



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
7 FEBRUARY 2011
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
28 January 2011

If you require further information relating to this agenda please contact:
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DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-16** 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: Monday 31 January 2011.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 9 February 2011**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 14 February 2011 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 **Monday 14 February 2011**.

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

7 February 2011

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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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20.	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.

21.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 10 JANUARY 2011(E)	
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23.	SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER, AND REPORTED TO THE CABINET FOR INFORMATION	

Agenda Item 1

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 10 January 2011

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 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

ALSO PRESENT

Councillor Colin Aherne
Councillor Michael Cartwright
Councillor Stephen Cowan
Councillor Andrew Jones
Councillor Caroline Needham
Councillor Rory Vaughan

1. MINUTES OF THE CABINET MEETING HELD ON 16 DECEMBER 2010

RESOLVED:

That the minutes of the meeting of the Cabinet held on 16 December 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence received.

3. DECLARATION OF INTERESTS

Councillor Caroline Needham declared a personal and prejudicial interest in item 7 (Family Support Centre) as her son is employed as an outreach worker at Fulham Central Children's centre. She left the room during the discussion.

Councillor Rory Vaughan declared a personal interest in item 7 (Family Support Centre) as his son uses the Wendell Park Children's centre.

4. **THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2010/11 – MONTH 7 AMENDMENTS**

RESOLVED:

To approve the changes to the capital programme as set out in Appendix 1.

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.

Note of dispensation in respect of any declared conflict of interest:

None.

5. **COUNCIL TAX BASE & COLLECTION RATE 2011/12**

RESOLVED:

That the following recommendations be made for approval to Council for the 2011-2012 financial year:

- 1) That the estimated numbers of properties for each Valuation Band, as set out in this report, be approved.
- 2) That an estimated Collection rate of 97.5% be approved.
- 3) That the Council Tax Base of 79,799 Band "D" equivalent properties 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.

Note of dispensation in respect of any declared conflict of interest:

None.

6. OFFSITE RECORDS STORAGE SERVICE CONTRACT

RESOLVED:

1. That a framework agreement for the off-site storage of Council records for a 5 year period (with the option to extend for up to 2 further years on an annual basis) be awarded to Box-it Ltd.
2. That approval be given to the expenditure of a maximum of £28,500 for the relocation all the boxes from the current supplier to the new supplier, to be funded from the existing Corporate Contingency budget in financial year 2011/12.

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.

Note of dispensation in respect of any declared conflict of interest:

None.

7. FAMILY SUPPORT PROGRAMME

Councillor Binmore (Cabinet Member for Children's Services) introduced the report. She stated that the report had been drafted before detailed information regarding the Early Intervention Grant, which including Sure Start and Children's Centres, had been received by the Council. Therefore, funding levels for Children's Centres had been assumed at the time the report was written. It is proposed that the current network of 15 Sure Start centres will increase to 16 with all Sure Start funding received directed at front line services. The reorganisation of the Family Support Services will allow the most vulnerable families to receive help at the earliest opportunity. Cabinet was informed that no decision was being made at the meeting regarding the future of Children's Centres. A public consultation on the proposed Sure Start Children's Centres programme will shortly commence allowing parents, carers and providers to have their input.

In response to questions regarding the proposed closure of children's centres, possible reduction in staffing levels and maintaining the same standards of service in spite of a £3.2m cut in the budget, Councillor Binmore said that:-

- There will be no closure of centres. Services are proposed from 16 centres.
- The Council has not agreed to cut 50 full time posts; some posts in question are part time. The results of the consultation will determine how and where services will be provided. Service provision should be targeted at areas of

most need, bringing together services which would be provided through multidisciplinary teams. The reconfiguration of Family Support Services aims to improve support for vulnerable children and families.

- Proposed savings will be achieved through the removal of duplications amongst the teams and a reduction in back office costs. The reduction in tier 2 and 3 services helps to safeguard tier 4 services.

Some Opposition Councillors asked that the report be withdrawn as it indicated that some Children's Centres would be closed and the report's funding assumptions were inaccurate. Councillor Binmore reiterated that the report was about the reorganisation of the Family Support Service and not focusing on Children's Centres. The Locality team model based on the successful Family Intervention project model would allow quick response and support for the most vulnerable from birth to school age. The teams would work closely with GPs, health visitors and schools and deliver services in Children's Centres.

In response to other questions, Cabinet was informed that :-

- The Education Select Committee will consider the Children's Centres report.
- A separate Child Protection team will be retained.
- After 2013, current PCT funding will be provided by the GP commissioning body.
- Potentially affected teachers will be involved in the consultation processes which would last up to a month.

RESOLVED:

1. That the implementation of a locality team model for Family Support at a total cost of £832k, as set out in para. 3.7 of the report, be approved.
2. That approval is given to change the Children's Centre programme, within financial constraints.

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.

Note of dispensation in respect of any declared conflict of interest:

None.

8. H&F BUILDINGS REPORT (WITHDRAWN)

The report was withdrawn.

9. **OPTION APPRAISAL ON THE FUTURE OF 120, DALLING ROAD CHILDREN'S HOME**

RESOLVED:

That 120 Dalling Road Children's Home is closed, subject to achieving the outcomes for the care plans of the young people currently resident at the home.

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.

Note of dispensation in respect of any declared conflict of interest:

None.

10. **PROGRESS ON SHARING OF CHILDREN'S SERVICES WITH WESTMINSTER CITY COUNCIL AND ROYAL BOROUGH OF KENSINGTON & CHELSEA**

In response to questions, it was clarified that where services were unique to the borough they would be delivered locally in line with local priorities. The Council would not rush into integrating services. It will initially operate different policies and build on successes. The proposed LBHF LSCB training officer will provide the client side support to the three boroughs rather than deliver their respective programmes. It was agreed that the report will be considered by Education Select Committee.

RESOLVED:

1. That the proposal to develop shared education provision across London Borough of Hammersmith and Fulham (LBHF), Westminster City Council (WCC) and Royal Borough of Kensington and Chelsea (RBKC) be approved, subject to agreement by WCC and RBKC Councils, and for the implementation to be phased as set out in Appendix 1 - to include the establishment of a joint commissioning unit and the establishment of an arm's length delivery unit for education services across the three Local Authorities (LAs) by September 2012, with an interim merged service in place for the new academic year in September 2011.
2. For the exploration, in the second phase, of possible different models for the delivery of services - options may include market testing or a social enterprise.

3. That agreement be given for the development of shared provision for the Local Children's Safeguarding Board, Fostering and Adoption services and Youth Offending services by September 2011, subject to agreement by WCC and RBKC Councils.
4. With a view to the implementation in line with these timescales, that the Director of Children's Services be authorised to:
 - i) reach agreement with fellow Directors of Children's Services on reorganisation proposals on a service by service or part service basis, with a view to agreeing the future scope of such services; management arrangements; the staffing structures for such services; the advisability of harmonising terms and conditions across boroughs; and the implementation of a joint commissioning strategy;
 - ii) consult with affected staff and unions on the basis that any sharing of services will initially take place by affected staff either being seconded to work with staff at other boroughs or will be transferred to the employment of a host borough depending on the detail of the agreement to be reached with other boroughs on a service by service or part service basis;
 - iii) implement the sharing of the services identified at paragraph 2.2 below on the above basis; to agree the terms of any secondment either to or from the Council; to agree any necessary changes to staffing structures; and to authorise any resulting redundancies in accordance with the Council's usual procedures; and to do everything necessary to give effect to the above recommendations.
5. That the implementation of these proposals and any future proposals in relation to Children's Services be aligned with the requirements and timescales for the wider development of shared services across the three LAs 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.

Note of dispensation in respect of any declared conflict of interest:

None.

