, mixed-use redevelopment to revitalise the area will allow for the improvements to be introduced.

2.2.3 The aim is to immediately arrest decline and return the market to a sustainable level of trading through:

- supporting and promoting the market
- in infrastructure and the environment
- investing implementing a long-term market management plan

2.2.4 It is proposed that the number and variety of market outlets will gradually increase at a rate that will allow the market to evolve into a more diverse and dynamic London street market. Given the strong established customer base, reputation and appeal, changes to the offer and positioning are therefore likely to be evolution than revolution.

2.2.5 It is estimated that some 670 permanent new jobs will be created directly on site. A projected wider increase in economic activity will take place through an overall improvement in town centre performance.

2.3 Management Strategy

2.3.1 It is proposed that a specialist market management company will be established that will:

- Make substantial investment in the market area over the next 5-7 years to improve its setting and facilities including surfaces, lighting, signage, stalls, toilets and entrances
- Minimise disruption to market traders during improvement and construction through carefully phased relocations
- Institute a traders' business support fund to assist with costs associated with moves that may become necessary
- Radically improve cleanliness and waste management

- Manage lettings and re-lettings to increase the variety and quality of stalls - evolution rather than upheaval
- Promote and encourage small, independent traders and retailers
- Improve safety and security within the market area
- Continuously promote the market through advertisement and use of the media
- Manage events and activities within the market area to increase tourism and 'dwell' times
- Maintain traders' rent levels until improvements have been carried out. Thereafter increases may be index linked – currently forecast at 3.5 – 5% per annum
- Work with the owners of New Shepherds Bush Market to achieve common standards across all market areas

2.4. Enabling development

- 2.4.1 Shepherds Bush has been identified as a place of great potential: its location, businesses, transport connections and surrounding population all provide the ingredients for a more flourishing town centre.
- 2.4.2 A mixed used development scheme is proposed incorporating the TfL, Peabody Trust, Broadway, Council (Pennard Road former Laundry Site) and the privately owned shops on Goldhawk Road and within the market. The objective is to deliver new homes, retail, public/open space and leisure facilities that will increase footfall and vitality as well as to provide the essential value required for investment back into the market.
- 2.4.3 The residential buildings will be designed around new shops and market areas and a striking new retail frontage on to Goldhawk Road. Building heights will be carefully designed to balance maximum benefit to the market with minimum impact on local residents. A preferred mix of unit types and sizes will be devised over the coming months.
- 2.4.4. By building several hundred new homes, the market area will be repopulated, creating footfall and reenergising the western side of the town centre.
- 2.4.5 Residential density will be relatively low at around 550 HRH with a significant amount of non-residential floor space.

3. DELIVERY

3.1 Site Assembly

- 3.1.1 The successful delivery of a comprehensive regeneration scheme for the market is dependent upon completing the assembly of a number of land interests.

Transport for London (TfL)

- 3.1.2 TfL is the freeholder and manager of the main Shepherds Bush Market, i.e. the arches and the linear market areas running parallel to the viaduct. TfL have said that whilst they do not wish to partner in a regeneration scheme they have indicated an 'in principle' willingness to dispose of their interest to a third party to support the regeneration aspirations.

Peabody Trust/Broadway

- 3.1.3 The site comprises modern flagship buildings built ten years ago in a core/cluster model (hostel and move on flats) for single homeless people, plus a day centre for rough sleepers.
- 3.1.4 Peabody Trust owns the 27 units of accommodation which Broadway manages on a Supporting People revenue contract. Broadway has the freehold of the day centre building. Discussions between the Council and Peabody Trust/Broadway have established a willingness to sell the site, provided suitable relocation arrangements can be made for Broadway.
- 3.1.5 Following extensive discussions with Broadway to find alternative premises, Lime Grove Hostel (owned by Noting Hill Housing Group) has been identified as the preferred option. This involves relocation of the accommodation and day centre, but not the drop-in service which would need to be re-provided elsewhere in the borough

Pennard Road former Laundry Site

- 3.1.6 The Council has recently completed the purchase with vacant possession of the Pennard Road former laundry site from Octavia Housing. The purpose of this acquisition is to use as part of a comprehensive market regeneration scheme.

Old Shepherds Bush Library

- 3.1.7 It is proposed to relocate the Bush Theatre to the Passmore Edwards library building, subject to it agreeing terms of occupation with the Council. The Bush Theatre is a key element in creating a new sense of place at Shepherds Bush Market and with the possibility of establishing open air street theatre, will bring a sense of excitement.
- 3.1.8 The Council's freehold ownership of the library is subject to a Church Commissioners restriction that requires release in order to make the building available for non-library uses. The Council has conducted lengthy negotiations with the Church Commissioners and expects to be

able to conclude terms so payment of a premium can be made and the covenant can be released.

Shepherds Bush Market Enterprises Ltd

- 3.1.9 Initial discussions have taken place with the owners of the New Shepherds Bush Market regarding their site. They do have aspirations to redevelop their interest but have yet to develop their plans sufficiently. They have indicated a willingness to co-operate in any development proposals for the area to the east of the viaduct and also future market management arrangements.

Third Party Interests

- 3.1.10 Certain other land interests are necessary to fully assemble the development area, including 12 shops and upper parts forming the Goldhawk Road frontage and the rear service road. Also, certain private freehold pitches at the northern end of the market and private leasehold pitches at the southern end.

Compulsory Purchase

- 3.1.11 In order to enable a comprehensive regeneration scheme for the whole site it may be necessary for the Council to advance one or more Compulsory Purchase Orders (CPO) to ensure full site assembly and to minimise the risk of the project being ransomed.

- 3.1.12 Whilst all reasonable endeavours will be made by the developer to acquire interests through negotiation, however a resolution to seek CPO powers at this point will signal the Council's intention to actively support the programme of regeneration in this area. Although the formal CPO will not be made until a later date (if required), the resolution will provide impetus to negotiations for owners and will also establish their entitlements under the formal CPO process, including possible eligibility for disturbance compensation and other additional payment.

- 3.1.13 A resolution to seek CPO at this point will be subject to:

- a. The developer providing a cost undertaking agreement under which the developer shall undertake to pay on demand all costs incurred by the Council (including compensation disbursements payments loss payments legal and surveyors costs whether internal or external) such indemnity agreement to be backed up by sufficient security by way of bank guarantee and/or parent company guarantee;
- b. The developer being obliged under contract to acquire immediately from the Council any land compulsorily acquired or acquired following service of a blight notice
- c. The Council's approval of the development scheme

- d. There being in the Council's opinion a realistic prospect of any such Compulsory Purchase Order being confirmed by the Secretary of State

And that officers report back to Cabinet once such conditions are met for a specific approval to the making of any Compulsory Purchase Order.

- 3.1.14 A resolution at this point to seek CPO powers would not give rise to owners of land interests within the proposed regeneration site being able to serve blight notices under the Town & Planning Act 1990.

3.2 Delivery Options

- 3.2.1 The Council has considered three possible delivery options to bring forward a comprehensive regeneration scheme:

Option 1: Council assembles the site and approaches the market for a Build-on-Licence Contractor.

This would involve considerable cost to the Council - the estimated site assembly costs are around £32m. The Council would need to engage masterplanners and architects to demonstrate what it wanted to achieve on site (estimated cost £500k) and incur necessary procurement costs (estimated £250k). The Council would need to be certain it could attract a contracting partner and make any scheme financially viable. This option involves considerable spend at risk.

Option 2: Council markets the regeneration opportunity through the OJEU route for a Development Partner.

The Council's limited land ownership makes it difficult to promote a procurement process; in effect the Council would be purporting to offer a development opportunity across privately owned and occupied land and buildings. Such an approach would be likely to encourage opportunistic land purchases with a view to ransoming or inhibiting rather than enabling a comprehensive scheme of regeneration.

Assuming it was appropriate, in this scenario the Council would seek to work alongside a Development Partner sharing in the risk and reward. Key to a successful procurement would be to ascertain the level of work required and cost incurred by the Council to give potential Development Partners the certainty and confidence to bid on a commercially attractive basis. For this route to be successful it would be necessary to demonstrate scheme viability.

To date there has been very limited developer interest expressed in the market regeneration proposal, which has been articulated through the draft Planning and Regeneration Brief and promoted through various channels including developer summits such as MIPIM. This may be due to the complexity associated with land assembly and significant capital outlay required at the start, which would be a major factor in the developers' assessment of opportunities in the current economic climate. Due to the complex circumstances of the site a developer with

relevant regeneration experience and strong financial backing would therefore be required.

Assuming there was sufficient interest in the site, this route is likely to result in an 18 months to 2 year process of Competitive Dialogue to select a Development Partner. The costs of taking this route is estimated at circa £250k but this could be recouped through the development.

Option 3: The previous options involve quite significant risk for the Council. Earlier this year, the Council acquired the former laundry site at Pennard Road from Octavia. This site is centrally positioned within the proposed regeneration site and is therefore key to the site assembly. A simple disposal of land by a public authority would not normally be subject to advertisement under the EU procurement rules as it would fall within the “land exemption”. Therefore, the Council could sell its Pennard Road land to a developer who was prepared to undertaking the necessary land assembly and deliver a comprehensive scheme in accordance with the Planning & Regeneration Brief.

This is a cheaper and speedier route, and the Council will be able to maintain control in the longer term through sales covenants, planning, s.106 obligations and the exercise of CPO powers.

3.3 Preferred Route

- 3.3.1 The Council has been approached by Orion Land & Leisure and Development Securities Plc (trading as Orion Shepherds Bush Ltd) expressing their interest in the market regeneration opportunity, site assembly, securing planning permission and developing the properties in accordance with the Planning & Regeneration Brief. They have over many months progressed discussions with other landowners in the site with the view to acquiring their interests as part of a land assembly exercise. It is understood that they are on the verge of entering into option arrangements with two of the other major landowners.
- 3.3.2 In support of their interest in the regeneration scheme, Orion have investigated the feasibility of developing a comprehensive regeneration scheme for the site in accordance with the Planning and Regeneration Brief and are comfortable that a viable regeneration scheme is achievable.
- 3.3.3 Given the tight constraints of the site, the economic climate and low likelihood of much developer interest in the scheme, engagement with Orion would clearly mitigate the risks and delays associated with the alternative process. Also the financial cost of preparing information and discussion with other landowners to attract a Development Partner as outlined in the previous option would not need to be undertaken by the Council.
- 3.3.4 Therefore, it is proposed that the Council agrees to enter into an option with Orion Shepherds Bush Ltd for the Pennard Road former Laundry Site that provides for a sale to be completed upon them achieving a satisfactory planning consent.

- 3.3.5 It is essential that the Council achieves best consideration for its land in accordance with s.123, Local Government Act 1972 and this has been critical factor in the discussions. Under the terms of the proposal, Orion will agree to prepare, consult upon and submit a planning application for a development at Shepherds Bush Market regeneration site. Orion will also undertake to use its reasonable endeavours to negotiate terms by agreement for the acquisition of all third party land and interests necessary to progress a comprehensive scheme.
- 3.3.6 The agreement will also include covenants for the benefit of the Pennard Road site to ensure the area known as Shepherds Bush Market is retained for market-associated and related purposes, subject to such changes that the Council may agree and in accordance with the satisfactory planning consent.

3.4 Heads of Terms

- 3.4.1 Officers have been negotiating the HOT for the disposal of the Pennard Road former laundry site to Orion Shepherds Bush Ltd through an options agreement, the details of which are in the separate report on the exempt part of the Cabinet agenda.

3.5 Consultation and Stakeholder Engagement

- 3.5.1 The Council consulted with traders, residents and shoppers over six weeks from December 2009 on the draft Planning & Regeneration Brief. Further consultation has been carried out during September/October.
- 3.5.2 In the next phase of the project all stakeholders will be involved - whether traders, residents, shoppers, landowners, existing businesses or visitors – in a comprehensive programme of stakeholder engagement, ensuring the development takes into account the wishes, needs and requirements of the community.

3.6 Process

- 3.6.1 This process will follow four main stages:

Stakeholder Identification - a continuously updated schedule of individuals, businesses and organisations to be actively involved. The developer will work with the Council and residents and business groups to ensure that the reach is as wide as possible.

Researching the issues - will need to fully understand what people value most in Shepherds Bush and in which areas they may wish to see change or new provision. Would need to be aware of the trading circumstances of market and surrounding businesses, and to find out if shoppers' demands are being met. An independent market research will be commissioned to help achieve this.

Consultation material - suitable consultation material will be prepared inviting participation. It is important that engagement provides opportunities for respondents to shape the proposals rather than simply

be presented with *faite acompli*. There will be exhibitions and events giving opportunities for all stakeholders to make their voices heard.

Feedback - developer will undertake to reflect back the views and contributions received in order for the Council to establish how stakeholder engagement has contributed to the preparation of the eventual planning application, and the long-term management proposals.

3.7 Stakeholders

Market Traders - a key stakeholder group. The success of the market is central to development proposals, therefore building the trust and confidence of traders is essential to achieving the vision. The consultation carried out by the Council on the draft Planning & Regeneration Brief indicates that market traders see scope for improvements to the performance of the market with concern that development should not damage their business operations.

Pennard Road Residents - as adjoining owners and occupiers Pennard Rd residents will be closely involved in all stages of the consultation programme. Issues of proximity, overlooking, day lighting & sun lighting, access, construction and long-term management will be of concern to the residents residing on the west side of the road.

The developer will work with the residents to establish how the improvement and enlargement of the market proposed in the Planning & Regeneration Brief can be made compatible with the protection of residential amenity.

Lime Grove Residents - Lime Grove residents will be interested in the proposed relocation of Broadway to the Notting Hill building in the Lime Grove cul-de-sac, which is to be refurbished. Lime Grove residents within the cul-de-sac itself will be consulted throughout the development programme.

Shopkeepers - as well as the market traders there are many shopkeepers close to the market, the 12 units along the Goldhawk Road frontage most directly affected. Relocation assistance will be offered to businesses directly affected by acquisition and redevelopment proposals.

Shoppers - as part of the initial research the developer will work with the Council to understand the current patterns of all market users. It is essential to the success of the market to provide a strong fit with local demand as a foundation for attracting tourists and shoppers from across London.

The developer will work closely with traders to ensure that they are able to benefit from this research.

Mayor and GLA - following an agreement with the Council, the developer will begin pre-application discussions with the GLA to ensure that the GLA understands the relationship between the market proposals and the emerging Opportunity Area Planning Framework.

Pre-application discussions should ensure that the Stage I and II GLA Planning processes proceed smoothly.

Bush Theatre - The Bush Theatre has a long and successful history, its small scale belies its big reputation as a new writing theatre. Its relocation into the market is a vital element of the regeneration plans. The developer will work closely with the Bush Theatre, the Council, the Arts Council and other parties to establish a permanent new base at the former library building on Uxbridge Road.

Other Stakeholders:

Transport for London
Peabody Trust
Broadway
New Shepherds Bush Market
Notting Hill Housing Trust
CPO Claimants

4. RISK MANAGEMENT

- 4.1 Project specific risks are governed under the Council's project management procedures and future progress reports to Cabinet and/or other interested Committees will highlight any specific risks as the project evolves.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 These are in the separate report on the exempt part of the Cabinet agenda.

6. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 6.1 The report proposals should be considered in the light of a number of legal issues:

- a. **Procurement** - the option mentioned in the report of a Development Partner would very likely be caught by the EU procurement regime. However, the buying and selling of land is specifically excluded from the EU procurement rules and therefore a simple land transaction would not need to be advertised in OJEU.