11. INTEGRATED CARE PROJECT

RESOLVED:

1. To endorse and adopt as policy the intention of creating an integrated system of care - to include social care, housing support, community health, specialist acute and primary care and General Practice - in order to improve access, to better respond to people's needs and to achieve necessary efficiencies.
2. That authority be delegated to the Chief Executive, acting with the Director of Finance and Corporate Services and the Assistant Director (Legal & Democratic Services), in consultation with the Leader and the Cabinet Member for Community Care, to enter into agreements on such terms as officers consider appropriate with Central London Community Healthcare (CLCH) NHS Trust through powers under s. 113 of the Local Government Act 1972 to place officers of CLCH and the Council at the disposal of each other in order to manage adult social care, housing support and related health services on behalf of each other.
3. That authority be delegated to the Chief Executive, acting with the Director of Community Services and Assistant Director (Legal and Democratic Services), to enter into agreements on such terms as officers consider appropriate with Central London Community Healthcare (CLCH) NHS Trust under s.75 of the NHS Act 2006 to set up integrated provider services with pooled budgets as appropriate to manage integrated health and Council services, the first of these being for Rapid Care.
4. To note and agree the actions in phase one of this integration programme as set out in section 3 of this 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.

Note of dispensation in respect of any declared conflict of interest:

None.

12. LIBRARY STRATEGY 2009-14 PROGRESS REPORT UPDATE

RESOLVED:

1. To retain the current Hammersmith Library provision in its present location.

2. To end the Council run facility at Barons Court Library from March 31 2011, and enter into a suitable agreement with other organisations to:
 - (i) transfer library provision to a volunteer-run service, overseen by Avonmore Primary School,
 - (ii) utilise any spare accommodation space to other voluntary sector groups including Citizens Advice Bureau
3. If Cabinet agree to the closure of Sands End Community Centre, re-provide Sands End library provision in a community setting, at Hurlingham & Chelsea School, ensuring there is no break in service provision.
4. To cease the provision of the mobile library service and re-provide to the Home Library Service and nearby static libraries.
5. To roll out the More Than a Library brand to all libraries, retaining the focus on books, promoting quiet space but also offering additional services within the library setting.
6. That delegated authority be given to the Director of Residents Services, in consultation with the Cabinet Member for Residents Services, to take all necessary steps to implement the above.

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.

Note of dispensation in respect of any declared conflict of interest:

None.

13. THE FUTURE OF THE HOUSING MANAGEMENT SERVICE

RESOLVED:

1. To consider the outcomes of consultation with tenants and leaseholders concerning the future of housing management services in the borough.
2. Following the outcome of consultation to approve the return of housing services to the direct management of the Council.
3. To agree the creation of a single Housing & Regeneration Department within the Council as shown in the proposed structure in Appendix C
4. To authorise the Director of Housing and Regeneration, in consultation with the Director of Finance and Corporate Services and the Assistant Director

(Legal & Democratic Services), to make all such arrangements considered appropriate to transfer the ALMO's business to the Council and to integrate its operations with the Council's housing service with effect from 1 April 2011.

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.

Note of dispensation in respect of any declared conflict of interest:

None.

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

The summary was noted.

15. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

16. 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 contain 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 the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

[The following is a public summary of the exempt information under S.100C (2) of the Local Government Act 1972. Exempt minutes exist as a separate document.]

17. OFF-SITE STORAGE RECORDS CONTRACT - EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in the exempt 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.

Note of dispensation in respect of any declared conflict of interest:

None.

18. OPTION APPRAISAL ON THE FUTURE OF 120, DALLING ROAD CHILDREN'S HOME - EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in the exempt 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.

Note of dispensation in respect of any declared conflict of interest:

None.

19. SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)

The summary was noted.

Meeting started: 7.00 pm

Meeting ended: 8.02 pm

Chairman

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Cabinet

7 FEBRUARY 2011

LEADER

*Councillor Stephen
Greenhalgh*

**THE GENERAL FUND CAPITAL PROGRAMME,
HOUSING REVENUE CAPITAL PROGRAMME
AND REVENUE BUDGET 2010/2011 – MONTH 8
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

Recommendation:

That approval be given to the changes to the capital programme as set out in Appendix 1.

**HAS A EIA BEEN
COMPLETED?
YES**

1. SUMMARY

- 1.1 This report sets out proposed amendments to both Capital and Revenue Estimates as at month 8. However, there are no amendments to the revenue budget in this period.

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	Revised Budget at Month 7	Additions/ Reductions	Slippage to 2011/12	Revised Budget at Month 8
	£'000	£'000	£'000	£'000
Children's Services	15,117	(632)	(520)	13,965
Community Services (Adult Social Care)	824	0	(250)	574
Regeneration and Housing	3,021	0	0	3,021
Environment Services	12,268	(173)	(1,544)	10,551
Finance and Corporate Services	2,036		0	2,036
Resident's Services	8,685		0	8,685
Total	41,951	(805)	(2,314)	38,832

- 2.2 **Movement in Mainstream Expenditure (£0.817m)** The main adjustment relates to the slippage of £0.470m in respect of schools expansion programme, £0.199m in respect of carriageways works and a reduction of £0.148m for the River Wall reconstruction at Bishops Park.
- 2.3 **Movement in Specific Funded Schemes.** There has been a net decrease of £0.657m in specific funded budgets. These relate mainly to a reduction of £0.632m on Children Services. These are detailed in appendix 1.

3. REVENUE BUDGET ADJUSTMENTS

- 3.1 There is no budget virement requested that exceed £100,000 in this period.

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

CHILDREN'S SERVICES

	2010/11				Comments
	Last Reported Budget	Additions/Reductions	Reprofiling	Revised Budget at Month 8	
	£000's	£000's	£000's	£000's	
Children's Centres	1,278	-	-	1,278	
Targetted Capital	1,799	-	-	1,799	
Lyric Theatre Development	500	(500)	-	-	Grant Reduction
Kitchens	827	225	-	1,052	Budget Alignment
Primary Capital Programme	6,120	(275)	(50)	5,795	Budget Alignment
Early Years and Child Care	1,141	(10)	-	1,131	Budget Alignment
Devolved Capital to Schools	884	-	-	884	
Other	2,341	(72)	(470)	1,799	Reduced grant allocation of £0.72m and slippage of £0.470m.
Schools Capital Programme	227	-	-	227	
Total Children's Services	15,117	(632)	(520)	13,965	

COMMUNITY SERVICES

Schemes	2010/11					Comments
	Last Reported Budget	Slippage	Additions/Reductions	Reprofiling	Revised Budget at Month 8	
	£000's	£000's	£000's	£000's	£000's	
17 Rivercourt Road (mainstream)	13	-	-	-	13	
Relocation of HF Mind (mainstream)	15	-	-	-	15	
Adult Social Care Grant	317	-	-	(200)	117	Slippage to 2011/12
Grants to Social Landlords to Improve Hostels	215	-	-	-	215	
Sir Oswald Stoll Foundation(DCLG)	61	-	-	-	61	
Social Care IT Infrastructure Capital Grant (DOH)	83	-	-	(50)	33	Slippage to 2011/12
Supporting Your Choice (Social Care Reform)(DoH)	120	-	-	-	120	
Total Community Services	824	-	-	(250)	574	

ENVIRONMENT SERVICES

Schemes	2010/11				Comments
	Last Reported Budget	Additions /Reductions	Reprofiling	Revised Budget at Month 8	
	£000's	£000's	£000's	£000's	
Footways and Carriageways.	2,197	-	(199)	1,998	
Planned Maintenance/DDA Programme	2,273	-	-	2,273	Slippage to 2011/12
River Wall Repairs	298	(148)	-	150	Budget Reduction
Transport For London Schemes	2,695	6	-	2,701	Budget Alignment
Parking Reserve	1,170	-	(344)	826	Budget Reduction
Developer Contribution Funded	2,355	(1)	(1,001)	1,353	Slippage to 2011/12
Efficiency Reserve Fund	436	-	-	436	
West London Grant	673	-	-	673	
Others	171	(30)	-	141	Reduced contribution.
Total Environment Services	12,268	(173)	(1,544)	10,551	



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

REVENUE BUDGET AND COUNCIL TAX LEVELS 2011/12

**Wards
All**

This report sets out proposals in respect of the revenue budget for the Council for 2011/12 including Council Tax levels, and deals with the precept from the Greater London Authority (GLA), together with ancillary issues.