However, if the disposal sets out requirements that need to be delivered by the recipient of the land, then there is the possibility of the contract being viewed as a "public works contract" for the purposes of the EU procurement rules. Following the European courts decision in the Roanne case (C-220/05 Jean Auroux and others v Commune de Roanne) there has been considerable caution about the possibility of the procurement rules extending to development agreements. In the

Roanne case, the economic risk of the venture remained with the public authority and, in such circumstances, there is the possibility of the contract being declared unlawful. In these circumstances, it is important that any specific development requirements fall into planning agreements rather than the land transaction itself. This view has been reinforced by the decision of the EU earlier this year in the case of Helmut Muller v Bundesanstalt für Immobilienaufgaben (C-451/08) which held that the mere exercise of regulatory urban planning powers by a local authority would not be sufficient to trigger the procurement rules.

It is anticipated that a Supplementary Planning Document relating to the Shepherd's Bush Market will be submitted for approval by the Council within the relatively near future. It is expected that any future development in the regeneration area will be considered in accordance with the guidance contained within the SPD and Policy SBTC3 from the Unitary Development Plan 2007. Provided that the Council is not seeking to have a detailed involvement with what is reprovided on the site outside the SPD, then it is unlikely that there will be a challenge which would seek to establish that the disposal of the Council's land ought to have been subject to the OJEU procurement rules.

- b. The report refers to the possibility of the Council being asked to exercise its compulsory purchase powers in order to appropriate land or extinguish rights currently enjoyed by other property owners within the development site area. The eventual developer should indemnify the Council in relation to any costs incurred by the Council including compensation payments, loss payments and professional fees.
- c. Disposal of the land is to be pursuant to Section 233 of the Town and Country Planning Act 1990. This provides that the Council may dispose of land held for planning purposes in order:-
 - i) to secure the best use of that or other land or any buildings or works which have been or are to be erected constructed or carried out on it, whether by themselves or others, or
 - ii) to secure the erection construction or carrying out on it of any buildings or works which appear to the Council to be needed for the proper planning of the area

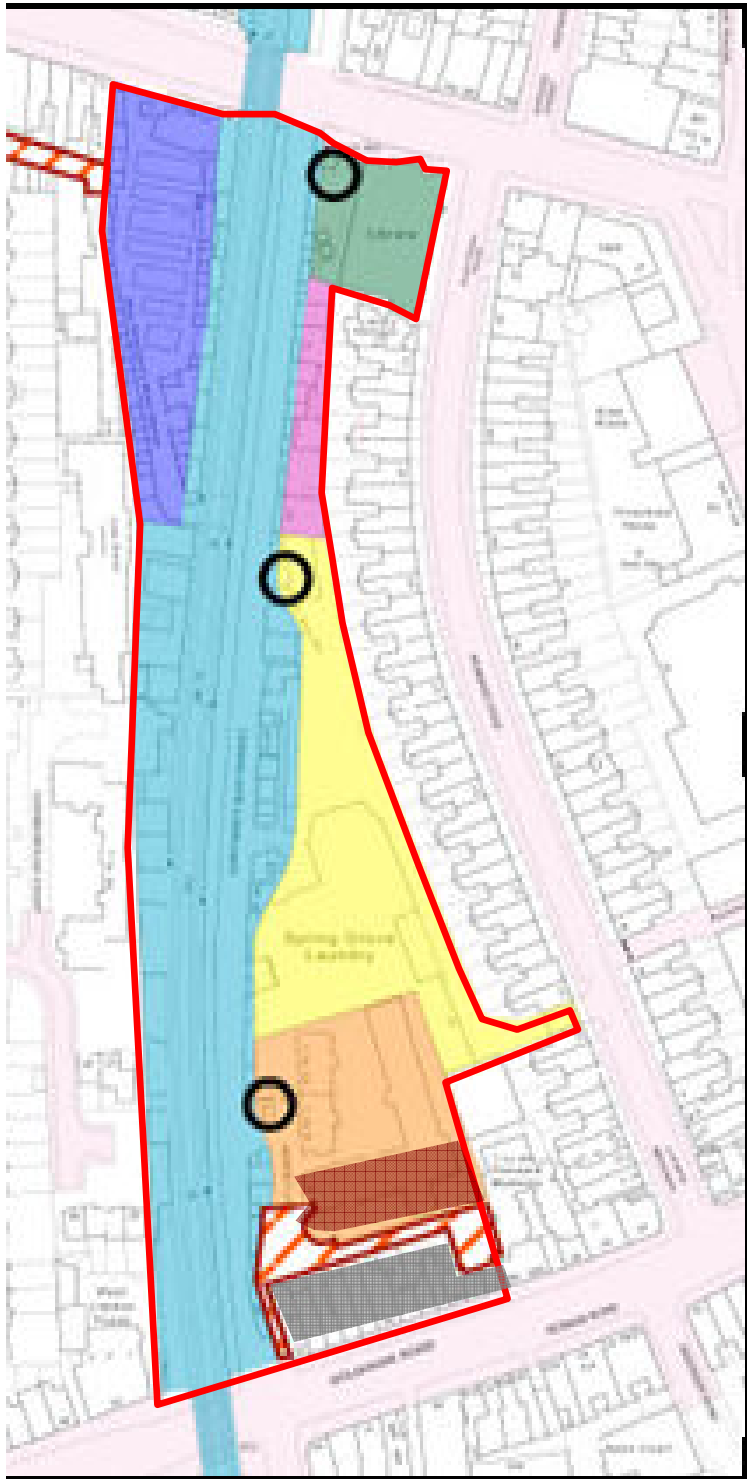
The consent of the Secretary of State would be required were the disposal to be for a consideration less than can reasonably be obtained.











- d. It should be appreciated that the Council will not be able to obtain any income or have any use of its land for the length of the option period (which could be for up to 7 years from the date when the option agreement is entered into)

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Draft Planning & Regeneration Brief	Matt Butler x3493	Environment, Planning
4.	Consultation report (by M&N Communications)	Matin Miah x 3480	Regeneration
CONTACT OFFICER:		NAME: Matin Miah EXT. 3480	

APPENDIX 1: SITE MAP AND OWNERSHIP



- 
New Shepherds Bush Market
 (Shepherds Bush Market Enterprises Ltd)
Trading street market
- 
Pennard Rd former laundry site
 (LBHF)
Cleared site for development
- 
Shepherds Bush Market (Transport for London)
Trading street market
- 
14 Market Lane
 (Peabody Trust)
Sheltered residential accommodation
- 
Passmore Edwards Public Library
 (LBHF)
Bush Theatre archive
- 
Shepherds Bush Market (Various private)
Trading street market
- 
Substation
 (EDF Energy Networks)
- 
14 Market Lane
 (Broadway)
Day centre
- 
Market Lane
 (Ownership status unclear)
Access road
- 
32-52 Goldhawk Road
 (12 private)
Retail, offices / flats above

Appendix 2: Company Biography

1. Orion Land & Leisure Ltd

Company Philosophy

Orion Land & Leisure is a West End-based mixed-use regeneration developer specialising in Culture, Leisure, Arts, Sports and Public Space led schemes. We deliver our projects through bespoke partnerships designed to address the specific circumstances of each scheme. We work frequently, though not exclusively, in partnership with public authorities.

We believe that successful places need a carefully planned mix of uses. Sustainable development means creating interesting, active communities as well as exercising environmental and financial responsibility and Orion's skill is in building these elements into developments from the outset.

Even at times of public funding cuts, we have been able to achieve major facilities for local communities. Through early involvement in scheme planning and design we are able to coordinate development proposals to attract funding for new public facilities.

We have established a long track record of partnerships that have enabled us to combine major sports, arts and community facilities alongside residential, retail and other commercial uses. Not only are these facilities beneficial to local communities, they can also help us to maximise economic benefits to their surrounding areas.

From a commercial viewpoint, these elements are vital to the marketing of a 'regeneration area'; by which we mean an area of underperformance with the potential for substantial value growth through careful planning and phased implementation. Ad hoc planning applications for individual sites in such areas are difficult to obtain and rarely achieve wider community benefits. Our approach raises demand and value levels across a broader area, maximising local benefits and substantially improving the prospects for commercial rates of return.

Projects

At Cardiff International Sports Village, Orion, in partnership with Cardiff City Council, secured planning for the Cardiff International Pool and a range of other uses including over 1000 new residential units. We completed the £30m flagship pool in 2008 since when it has attracted over 1,700,000 users and it now forms the centrepiece of the continuing development.

In Romford the local authority selected Orion as the preferred developer for the Rom Valley Way Leisure complex. Our winning bid proposes a new swimming pool and ice-rink as part of a mixed-use scheme on the edge of the town centre enabled by 400 residential dwellings.

At the Elephant & Castle, one of London's largest regeneration projects with over 6000 new homes and 50,000m²-plus of mixed retail and leisure, we are selected as the lead Arts, Sport and Leisure developer in partnership with Lend Lease and First Base. We are developing the new facilities that will support the huge growth in population and establish the Elephant as a major new town centre on the edge of Zone 1.

At Canada Water we are partners in the cross-sector delivery of new mixed-uses across the huge former LDDC Docks estate including state of the art sports facilities, new library and waterside performance space. We secured full planning consent in January 2010 for a mixed use scheme comprising 430 residential units, a 9104sqm retail store, 1287sqm of other Class A1/A3/A4/A5 space, 644sqm of office space and 528 sqm of community space.

Other current projects include substantial mixed-use schemes in Watford, Wimbledon and Bromley.

Our previous projects include securing full consent for the Royal Opera House's new theatre at Potters Field and developing new competition rowing facilities in partnership with Sir Steve Redgrave at the heart of a new mixed-use and mixed tenure community in Mildenhall Cambridgeshire.

Team

Led by Orion Chairman Richard Olsen, our team has the necessary skills to take large scale schemes right the way through the development process, from original vision and site acquisition to design, planning, funding, procurement, construction and long-term management.

Our team includes Mike Griffiths, former Chief Executive of Land Security Developments; Jason Fielden, Managing Director at Orion with 15 years previous experience in the banking sector; Chris Horn former Head of Regeneration at London Borough of Southwark; and David Bruce, in-house legal.

We are supported by our professional relationships with an outstanding team of development professionals including Robin Partington Architects, Rider Levett Bucknall, Savills, Colliers CRE and Portland Retail Design Consultants.

2. Development Securities Plc

Development Securities PLC is a London-based Property Investment and Development Company whose shares are quoted on the London Stock Exchange. Its principal objective is to carry out substantial, complex developments in a risk adverse manner with a view to adding maximum value for its shareholders. It is one of the UK's leading property developers with a reputation for a committed, systematic and highly professional approach to the development and regeneration process.

The company's name is synonymous with quality, especially after planning, funding and delivering such exceptional developments as One Curzon Street in Mayfair, Paddington Central, 333, Oxford St, City Park in Manchester and 10, St Bride's Street in the City of London. All of these projects have been delivered through positive working arrangements with each of the local authorities and after successful programmes of public and community engagement.

The investment arm has a clear strategy of investing in opportunities where significant improvements can be achieved through active asset management. Over the last 10 years Development Securities' investment portfolio has consistently outperformed the IPD index, most recently by a margin of 6.5% in 2009.

The company sees Shepherds Bush Market as an ideal opportunity to use its expertise and balance sheet strength to work with Orion and Hammersmith & Fulham to achieve an early and permanent uplift in the quality and performance of the market.

Development Securities has a market capitalisation in excess of £300 million and a current development portfolio with an estimated end value of £1.5 billion.

Scheme	Value circa £m	Sq. Ft.	Completed	Use	Funding Partner	Development/ Refurbishment
1 Curzon Street, London W1	180	0.22m	1998	Offices	CGI	Development
1 Silk Street, London EC2	175	0.465m	1997	Offices	CGI	Refurbishment
Blackfriars Court, London EC4	50	0.106m	2001	Office/Retail	DGI	Development
333 Oxford Street, London W1	80	0.085m	2003	Office/Retail	Deka	Development
Sheldon Square Paddington Central, London W2	200	0.6m	March 2002	Office/Retail	Phase 1 – Equitable Life & Norwich Union.	Development
Novotel Paddington Central ,London W2	34	206 Keys	2008	Hotel	Phase 2 – Aviva	Development
1 Kingdom Street Paddington Central ,London W2	200	0.25m	February 2008	Office	Phase 2 – Aviva and Union Investments	Development
2 Kingdom Street Paddington Central, London W2	150	0.23m	February 2010	Office	Phase 3 – Aviva & Avestus Capital Partners	Development
10 St Brides Street, London EC4	35	0.055m	January 2010	Office	Corpus Sireo	Development
Building 1000, The Royals, Docklands, E14	75	0.25m	September 2004	Office	Standard Life	Development
City Park, Manchester	50	0.15m	September 2009	Office & Hotel	Peninsular Insurance	Development
Carnival, Southampton	50	0.15m	December 2008	Offices	Phase 1 – Lime Property Fund (Aviva)	Development
DEVELOPMENT PIPELINE						
Heart of Slough	100	0.35m	2013	Offices/mixed use	N/A	Development
Hammersmith Grove, London W6	150	0.30m	Phase 1 – 2013 Phase 2 - 2016	Office/Retail	N/A	Development
Southampton West Quay 3 – Hotel	11	0.27m	2011	Hotel	LaSalle	Development
Southampton West Quay 3 – Office	N/A	0.060m	2012	Office	N/A	Development
4 & 5 Kingdom Street Paddington Central, W2	280	0.35m	2011/2012	Office	Aviva	Development

Agenda Item 8



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR RESIDENTS SERVICES

Councillor Greg Smith

OUTCOME OF OUT OF HOURS SERVICE REVIEW - PROPOSAL TO TRANSFER SERVICE TO HFBP AND THE ROCHDALE CONTACT CENTRE

**Wards:
All**

This report seeks approval to transfer the Council's Out of Hours Service to management of the Bridge Partnership and to be integrated into the Rochdale Contact Centre.

This will achieve up to £210k in operational savings a year whilst increasing the call-taking capacity of the service.

It is planned to achieve this transfer in February 2011.

A separate report on the exempt part of the agenda provides comments by the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services) on exempt aspects of the proposal.

CONTRIBUTORS

DRS
DFCS
ADLDS
DENV
DCS
DChS
HMS

Recommendations:

- 1. That approval be given to the transfer of the Out of Hours Service to the Bridge Partnership and the Rochdale contact centre.**
- 2. That the Director of Residents Services be authorised to enter into such agreements (and such terms) as she considers appropriate to enable the above transfer.**

HAS AN EIA BEEN COMPLETED? YES

1. BACKGROUND AND CONTEXT

- 1.1 There is a need, and an opportunity, to make savings and enhance the Council's Out of Hours service. The current Out of Hours service has high customer satisfaction ratings; however, during periods of high demand some residents are forced to wait an unreasonable length of time for their call to be answered. Although short term sickness is low, periods of long term sickness have in recent years resulted in budget overspends as shifts must be covered. Following a benchmarking exercise and establishment of the Council's contact centre in Rochdale, it was recognised that there was a need and potential opportunities to enhance the service while decreasing its costs.
- 1.2 This service is the Council's key point of telephone contact out of hours for residents and partner agencies that have emergency issues, including housing repairs, duty social worker requests and environmental health problems. It is currently based in Hammersmith Town Hall within the Emergency Services Section, Residents Services Department.
- 1.3 A service review team was established in autumn 2009 with a remit to consider alternative options and recommend a future service model..

2. PROPOSED SERVICE MODEL

- 2.2 The Out of Hours operation should be transferred to the Bridge Partnership and be integrated into the Council's contact centre operation.
- 2.3 Only a transfer of service to Rochdale provides significant cost savings and utilises the investment and knowledge within the contact centre in relation to LAGAN CRM and the telephony systems.
- 2.4 The transfer provides significant service improvements, including a doubling of call-taking capacity, operators having access to customer relationship information, the ability to offer additional contact services (such as payments) out of hours and customer channelling.
- 2.5 The transfer of service is in line with the wider customer transformation programme which promotes the transfer of additional services to the Rochdale Contact Centre.
- 2.6 The current annual service cost is £401k. The net cost to the Council (RSD) is £247k, with H&F Homes contributing £154k. The five year savings model for the proposed option is:

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr total
Total	£47k	£210k	£210k	£210k	£210k	£887k
Council	£10k	£119k	£119k	£119k	£119k	£486k
H&F Homes	£37k	£91k	£91k	£91k	£91k	£401k

- 2.7 The service will take 3-4 months to mobilise once a Cabinet decision is made. The service can be decommissioned with no fee provided 6 months notice is provided.