CONTRIBUTORS

All Departments

**HAS A EIA BEEN COMPLETED?
YES**

Recommendations:

1. To note the Council Tax freeze for the Hammersmith & Fulham element for 2011/12. For planning purposes, there will be no change for 2012/13 and 2013/14.
2. That the Council Tax be set for 2011/12 for each category of dwelling, as calculated in accordance with Sections 30 to 47 of the Local Government Finance Act 1992, as outlined below and in full in Appendix A:
 - (a) The element of Council Tax charged for Hammersmith & Fulham Council will be £811.78 per Band D property in 2011/12.
 - (b) The element of Council Tax charged by the Greater London Authority will be £309.82 per Band D property in 2011/12.
 - (c) The overall Council Tax to be set will be £1,121.60 per Band D property in 2011/12.

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?
YES**

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9 £	7/9 £	8/9 £	1 £	11/9 £	13/9 £	15/9 £	18/9 £
a) H& F	541.19	631.38	721.58	811.78	992.18	1,172.57	1,352.97	1,623.56
b)GLA	206.55	240.97	275.40	309.82	378.67	447.52	516.37	619.64
c)Total (Draft)	747.74	872.35	996.98	1,121.60	1,370.85	1,620.09	1,869.34	2,243.20

3. That the Council's own total net expenditure budget for 2011/12 be set as £189.289m
4. That fees and charges be approved as set out in paragraph 4.4.
5. That the Director of Finance and Corporate Services' budget projections to 2013/14 be noted.
6. That the Director of Finance and Corporate Services' statements under Section 25 of the Local Government Act 2003 regarding adequacy of reserves and robustness of estimates be noted (section 13).
7. That the Director of Finance and Corporate Services be authorised to collect and recover National Non-Domestic Rate and Council Tax in accordance with the Local Government Finance Act 1988 (as amended), the Local Government Finance Act 1992 and the Council Schemes of Delegation.
8. That all Chief Officers be required to report monthly on their projected financial position compared to their revenue estimates (as part of the Corporate Monitoring Report).
9. That all Chief Officers be authorised to implement their service spending plans for 2011/12 in accordance with the

recommendations within this report and the Council's Standing Orders, Financial Regulations and relevant Schemes of Delegation.

- 10. That Members note S106 of the Local Government Finance Act 1992 which requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or Council Tax.**

1. BACKGROUND

- 1.1 The Council is obliged by legislation to set a balanced budget. It also has responsibility to set the Council Tax every year in accordance with the Local Government Act 1992.
- 1.2 The calculation of the Council Tax is made up from the following elements:
 - the recommended net Council budget for 2011/12 (sections 2 to 6);
 - the Aggregate External Support estimated by the Council (section 7);
 - the Council Tax base set at Council on 26th January 2011 (section 8);
 - the precept notified by the Greater London Authority (section 9).
- 1.3 The requisite calculation for the Council's share of the Council Tax is set out in **Appendix A**.

2. BUDGET OVERVIEW

- 2.1 Last year, Britain's fiscal deficit was the largest in its peacetime history – the state borrowed one pound for every four that it spent. The Coalition Government came to power in May 2010 with a policy of accelerating the response to the deficit in the public finances. In June in-year savings of £6.2bn were announced. Local government's share was £1.16bn of which Hammersmith and Fulham's revenue grant reduction, excluding schools, amounted to £2.3m. The Local Government Finance Settlement (LGFS) announced on 13th December 2010 confirmed that the Coalition Government aim to tackle this deficit (£81bn) over the next four years. For local government, excluding schools, this means an average funding reduction of 8.5% in 2011/12 and 28.5% by 2014/15. For Hammersmith and Fulham, as a grant 'floor' authority the funding reduction is even greater. Formula Grant will fall by 11.3% in 2011/12 and by a further 7.4% the year after.
- 2.2 The LGFS 2010 did not just set financial targets. Radical changes were announced regarding the local government finance system with 90 specific grant funding streams reduced to just 9. Only 1 ring-fenced grant remains – the dedicated schools grant. These changes not only require the council to account for such resources in a different way but also represent a shift in power away from central government. A greater proportion of resources can now be allocated in line with local priorities.
- 2.3 The budget proposals now presented address these twin challenges. The Council is playing its part in tackling the fiscal deficit whilst focusing available resources on key local priorities. Front-line services and council tax payers are protected as far as possible (**a council tax freeze is proposed for 2011/12, following a 3% reduction each year over the last 4 years**) with a continued emphasis on value for money. A number of new cross-cutting transformational projects are to be taken forward both within the Council and with other partners – such as

collaborative working with the Royal Borough of Kensington and Chelsea and City of Westminster.

- 2.4 The scale of the financial challenge facing the Council is summarised in Appendix B. **Savings of nearly £27m are required to balance the budget in 2011/12 (12% of the Base Budget)**. This savings requirement increases to £64.2m by 2013/14 (29% of the Base Budget).
- 2.5 It is against this demanding background that the Council's revenue budget proposals are now presented to Council for approval.

3. THE BUDGET REQUIREMENT

- 3.1 The Director of Finance and Corporate Service's medium term projection of the Council budget requirement to 2013/14 is set out in Appendix B and summarised in Table 1 for 2011/12.

Table 1: The Budget Requirement

	£000s
2010/11 Original Budget	184,345
Add: Grant Funded Expenditure now Mainstreamed (<i>para 4.1 refers</i>)	39,059
Less: Adjustment made for Economic Slowdown	(850)
2010/11 Adjusted Budget	222,554
<i>Plus</i>	
Inflation (<i>para 4.2 refers</i>)	2,721
Growth	11,797
Unallocated core revenue grant (<i>para 4.1 refers</i>)	2,409
<i>Less</i>	
Efficiency Savings and Income Generation	(26,709)
Net Drawdown from Earmarked Reserves (<i>para refers</i>)	(3,342)
Gross Council Budget 2011/12	209,430
<i>Less</i>	
Core Revenue Grants (unringfenced)	(20,141)
Budget Requirement	189,289
Funded From:	
Formula Grant (<i>para 7.1 refers</i>)	(124,510)
Council Tax (section 8 refers)	(64,779)
	(189,289)

3.2 The relevant Service Directors and Cabinet Members, in conjunction with the Director of Finance and Corporate Services have considered the detail of the individual estimates. Under Section 25 of the Local Government Act 2003, the Director of Finance and Corporate Services is required to include in budget reports a statement of her view of the robustness of the estimates for 2011/12 included in the report. This statement is set out section 13.

4. BUDGET ASSUMPTIONS

4.1 **Grant Expenditure Now Mainstreamed.** The Local Government Finance Settlement has provided for a significant devolution of financial control to councils. The number of separate core grants has reduced from over 90 to just 9 with just 1 ringfenced grant, dedicated schools grant – which is excluded from the Council's budget requirement, remaining in 2011/12. A new public health grant will also be ringfenced but the timing and amount of this is not yet confirmed. The transition from the old system to the new system is quite complex.

- Some grants have been rolled into formula grant.
- Some grants have been rolled into the new core revenue grants.
- Some funding streams have stopped or appear to have increased.
- The position of some grants is not yet clear.

4.2 The latest known position is set out in Appendix F. Excluding the ring-fenced Dedicated Schools Grant (DSG), overall grant funding is estimated to have reduced by £23m from 2010/11 to 2011/12 – of which £7m is Specific and Area Based Grant funding (ABG) . Expenditure of £39m, which was previously funded through Area Based Grant (ABG), or from one of the new unringfenced core revenue grants, is now under local control and is mainstreamed within the budget requirement.

4.3 **Inflation.** In order to contain growth, no inflation has been applied except where there is a contract in place. A pay freeze is expected and no inflation has been built into the 2011/12 salary budgets. It has also been decided not to hold an inflation contingency for future pay awards but to increase the general contingency instead. This is because the uncertainty around the future economy makes it impossible to predict how financial pressures will manifest. The only certainty is that there will be pressures. Current inflation is above the long-term government target and sensitivity analysis has been undertaken to identify the potential impact should this be on-going. This is identified as a risk in Appendix E

4.4 **Fees and Charges.** The budget has been prepared on the basis of an average 2% increase in fees and charges. Exceptions to the average 2% inflationary uplift are detailed in Appendix G.

- 4.5 **Pensions.** The funding position of the pension fund is measured by the Council's actuary every three years and the Council has now received the draft actuarial valuation results for 31st March 2010. The funding level has increased from 70% to 74% over the three year period from 31st March 2007 to 31st March 2010 and this has enabled the Council to maintain its current employer contribution rate of 24.7% for the next three years without need for further increases. The valuation report is currently still in draft and will not be signed off by the actuary until 31st March 2011, as it is possible that the government may announce changes to the local government pension scheme which could affect the valuation. Any changes would most likely improve the position on the pension fund further.
- 4.5 **Net Drawdown from Earmarked Reserves.** At the close of 2009/10 the Council had earmarked reserves of £32m. It is now proposed that £3.3m be drawn down as part of the 2011/12 budget. This relates to a reserve set aside for the transition from the Area Based Grant (ABG) regime. This is no longer required following the abolition of ABG. £1.97m will also be drawn down, from a planned underspend and other balances, to meet Adult Social Care Spend pressures. It is intended that use of this funding be one-off with spend pressures addressed as part of next years budget process.

5. GROWTH

- 5.1 In the course of the budget process departments have identified areas where additional resources are required. Additional requirements are detailed in **Appendix C** and summarised in Table 2 below for 2011/12.

Table 2: Growth Proposals

	£000s
Children's Services	150
Community Services	2,837
Environment Services	0
Finance and Corporate Services	547
Regeneration and Housing	2,313
Residents Services	1,600
Corporate Items (includes post Spending Review growth)	4,350
Total Growth	11,797

- 5.2 Table 3 summarises why budget growth is required

Table 3: Reasons for Budget Growth

	£'000s
Council Priorities	1,950
Government	3,753
Other Public Bodies	2,350
Demographic and Cost Pressures	1,719
Redundancy costs	1,500
Other	525
Total Growth	11,797

- 5.3 The main Council priority supported is £1.6m for the on-going provision of extended beat policing in the three town centres. This funding was previously met from earmarked reserves and is now mainstreamed.
- 5.4 £4.1m of growth is directly attributable to government policy. The main increase (£1.96m) relates to the proposed reduction in the cap on rent levels supported by housing benefit. This reduces the income receivable by the council regarding those properties it has rented/leased from landlords to house homeless persons.
- 5.5 £2.5m of growth relates to other public bodies. A significant element relates (£0.6m) to the freedom pass. There are a number of reasons for such growth including a move towards new usage data, changes in government funding and cost increases from the transport operators.
- 5.6 The unprecedented level of savings that the Council is required to deliver will inevitably result in an increased number of redundancies. Whilst action will be taken to keep these to a minimum the Director of Finance and Corporate Services considers it prudent to increase the existing provision, £1.2m, by a further £1.5m.
- 5.7 The financial environment in which the Council operates has become more challenging. Departments have identified a number of risks for future years (Appendix E). These reflect the unprecedented level of savings required to address the fiscal deficit.

6. SAVINGS AND INCOME GENERATION

- 6.1 Over £64m of savings are required to balance the budget over the next 3 years. In bringing forward proposals to meet this challenge the Council has:
- Looked to protect front-line services.
 - Continued to focus on asset rationalisation to reduce accommodation costs and deliver debt reduction savings.
 - Built on previous practice of seeking to deliver the best possible service at the lowest possible cost. Effective budget management is essential.

- Considered thoroughly what benefits can be obtained from commercialisation and competition.
- Recognised that more cross-cutting action is necessary. A number of council wide transformation projects, such as Smart Working, World Class Financial Management and a Business Support Review, have been put in place to deliver savings.
- Taken forward working collaboratively with others. In the past couple of years progress was made regarding integration with the PCT (for which different arrangements now apply). New collaborative working proposals are now proposed with City of Westminster and Royal Borough of Kensington and Chelsea with discussions on-going. Other shared service solutions will be taken forward as and when appropriate.

6.2 The saving proposals put forward are detailed in **Appendix D** with the 2011/12 position summarised in Table 1.

Table 4: Savings Proposals

	£000s
Children's Services	6,515
Community Services	6,103
Environment Services	4,802
Finance and Corporate Services	3,876
Housing and Regeneration	923
Residents Services	3,791
Corporate Items	700
Total Savings	26,709

6.3 A categorisation of the savings is shown in Table 5. Posts will need to be deleted and the latest estimate of the reduction in employee numbers is identified. Job losses through redundancy will be kept to a minimum by focusing on vacant posts, controlling recruitment, improving redeployment procedures and releasing agency staff but significant numbers of redundancies are unavoidable. Some savings fit within more than one category – for the purposes of this analysis they are categorised according to the main element.

Table 5: Analysis of the 2011/12 Savings

Type of Saving	£'000s
Efficiencies	(4,354)
Staffing / Productivity	(4,801)
Commissioning	(856)
Procurement/Market Testing	(2,841)
Commercialisation / Income	(3,996)
Family Support Services Restructuring	(3,260)
Transformation Projects	(1,936)

Alternative Funding Regimes / Miscellaneous	(1,383)
Reconfiguration/Rationalisation of Services	(911)
Voluntary Sector Grants	(500)
Debt Reduction	(700)
Buildings	(665)
Sharing Services with Royal Borough of Kensington & Chelsea and City of Westminster	(506)
Total	(26,709)
Job Reductions (Full-Time Equivalents)	(339)

7. EXTERNAL FUNDING

- 7.1 **Formula Grant.** The Government announced a new 2-year Local Government Finance Settlement starting in 2011/12. The Council will receive Formula Grant of £124.5m – a decrease of £15.9m from the comparable 2010/11 allocation. A comparison against the London and National Position is set out in Table 6.

Table 6: Formula Grant Decreases

	2011/12	2012/13
Hammersmith and Fulham	-11.3%	-7.4%
Inner London	-11.2%	-7.4%
Outer London	-11.3%	-7.9%
National Average	-9.9%	-7.3%

- 7.2 Hammersmith and Fulham will be a 'floor' authority for each year of the settlement. In a change from previous years authorities with social services responsibilities have been placed in 4 different 'floor' bands. Those authorities, including this council, that are most dependant on formula grant (ie have the lowest share of their budget requirement funded from council tax) have been placed in Band 1. Hammersmith and Fulham is in Band 1 – formula grant accounts for 66% of the net budget requirement in 2010/11. In comparison, formula grant accounts for 18% of the budget requirement for Richmond LB. Given this low dependency, Richmond LB is in Band 4. The impact on the respective Bands is set out in Table 7.

Table 7: Floor Bands

Floor band	2011/12 floor	2012/13 floor
Band 1 (most dependent)	-11.3%	-7.4%
Band 2	-12.3%	-8.4%
Band 3	-13.3%	-9.4%
Band 4 (least dependent)	-14.3%	-10.4%

- 7.3 A consultation paper was issued in the summer on potential changes to the 2011/12 formula grant system. The options put forward largely updated and fine-tuned the existing system. The exception was the use of new data for the Area Cost Adjustment (ACA) – this recognises the higher cost of labour in certain parts of the country – which would disadvantage London. The changes to the ACA have been accepted and Hammersmith and Fulham’s notional formula grant figure is now £30m below the actual grant (previously the figure was £24m below). Were the ‘floor’ arrangements not in place this authority would be £30m worse-off. Unless radical changes are made to the formula grant system this authority will be at the ‘floor’ for the foreseeable future.
- 7.4 The Council continues to press for long term change. The coalition agreement set out plans to undertake a Local Government Resource Review. This is expected to commence in January 2011. Ministers have also indicated that they consider the current formula grant system to lack both clarity and common sense.
- 7.5 **Core Revenue Grants (unringfenced).** Details of the new unringfenced core revenue grants are set out in Table 8. The amount of grant funding was not confirmed until the Local Government Finance Settlement was published and further work is required to fully understand these funding streams. Out of the total grant allocation of £20.1m it is currently proposed that £2.4m be held in a contingency. This will allow the Council more time to properly consider how use of this funding is prioritised.