3. ALTERNATIVE OPTIONS

- 3.1 The pan-London framework agreement for Out of Hours service developed through Capital Ambition was considered in detail using a price / quality scoring system. However the costs are not competitive with Rochdale and the option does not provide the required quality in terms of customer relationship management.
- 3.2 Other options considered included:
- Modernising the current service and integrating with other out of hours services.
 - Combining services with a neighbouring borough.
 - Undertaking a formal market testing exercise. This was rejected due to the costs not being able to outweigh estimated benefits following the demonstration that even the highly tailored pan-London framework for Out of Hours services could not provide the technical and economic benefits required.

4. CONSULTATION UNDERTAKEN

- 4.1 A benchmarking exercise was undertaken against seven London Boroughs.
- 4.2 A corporate Service Review Team, which included Assistant Directors from the key service areas that use the Out of Hours service, reviewed the potential delivery options and have concluded that the service should be transferred to the contact centre in Rochdale.
- 4.2 The competition board has been consulted and have approved the full report and recommendations.

5. RISK MANAGEMENT

- 5.1 The subject of this report is not included on the corporate or a departmental risk register. Risks relating to all considered options have been considered by a corporate review team; those risks relating to the recommended proposal will be managed in line with the Council's risk management policy during the implementation phase.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 These comments are in the separate report on the exempt part of the Cabinet agenda.

7. COMMENTS OF THE ASSISTANT DIRECTOR – STRATEGY, PERFORMANCE & PROCUREMENT

7.1 The AD has provided advice and support during the procurement process, and agrees with the recommendations contained in the report.

8. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

8.1 These comments are exempt from this report and are in the separate report on the exempt part of the Cabinet agenda.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No	Description of Background Papers	Name/Ext of Holder of File Copy	Department / Location
1	Business Case for outsourcing Corporate Out of Hours service(s) outcome of review 2009/10 (Full Report)	Martin Barnard Deputy Head of Emergency Services 2263	Resident Services Room 313 HTH
2	Appendix A (to full report) Quality Comparison & SRT scores		
3	Appendix B (to full report) Detailed Costing		
4	HFBP Solution Proposal – Transfer Out of Hours to Rochdale Contact		
5	Pan-London shared service, Out Of Hours call handling. Project Evaluation 2010		
6	Pan-London shared service Access Agreement for Framework		

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**DEPUTY LEADER
(+ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

PARKING CHARGES REVIEW

**Wards:
All**

This report details the costs of parking related charges and services in Hammersmith & Fulham. It also compares costs with other London Boroughs and makes recommendations for changes to parking charges in Hammersmith & Fulham.

CONTRIBUTORS

DENV
DFCS
ADLDS

HAS AN EIA BEEN COMPLETED? YES

Recommendations:

That approval be given to:

- 1. The increase for the standard first six month and annual resident permits to £71 and £119 respectively during the 2010/11 financial year;**
- 2. The freezing of the cost of the standard first six month and annual resident permits at £71 and £119 respectively until 2014/15;**
- 3. The increase in the standard pay & display parking tariff to £2.80 per hour for Shepherd's Bush, Fulham and Hammersmith Town Centre areas (Zones A, CC, G, F and S) during the 2010/11 financial year;**
- 4. The increase in the standard pay & display parking tariff for all other zones to £2.20 per hour during the 2010/11 financial year;**
- 5. The 2nd stage increase in the pay and display tariffs as detailed in para. 3.1 of the report;**
- 6. The increase in the hourly rate for the SMART Visitor Permit to £1.80 per hour during the 2010/11 financial year;**

- 7. The increase in parking charges in Council operated car parks in line with the Controlled Parking Zones in which they are located.**
- 8. The increase in charges related to the suspension of parking bays as indicated in the body of this report;**
- 9. Increasing the 'green' vehicle parking permit rate to £60 per year.**

1. STRATEGIC OBJECTIVE

- 1.1 This report relates to Chapter 7 of the Local Implementation Plan for Transport 2005-09 whereby the Council will:

“develop, monitor and periodically review its policies for parking control, making adequate provision for the essential needs of both Borough residents and business communities, and discourage the increasing use of cars to areas of parking stress.”

2. BACKGROUND

- 2.1 This report details the current costs of parking-related charges and services in Hammersmith & Fulham. It also compares costs with other London boroughs and explores possible changes to parking charges in Hammersmith & Fulham. These proposals are aimed at meeting the Council's obligations to lower congestion and improve air quality.
- 2.2 This report does not address the charges for Penalty Charge Notices (PCNs) and removals which are set by London Councils subject to the agreement of the Mayor of London and Secretary of State and apply London-wide. These are currently under review but are likely to either remain unchanged or be increased in line with inflation. The Council's response to the consultation will be determined with the Deputy Leader on 22 September 2010.
- 2.3 The Mayor of London has indicated his support for managing the demand for travel through parking charges in order to meet the overall objectives of his Transport Strategy. The population of London is projected to increase significantly by 2016, which is also likely to lead to a growth in travel demand. Hammersmith and Fulham has the highest rates of congestion in the whole of London, and increasing the parking charges will help discourage unnecessary commuting journeys and assist in the efficient operation of the borough's road network, reduce congestion and help to improve air quality.
- 2.4 The Council has policies to encourage the use of sustainable modes of transport, reduce congestion, and ensure that residents have parking priority. These policies can also be used with mutually reinforcing policies related to increased parking charges in order to fulfil our obligation to take measures to improve air quality. This is important given that air pollution near many of London's busiest roads averages well over twice the World Health Organisation's maximum recommended levels.

Comparison of parking charges with other London Boroughs

- 2.5 Table 1 below indicates all parking permit changes since April 2003. Following the most recent review (effective from 1st July 2010), for the second year in a row the cost of a residents' first permit has been kept the same at £99 per year. Between 2003 and 2006 the cost of the annual resident's permit increased by £5 per year. Had this continued the current price of a permit would be £120 for 2010/11 and £140 by 2014/15.

Year	Annual resident permit (£)	2nd annual resident permit (£)	Annual business permit (£)	2nd annual business permit (£)	Doctors annual permit (£)
2003/04	85	400	600	1000	70
2004/05	90	410	615	1025	70
2005/06	95	420	630	1050	70
2006/07	95	420	660	1100	70
2007/08	99	430	680	1130	110
2008/09	99	450	715	1185	115
2009/10	99	473	751	1244	116

Table 1: Parking permit charges since April 2003

- 2.6 The Council has increased most fees and charges by 5% each year since 2007/08. This indicates that the cost of the resident permit relative to other services the Council charges for has gone down over the same period, with there being no change in price for the permit in real terms.
- 2.7 In addition, the Council has made several improvements to the quality of service in relation to the issue of parking permits, such as online renewals and the introduction of a courier service whereby permits can be delivered more quickly. We have also recently tightened the evidence requirements for the issue of residents' permits to help ensure that only genuine residents are able to obtain them. This has significantly reduced the number of permits issued (by more than 7%) and therefore increased the choice of parking spaces available to bona fide residents. The Council has also invested in the progressive introduction of the Smart Visitor Permit (see 2.17) which provides a reduced rate of hourly charge for residents' visitors and exemption from limited stay provisions.
- 2.8 Streets in the Town Centre areas within the borough experience a higher overall demand in parking than residential areas. The Council therefore operates priority hours for permit holders in Fulham and Shepherd's Bush Town Centres areas in Zones CC, G, F and S. These controls reflect a naturally higher demand for visitor parking in

these areas. A Controlled Parking Zone (CPZ) map of the borough is provided in Appendix 1.

- 2.9 Permit holders only hours are also in operation (Mon – Fri, 6.30-8pm and Sat 2-4pm and 6.30pm-8pm) in the Council’s Coomer Place Car Park, which is situated off North End Road in Zone F. Since priority hours are unique to this particular car park, if there is any measured adverse impact on businesses or the market in the area as a result of the tariff increases there is the option of offering the removal of the permit only hours in the car park.
- 2.10 The standard pay & display tariff within the Borough is set at £1.80 per hour. In Zone A (Hammersmith Town Centre area) the charge is £2.40 per hour.
- 2.11 In Askew Road, Fulham Road and Goldhawk Road there are a limited number of 20 pence per half hour (“stop and shop”) parking bays which were introduced in 2009.
- 2.12 Table 2 below indicates a comparison of pay and display tariffs and annual permit charges for the first resident permit with similar inner London boroughs. All the comparative boroughs offer a range of prices for pay and display parking as well as the resident permit.
- 2.13 Analysis of Table 2 indicates that the hourly pay and display rate in the London Borough of Hammersmith and Fulham is currently just over 22% lower than in the comparative average rate in other similar boroughs. Similarly the price of the annual resident permit is also lower than the average of all permit prices. Many of these boroughs are currently considering raising the costs of permits and/or pay and display tariffs.

Borough	Hourly P & D tariffs	Annual Resident Permit Prices
LBHF	£1.80 (apart from Zone A which is £2.40)	£99
Camden	£1.60 - £4.90	£84 - £162.75
Islington	£2 - £3.60	Up to £200
RBKC	50p - £3	£66 - £154
Lambeth	£2.10 - £4.20	£20 -£200
Southwark	80p - £2.30	£99.30
Westminster	£1 - £4	£83 - £132
Wandsworth	70p - £1.80	£95

Table 2: Pay & Display tariff and first residents’ parking permit comparison (Figures from 4 October 2010)

- 2.14 Currently the London Borough of Hammersmith & Fulham is recognised as the most congested borough in London with the highest annual vehicle delay per kilometre of network (‘Travel in

London: Key trends and developments', pp82: 2009). Therefore increasing parking charges is likely to encourage modal shift to public transport or indeed softer modes of transport such as cycling or walking, especially for shorter journeys. This will effectively promote the expeditious, convenient and safe movement of traffic in the borough and reduce congestion further.

- 2.15 For residents who own an electric, gas or hybrid vehicle the Council offers a discounted permit at a rate of £50 per year.
- 2.16 The Council also operates a SMART Visitor Permit (SVP) for residents' visitors which was introduced on a trial basis in December 2007 offering a discounted parking charge. The scheme currently operates in 13 of the Council's 27 Controlled Parking Zones and is expected to be introduced borough-wide in the 2011/12 financial year.

Cashless parking

- 2.17 The Council has been exploring cashless parking alternatives for a number of years and is looking to appoint a contractor to build on the work done on the Residents' Smart Permit and the Smart Visitor Permit. This will enable the Council to introduce a discounted rate for resident permit holders to use Pay & Display facilities across the borough.
- 2.18 The possibility of a discounted rate has been taken into consideration in developing a two stage increase in the Council's Pay and Display tariffs stated in the recommendations. The first stage will see an increase in the base rate for all and the shopper rate, with the shopper rate being extended to the Shepherd's Bush and Fulham Town Centres.
- 2.19 The facility to introduce cashless parking and a resident permit holders' discount would also allow the narrowing of the differential between the Town Centre Area shopper's rate and the base parking charge rate.

Comparison of parking suspensions charges

2.20 Parking suspensions in Hammersmith and Fulham currently cost £27 per bay (for 5 metres) per day. Table 4 below details the associated costs of parking bay suspensions compared to other London Boroughs.

	1st day	Further days	Admin fee	Cancellation	Cost of 2 space 2 day suspension
Islington	£95*	£16*			£111.00
Camden	£33.75	£33.75	£52.50	£52.50	£187.50
RBKC	£27.00	£27.00		£10.00	£108.00
Westminster	£38.00	£38.00		£20.00	£152.00
Wandsworth	£25.00	£20.00		no refunds	£90.00
Lambeth	£40.00	£40.00	£60.00	£60.00	£220.00
LBHF current	£27.00	£27.00			£108.00

* Islington do not charge per space

Table 4: Comparative parking bay suspensions cost

2.21 The aims of the suspension service are:

- to ensure that suspensions are of the shortest possible duration so that the largest number of parking spaces remain available for residents, their visitors and business visitors,
- to provide good advance information about suspensions to residents and motorists, and
- to ensure that suspended bays are cleared as soon as possible at the start of the day.

2.22 One of the weaknesses of the current charging system is that, where a suspension is approved but subsequently cancelled after the signs have been erected, no charge is made despite the Council having incurred costs. It is therefore proposed that the first day charge for the first bay is non-refundable in the event of cancellation.

3. RECOMMENDATIONS

3.1. This report recommends a number of changes detailed below:

- To approve the increase for the standard first six month and annual resident permits to £71 and £119 respectively during the 2010/11 financial year;
- To approve the freezing of the cost of the standard first six month and annual resident permits at £71 and £119 respectively, for the next 4 years until 2014/15;

- To approve the increase in the standard pay & display parking tariff to £2.80 per hour for Shepherd's Bush, Fulham and Hammersmith Town Centre areas (Zones A, CC, G, F and S) during the 2010/11 financial year
- To approve the increase in the standard pay & display parking tariff for all other zones to £2.20 per hour during the 2010/11 financial year. The reference to resident's P & D in the table refers to the cashless parking facility for residents, which offers a 40 pence discount per hour on the standard parking base rate. It is proposed that all Council operated Car Parks will have the same operating parking tariffs as the CPZ in which they are located. The proposed two stage increase in Pay & Display charges is set out in Table 5 below:

	Current Rate	1st Stage Increase	2nd Stage Increase
SMART Visitors' Permits	£1.50	£1.80	£1.90
Resident's P&D			£2.40
Base Rate	£1.80	£2.40	£2.80
Shopping Area Rate	£2.40	£2.80	£2.90
First Residents' Permit	£99	£119	£119

Table 5: Recommended two stage tariff increases

- To approve the increase in the cost of suspending a parking bay from £27 per day to £35 to fall in line with the charges set by other boroughs as indicated in Table 6 below. This new charge as well as the overall operation of parking suspensions will be reviewed again in 2011-12.

	1st day	Further days	Admin fee	Cancellation	Cost of 2 space 2 day suspension
LBHF current	£27.00	£27.00			£108.00
LBHF proposed	£35.00	£35.00		£35.00	£140.00

Table 6: Current and proposed parking suspension charges

- To approve an increase in the discounted permit charge for electric, gas or hybrid vehicles will be increased to £60 per year in line with other charges set out in this report.

4. **TIMESCALES & COSTS**

- 4.1 The timescales for the introduction of Stage 1 parking tariffs (excluding parking permits) are estimated as follows:

Time Period	Action
2010/11	
14 October 2010	<ul style="list-style-type: none">• Cabinet approval
15 - 19 October 2010	<ul style="list-style-type: none">• Drafting appropriate traffic regulation orders
20 October – 19 November 2010	<ul style="list-style-type: none">• Advertising appropriate traffic regulation orders
15 Oct – 22 November 2010	<ul style="list-style-type: none">• Changing ticket machine covers and chipsets borough-wide• IT Programming
22 November 2010	<ul style="list-style-type: none">• Introduction of Stage 1 parking tariffs

- 4.2 It is expected that the Stage 2 parking tariffs detailed in Table 5 under 3.6 will be introduced during 2011/12.
- 4.3 The introduction of the resident parking permit price increase requires additional IT programming changes and notification to residents one month prior to the introduction of the new permit price. Therefore the resident permit price increase would be operational from 1 January 2011.
- 4.4 The cost of implementing the recommendations is estimated at £40,000 and will be covered within the existing Controlled Parking Zone budget for 2010/11, requiring no further funding.

5. **COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 5.1 As parking policy is not a fiscal measure in terms of generating income, no consideration should be given to the financial implications of the recommendations of the report. However it is appropriate to estimate the potential impact of any changes in parking charges, although as this is dependent upon motorists' reactions on their parking behaviour it is notoriously difficult to accurately estimate the impact.

5.2 The increase in residents permits is likely to generate £700,000 in a full year, and possibly £175,000 from January to March 2011.

5.3 The proposed increase in pay and display tariffs are entirely reliant upon motorists' reaction to the increased charge and a high level of resistance has been taken into account in estimating the impact

	Current Rate	Current Income	1st Stage Increase	Forecast Additional Income	2nd Stage Increase	Forecast Additional Income
SMART Visitors' Permits	£1.50	£150,443	£1.80	£15,044	£1.90	£4,597
Resident's P&D					£2.20	
Base Rate	£1.80	£10,188,495	£2.20	£943,202	£2.60	£428,728
Shopping Area Rate	£2.40	£974,044	£2.80	£553,303	£2.80	£0
		£11,312,982		£1,511,549		£433,325

5.4 Only 50% of the potential impact of tariff increase has been taken into account when calculating the impact on the total yield of the first stage increase. This has been further reduced when calculating the impact of the 2nd stage increase reflecting the likelihood that a number of residents will avail themselves of the discounted P&D tariff.

5.5 The proposed increase in parking tariffs during 2010/11 could yield £500,000, although any resistance in parking tariff increases is more pronounced immediately after the increase and this needs to be taken into consideration.

5.6 The proposed increase in suspension charges represents a 29.6% increase; if this is reflected in increased income, the annual increase would be approximately £150,000 per year, £50,000 in 2010/11.

5.7 The impact of the other proposed charges are negligible. The impact of all changes will be reported through the CRM and factored into the 2011/11 Revenue Estimates.

6. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

6.1. The Council has power under the Road Traffic Regulation Act 1984 to set and review charges for on-street parking in its area. In doing so it has to have regard to the objectives of the Act "to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway"

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Project file – CPZ file 2010-11/charges review	Naveed Ahmed Ext. 1418	Environment/ Highways/ Transportation/ 4 th floor HTHX
.			
CONTACT OFFICER: Naveed Ahmed		NAME: EXT.1418	

Appendix 1 – Borough CPZ map



Agenda Item 10



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**DEPUTY LEADER
(+ENVIRONMENT &
ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

**CYCLE TRAINING FOR CHILDREN, STUDENTS AND
ADULTS AND RELATED SERVICES**

**Wards:
All**

This report seeks approval to accept tenders from Bikeworks to provide:

- cycle training for children at schools across the borough;
- cycle maintenance services and training; and
- all ability cycling events and training.

This report also seeks approval to delegate authority for the award of a contract to provide cycle training to adults in the borough.

The total cost of all four contracts, funded through the Transport Local Implementation Plan (LIP) allocation from TfL, is expected to be £180,000 over three years, as set out in paragraph 5 of this report.

A separate report on the exempt part of the Cabinet agenda provides an analysis of the bids received for each lot.

Recommendations:

CONTRIBUTORS

DENV
DFCS
FCSLs
ADLDS

1. That the contracts for Lots 1,3 and 4 (as set out in this report) be awarded to Bikeworks Limited for a period of three years, with an option to extend for up to two further years on an annual basis.
2. That authority be delegated to the Director of Environment to award the contract for Lot 2, the contract to run for a period of three years, with an option to extend for up to two further years on an annual basis.

HAS AN EIA BEEN COMPLETED? YES

1. BACKGROUND

- 1.1 Cycle training, which gives cyclists the skills and confidence to cycle in traffic and an understanding of traffic and highway regulations, is a proven method of encouraging more people to cycle and reducing cyclist casualties. People who have received cycle training are less likely to commit offences such as cycling on footways or riding through red traffic signals, and cycle maintenance and training help to keep bicycles in a safe and roadworthy condition.
- 1.2 Encouraging more people to cycle is a key Mayoral priority, and includes a commitment to offer cycle training for people of all ages. The Mayor's Transport Strategy (MTS) includes a target to increase cycling levels by 400% by 2026 (compared to 2000 levels).
- 1.3 The Council entered into cycle training contracts in 2008 with Cycle Training UK for adults and Cycling Instructor Ltd. for children. The borough's cycle training programme has been funded by Transport for London (TfL) through the Local Implementation Plan and has proved popular with trainees and parents. Although TfL no longer ring fences funds for cycle training, we believe that cycle training is a popular and cost effective use of some of the funds which TfL have allocated to us as part of the "Corridors" and "Smarter Travel" programmes. TfL have indicated that funding levels for 2011/12 and 2012/13 will be some 5% lower than in 2010/11. We are proposing to commit a similar level of funding to cycle training as in previous years, i.e. £60,000 per annum. The allocation of a slightly higher proportion of available funds to cycle training is justified by the fact that this is a cost-effective way of increasing the number and safety of cyclists without requiring changes to highway infrastructure.
- 1.4 The previous contracts have now expired and we are seeking to appoint suitably qualified and experienced providers to provide, over a three-year period, with the option to extend for up to two further years, four contracts covering:
 - Child cycle training
 - Adult cycle training
 - Dr Bike services and cycle maintenance training
 - All ability cycling events and training.
- 1.5 Applicants were invited to bid for one, some or all contracts. The contracts are expected to commence on 1 November 2010 and run until 31 October 2013. There will be an option in the contracts to extend for two further years on an annual basis. The Council shall have the right to terminate the agreement, or to terminate the provision of any part of the agreement, at any time by giving three months' written notice to the Service Provider.

- 1.6 Tender documents were published on the London Tenders Portal <https://www.londontenders.org> on 25 April 2010. Seven tenders were received by the deadline of 21 June 2010. Five of these were valid, and two were not because not all the required documentation was submitted.

2. DETAILS OF LOTS BID FOR

2.1 Lot 1: Child Training

Child cycle training to be done in small groups of children (usually about 12 but can vary) in school grounds to Level 1 of the National Cycle Training Standards and on appropriate local quiet streets to level 2 of the National Cycle Training Standards, supplemented by courses at weekends and during school holidays, dependent on demand. All instructors must be qualified in the National Standards for Cycle Training. Bikeability best practice ratios of instructors to children to be observed at all times (1:7 at level 1; 2:7 at level 2).

2.2 Lot 2: Adult Training

The Council is looking for provision of adult cycle training tailored to individual needs, on a one-to-one basis, in two hour sessions, at a location chosen by the trainee. The outcome we seek is trainees to acquire the necessary skills and confidence to cycle in traffic, on roads local to them. Trainees will range in ability from people who have never ridden a bicycle before to those who have some experience of cycling but need help in coping more confidently on busy roads. The training must meet national standards. All instructors must be qualified in the National Standards for Cycle Training.

2.3 Lot 3: Dr Bike Services and Cycle Maintenance Training

The Council wants a provider to provide a monthly Dr Bike session at the Town Hall open to all cycling staff at the Council. The purpose of this session will be to undertake and also teach minor bicycle repairs to H&F staff. This session will also include maintenance of the Council's pool bikes. Additional Dr Bike events may be required during the year, eg at local events and festivals. We may also wish to consider providing some more formal cycle maintenance classes if there is sufficient demand for it.

2.4 Lot 4: All ability cycling events/training

The Council wants a provider to provide a broad range of possible cycling activities, events and training to people with disabilities, and to inspire people who thought cycling wasn't a possibility for them to give it a try. We are open to suggestions as to how we can best provide such services. All instructors must be qualified in the National Standards for Cycle Training.

3. TENDER EVALUATION

- 3.1 Seven tenders were received as set out in the report on the exempt part of the Cabinet agenda, five of which were valid:
- 3.2 Tenders were evaluated by a tender appraisal panel of three Council officers on the basis of 50% quality and 50% price in accordance with the successive stages set out below. Each lot bid for was evaluated separately.

Section	Evaluation Criteria
Stage 1: PART A: Background Information	
Section 1: Company Details and Status	Not applicable
Section 2: Probity	Not applicable
Section 3: Eligibility	Pass or fail
Section 4: Financial Standing	Pass or fail
Section 5: Equalities	Pass or fail
Section 6: Health & Safety and Accreditation	Pass or fail
Stage 2: PART B: Method and Resources Statement	
	Maximum Score
Company profile and statement	10
Qualifications of the staff	10
Experience of the bidding organisation	10
Continuity of Service	5
Publicity and evaluation proposals	5
Monitoring proposals	5
Cancellation charges	5
Pricing Schedule:	
Price	50

- 3.3 Lots 1,3,4
The overall scores for Lots 1,3 and 4 are detailed in the Appendix to the separate report on the exempt part of the Cabinet agenda. The tenderer with the highest score, and therefore deemed to have submitted the most economically advantageous tender for all three lots, is Bikeworks Limited.

The TAP therefore recommend that the contract for lots 1,3 and 4 is awarded to Bikeworks Limited.

3.4 Lot 2

There was some ambiguity in the pricing information sought and received from tenderers in relation to Lot 2. The TAP decided to go back to the five organisations which submitted valid tenders to seek further clarification, specifically on how many cycle instructors they would provide for a group of between two and five adults, and whether this would vary depending on the level of the training, eg complete beginner or intermediate. The tenders for Lot 2 will then be evaluated in accordance with published evaluation criteria. It is recommended that Cabinet delegate authority to the Director of Environment to approve the award of Lot 2.

4. BUDGET

4.1 The Council has received £60,000 in the Local Implementation Plan (LIP) funding from TfL to deliver cycle training during 2010-11. TfL has indicated that we will receive similar levels of funding over the following two years to 2013.

4.2 cashflow

	2010/2011	2011/2012	2012/2013	Total:
	£k	£k	£k	£k
Child cycle training:	30	30	30	90
Adult cycle training	10	10	10	30
Dr Bike and bike maintenance	7	7	7	21
All ability cycling	7	7	7	21
Fees:	6	6	6	18
Totals:	60	60	60	180

4.3 In the event that TfL funding is lower than has been indicated in future years, or is withdrawn completely, the Council has the right to terminate the Agreement, or to terminate the provision of any part of the Agreement, at any time by giving three months' written notice to the Service Provider without liability howsoever arising.

5. RISK MANAGEMENT

5.1 No material business risks have been identified

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 £60,000 has been made available from the TfL Corridors allocation in 2010-11. The continuation of the scheme is dependent on the funding being made available by TfL in the next two financial years.
- 6.2 At present, the costs are based on an estimate. This is subject to change once the detail of the scheme has been costed. The funding however is limited to the amount approved by the TfL board plus a contingency. Any variation in costs in excess of the contingency can not be assumed to be funded by TfL unless this is approved in advance. Alternatively, officers may need to manage the workload to ensure that expenditure is contained within the approved provision.

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 7.1. Legal Services have advised the client department during the procurement process and agree with the recommendations in this report.

8. COMMENTS OF THE ASSISTANT DIRECTOR (STRATEGY, PERFORMANCE AND PROCUREMENT)

- 8.1 Advice from the division to the TAP has been provided throughout the tendering process. The Public Contract Regulations 2006 (EU procurement rules) do not apply to this procurement, although a contract award notice must be sent to the European Commission. The AD supports the recommendation contained in 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	TENDER PACK: <ul style="list-style-type: none"> • Instruction to Tenderers; • Method & Resources Statement; • Form of Tender and Pricing Schedule; • Specification • Conditions of Contract 	Richard Evans 3344	ENV/Highways
2	Draft services agreement	Richard Evans 3344	ENV/Highways
3	Contract standing orders	Richard Evans 3344	ENV/Highways
4	Advertisement of tender	Richard Evans 3344	ENV/Highways
5	Tender analysis spreadsheets	Richard Evans 3344	ENV/Highways
6	Tenders from seven bidding organisations	Richard Evans 3344	ENV/Highways
7		Richard Evans 3344	ENV/Highways
8		Richard Evans 3344	ENV/Highways
CONTACT OFFICER:		NAME: Richard Evans EXT. 3344	



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**NEW KINGS PRIMARY SCHOOL - ALTERATIONS
TO CREATE A CHILDREN'S CENTRE**

**Ward:
North End**

This report seeks approval to place an order under the Council's Measured Term Contract for Non-Housing Projects 2007/2010 to carry out alterations to create a new children's centre at New Kings Primary School, New Kings Road, London SW6 4LY.

CONTRIBUTORS

ENV(BPM)
DCHS
DFCS
FCSLs
ADLDS

Recommendations:

- 1. That approval be given to award the contract for the works in this report to Philiam Construction & Development Limited in the sum of £274,000 (plus fees) as set out in para. 5.4 of the report, the works to be awarded under the Measured Term Contract for Non-Housing Projects 2007/2010.**
- 2. To note that the contract is expected to start on 25 October 2010 for a period of 17 weeks.**

<p>HAS AN EIA BEEN COMPLETED? YES</p>
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1. BACKGROUND

- 1.1 The proposed works form part of the Children's Centre 2009/2010 Capital programme for which the Cabinet Member for Children's Services has responsibility.
- 1.2 The aim of the Department for Education's (DfE) 10 year strategy entitled "Choice for parents and the best start for children" is to improve life changes for all children and to close the gap between advantaged and disadvantaged families in the community. The development of Children's Centres lies in the centre of this strategy.
- 1.3 The Government is committed to delivering a Sure Start Children's Centre within every community. Cabinet approval was given in February 2007 for the development of seven Children's Centres and New Kings Children's Centre will provide an important service to this part of the borough.

2. BRIEF DETAILS OF THE WORKS

- 2.1 The proposed work involves extending and converting the ground floor of the existing School Keeper's House to create the new Children's Centre. The new single storey extension will form a multi-purpose room and toilets and the existing building will be adapted to provide a new entrance, reception and meeting rooms.
- 2.2 The new extension will have a green roof to help reduce the risk of storm flooding as well as improving thermal insulation. Sun pipes have been included to central areas to increase natural daylight. The extract fans will be low carbon type and all other new mechanical and electrical works have been designed and specified with energy-efficient fittings and controls. The specification of materials that embody high levels of energy has been avoided. Where possible the components and materials have been selected with consideration to their maintenance requirements, the recycled content, the recyclability on disposal as well as durability and life expectancy.

3. TENDER DETAILS AND BASIS FOR APPOINTMENT OF SPECIFIC FRAMEWORK CONTRACTOR

- 3.1 The Cabinet meeting held on 27 November 2006 gave approval to the acceptance of the three most economically advantageous tenders to carry out Non-Housing works under a Measured Term Contract (MTC) from 1 January 2007 for a period of four years. The three contractors appointed were Dray Building Limited, Philiam Construction & Development Limited and Borough Construction.
- 3.2 The tenders are to carry out works to non housing properties on an order by order basis using the National Schedule of Rates as the pricing mechanism. This

MTC is appropriate to undertake the required work and its use will save the time required to invite and obtain approval of building tenders. This approach to procurement allows projects to be processed quickly without recourse to a separate tender, whilst at the same time maintaining value for money, as the completed works are paid for at competitively tendered rates. The inherent flexibility of this MTC is well suited for a project of this nature which requires some design development as the works progress.

- 3.3 The three appointed contractors under this framework agreement have been appointed on the basis of the following negative percentage adjustments to the National Schedule of Rates.

Dray Building Limited	-12%
Philiam Construction & Development Limited	-10.15%
Borough Construction	- 9.0%

Cabinet agreed that the subsequent choice of contractor to be recommended for each individual project allocated to these Framework Agreements will be appraised by a panel of officers from Building & Property Management and the Client department for each scheme. The selection would be based on price, financial limits, available resources, performance and ability to meet the Council's requirements for the particular project including timescales. However, for the reasons given below, all orders under the Framework are now placed with Philiam Construction & Development Limited.