Table 8: Core Revenue Grants (unringfenced)

Grant	Amount £'000s	Notes
Early Intervention Grant	9,429	This is a new grant that is intended to give local areas the freedom and flexibility to invest in early intervention. It is pulled together from a number of old specific grants (such as Sure Start) and ABG.
Learning Disabilities Grant	3,962	This is replacement funding. It reimburses the Council with budgets that have transferred from the PCT.
New Homes Bonus	909 (estimated)	This is new. It rewards Councils where new homes are built by match funding the Council Tax for six years.
Council Tax Freeze Grant	1,619	This is new. It rewards Councils, like this authority, that freeze their 2011/12 council tax levels. The grant is equivalent to a 2.5% increase in 2011/12 council tax.

Housing Benefit and Council Tax Administration Grant	2,288	This grant continues from previous years but is reduced from 2010/11 by £0.151m.
Preventing Homelessness	1,775	This continues from previous years but is £0.5m higher than in 2010/11.
Lead Flood Authority	159	This is new and intended to fund the new roles for the council under the Floods and Water Management Act 2010
Total	20,141	

Note: Confirmation is still awaited on the allocation for the PFI grant.

7.6 **Core Revenue Grants (ringfenced).** Funding for schools continues to be provided through ring-fenced Dedicated Schools Grant. The 2011/12 allocation for Hammersmith and Fulham will not be known until June 2012. Significant changes have been made to the funding formula with the inclusion of a new pupil premium for disadvantaged children. The direct government funding of this service requires the Council to exclude it from its budget requirement.

7.7 In summary major changes have been made to the grant regime. Overall external funding, excluding Dedicated Schools Grant, is estimated to have reduced by £23m from 2010/11 to 2011/12.

8. COUNCIL TAX BASE

8.1 The Council on 26th January 2011 has formally agreed a Tax Base of 79,799 equivalent Band D properties for 2011/12. Therefore the Council's element of the Council Tax can be calculated as follows:

$\frac{\text{Total Budget Requirement}}{\text{Tax Base}} = \frac{189,289-124,510}{79,799} = \text{£}811.78$

8.2 This represents no change from the 2010/11 charge.

9. PRECEPTOR'S COUNCIL TAX REQUIREMENTS

9.1 The Greater London Authority's precept of £24.723m (agreed on 23rd February 2011) also has to be funded from Council Tax. The following table analyses the total amount to be funded and the resulting overall Band D Council Tax level.

$\frac{\text{Preceptors Budget Requirement}}{\text{Tax Base}} = \frac{\text{£}24.723\text{m}}{79,799} = \text{£}309.82$

9.2 For a third year this represents no change from the 2008/09 Council Tax level.

10. OVERALL COUNCIL TAX REQUIREMENTS 2011/12 AND 2012/13

10.1 It is proposed to freeze Hammersmith and Fulham’s element of the Council Tax in 2011/12 in order to provide a balanced budget in year with £10m-£17m in current reserves (see section 13). The overall amount to be funded from the Council Tax is calculated as follows:

Table 9

	£000s
London Borough of Hammersmith & Fulham	189,289
Greater London Authority	24,723
<u>Less</u>	
External Support	(124,510)
Total Requirement for Council Tax	89,502

10.2 In accordance with the Local Government Finance Act 1992, the Council is required to calculate and approve a Council Tax for its own budgetary purposes (section 8) and then add the separate Council Tax requirements for each of the preceptors (section 9).

10.3 It must then set the overall Council Tax for the Borough. These calculations have to be carried out for each of the valuation bands A to H, and are set out in the recommendations at the front of the report. The amount per Band D equivalent property is calculated as follows:

$\frac{\text{Total Budget Requirement}}{\text{Tax Base}} = \frac{\text{£89.502m}}{79,799} = \text{£1,121.60}$

10.4 The Band D charge is unchanged from 2010/11 for the Hammersmith and Fulham element and the Greater London Authority.

10.5 The robust forward financial plans set out in the Council's MTFs has enabled an indicative Council Tax figure to be provided for 2012/13. It is planned that it remain at the 2011/12 level of £811.78. For 2013/14 planning purposes, the Director of Finance and Corporate Services has again assumed no change to the 2010/11 Council Tax level.

10.6 The current Band D Council Tax charge is the 4th lowest in London and the current freeze follows 4 successive 3% decreases. Table 10 sets out the changes in the Band D charge for the Hammersmith and Fulham element of Council Tax since 2002/03. The proposed Band D charge for 2011/12 is the lowest charge since that approved for 2002/03.

Table 10

	Band D Hammersmith and Fulham Element	Change	Change
	£	£	%
2002/03	772.41	0	0
2003/04	848.49	+76.08	+9.85
2004/05	890.07	+41.58	+4.90
2005/06	903.42	+13.35	+1.50
2006/07	916.97	+13.55	+1.50
2007/08	889.45	-27.52	-3.00
2008/09	862.77	-26.68	-3.00
2009/10	836.89	-25.88	-3.00
2010/11	811.78	-25.11	-3.00
2011/12	811.78	0	0
2012/13 (for planning purposes)	811.78	0	0
2013/14 (for planning purposes)	811.78	0	0

10.7 Council Tax in Hammersmith & Fulham has reduced by 11.5% from 2006/07 to 2010/11. This compares to a London average increase of 8% over the same period. This represents a £500 cash saving for Hammersmith & Fulham residents against the average Borough increase from 2006/07 to 2010/11.

11. CONSULTATION WITH NON DOMESTIC RATEPAYERS

11.1 In accordance with the Local Government Finance Act 1992, the Council is required to consult with Non Domestic Ratepayers on the budget proposals. The consultation can have no effect on the Business Rate, which is set by the Government.

- 11.2 As with previous years, we have discharged this responsibility by writing to the twenty largest payers and the local Chamber of Commerce together with a copy of this report.

12. COMMENTS OF THE SCRUTINY COMMITTEES

- 12.1 As part of the Scrutiny process each department's estimates have been reviewed by a relevant Scrutiny Committee. There are no comments from the Scrutiny Committees.

13. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

The Robustness of the Budget Estimates

- 13.1 The relevant Service Directors and Cabinet Members, in conjunction with the Director of Finance and Corporate Services, have considered the detail of the individual estimates. Under Section 25 of the Local Government Act 2003, the Director of Finance and Corporate Services is required to include in budget reports a statement of her view of the robustness of the estimates for 2011/12 included in the report.
- 13.2 Budget estimates are exactly that, estimates of spending and income at a point in time. This statement about the robustness of estimates cannot give a guaranteed assurance about the budget, but gives Members reasonable assurances that the budget has been based on the best available information and assumptions. For the reasons set out below the Director of Finance and Corporate Services is satisfied with the accuracy and robustness of the estimates included in this report: :
- The budget proposals have been developed following guidance from the Director of Finance and Corporate Services and have been through a robust process of development and challenge.
 - Contract inflation is provided for.
 - Adequate allowance has been made for pension costs
 - Service managers have made reasonable assumptions about growth pressures.
 - Mechanisms are in place to monitor sensitive areas of expenditure and the delivery of savings.
 - Key risks have been identified and considered.
 - Prudent assumptions have been made about interest rates and the budget proposals are joined up with the requirements of the prudential code and Treasury Management Strategy.

- The revenue effects of the capital programme have been reflected in the budget.
- The recommended increases in fees and charges are in line with the assumptions in the budget.
- The provision for redundancy costs has increased to meet future restructuring and downsizing.
- The use of budget monitoring in 2010 -11 in order to re-align budgets where required
- A review via the Council Executive Management Board of proposed savings and their achievability
- A Member review and challenge of each department's proposals for the budget.

Risk, Revenue Balances and Earmarked Reserves

- 13.3 Under Section 25 of the Local Government Act 2003, the Director of Finance and Corporate Services is required to include in budget reports a statement of her view of the adequacy of the balances and reserves the budget provides for. The level of balances is examined each year along with the level of reserves in light of the risks facing the Authority in the medium term.