- 3.4 Dray Building Limited subsequently wrote to the Council on 22 October 2007 advising that for purely commercial reasons, they would be unable to continue as one of the MTC contractors. Therefore, and in accordance with the conditions of contract, they implemented the 3 month "Break Clause" which has now expired and they have now formally withdrawn from the Council's Measured Term Contract for Non-Housing Projects 2007/2010. The contractor has completed all projects allocated and has honoured the 12 months Defects Liability Period. A final certificate was issued to them on 7 September 2009.
- 3.5 Borough Construction similarly ceased work on the MTC from March 2008.
- 3.6 Officers from Building & Property Management and the Client Department (Children's Services) have reviewed the project requirements and programme timescale and have approached Philiam Construction & Development Limited, by reason that they are the only contractor under MTC. They have confirmed that they are able to undertake the works to meet the programme.
- 3.7 Officers recommend the selection of Philiam Construction & Development Limited on the basis of the criteria detailed in paragraph 3.3 above.
- 3.8 The estimated costs of the works priced against the Schedule of Rates are £248,200 which together with contingencies of £25,800 gives an order value of £274,000.

4. FEES

- 4.1 The professional services previously provided by Building Technical Services (Environment Directorate) are now, following market testing, being provided by EC Harris LLP. Consequently fees are calculated on the basis of the tendered schedule of rates plus the cost of the Client Agent Team, which is funded via a percentage fee to the value of the commissions placed. Fees are charged on the basis of 15% with final account reconciliation at the end of each financial year. Therefore fees are applicable to the proposed works at a rate of 15% which is an amount of £41,100. Hence, the total of works and fees recommended for approval is £315,100.

5. COMMENTS OF THE DIRECTOR OF CHILDREN'S SERVICES AND DETAILS OF FUNDING PROVISIONS

- 5.1 The purpose of these works is to create a fully accessible Children's Centre for pupils, staff and visitors.
- 5.2 The funding for this scheme is contained within Sure Start Capital Grant in the sum of £375,000 plus fees and a contribution of £95,000 from New Kings Primary School making a total of £470,000.
- 5.3 Cost Code: Pnk00210030pr0070
- 5.4 The anticipated cashflow of the project is as follows:

	2010/2011	2011/2012	Totals:
	£	£	£
Works:	241,995	6,205	248,200
Contingency Sum:	25,155	645	25,800
Fees:	36,990	4,110	41,100
Total:	304,140	10,960	315,100

6. PROGRAMME OF WORK

6.1 The anticipated programme of work is as follows:

Approval (Cabinet) :	14 October	2010
Issue Letter of Acceptance:	20 October	2010
Proposed Start on Site:	25 October	2010
Anticipated Completion:	18 February	2011

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

7.1 The total cost of the proposed scheme is to be fully funded from Sure Start Grant and contribution from New Kings Primary School as detailed in paragraph 5.2 above.

7.2 The financial standing of the company Philiam Construction & Development Limited has been examined. The Council has been advised that in the light of the information available, the overall financial performance of the company is still considered to be sound.

8. COMMENTS OF THE ASSISTANT DIRECTOR FOR STRATEGY, PERFORMANCE & PROCUREMENT

8.1 There are no procurement related issues as the order to be given to Philiam Construction & Development Ltd will be made under an existing Measured Term Contract.

9. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

9.1 The AD (Legal and Democratic Services) agrees with the recommendations of this report.

LOCAL GOVERNMENT ACT 2000
BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Project Manager	Carol Lang Tel: 020 7833 6511	EC Harris 181 King Street, Hammersmith W6 9JU
2.	Project documents, tender preparation details, specification, correspondence, Quality Assurance Plan (Bsi)	P. Nolan Ext. 4516	BPM/ENV 6 th floor HTH Ext King Street Hammersmith W6 9JU
3.	Tender returns, tender evaluation details	P. Nolan Ext. 4516	BPM/ENV
4.	Project development	Mick Stone 020 7385 0606	CHS Schools Resources and BSF Gibbs Green School Mund Street Hammersmith

FOR BTS USE ONLY:

Word/Business Support/Admin/Reports/Original/Key Decisions

PROCON NUMBER: _____

MDF : REP08/rev06/1.3.2010

CONTACT OFFICER:	NAME: Inger Eriksson EXT: 4764
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London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**WILLIAM PARNELL PARK IMPROVEMENT
PROJECT**

**Ward:
Sands End**

This report seeks approval for the allocation of £330K of funding from various sources to match fund improvements to William Parnell Park; and for delegated authority to award the works contracts for fencing and landscaping.

CONTRIBUTORS

AD Parks & Culture
DRS
DFCS
ADLDS

Recommendations:

- 1. That approval be given to undertake improvements to William Parnell Park at a total cost of £445K as set out in paras. 3.1 and 3.2 of the report.**
- 2. That authority to award the works contracts be delegated to the Director of Residents Services, and the Director of Finance and Corporate Services in consultation with the Cabinet Member for Residents Services.**

<p>HAS A PEIA BEEN COMPLETED? YES</p>
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1. BACKGROUND

- 1.1. William Parnell Park is in the Sands End Ward of the London Borough of Hammersmith and Fulham. The Park is a valuable local green space in a densely populated area of high socio-economic need. The Park is tired and run down, attracts antisocial behaviour, suffers from large amounts of dog fouling and the existing play area is in very poor condition.
- 1.2 The Park is quite small (0.9 hectares) and of an irregular shape, with two large mounds, two flat grassed areas, a central landscaped sitting area and a playground. Access to the park is provided through seven separate park entrances. Entrances are gated with approximately one metre high gates supplemented with kissing gates to prevent scooter and motorcycle access through the park. Gates are not locked at night as they are low and do not prevent or deter access. This is currently an unusual situation as all similar parks in the borough are gated with 2 metre high gates that are currently locked at night.
- 1.3 The Park has an unusually (compared to other parks in the borough) large number of residents living on the perimeter; it is adjoined by Bulow Housing Estate (Bulow Court, Pearscroft Court, Jepson House) and the Stanford Court sheltered housing scheme.
- 1.4 There are now a number of funding streams in place which will allow for significant improvements to the Park.
- 1.5 In 2007 Groundwork London (GWK) successfully bid for £81K of BIG Lottery funding for the provision of play facilities in the Park. £10K of this has already been committed to initial design proposals. The balance of £71k is available for the provision of play facilities as set out in this report. A further £45K has been secured from SITA (£25K) and Western Riverside Environmental Fund (£25K) towards improvements.
- 1.6 In 2007 £170K (indexed to £180k as at August 2010) S106 funding relating to Pearscroft Court was made available for environmental improvements to the Park and its immediate vicinity. All of this has been committed to part fund this project.
- 1.7 In January 2009 GWK presented Council with a proposal to partner in the development of a new play space and landscaping improvements to the wider park estimated at £380K (£345K play and landscaping improvements + £35k landscape consultant fees).
- 1.8 In June 2010 GWK were appointed to develop and consult on detailed design proposals for play and landscaping improvements.

2. PROPOSALS

2.1 It is proposed that play and landscaping improvements are undertaken to improve the appearance and functionality of the park and that improvements to access are undertaken as part of the wider 'eyes and ears' project.

2.2 The project will be divided into two separate but closely coordinated work packages with:

- i) access improvements to be delivered by LBHF project officers
- ii) play and landscaping improvements to be delivered by GWK

2.3 Officers consider that this approach is the most efficient as access elements require specialist railing/fencing fabricators and installers and play and landscaping elements require specialist landscaping expertise.

2.4 Access improvements to include:

- Removal of three access points and the introduction of one new access point.
- Removal of existing low fencing and erection of 2 m high fencing where required.
- Introduction of 2m high gates at five remaining access points
- Removal of kissing gates and other barriers

2.5 Play improvements to include:

- Removal of existing playground
- Design and installation of new play facilities for all age groups

Landscaping improvements to include:

- Reinstatement and landscaping of existing playground site
- Removal of selected planting and introduction of new planting
- Removal of existing ad-hoc array of bins and benches and installation of new.
- Removal of obsolete paving leading to/from three eliminated access points and the installation of new paving leading to/from one new access.

3. FINANCIAL IMPLICATIONS

3.1 Table 1 - Access Improvements

Access Improvements	55,000
Officer Recharges / Project Management	7,000
Total	£62,000

3.2 Table 2 - Play and Landscaping Improvements

Play and landscaping improvements	345,000
Landscape Consultants Fees	35,000
Officer Recharges / Project Management	3,000
Total	£383,000

Total anticipated project cost is £445k.

4. AVAILABLE FUNDING

4.1 Table 3

S106 Pearscroft Estate Site (Available for physical works such as hard or soft landscaping, street furniture, security improvements, boundary treatment, play equipment and lighting. (LBHF)	180,000
Playbuilder - Year 2 (LBHF) TBC	75,000
Parks Capital Programme (LBHF)	75,000
Total (LBHF)	330,000
BIG Lottery Funding (GWK)	71,000
SITA (GWK)	20,000
WREF (GWK)	25,000
Total (GWK)	116,000
Total Funding	£446,000

4.2 In order to complete the project, a funding allocation of £330K is required to supplement £116K of funding from GWK. £180k Section 106 has already been secured and the balance has been committed from a combination of existing parks capital and Playbuilder grant funding.

4.3 Criteria associated with funding sourced by GWK requires that some elements of play and landscaping works are completed by the end of October 2010. It is proposed that works will be tendered and a contractor selected in September and appointed in October subject to Cabinet approval. In order to ensure works are completed within funding time constraints delegated authority is sought to appoint contractors.

5. CONSULTATION

5.1 In July 2008 proposals developed in conjunction with the SNT to improve fencing and install lockable gates so the Park could be secured at night were presented to local residents. Proposals met with general approval although some residents who use the site as a commuter route expressed concerns that when the Park was locked they would be unable to gain access to and from their homes via the Park. As stated in Paragraph 2.1 this will be reviewed as part of the 'eyes and ears' project.

5.2 Between August and October 2009 GWK carried out a series of consultation events to facilitate local residents' involvement in the design and regeneration of the Park. Consultation highlighted significant concerns about the wider issues, notably anti-social behaviour and dog fouling. The outline play and landscaping improvement proposals met with general consensus.

5.3 Additional consultation will be undertaken to solicit resident feedback at key stages throughout the design process.

6. PROCUREMENT

- 6.1 Contractors will be appointed in consultation with Council's Procurement Team and in line with Council's Standing Orders to design, fabricate and install fencing improvements at an estimated cost of circa £55K.
- 6.2 Contractors will be appointed in consultation with the Council's Procurement Team and in line with the Council's Standing Orders to carry out play and landscaping improvements at an estimated cost of circa £345K.

7. TIMESCALE

- 7.1 Table 3

Access improvements	
August 2010	Prepare detailed designs
August 2010	Consultation
August-October 2010	Planning application
September 2010	Tender works contract-subject to planning approval
October 2010	Appoint works contractors-subject to Cabinet approval
October 2010	Works on site
Play and landscaping	
August 2010	Prepare detailed designs
August 2010	Consultation
August - October 2010	Planning application if required
September 2010	Tender works contract - subject to planning approval
October 2010	Appoint works contractors-subject to Cabinet approval
October 2010	Works on site

8. RISK MANAGEMENT

- 8.1. The project is included on the Residents' Services Department Project Register and the Corporate Project Management Office Register; these are updated monthly.
- 8.2 A project risk log prepared by the Project Manager and approved by the Project Board identifies and categorises risks associated with the project and proposes actions to mitigate them. Identified risks are managed by the Project Manager in accordance with agreed actions and reported to the Project Board monthly.

9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 9.1. Table 3 (para 4.1) demonstrates that there is sufficient funding available to fully resource this project based on the current anticipated project cost (£445k). The £75k Playbuilder funding is yet to be confirmed pending a decision from Central Government as to the long term sustainability of the overall Playbuilder grant. Should this funding no longer be available, a matching contribution will be made from existing parks capital budgets. There is an annual rolling capital programme for parks investment of £500k per year for 3 years (2010/11 – 2012/13) from which this funding gap will be resourced if required.
- 9.2. Project costs will need to be closely monitored and reported through the project group to ensure that there is no adverse deviation from the budgeted proposal.

10. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 10.1. The section 106 agreement relating to Pearscroft Court and completed in August 2007 permits the Council to spend the money received to fund environmental improvements to William Parnell Park and its immediate vicinity.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Background papers and consultation documents	Marlene Pope x.2447	Residents Services Department, parks & Culture
2.			
CONTACT OFFICER:		NAME: Marlene Pope EXT. 2447	



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**CABINET MEMBER
FOR HOUSING**

Councillor Lucy Ivimy

HOSTEL IMPROVEMENT

Seeking to reinvest capital receipts from the hostel disposal programme to invest in the hostel stock in order to bring them up to a decent standard and to provide an additional 3 disabled units.

**Wards
All**

CONTRIBUTORS

DCS
ADLDS
DFCS

Recommendation:

That, subject to tender, £1.517m be committed to the refurbishment and improvement of 90 units of hostel stock and £150k for the provision of 3 disability units at 456 Uxbridge Road.

<p>HAS AN EIA BEEN COMPLETED? YES</p>
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1. INTRODUCTION

- 1.1 This report sets out a proposal to invest in the hostel stock to bring it up to a decent standard and to create 3 additional disabled units at Uxbridge Road Hostel, in Shepherds Bush.
- 1.2 In February 2007, Cabinet agreed to dispose of 54 units of hostel accommodation which were surplus to requirements. The proposal was to reduce the hostel stock from 161 units in 18 buildings to 107 units in 6 buildings. To date, 11 buildings providing 46 units of accommodation have been sold. The view of the Accommodation Services team is that the previous target of retaining 107 units of hostel accommodation should be revised down in view of the reduction in demand for hostel accommodation and temporary accommodation. The capital receipt from the sale of the sites sold to date is over £9m. Capital receipts are ring-fenced for affordable housing.
- 1.3 The purpose of this report is to review and report on the condition of the remaining hostel stock

2. BACKGROUND

- 2.1 The Council's hostel accommodation is used as short term temporary accommodation for homeless households. This accommodation is, in fact, largely self-contained accommodation.
- 2.2 The units are used to house the majority of homeless families and single people in what is known as 'First Stage' (often emergency) accommodation. Use of this accommodation enables the Council to avoid the use of Bed and Breakfast hotels which are now rarely used.
- 2.3 During the time spent at such accommodation assessments are undertaken of household circumstances and support needs. These can assist in deciding whether or not the Council will accept a long term housing duty to the household. This form of temporary accommodation is therefore critical to the temporary accommodation strategy, enabling the local authority to assess and, if necessary, evict tenants in short term accommodation where long term housing duties are not agreed.

3.0 HOSTEL IMPROVEMENTS / CAPITAL INVESTMENT

- 3.1 It is crucial that the stock which is retained is fit for purpose and that the buildings are improved for future use. Facilities such as bathrooms and kitchens at some of the sites are over 20 years old. Due to their use, there is a high turnaround in hostel accommodation. During 2009/10, 174 new tenancies were created in the hostel stock.

Feasibility studies have been commissioned to examine the scope of works and cost to bring the hostel stock up to a decent standard (**See Appendix 1**).

- 3.2 A feasibility study has been commissioned for converting 3 flats on the ground floor at 456 Uxbridge Road into mobility units. There are only 3 mobility flats within the hostel portfolio: 1 unit at Broomhouse Road and 2 units at Uxbridge Road. We have full occupation of all of our mobility units and are often unable to meet the temporary accommodation demand for these units. We are unable to use PSL accommodation because we are not able to carry out adaptations to privately leased properties without landlord consent. As a result, threats of Judicial Review have prompted the need for additional flats. Costings have not yet been produced, but it is anticipated that the cost of these works would be in the region of £150,000.
- 3.3 Surveys have identified that necessary works are required to maintain the stock and to improve facilities to bring them up to decent standard including all Health and Safety requirements. The minimum amount required including the disability units is £977k. The amount of funding required to bring the hostels up to a decent standard is £1,320,427 (exclusive of VAT and Professional fees). It is recommended that all the hostels would benefit from an upgrade of decorations and facilities to bring them up to a decent standard resulting in a total cost of £1.5m or £12k per unit and £500k for common parts.

4. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 4.1 This report proposes to invest in refurbishment works and conversion to three mobility units.
- 4.2 A total of £1.6m has been provisionally earmarked within the Council’s capital programme (from the Decent Neighbourhoods pot) to fund the proposed improvements.
- 4.3 There are no material revenue implications of the above proposal.

5. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 5.1 There are no legal comments on this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	N/A	Daren Daly x 1247	Housing Options Division Community Services Department

APPENDIX 1

The following are indicative figures for hostel improvement. In the table “Decent spend” shows what is required to bring the hostels to a good standard and “Basic improvements” shows what is required to continue managing the hostels meeting all basic health and safety requirements. Further surveys will be carried out with alternative contractors in order to compare quotes and determine final expenditure.

HOSTELS TO BE REFURBISHED

6, Castletown Road, West Kensington W14: This is a converted Victorian house on 4 floors. The location and layout of the building mean that the accommodation it provides is not very flexible and with the exception of the two basement rooms there are no en-suite facilities.

8 bedsits	Basic improvements	Decent spend
Common Parts (External and Internal)	£69,952.00	£114,307.00
Kitchens, Shower Rooms, WC's and Bathrooms inc. Re-designing	£36,583.00	£36,583.00
Social Room	£nil	£1,590.00
Unit 3 (IT Room)	£nil	£1,605.00
Units 1 – 2	£14,816.00	£14,816.00
Units 4 - 8	£7,690.00	£7,690.00
GRAND TOTAL		
Exclusive of VAT and Professional fees	£129,041.00	£176,591.00
Exclusive of deleterious materials (i.e. asbestos)		

456, Uxbridge Road, Shepherds Bush W12: The main building is approximately 30 years old but part of the structure is approaching 100 years old. Two of the units are mobility units, which are self contained.

12 bedsits (including 2 disabled) – General Use.	Basic improvements	Decent spend
Common Parts (External and Internal)	£58,000.00	£68,983.00
Bathroom/WC's & Shower Room	£12,294.00	£12,294.00
Units 1 – 12	£66,000.00	£73,620.00
Converting 3 units into mobility units	£150,000.00	£150,000.00
GRAND TOTAL	£286,294.00	£304,897.00
Exclusive of VAT and Professional fees		
Exclusive of deleterious materials (i.e. asbestos)		

Lavender Court, The West Way W12: This is purpose-built sheltered accommodation, originally intended for senior citizens to give them some measure of independent living and is therefore suitable for hostel accommodation. However, the whole building needs to be refurbished; kitchens within the units, en-suite bathrooms/shower rooms and repairs and renewals to building services and the roof.

23 bedsits – General Use	Basic improvements	Decent spend
Common Parts (External and Internal)	£148,758.00	£168,758.00
Office	£1,711.00	£1,711.00
Units 1-23	£197,271.00	£220,271.00
GRAND TOTAL	£347,740.00	£390,740.00
Exclusive of VAT and Professional fees		
Exclusive of deleterious materials (i.e. asbestos)		

Seagrave Lodge, Fulham SW6: This is a former purpose-built hotel which has had no major repairs since we took over the building more than 25 years ago. Works includes roof renewal and refurbishment of all units, kitchens and bathrooms is required.

29 bedsits – General Use	Basic improvements	Decent spend
Common Parts (External and Internal)	£71,751.60	£75,528.00
Office (Units G1 & G2)	£3,406.00	£3,856.00
Units G3 – G6, 11-18, 21-27, 31-35 & 41-45 (29)	£275,169.40	£289,652.00
GRAND TOTAL	£350,327.00	£369,036.00
Exclusive of VAT and Professional fees		
Exclusive of deleterious materials (i.e. asbestos)		

Spring Cottage, Landor Walk, W12: Purpose-built hostel and is less than 20 years old with only minor updating required. Some of the units do not have en-suite facilities but those units have their individual adjacent bathrooms.

9 bedsits – Teenage Pregnancy Unit	Basic improvements	Decent spend
Common Parts (External and Internal)	£6,000.00	£11,358.00
LBH&F Office	£520.00	£940.00
Cyrenians Office	Nil	Nil
Units 3,4,5,6,8 & 9	£56,000.00	£66,865.00
GRAND TOTAL	£62,520.00	£79,163.00
Exclusive of VAT and Professional fees		
Exclusive of deleterious materials (i.e. asbestos)		

GRAND TOTAL FOR ALL HOSTELS	£977,922.00	£1,320,427.00
Professional Fees (15%)	£147,000.00	£198,000.00
OVERALL GRAND TOTAL	£1,124,922.00	£1,518,427.00
Exclusive of VAT		
Exclusive of deleterious materials (i.e. asbestos)		



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

**DEPUTY LEADER
(+ENVIRONMENT AND
ASSET
MANAGEMENT)**
*Councillor Nicholas
Botteril*

**HAMMERSMITH TOWN HALL EXTENSION -
REFURBISHMENT WORKS TO 4TH FLOOR TO
FACILITATE THE RELOCATION OF THE
PRTIMARY CARE TRUST STAFF**

Ward:

Hammersmith
Broadway

This report is to advise The Deputy Leader and Members of the proposed refurbishment works to the 4th floor, Hammersmith Town Hall Extension to enable the relocation of Primary Care Trust (PCT) to Hammersmith Town Hall Extension, when the lease expires on their current office accommodation at 1 Hammersmith Broadway at the end of November 2010. The PCT will fund all costs associated with the refurbishment and the relocation of the PCT staff.

CONTRIBUTORS

ENV(BTS)
DFCS
ADLDS

<p>HAS A PEIA BEEN COMPLETED? YES</p>
--

Recommendations:

- 1. For Members to note the appointment of Philiams Construction & Development Limited to carry out the proposed refurbishment works to enable the decanting of the Primary Care Trust (PCT) from 1 Hammersmith Broadway to the 4th floor Hammersmith Town Hall Extension.**
- 2. To note that PCT will wholly fund the cost of the project in the sum of £150,000 plus contingencies in the sum of £25,000 making a total estimated cost of £175,000. Consequently there will be no cost to the council and the subsequent utilisation of the accommodation by the PCT will generate an annual income of approximately £360,000 for reinvestment or debt reduction.**
- 3. To authorise the granting of a lease to the Primary Care Trust for the 4th floor, Town Hall Extension on the terms outlined in the report subject to such detailed terms and conditions, or modifications, as the Assistant Director Building and Property Management and Assistant Director (Legal and Democratic Services) consider appropriate.**

1. BACKGROUND

- 1.1 The Primary care Trust (PCT), are currently residing at 1 Hammersmith Broadway with the existing lease due to expire end of November 2010. As part of the Council's drive to achieve "SmartWorking" throughout the Council, staff in the Environment directorate are re-locating to two floor areas, 5th and 6th floors within the Hammersmith Town Hall Extension, freeing up space on the 4th floor. This provides the opportunity for the PCT team to rent the 4th floor from the Council, avoiding an extension to their current lease which could incur substantial cost to the PCT/Council in the long term should they remain at their offices.
- 1.2 The PCT have agreed in principle to take a lease of the 4th Floor at an annual rent of approx £360,000 per annum inclusive of all outgoings and subject to the council providing them with 120 workstations. Each workstation comprises of one desk, one pedestal and one chair. The PCT are currently considering the option of paying the council a capital sum of £30,000 for the workstations, instead of renting them. Should this option be adopted the annual rental will be adjusted downwards accordingly to approx £354,000 per annum inclusive.
- 1.3 The lease will be for a term of commencing 1st November 2010 and expiring 31st March 2013 and will be excluded from Section 24-28 of the Landlord & Tenant Act 1954. The lease to contain a mutual break clause subject to 9 months written notice in advance, such notice not to be served within 12 months of the commencement date. Upon expiry of the lease PCT will not be liable for any dilapidations.
- 1.4 The works need to be undertaken in order to accommodate the PCT's IT network and arrangement of the floor space to accommodate PCT staff's requirements.
- 1.5 The PCT will continue to use the PCT infrastructure and network, therefore work is required to allow the technical PCT set up. They will also require H&F's telephone network. H&F's Siemens HiPath 4000 will be rolled out to the PCT staff as it is a communications server for large organisations, and can therefore handle the PCT telephony request.

2. BRIEF DETAILS OF THE WORKS

- 2.1 Officers from Building & Property Management have reviewed the project requirements and programme timescale. The works will be carried out under the Council's Measured Term Contract for Non-Housing Works 2007/2010 held with Philiam Construction and Development Limited which runs from 1 January 2007 to 31 December 2010. The scope of the MTC covers the carrying out of works to non housing properties on an order by order basis using the National Schedule of Rates as the pricing mechanism. This MTC is appropriate to undertake the required work and its use will save the time required to invite and obtain approval of building tenders. This approach to procurement allows projects to be processed quickly without recourse to a separate tender, whilst at the same time maintaining value for money, as the completed works are paid for at competitively tendered rates. The inherent flexibility of this MTC is well suited for a project of this nature which requires some design development as the works progress. Philiam

Construction & Development Limited have agreed to undertake the works to meet the programme.

2.2 The proposed works consist of refurbishment of the 4th floor similar to that of SmartSpace (in the Town Hall) to include the following:-

- Cladding and new lighting on pillars and rear wall
- Re-carpeting
- Repainting
- Partitioning for new meeting rooms and glazing panels with manifestation
- Electrical and data points for new layout (plan to follow)
- Telephony

All building control, smoke detection and alterations to emergency lighting are to be included.

3. COMMENTS OF THE DIRECTOR OF ENVIRONMENT AND DETAILS OF FUNDING PROVISIONS

3.1 Comments of the Director of Environment Services are contained within the body of the report.

4. PROGRAMME OF WORK

4.1 The anticipated programme of work is as follows:

	Date:	Year:
ECM:	22 September	2010
EMT:	29 September	2010
Cabinet Approval:	14 October	2010
Proposed Start on Site:	01 November	2010
Anticipated Completion:	16 November	2010

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

5.1 The estimated expenditure of £175,000 will be included within the Council's capital programme and be fully funded by a contribution from the PCT.

5.2 The PCT will pay a rental, estimated at £360,000 per annum, for the space they subsequently occupy. This represents new income for the Council and will be taken account of within the current year revenue monitoring and Medium Term Financial Strategy Process.

5.3 Reference is made to a potential upfront capital payment of £30,000 by the PCT for use of workstations. This will reduce there annual rent by an estimated £6,000 per annum. These are existing council owned workstations for which no new

expenditure will be incurred. If received the capital contribution will be taken account of within Capital Estimates.

6. COMMENTS OF THE ASSISTANT DIRECTOR FOR STRATEGY, PERFORMANCE & PROCUREMENT

6.1 There are no Performance or Procurement issues relating to this project.

7. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

7.1 The Council has the power to grant a lease to the PCT under Section 123 Local Government Act 1972. As the lease will not exceed 7 years, it is not essential that the rent and other consideration received represent the best consideration reasonably obtainable, but obviously there need to be sound reasons for any element of subsidy.

7.2 Given the proposals regarding demolition and redevelopment of (inter alia) the Town Hall Extension, it is important that no statutory security of tenure is acquired by the PCT as otherwise recovery of possession may be delayed and become subject to payment by the Council of compensation equivalent to the rateable value of the premises.

7.3 In connection with the redevelopment proposals, a conditional agreement has already been entered into with developers. Under the terms of that agreement, clearance from the developers' solicitors will be needed to grant the lease to the PCT, but it is not expected this will pose a problem, so long as the PCT's lease is to be contracted out of statutory security of tenure.

7.4 Although (in view of the proposed demolition) it is reasonable that the PCT be relieved of liability for dilapidations (to the fabric of the building) when their lease ends, this would be implied anyway if demolition were still being proposed (S.18 Landlord and Tenant Act 1927). If the demolition were to be delayed or abandoned, relieving the PCT from liability for terminal dilapidations could entail the Council in unexpected expense. In those circumstances, it would be preferable therefore that the express exemption from liability for dilapidations be confined to fair wear and tear (since only that will have been reflected in the level of the agreed rent).

7.5 Despite the cost of the refurbishment being borne by the PCT (albeit the works will actually be undertaken by the Council) the interest of the PCT in the result should be limited to their rights under the lease (with no right at the end of the lease to remove anything or claim compensation in lieu).

7.6 It is noted that the works are to be carried out by the Council (and reimbursed by the PCT) under an existing framework agreement for non-housing works.

7.7 If it is necessary to procure workstations, officers should ensure that these are procured in accordance with the Council's contract standing orders. It is

recommended that the arrangements for the provision of the workstations are set out in a written agreement between the Council and the PCT. Legal services will work with officers to put an agreement in place.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Contract Control Document	Adele Casey Ext. 2106	BPM/ENV, Technical Services Manager, SmartFM 6 th floor HTH Extension, King Street, Hammersmith W6 9JU
2.	Project documents, tender preparation details, specification, correspondence, Quality Assurance Plan (Bsi)	Patrick Nolan Ext.4516	BPM/ENV
3.	Tender returns, tender evaluation details	Patrick Nolan Ext. 4516	BPM/ENV
4.	Property file	Izhar Haq Ext. 2692	BPM/ENV

MDF : REP09/rev08/1.3.2010

Word/Business Support/Admin/Reports/original/ Cabinet Member's Decision

CONTACT OFFICER:	NAME: Velma Chapman EXT: 4764
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APPENDIX 1

London Borough of Hammersmith & Fulham
Valuation & Property Services
6th Floor, Hammersmith Town Hall Extension
King Street
London W6 9JU

Tel: 020 8753 2692
Fax: 020 8753 2448
Email: Izhar.Haq@lbhf.gov.uk
Web: www.lbhf.gov.uk



19th August 2010

Sue Hardy
Director or Estates
NHS Hammersmith and Fulham
1 Hammersmith Broadway
London
W6 9DL

O/R: VPS/IH

Subject to Contract

Dear Ms Hardy,

Town Hall Extension, King Street, W6 9JU – 4th Floor Offices

With reference to the above.

I set out below the terms and conditions that I am prepared to recommend to the Assistant Director of Building and Property Services, that you be granted a lease of the above mentioned premises.

1. The premises known as 4th Floor Office accommodation, Town Hall Extension, King Street W6, as shown edged red on the attached plan.
2. The lease to be granted to Hammersmith & Fulham Primary Care Trust whose offices are located at 1 Hammersmith Broadway, London W6 9DL.
3. The lease to be for a term expiring 31st March 2013 with exclusion from Section 24-28 of the Landlord & Tenant Act 1954.
4. The lease to contain a mutual break clause subject to 9 months written notice in advance, such notice not to be served within 12 months of the commencement date.
5. The rent is **£359,532** per annum inclusive payable quarterly in advance on the usual quarter days. The rent payable to be inclusive of all outgoings including



INVESTOR IN PEOPLE



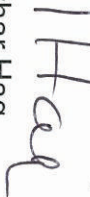
APPENDIX 1

- business rates, utilities, general maintenance, etc. and will also include the provision of workstations as per item 7 below.
6. The tenant will be required to enter into a separate agreement to cover data and telephony charges.
 7. The tenant will be permitted to use the 120 workstations currently located on the 4th Floor. Each workstation will comprise of a desk, chair and pedestal. The desks will remain the property of the landlord and the tenant will be required to hand them back to the landlord upon expiry of the lease in good condition. Should any part of the workstation be damaged, the tenant will be required to replace with a matching item at their own cost.
 8. The commencement date will be 1st November 2010.
 9. The total floor area of the premises is **10,318 sqft (958 sqm)**.
 10. The proposed use to be for a use with class B1 of the Town & Country Planning (Use Classes) Order 1987.
 11. The tenant will have access to premises during the hours of 0730 – 1930 Mondays to Fridays (excluding Bank Holidays). Should access be required outside of the specified times, the tenant will be required to notify the landlord at least 2 business days in advance and will be required to pay an additional charge to facilitate this.
 12. The tenant to enter into a formal lease to be prepared by the Council's Solicitors with each party responsible for their own costs.
 13. The landlord reserves a right of way across the area demised to the tenant between points **A** and **B** as shown on the attached plan. Access is required as a means of escape in the case of an emergency.
 14. The tenant in common with the landlord shall have shared use of the communal facilities on the 4th Floor (Kitchen & W.C). The tenant will have access to the communal w.c's located on the 3rd and 5th Floor along with all other area used to access the 4th Floor.