General Fund Balances

- 13.4 The Council's general balance stood at £15m as at 1st April 2010 and it is currently projected that they will increase by £0.1m the current financial year. This will leave approximately £15.1m in general balance at year end, which represents 8.2% of the current budget requirement.
- 13.5 The Council's budget requirement for 2011/12 is in the order of £189.3m. Within a budget of this magnitude there are inevitably areas of risk and uncertainty and this is particularly true for 2011/12 when a significant reduction is being made in the level of funding available to the council. The key financial risks that currently face the Council have been identified and quantified. They are set out in Appendix E and amount to £10.8m. The Council has in place rigorous budget monitoring arrangements and a policy of restoring balances once used.
- 13.6 Given the unprecedented scale of change in local government funding, the Director of Finance and Corporate Services considers that a wider than normal range needs to be specified for the optimal level of balances. She is therefore recommending that reserves need to be maintained within the range £10m - £17m. This compares to a range of £8m-£9m in 2006/07. The optimal level of £10m-£17m is projected to be broadly met over the next 3 years and is, in the Director of Finance and Corporate Service's view, sufficient to allow for the risks identified and to support effective medium term financial planning.

Earmarked Reserves

13.7 The Council also holds a number of earmarked reserves to deal with anticipated risks and liabilities, and to allow for future investment in priority areas. Reviews are undertaken of the need for, and the adequacy of, each earmarked reserve as part of the budget process and again when the accounts are closed. These are formally reported to the Audit and Pensions Committee in June and September of each year.

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

14.1 The Council is obliged to set the Council Tax and a balanced budget for the forthcoming financial year in accordance with the provisions set out in the body of the report.

14.2 In addition to the statutory provisions the Council must also comply with general public law requirements and in particular it must take into account all relevant matters, ignore irrelevant matters and act reasonably and for the public good when setting the Council Tax and budget.

14.3 The recommendations contained in the report have been prepared in line with these requirements.

14.4 Section 25 of the Local Government Act 2003, which came into force on 18 November 2003, requires the Director of Finance to report on the robustness of the estimates made for the purposes of budget calculations and the adequacy of the proposed financial reserves. The Council must take these matters into account when making decisions about the budget calculations.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	Revenue Budget 2011/12	Andrew Lord Ext. 2531	Finance Department Room 5 Town Hall
2.	Formula Grant Papers 2011/12	Andrew Lord Ext. 2531	Finance Department Room 5 Town Hall
3.	Finance and Corporate Services Budget Papers	Dave Lansdowne Ext. 2549	Finance Department Room 4 Town Hall
4.	Community Services Budget Papers	Mark Jones Ext. 5006	Community Services Department 77 Glenthorne Road
5.	Children's Services Budget Papers	Dave McNamara Ext 3404	Children's Services Department Cambridge House
6.	Housing and Regeneration Budget Papers	Kathleen Corbett Ext. 3031	Housing and Regeneration Department 77 Glenthorne Road
7.	Residents Services Budget Papers	Kathleen Corbett Ext. 3031	Residents Services Department 77 Glenthorne Road
8.	Environment Services Budget Papers	Dave McNamara Ext. 3404	Environment Department Town Hall Extension

APPENDIX A

The Requisite Calculations for Hammersmith & Fulham (as set out in Sections 36 to 36 of the Local Government Finance Act 1992)

		<u>£000s</u>
(a)	being the aggregate of the amounts which the Council estimates for the items set out in section 32 (2)(a) to (e) of the Act.	624,888
(b)	being the aggregate of the amounts which the Council estimates for the items set out in Section 32 (3)(a) to (c) of the Act.	(435,599)
(c)	being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council in accordance with Section 32 (4) of the Act, as its budget requirement for the year.	189,289
(d)	being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed non-domestic rates, revenue support grant, or additional grant, (in accordance with section 33 (1) decreased by the amount of the sums which the Council estimates will be transferred in the year from its Collection Fund to its General Fund in accordance with Section 97 (3) of the Local Government Finance Act 1988 (i.e. Council Tax Deficit). (i.e. Aggregate External Support plus Council Tax adjustments).	(124,510)
(e)	being the amount at (c) above less the amounts at (d) above, calculated by the Council in accordance with Section 33 (1) of the Act	64,779
(f)	being the amount at (c) above less the amount at (d) above all divided by the amount in Section 8 of the report, calculated by the Council, in accordance with Section 33 (1) of the Act, as the Basic Amount of its Council Tax (Band D) for the year i.e. $\frac{\pounds(c)k - \pounds(d)k}{\text{Amount Section 9}}$	811.78

(g) Valuation Bands – Hammersmith & Fulham Council:

Band A	Band B	Band C	Band D
541.19	631.38	721.58	811.78
Band E	Band F	Band G	Band H
992.18	1,172.57	1,352.97	1,623.56

being the amounts given by multiplying the amount at (f) above by the number which, in proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which that proportion is applicable to dwellings listed in band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of dwellings listed in the different valuation bands.

(h) Valuation Bands – Greater London Authority

That it be noted that for the year 2009-10, the following amounts in precepts issued to the Council in respect of the Greater London Authority, its functional and predecessor bodies, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Band A	Band B	Band C	Band D
206.55	240.97	275.40	309.82
Band E	Band F	Band G	Band H
378.67	447.52	516.37	619.64

(i) That having calculated the aggregate in each case of the amounts at (g) and (h) above, the Council, in accordance with Section 30 (2) of the Local Government Finance Act 1992, hereby sets the following amounts of Council Tax for the year 2009-10 for each of the categories of dwellings shown below:

Band A	Band B	Band C	Band D
747.74	872.35	996.98	1,121.60
Band E	Band F	Band G	Band H
1,370.85	1,620.09	1,869.34	2,243.20

Medium Term Budget Requirement

	Year 1 2011/12 £'000	Year 2 2012/13 £'000	Year 3 2013/14 £'000
2010/11 Council Budget	184,345		
Less: Adjustment for Economic Slowdown	(850)		
Add: Rolling-in of previously grant funded expenditure	39,059		
2011/12 Net General Fund Base Budget	222,554	222,554	222,554
Contract and Income Inflation	2,721	6,338	9,080
Growth	11,797	13,568	16,762
Departmental Efficiencies	(26,709)	(50,073)	(64,180)
Additional General Contingency	0	5,104	10,208
Provisional Local Government Finance Settlement (Unallocated Grant Funding)	2,409	2,409	2,409
Total Expenditure	212,772	199,900	196,833
Reduction in Drawdown from Earmarked Reserves (Economic Slowdown)	850	850	850
Draw Down from Earmarked Reserve (Community Services)	(1,975)	0	0
Drawdown from Earmarked Reserves (ABG transition)	(2,217)	0	0
Gross Budget Requirement	209,430	200,750	197,683
Less:			
Council Tax Freeze/New Homes Bonus Grant	2,528	3,437	4,346
Core Revenue Grants	17,613	17,613	17,085
Revenue Grants	20,141	21,050	21,431
Net Budget Requirement	189,289	179,700	176,252
Funded by:			
Formula Grant	124,510	114,921	111,473
Council Tax	64,779	64,779	64,779
	189,289	179,700	176,252
<i>Risks</i>	<i>10,848</i>	<i>18,159</i>	<i>27,032</i>

Children's Services						
Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
Schools	Secondary Schools Capital Investment (Prudential Borrowing)	150	300	450		
Total Growth		150	300	450		
Community Services						
Existing Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
Adult Social Care	Increase in demand for disabled people placements and care packages	0	205	410		
Adult Social Care	Placement packages and direct payments	840	840	840		
Adult Social Care	Mental Health - New Continuing Care Placements as a result of a change in funding from NHS to the Council	703	703	703		
Learning Disabilities	Increase in demand for learning disability placements and care packages	0	335	335		
Total Existing Growth		1,543	2,083	2,288		
New Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
Adult Social Care	Increase in demand for all aged people with care placements and care packages	0	300	1,200		
Adult Social Care	Loss of ILF Funding for New Clients (Funded from earmarked reserve in 2011/12)	366	366	366		
Adult Social Care	Home Care Charging Income Budget- the department has an ongoing shortfall of £400k and has decided in consultation with the head of legal services and lead cabinet member not to consult on a review of the HCC Scheme. (Funded from earmarked reserve in 2011/12)	400	400	400		
Quality, Commissioning & Procurement	Loss of Supporting people funding- with the ongoing reduction of the grant, the reduced level of funding is now affecting adult social care services. (Funded from earmarked reserve in 2011/12)	363	363	363		
Resources	Loss of removal income from storage of council tenants belongings: H&F Homes are reviewing where tenants belongings are stored and returning them to tenants which has resulted in an income loss to the removals service. (Funded from earmarked reserve in 2011/12)	165	164	164		
Total New Growth		1,294	1,593	2,493		