In order to proceed on the above basis, please complete the acceptance part of this letter and return the duplicate copy to me as soon as possible.

If you require any additional information or further clarification please give me a call on the above number.

Yours sincerely



Izhar Haq

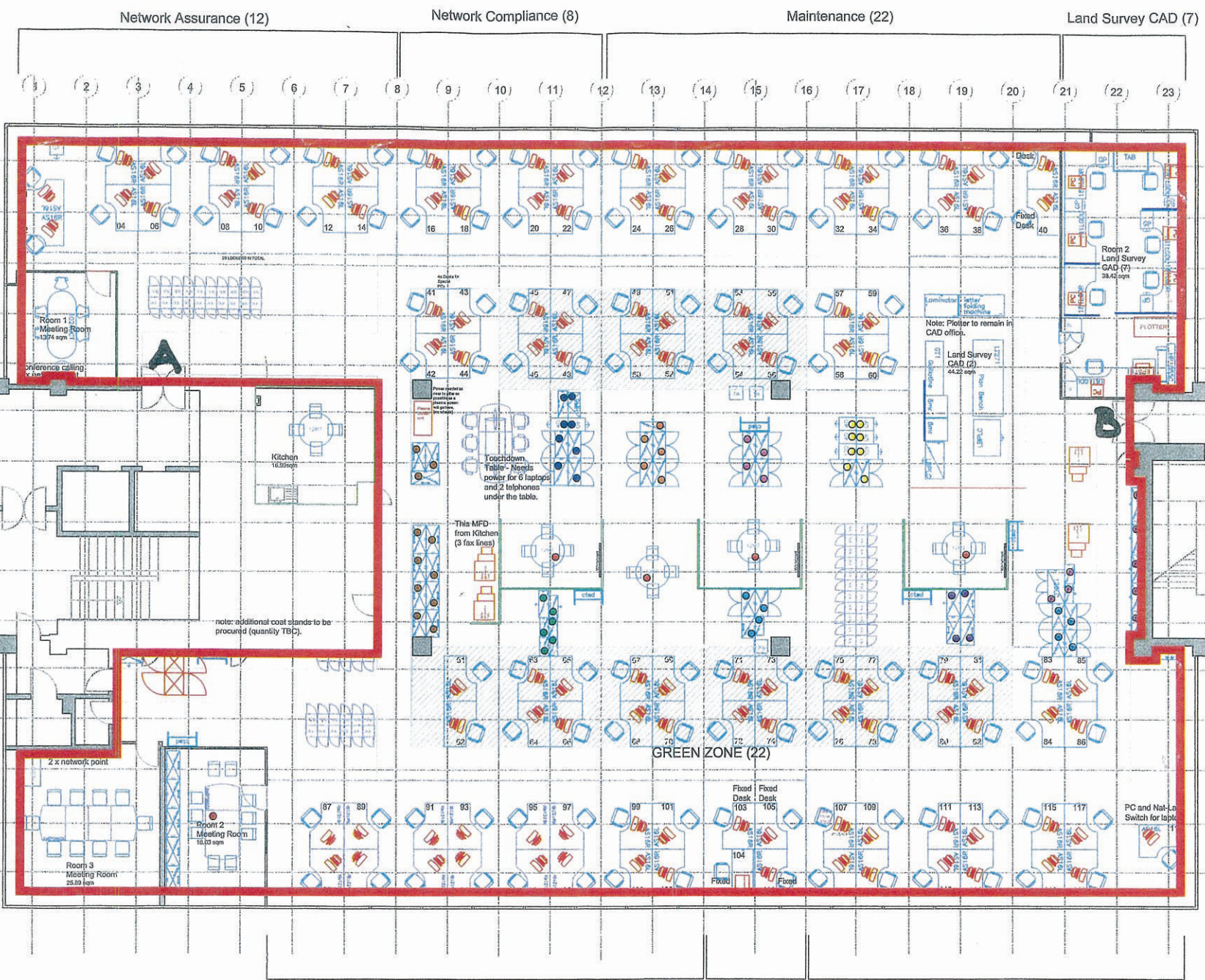
For Head of Asset Strategy and Portfolio Services

I hereby agree to the Terms and Conditions set out above.

Name: Date:

Signature:..... Contact No:.....

Position:.....



FOURTH FLOOR PROPOSED LAYOUT (REV.8 - 05/01/2010)
 HAMMERSMITH TOWN HALL EXTENSION
 Scale 1:100 @ A2
 958.63 sq m

Agenda Item 15



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period October 2010 to January 2011

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from October 2010 to January 2011.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant, regarding the Council's budget for the service function to which the decision relates in excess of £100,000;
- Anything affecting communities living or working in an area comprising of two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Forward Plan will be updated and published on the Council's website on a monthly basis. (New entries are highlighted in yellow).

NB: Key Decisions will generally be taken by the Executive at the Cabinet. The items on this Forward Plan are listed according to the date of the relevant decision-making meeting.

*If you have any queries on this Forward Plan, please contact
Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk*

Consultation

Each report carries a brief summary explaining its purpose, shows when the decision is expected to be made, background documents used to prepare the report, and the member of the executive responsible. Every effort has been made to identify target groups for consultation in each case. Any person/organisation not listed who would like to be consulted, or who would like more information on the proposed decision, is encouraged to get in touch with the relevant Councillor and contact details are provided at the end of this document.

Reports

Reports will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the relevant meeting.

Decisions

All decisions taken by Cabinet may be implemented 5 working days after the relevant Cabinet meeting, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this Forward Plan by contacting the officer shown in column 6. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) are on the front sheet of each Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2009/10

Leader:	Councillor Stephen Greenhalgh
Deputy Leader (+Environment and Asset Management):	Councillor Nicholas Botterill
Cabinet Member for Children's Services:	Councillor Helen Binmore
Cabinet Member for Community Care:	Councillor Joe Carlebach
Cabinet Member for Community Engagement:	Councillor Harry Phibbs
Cabinet Member for Housing:	Councillor Lucy Ivimy
Cabinet Member for Residents Services:	Councillor Greg Smith
Cabinet Member for Strategy:	Councillor Mark Loveday

Forward Plan No 101 (published 15 September 2010)

LIST OF KEY DECISIONS PROPOSED OCTOBER 2010 TO JANUARY 2011

Where the title bears the suffix (Exempt), the report for this proposed decision is likely to be exempt and full details cannot be published.

New entries are highlighted in yellow.

* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	14 Oct 2010	World Class Financial Management (WCFM) Transformation Programme	Leader of the Council
	Reason: Affects more than 1 ward	This is the business case for the World Class Financial Management programme, which is part of the Council's Slicker Business transformation programme. This report is being presented to Cabinet for their consideration and approval.	Ward(s): All Wards;
Cabinet	14 Oct 2010	Outcome of Out of Hours Service Review - Proposal to Transfer Service to HFBP and the Rochdale Contact Centre	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	Delivery of efficiency savings and service improvements in relation to the Council's out of hours initial point(s) of contact - Duty officers.	Ward(s): All Wards;
Cabinet	14 Oct 2010	Hostel Improvement Report	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	Seeking to reinvest capital receipts from the hostel disposal programme to invest in the hostel stock in order to bring them up to a decent standard and to provide an additional 3 disabled units.	Ward(s): Askew; College Park and Old Oak; Fulham Broadway; North End; Wormholt and White City;
Cabinet	14 Oct 2010	William Parnell Park Improvement Project	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000	To undertake park-wide improvements including the introduction of play for all age groups and improvements to hard and soft landscaping. The Park is currently run down and in a state of disrepair.	Ward(s): Sands End;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	14 Oct 2010	Cycle Training For Children, Students and Adults and Related Services The Council's cycle training contracts have come up for renewal. This report sets out the arrangements for the tender and award of the new contract.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	14 Oct 2010	New Kings Primary School - Alterations to Create a Children's Centre To place an order under the Councils Measured Term Contract for Non-Housing Projects 2007-2010.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): Town;
Cabinet	14 Oct 2010	The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 – Month 3 and 4 Amendments Report seeks approval to changes to the Capital Programme and Revenue Budget.	Councillor Stephen Greenhalgh
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	14 Oct 2010	Regeneration of 248 Hammersmith Grove - Compulsory Purchase Order Powers This report proposes the Council agrees that offers may, if necessary, apply for Compulsory Purchase Order powers on resident leaseholders at 248 Hammersmith Grove in order to facilitate the disposal of the Council's headlease to NHHG	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway;
Cabinet	14 Oct 2010	Fulham Court Estate Improvement Strategy: Phase Physical improvements The Integrated Children's & Community Centre is one element of phase 1 of the physical improvements programme. Tender Acceptance: This report seeks to accept a tender and award a contract to build the integrated Children's & Community Centre, subject to Planning consent.	Cabinet Member for Housing, Cabinet Member for Children's Services
	Reason: Significant in 1 ward		Ward(s): Town;
Cabinet	14 Oct 2010	Shepherds Bush Market Regeneration Regeneration/enhancement of Shepherds Bush Market and associated mixed use development	Leader of the Council, Cabinet Member for Strategy (+Chief Whip)

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	Reason: Expenditure more than £100,000	on adjacent land to revive the western part of the town centre	Ward(s): Shepherds Bush Green;
Cabinet	14 Oct 2010	Parking Charges Review Proposes changes to charges for residents and business parking permits and on-street pay and display parking charges	Councillor Nicholas Botterill
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	14 Oct 2010	White City Health and Care Centre (WCCCC): Proposal to Underwrite Risk of Abortive Expenditure on Fees This paper sets out the exposure of the Council to the risk of meeting abortive fee costs, shared with the PCT, if the project should not go ahead.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): Wormholt and White City;
Cabinet	14 Oct 2010	Health & Social Care Apprenticeship Scheme LBHF has been awarded Dept of Health funding to establish a health & social care apprenticeship scheme targeted at borough residents (aged 18 - 25). This report seeks approval for the proposed programme and expenditure.	Councillor Stephen Greenhalgh
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	11 Nov 2010	Treasury Management Mid Year review This report covers Quarter 1 and 2 for 2010/11 and provides information on the Council's debt, borrowing and investment activity up to the 30th September 2010.	Leader of the Council
Full Council	26 Jan 2011		Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	11 Nov 2010	Family Support Programme Proposals for future provision of support to vulnerable families in Hammersmith and Fulham.	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	11 Nov 2010	Hammersmith Town Hall Extension - Refurbishment Works to 4th Floor to Accommodate PCT This report is to notify Deputy Leader and Members of the refurbishment works to the 4th floor at no cost to the Council.	Deputy Leader (+Environment and Asset Management)
	Reason: Significant in 1 ward		Ward(s): Hammersmith Broadway;
Cabinet	16 Dec 2010	Consultation Transport Plan for Hammersmith & Fulham The Councils consultation Local Implementation Plan 2 in response to The Mayors Second Transport Strategy	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	16 Dec 2010	Library Strategy 2009-14 - Update and Review Update for Members on progress against actions in Library Strategy 2009-14 and proposals for next steps to continue modernisation of library service.	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	7 Feb 2011	Parks Capital Improvement Programme This report seeks Cabinet approval for the parks capital programme for 2010/11.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	Council's Corporate Plan 2012/14 & Executive Summary The corporate plan and its executive summary encapsulates the council's key priorities for improvement over the next 3 years. It is linked to the Local Area Agreement (LAA) and the national indicators. The plan has been developed from departmental plans following consultation with the Leader. Other Cabinet Members have been consulted by Directors concerning the departmental plans relevant to their portfolios. The plan will enable the council to monitor progress against key priorities. The Corporate plan and executive summary are available under separate cover.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;

Agenda Item 16



London Borough of Hammersmith & Fulham

Cabinet

14 OCTOBER 2010

SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS REPORTED TO CABINET FOR INFORMATION

CABINET MEMBER

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

16.1 AUTHORITY TO ACCEPT THE DEPARTMENT FOR TRANSPORT'S EMERGENCY WINTER FUND GRANT

As part of a national one hundred million pound allocation, the government has made £58,800 grant available to this authority to repair damage to our roads which we consider have been caused by the winter's severe weather. The provision of the grant is dependent upon the Director of Finance and Corporate Services providing evidence that the authority accept the conditions of the grant which are set out in the report.

Decision taken by the Cabinet Member on: 27 August 2010

To accept a grant of up to £58,800 for the Emergency Fund Winter damage in respect of 2010/2011 from the Department for Transport on the terms and conditions described in this report

Wards: All

**CABINET MEMBER
RESIDENTS
SERVICES**

Councillor Greg Smith

16.2 BISHOPS PARK – REFURBISHMENT WORKS TO EXISTING TENNIS COURTS

This report seeks the approval to place an order under the Council's Measured Term Contract for Non-Housing Projects 2007/2010 to carry out the refurbishment works to existing tennis courts to provide 12 full size adult courts and 4 junior courts at Bishops Park, Fulham, London SW6 6DX.

Decision taken by the Cabinet Member on: 2 September 2010

That approval is given to award the contract for the works in this report to Philiam Construction & Development Limited in the sum of £264,000 (plus fees) as set out in para. 5.3 of the report. The works to be awarded under the Measured Term Contract for Non-Housing Projects 2007/2010.

Cabinet approved expenditure on this scheme within the Capital Funds for Parks Development budget and revenue

income from the letting of the courts and a grant from the Lawn Tennis Association on 8 February 2010.

Ward: Palace Riverside

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**16.3 FUNDING OF HOUSING ADAPTATION FOR PERMANENT
CARER**

In order to secure a permanent placement for two looked after children building work to provide an additional bedroom is needed in the carers home.

Decision taken by the Cabinet Member on: 30 July 2010

- 1. That approval is given to an adaption to a permanent carers home to ensure that there is space for suitable sleeping arrangements for two looked after children.**
- 2. Delegated authority is given to the Assistant Director Children's Social Care Division to select the most cost effective quote on the advice of BTS.**

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**16.4 NEW KINGS PRIMARY SCHOOL - PROVISION OF A
FIRST FLOOR FLAT TO THE SCHOOL KEEPER'S
HOUSE**

This report seeks the approval to place an order under the Councils Measured Term Contract for Non-Housing Projects 2007/2010 to carry out building repairs and alterations to provide a new flat to the first floor of the School Keeper's House within the grounds of New Kings Primary School.

Decision taken by the Cabinet Member on: 2 September 2010

That approval is given to award the contract for the works in this report to Philiam Construction & Development Limited in the sum of £86,000 (plus fees) as set out in para. 5.4 of the report. The works to be awarded under the Measured Term Contract for Non-Housing Projects 2007/2010 held with Philiam Construction and Development Limited.

Ward : Norht End

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Joe
Carlebach*

**16.5 WHITE CITY HEALTH AND CARE CENTRE (WCCCC):
ADDENDUM AND PROJECT UPDATE**

This report provides an update on progress with this project and seeks approval to the restructured financial model and the resultant funding gap.

Decision taken by the Cabinet Member on: 10 August 2010

1. That the Council accepts the restructured financial model for the White City Collaborative Care Centre development, which sets the Lease Plus Costs at £383,206 per annum.
2. That the recalculated PFI credit, now £4,710,433, giving an Annuity of £348,306 per year, be noted, and that the Council commits itself to fund the gap of £43,100 per year.