Finance & Corporate Services						
Existing Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
Councillor Services	Councillor Briefings after May Elections	-15	-15	-15		-15
H&F Direct	Freedom Passes- Introduction of a new apportionment basis which shifts costs from Outer to Inner London and cost increase	586	912	1,251		1,251
H&F Direct	Admin Grant Income (tbc)	85	85	85		85
Local Elections	May 2010 Election and Implementing the new Electoral Administration Bill	-250	-250	-250		-250
Total Growth		406	732	1,071		1,071
Regeneration & Housing						
New Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
H&F Direct	HB Admin Grant Income (5% reduction in grant per annum)	66	274	462		462
Local Elections	Annual contribution to a provision to provide for the cost of future local elections and councillor briefings	75	75	75		75
Total Growth		141	349	537		537
Residents Services						
New Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
Housing	Cap on HB subsidy (LHA) for HALS properties	1,187	1,187	1,985		1,985
Housing	Cap on HB subsidy (LHA) for PSL properties	16	16	547		547
Housing	Cap on HB subsidy (LHA) for HALD properties	760	760	760		760
Housing	Cap on HB subsidy (LHA) for PRS properties	TBC	TBC	TBC		TBC
Regeneration	Expiry of Strategic Regeneration funding arrangements	350	350	350		350
Total New Growth		2,313	2,313	3,642		3,642
Residents Services						
Growth		2011/12	2012/13	2013/14		
Title	Description	£'000	£'000	£'000		£'000
Safer Neighbourhoods	Round the Clock Beat Policing - future costs to continue service	1,600	1,600	1,600		1,600
Total Growth		1,600	1,600	1,600		1,600

Corporate					
Growth	Description	2011/12	2012/13	2013/14	
		£'000	£'000	£'000	
NINDR	Net growth arising from revaluation and fall in multiplier	431	431	431	
WRWA Levy	Increase in levy payable to Western Riverside Waste Authority (landfill tax)	850	850	850	
Office Accommodation	Rental and service charges increases	150	300	300	
Pensions	Additional contributions to the London Pensions Fund Authority	211	211	211	
Land Charges	Impact of legal review on ability of local authorities to generate land charges income and impact of economic downturn on building control fees	750	750	750	
Redundancy Costs	Allowance for downsizing and restructuring	1,500	1,500	1,500	
Total Growth		3,892	4,042	4,042	

Growth post Spending Review 2010					
Growth	Description	2011/12	2012/13	2013/14	
		£'000	£'000	£'000	
H&F Direct	HB Admin Grant Income	35	133	216	
Building & Property Management	Carbon Trading Scheme	264	264	264	
Highways & Engineering	New Flood Responsibilities	159	159	159	
		458	556	639	

Hammersmith and Fulham - Summary					
	2011/12	2012/13	2013/14		
	£'000	£'000	£'000		
Existing Growth	6,741	7,907	8,601		
New Growth	5,056	5,661	8,161		
Grand Total	11,797	13,568	16,762		

Efficiencies

Appendix D

Children's Services		2011/12	2012/13	2013/14	Reduction in FTEs
Division	Description of Saving	£000s	£000s	£000s	
Children, Youth & Communities	Commissioning of services to reduce costs (including employment costs)	(27)	(27)	(27)	0
Children, Youth & Communities	Reduction of vehicle lease costs	(11)	(11)	(11)	0
Children, Youth & Communities	Extended services - end of match funding time limited grants	(120)	(120)	(120)	0
Children, Youth & Communities	Efficiencies from reprovision of services in schools as part of extended services offer	(200)	(200)	(200)	0
Education Services	School Improvement - Reducing Senior Management overheads and business support Deletion of 2 principal adviser posts and reduction in AD costs of 30% due to shared role in merger. 8 further posts to be deleted by Sept 2011	(50)	(250)	(250)	(10)
Education Services	Sharing of education services with WCC / RBKC	0	(150)	(500)	TBC
School Resources	BSF Core Funding & Schools Resourcing Reorganisation following the ending of the BSF and Primary Capital programmes and a further reorganisation following the completion of the merger work	(175)	(225)	(275)	(4)
School Resources	Transfer of Traded Services relating to schools into a 'Mutual'/Social Enterprise Efficiencies as expected to be achieved through further commercialisation of the services.	(50)	(100)	(200)	0
Education Services	Possible stretch related to merger - Traded Services More work is required to better understand the nature of these mergers and the developing strategies, although a further stretch of £175k on traded services if RBKC is involved seems reasonable.	0	(50)	(150)	0
School Improvement & Standards	End of inequitable discretionary grants	(8)	(8)	(8)	0
School Improvement & Standards	Special Educational Needs (SEN) staffing efficiencies	(40)	(40)	(40)	0
Social Care	H&F Advice Centre - Staffing Efficiencies	(31)	(31)	(31)	0
Social Care	Reduction in Family Support and Child Protection [FSCP], Contact and Assessment [C&A], and Safeguarding staffing following reduction in demand for services	(700)	(1,000)	(1,000)	(12)
Social Care	More efficient procurement of the workers providing support in the home for disabled children and their families, and reorganisation of the social work teams.	(50)	(125)	(200)	0

Efficiencies

Appendix D

Division	Description of Saving	2011/12	2012/13	2013/14	Reduction in FTEs
		£000s	£000s	£000s	
Social Care	Reorganisation of C&A and FS&CP will result in fewer handovers and yield efficiencies in relation to staffing without impact on the quality of child protection service. This will result in fewer 'handovers' of cases, improving the quality of service for children and their families.	0	(175)	(175)	(3)
Social Care	It is anticipated that following the publication of the Munro Review it will be possible to deliver process efficiencies, reducing staffing requirements.			(250)	(5)
Social Care	Senior management/ senior business support - delayering of management tiers.	(80)	(195)	(400)	(6)
Social Care	Merging the Looked After Children [LAC] and Young Peoples Service [YPS] to create one 0 - 18 service for children in care, reducing handovers of cases, so improving the service quality for children, their families and carers.	0	(125)	(250)	(5)
Social Care	Continuing to reduce the population of children in care with better preventative services [see Locality teams] and more timely permanent placements [Adoption/Special Guardianship/Residence]; thereby reducing placement costs	(320)	(640)	(960)	0
Social Care	Transport costs reduced as a result of there being fewer children in care	(60)	(120)	(180)	0
Social Care	Independent Reviewing Officer costs being reduced as a result of there being fewer children in care			(50)	(1)
Social Care	Reprovision of residential care currently provided at Dalling Road, providing more appropriate placement options.	(400)	(400)	(400)	(17)
Social Care	Savings in foster care costs as a result of there being fewer children in care, and subsequent possible reprovision as part of 3 Borough working	0	(50)	(300)	(6)
Social Care	Reduced expenditure on leaving care services resulting from there being fewer children in care	(40)	(100)	(160)	0
Social Care	More efficient procurement of placements for children in care from Independent Fostering Agencies and Private & Voluntary Residential Care Services delivering better choice and more local placements.	(150)	(375)	(675)	0
Tiers 2 & 3	Refocus of Children's Centre Programme to Sure Start model, targeting support to vulnerable children and their families. With a significant reduction in Central Government funding the programme is to be reshaped to provide support to the children most in need of it. Provision to be commissioned from schools and the third sector and to be run on a 'hub' and 'spoke' model with services being provided on an outreach basis in the 'spokes'. Further discussion to be had with the PCT/CLCH about the delivery of child health services in Sure Start Children's Centres.	(1,321)	(1,321)	(1,321)	(43)
Tiers 2 & 3	Early Years - Reduction in core early years teams to undertake statutory functions for private voluntary and independent providers and childminders	(338)	(338)	(338)	(9)