Wards: Wormholt & White City

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

16.6 CPZ J PARKING REVIEW - WESTFIELD SHOPPING CENTRE

In June 2009 residents and businesses in CPZ J were consulted in order to review parking controls. The majority of respondents voted for no change to parking controls.

However, in December 2009 residents requested another review of CPZ J as a result of local concerns. The Cabinet agreed to re-consult the northern side of CPZ J. This report recommends we review CPZ J in its entirety by means of a re-consultation.

Decision taken by the Cabinet Member on: 27 July 2010

- To approve a re-review of parking controls in CPZ J.
- The consultation document is to address issues relating to Westfield Shopping Centre and match day parking as explained in Section 3.

Wards: Shepherds Bush Green; Hammersmith Broadway

LEADER

*Councillor Stephen
Greenhalgh*

16.7 CLIENT INDEX UPGRADE

Seeking approval to upgrade the Client Index to avoid the possibility of failure of this key back office application.

Decision taken by the Cabinet Member on: 9 August 2010

That approval be given to upgrading the Client Index as set out in this report, and to total one-off expenditure of £72,000 and annual expenditure of £5,253 from the IT infrastructure projects revenue budget

Wards: All

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**16.8 DANGEROUS STRUCTURES EMERGENCY WORKS
FRAMEWORK AGREEMENT 2010- 2014 –
APPOINTMENT OF EMERGENCY CONTRACTOR**

This report sets out the work of the dangerous structures consortium of London Boroughs. The Consortium was originally set up following the abolition of the GLC to appoint and co-ordinate the contractual arrangements of the emergency contractor.

Decision taken by the Cabinet Member on: 27 July 2010

- 1. The London Borough of Hammersmith and Fulham agree, given the specialist nature of the work involved, that the emergency contractor chosen by the Consortium following their evaluation of tenders, be accepted as the dangerous structure contractor for the borough from 1st May 2010 to 30th April 2014.**
- 2. The Consortium dangerous structure working party has recommended that Linbrook Services Ltd. be appointed as the emergency dangerous structure contractor.**
- 3. Given the specialists nature of the work involved that the Council continues its membership of the London boroughs dangerous structure consortium.**

Wards: All

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**16.9 77 GLENTHORNE ROAD - REPLACEMENT OF THE FIRE
ALARM SYSTEM AND 4TH FLOOR LIGHTING
INSTALLATION**

This report seeks the approval to accept a tender to carry out the replacement of existing fire alarm system and installation of lighting to the 4th floor at 77 Glenthorne Road, London W6.

Decision taken by the Cabinet Member on: 27 July 2010

That approval is given to award the contract described in this report to Reed Engineering Building Services Limited at a total cost of £76,632 (plus fees) as set out in paragraph 5.4 of the report.

Cabinet approved expenditure on this scheme within the 2010/2011 Corporate Planned Maintenance programme on 8th February 2010.

Ward: Hammersmith Broadway

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**16.10 145 KING STREET – REPLACEMENT OF EXISTING
CEILING AND LIGHTING INSTALLATION TO 1ST AND 2ND
FLOORS**

This report seeks the approval to place an order under the Council's Measured Term Contract for Non-Housing Projects 2007/2010 to carry out the replacement of existing ceiling and lighting installation on the 1st and 2nd floor areas of 145 King Street, King Street, London W6 9JU

Decision taken by the Cabinet Member on: 27 July 2010

That approval is given to award the contract for the works in this report to Philiam Construction & Development Limited in the sum of £147,182 (plus fees) as set out in para. 5.3 of the report. The works to be awarded under the Measured Term Contract for Non-Housing Projects 2007/2010.

Cabinet approved expenditure on this scheme within the 2010/2011 Corporate Planned Maintenance Programme budget on 8 February 2010. Approval being in accordance with the protocol as set out in paragraph 3.8 of the report.

Ward: Hammersmith Broadway

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**16.11 PROCUREMENT OF HIGHWAY TERM MAINTENANCE
CONTRACTS**

This report sets out the recommended procurement strategy for the retendering of the next highways term maintenance contracts.

Decision taken by the Cabinet Member on: 27 July 2010

- 1. Agree to the procurement strategy for the Tree Maintenance Contract detailed in Section 4 of the report.**
- 2. Agree to advertise for expressions of interest for the above contract.**

Wards: All

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Joe
Carlebach*

**16.12 DECISION TO CONSULT: REMODEL AND MERGE OF
OLDER AND DISABLED PEOPLE'S DAY SERVICES**

H&F is committed to developing the range of day services available for older and disabled people so that their physical, emotional and cultural needs are met and delivered in a self-directed way.

This report seeks Cabinet Member approval to consult publicly on the remodelling of older and disabled peoples' services, to provide a single service regardless of age and to provide it from two sites rather than from three as at present.

Decision taken by the Cabinet Member on: 10 August 2010

That approval be given to public consultation on the remodelling of older and disabled peoples' services, to provide a single service regardless of age and to provide it from two sites rather than from three as at present.

Wards: All

LEADER
Councillor Stephen Greenhalgh

16.13 APPOINTMENT OF COUNCIL REPRESENTATIVES TO OUTSIDE ORGANISATIONS

This report records the Leader's decision to appoint Council representatives to outside organisations, which falls within the scope of his executive portfolio.

Decision taken by the Leader on: 3 September 2010

- 1. To reappoint Councillor Lucy Ivimy to the Park Royal Partnership for a period of one year from date of signature.**
- 2. To appoint Councillors Lucy Ivimy and Mark Loveday to the Earls Court and Olympia Charitable Trust for a period of two years from date of signature.**
- 3. To reappoint Councillor Mark Loveday to the Greater London Enterprise for a period of one year from date of signature.**

Wards: All

LEADER
Councillor Stephen Greenhalgh

16.14 APPOINTMENT OF COUNCIL REPRESENTATIVES TO OUTSIDE BODIES- WEST LONDON WASTE AUTHORITY

This report records the Leader's decision to appoint a Council representative to the West London Waste Authority, which falls within the scope of his executive portfolio.

Decision taken by the Leader on: 3 September 2010

To reappoint Councillor Nicholas Botterill to the West London Waste Authority for a period of four years from date of signature.

Wards: All

**CABINET MEMBER
FOR STRATEGY**

*Councillor Mark
Loveday*

**16.15 APPOINTMENT OF COUNCIL REPRESENTATIVES TO
OUTSIDE ORGANISATIONS – URBAN COMMISSION
AND THE URBAN COMMISSION STEERING GROUP**

This report records the Cabinet Member's decision to re-appoint a Council representative to the Urban Commission and the Urban Commission Steering Group, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on: 9 September 2010

To re-appoint Councillor Donald Johnson to the Urban Commission Steering Group for a period of one year from 11 August 2010.

Wards: All

**CABINET MEMBER
FOR STRATEGY**

*Councillor Mark
Loveday*

**16.16 APPOINTMENT OF COUNCIL REPRESENTATIVES TO
OUTSIDE ORGANISATIONS – URBAN PARTNERSHIP
GROUP**

This report records the Cabinet Member's decision to re-appoint Council representatives to the Urban Partnership Group, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on: 9 September 2010

- 1. To re-appoint Robert Iggulden to the Urban Partnership Group (UPG) for a period of two years from date of signature;**
- 2. To appoint Niniola Adetuberu to the Urban Partnership Group (UPG) for a period of two years from date of signature.**

Wards: All

LEADER

*Councillor Stephen
Greenhalgh*

**16.17 APPOINTMENT OF LEA GOVERNOR- BURLINGTON
DANES ACADEMY**

This report records the Leader's decision to appoint an LEA Governor, which falls within the scope of his executive portfolio.

Decision taken by the Leader on: 3 September 2010

To reappoint Councillor Helen Binmore as an LEA Governor to Burlington Danes Academy for a period of four years commencing from 2 September 2010.

Wards: College Park and Old Oak

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

16.18 APPOINTMENT OF LEA GOVERNORS - VARIOUS

This report records the Cabinet Member's decision to appoint LEA Governors, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member on: 2 September 2010

1. To appoint Councillor Iain Coleman as an LEA Governor to Miles Coverdale Primary School for a period of four years commencing from date of signature;
2. To appoint Councillor Rachel Ford as an LEA Governor to St. John's Walham Green Primary School for a period of four years commencing from date of signature;
3. To appoint Councillor Matt Thorley as an LEA Governor to Fulham Primary School for a period of four years commencing from date of signature;
4. To appoint Councillor Georgie Cooney as an LEA Governor for Cambridge School for a period of four years from date of signature;
5. To reappoint Councillor Stephen Hamilton as an LEA Governor for Sullivan Primary School for a period of four years commencing from 11 September 2010; and
6. To reappoint Councillor Alex Chalk as an LEA Governor for Lena Gardens Primary School for a period of four years commencing from 11 September 2010.

Wards: Shepherds Bush Green; Town; Fulham Broadway; Hammersmith Broadway; Sands End; Addison.

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

**16.19 PROPOSED CONSTITUTION OF THE GOVERNING BODY
OF THE FEDERATION OF THE PHEONIX HIGH SCHOOL
AND CANBERRA PRIMARY SCHOOL**

The report recommends that the instrument of government for The Federation of The Pheonix High School and Canberra Primary School, as specified, be made and come into effect from the date of making.

Decision taken by the Cabinet Member on: 23 August 2010

That the instrument of government for the Federation of The Pheonix High School and Canberra Primary School be made and come into effect from the date of signature.

Wards: Wormholt and White City

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

**16.20 PROPOSED NEW INSTRUMENT OF GOVERNMENT FOR
THE MANAGEMENT COMMITTEE OF THE
HAMMERSMITH AND FULHAM PRIMARY PUPIL
REFERRAL UNIT**

The report recommends that the instrument of government for the Hammersmith and Fulham Primary Pupil Referral Unit as specified, be made and come into effect from the date of making. The report also recommends that the members of the management committee be appointed as specified.

Decision taken by the Cabinet Member on: 1 July 2010

That the instrument of government for the Hammersmith and Fulham Primary Pupil Referral Unit as specified, be made and come into effect from the date of making.

That the members of the management committee be appointed as specified in the report.

Ward: North End

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

**16.21 APPOINTMENT OF COUNCIL REPRESENTATIVE TO THE
SCHOOL ADMISSIONS FORUM**

This report records the Cabinet Member for Children's Services' decision to appoint a Council representative to the School Admissions Forum, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member: 20 September 2010

To appoint Councillor Caroline Needham for a period of three years from date of signature.

Wards: All

LEADER
*Councillor Stephen
Greenhalgh*

**16.22 APPOINTMENT OF COUNCIL REPRESENTATIVES TO
OUTSIDE ORGANISATIONS – NORTH FULHAM NEW
DEAL FOR COMMUNITIES PARTNERSHIP**

This report records the Leader's decision to appoint Council representatives to the North Fulham NDC Partnership, which falls within the scope of his executive portfolio.

Decision taken by the Leader on: 24 September 2010

To reappoint Councillor Rachel Ford and to appoint Councillor Georgie Cooney to the North Fulham NDC Partnership until 31 March 2010 from date of signature.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**
*Councillor Helen
Binmore*

16.23 APPOINTMENT OF LEA GOVERNORS - VARIOUS

This report records the Cabinet Member's decision to appoint LEA Governors, which falls within the scope of her executive portfolio.

Decision taken by the Cabinet Member on: 20 September 2010

- 1. To reappoint Councillor Andrew Paul Johnson as an LEA Governor to St Augustine's Roman Catholic Primary School for a period of four years commencing from 1 September 2010, and;**
- 2. To reappoint Mr. Anthony Frieze as an LEA Governor to Lena Gardens Primary School for a period of four years commencing from 5 October 2010, and;**
- 3. To appoint Mr. Peter Durante and Mr. Leslie Thompson as LEA Governors on the Federation of Phoenix High School and Canberra Primary School for a period of four years commencing from date of signature.**

Wards: Fulham Reach; Addison

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

16.24 HAMMERSMITH TOWN HALL EXTENSION – REPLACEMENT OF REFRIGERANT IN EXISTING AIR CONDITIONING CHILLERS AND IMPROVED CONTROLS

This report seeks the approval to place an order under the Councils Measured Term Contract for Specialist Contracts 2003/2010 to consist of converting the main air conditioning chillers to comply with environmental regulations, to operate on a non-ozone depleting refrigerant (R433D), and to upgrade the existing building management system including all associated sensors and thermostats in order to reduce energy consumption and costs.

Decision taken by the Cabinet Member on: 22 September 2010

That approval is given to award the contract for the works in this report to Mities Technical Facilities Management (formerly Dalkia Energy Technical Services) in the total cost of £67,524 as set out in paragraph 5.4 of the report.

Cabinet approved expenditure on this scheme within the Corporate Planned Maintenance 2010/211 programme on 8 February 2010.

Ward: Hammersmith Broadway

**DEPUTY LEADER
(+ ENVIRONMENT
AND ASSET
MANAGEMENT)**
*Councillor Nicholas
Botterill*

**16.25 HAMMERSMITH TOWN HALL – PROVISION OF
CHANGING AND SHOWER FACILITIES TO SUPPORT
ASSET MANAGEMENT PROGRAMME AND CYCLING TO
WORK**

This report seeks approval to place an order under the Council's Measured Term Contract for Non-Housing Projects 2007/2010 to carry out refurbishment of rooms adjacent to the male public toilets in the reception area of Hammersmith Town Hall to provide lockers, changing and showering facilities. These will replace facilities in properties being disposed of and will assist with more intensive use of retained offices in order to generate capital receipts and to reduce the council's leased offices footprint and revenue costs respectively. They will also facilitate cycling to work and help to reduce car use and parking demand.

Decision taken by the Cabinet Member on: 22 September 2010

That approval is given to award the contract for the works in this report to Philiam Construction & Development Limited in the sum of £60,000 (plus fees) as set out in para. 5.4 of the report. The works to be awarded under the Measured Term Contract for Non-Housing Projects 2007/2010 held with Philiam Construction and Development Limited.

Ward: Hammersmith Broadway

SUMMARY OF URGENT DECISIONS TAKEN BY THE LEADER REPORTED TO CABINET FOR INFORMATION

The following reports were considered in accordance with paragraph 1.21 of the Leader's Portfolio.

ITEM

17.1 HEALTH AND SOCIAL CARE APPRENTICESHIP SCHEME

LBHF successfully secured £200,000 Department of Health funding to establish a pilot Health & Social Care apprenticeship scheme.

This report seeks Member approval to enter into contract with Skills for Care, the Department of Health delivery agency.

Reason for urgency:

Skills for Care have indicated that funding may be lost if contract negotiations are not swiftly concluded.

Decision taken by the Leader on 22 September 2010:

- 1. That approval be given to LBHF entering into contract with Skills for Care, whereby Skills for Care release £200,000 to the Council to provide a Health & Social Care apprenticeship scheme.**
- 2. That authority be delegated to the Acting Director of Housing and Regeneration to agree the detailed expenditure budget for the scheme.**

Wards: All

17.2 FULHAM COURT ESTATE IMPROVEMENT STRATEGY: PHASE 1 PHYSICAL IMPROVEMENTS

Seeking approval to delegated authority to award the contract for the approved Community and Children's Centre and to arrangements for progressing the whole of the Phase 1 physical improvements programme.

Reasons for Urgency:

Construction of the Community and Children's Centre must start on site by 1 November 2010 because of the constraints of DCSF funding. Deferring consideration of this report until the next Cabinet meeting on 14 October 2010 would not enable this timescale to be met, with the result that the grant could be lost.

Decision taken by the Leader on 29 September 2010:

- 1. That authority to award the contract for demolition of the existing community centre and for the Design and Build of the combined Community and Children's Centre on the Fulham Court Estate (subject to planning permission being granted and to any necessary Secretary of State consent) be delegated to the Chief Executive of the Council.**
- 2. That a further report be submitted to Cabinet on the final Estate Improvement Strategy for the whole estate in the light of the results of consultation.**

Ward: Town