Efficiencies

Appendix D

Division	Description of Saving	2011/12	2012/13	2013/14	Reduction in FTEs
		£000s	£000s	£000s	
Tiers 2 & 3	Commissioning youth services from schools and the third sector [based on result of consultation of young people] resulting in efficiencies and reducing commissioning cost thereafter.	(297)	(297)	(297)	(6)
Tiers 2 & 3	Extended schools - ending support for school clusters, following cessation of grant funding	(290)	(290)	(290)	(3)
Tiers 2 & 3	Voluntary sector - Voluntary sector provision recommissioned with efficiencies sought.	(140)	(140)	(140)	0
Tiers 2 & 3	Children's commissioning - Reduction in Commissioning posts	(417)	(417)	(417)	(3)
Tiers 2 & 3	Connexions - recommission universal provision in anticipation of Government policy change and provision of targeted services for vulnerable children in Locality Teams	(175)	(175)	(175)	(8)
Tiers 2 & 3	Reduction in centrally employed literacy support staff - Reduction of 2 currently vacant posts, with cessation of grant.	(116)	(116)	(116)	(2)
Tiers 2 & 3	Rationalisation of business support to DMT [as DMT reduced in size] and efficiency review of Planning & Support Team	(173)	(173)	(173)	(4)
Tiers 2 & 3	Reorganisation of Traveller Support Function - Responsibility for teaching for Travellers absorbed into Locality teams. Traveller Home Liaison role retained.	(58)	(58)	(58)	(1)
Tiers 2 & 3	Playing for Success programme - Cessation of literacy project based at football clubs following the ending of the grant	(75)	(75)	(75)	(4)
Transformation Savings	Slicker Business - Subject to the identification of suitable projects in consultation with the programme manager and in accordance with the initiatives of the transformation programme; including 3 Borough Shared Services	(212)	(476)	(593)	0
Transformation Savings	Procurement - Procurement savings, in addition to those proposed by Social Care.	(139)	(185)	(278)	0
Transformation Savings	Customer Transformation - Income Generation Increased income via Traded Services with Schools (e.g. Governor's Clerking) prior to development of new delivery model for Education Services	(75)	(175)	(175)	0
Transformation Savings	Customer Transformation - Subject to the identification of suitable projects in consultation with the programme manager and in accordance with the initiatives of the transformation programme	(141)	(391)	(617)	0
Transformation Savings	Role of the Organisation - Linked to the potential merger of services with WCC and RBKC	(36)	(700)	(700)	0
Total		(6,515)	(9,844)	(12,575)	(151)

Community Services		2011/12	2012/13	2013/14	Reduction in FTEs
Division	Description of Saving	£000s	£000s	£000s	
Community Services Department - Protecting frontline services for vulnerable people by making savings from productivity, efficiency and innovation, so more people will be supported to live longer in their homes through better prevention and rehabilitation.					
Adult Social Care	Applying Private Finance Initiative subsidy from nursing home contracts.	(165)	(165)	(165)	0
Adult Social Care	More efficient equipment procurement	(50)	(100)	(100)	0
Adult Social Care	Transfer of Occupational Therapist costs to the HRA Capital Programme in line with the volume of work and capital guidelines.	(50)	(50)	(50)	0
Adult Social Care	Alternative home support for out of Borough placements for people with learning disabilities	(400)	(700)	(1,000)	0
Adult Social Care	Alternative home support for out of Borough placements for people with mental health conditions	(100)	(200)	(300)	(9)
Adult Social Care	Social Work Productivity through process re-engineering:- Staffing efficiencies to be realised by addressing both the skills mix and productivity of social work and assessment staff to concentrate on professional social work tasks and assessment and care management as a distinct service integrated with health and housing support.	(600)	(600)	(600)	(15)
Adult Social Care	Personal Support Plans. Use creative care plans for people in receipt of adult social care non residential services which will result in lower cost solutions than traditional care packages.	(300)	(300)	(300)	0
Adult Social Care	Improved intensive home support including extra care sheltered housing with nursing to reduce reliance on nursing homes	0	0	(3,000)	0
Adult Social Care	Eligibility Criteria	0	(400)	(400)	0
Quality Commissioning & Procurement	Home Care productivity through electronic monitoring. As part of the WLA homecare framework agreement, care providers are required to provide electronic monitoring. This efficiency can be delivered by monitoring the time on a more efficient basis	(579)	(579)	(579)	0
Quality Commissioning & Procurement	Home Care - Smarter Procurement. As part of the WLA homecare framework agreement, the Council has managed to secure lower average hourly rates for the homecare market resulting in these contractual savings.	(578)	(578)	(578)	0
Quality Commissioning & Procurement	Reprioritisation of 3rd Sector Investment Funds. The proposal is to review the Councils 3rd sector providers contracts with a reallocation of the investment fund and fast track budget.	(500)	(555)	(705)	0

Community Services		Description of Saving			2011/12 2012/13 2013/14			Reduction in FTEs
Division		£000s	£000s	£000s				
Quality Commissioning & Procurement	Staffing efficiencies and headcount reductions in Quality, Commissioning & Procurement, Programme Management, Communications, Executive Support, and Senior Managers	(415)	(675)	(877)		(16)		
Quality Commissioning & Procurement	London Borough Grant Efficiencies (London Council Levy)	(305)	(500)	(500)		0		
Quality Commissioning & Procurement	Increased rental income from properties	(75)	(100)	(100)		0		
Quality Commissioning & Procurement	Formalise joint commissioning through integration - The efficiency resulting from the joint funding and streamlining of work over a two year period.	(34)	(34)	(34)		(1)		
Quality Commissioning & Procurement	Reorganisation of Advice services	(100)	(100)	(100)		(4)		
Resources	Project Management service to be self financing and be phased in over two years with Business Units being recharged for service required.	(120)	(180)	(180)		(3)		
Resources	Improved collection of Residential Charges	(300)	(300)	(300)		0		
Resources	Maximising revenue from new and existing Careline products - May include differential contributions	(200)	(400)	(400)		0		
Resources	Further productivity in Meals on Wheels costs. The department is exploring alternative models of meals provision to reduce costs, and determine whether the charge can be increased without reducing the benefit to vulnerable people.	(100)	(100)	(100)		0		
Resources	Consolidating budget control efficiencies - Following the 09/10 outturn position, the department has reviewed all its cost centres and its adjusting the budget in a range of areas where there were underlying underspends.	(320)	(320)	(320)		0		
Resources	World Class Financial Management (WCFM): As part of the Councils productivity programme, it will improve the working and efficiency of the finance function across the Council by standardising a number of financial processes with an expected 20% reduction in resources.	(98)	(264)	(264)		(6)		
Resources	Productivity in management, support and procurement through 3 Boroughs Integration, and with the NHS	0	0	(1,500)		0		
Cross Cutting	Planned Efficiencies from Area Based Grant expenditure	(714)	(2,424)	(2,815)		0		
Total		(6,103)	(9,624)	(15,267)		(54)		

Risks

Children's Services				
Title	Description	2011/12	2012/13	2013/14
		£'000	£'000	£'000
Total		0	0	0

Community Services				
Title	Description	2011/12	2012/13	2013/14
		£'000	£'000	£'000
All Divisions.	There are a number of new efficiencies proposed where there is a high degree of operational difficulty to deliver and / or the proposal is likely to have a high public impact.	2,360	3,455	7,005
Adult Social Care	Home Care efficiency- the proposal to reduce by 5 minuite through electronic monitoring for all home care hours needs to be evaluated.	290	290	290
Adult Social Care	Loss of ILF Funding for New Clients	0	183	366
All Divisions.	The department has budget pressures and income shortfalls added as growth which will mean hthe department has an increased shortfall compared with the target as growth would have to be found. There is a risk that this shortfall may not be fully addressed	0	1,293	1,293
Total		2,650	5,221	8,954

Environment Services				
Title	Description	2011/12	2012/13	2013/14
		£'000	£'000	£'000
Total		0	0	0

Finance and Corporate Services				
Title	Description	2011/12	2012/13	2013/14
		£'000	£'000	£'000
Insurance	Increase in premiums following recent high value claims	200	200	200
Housing Benefits	Housing Benefit Subsidy Grant lower than expected	400	400	400
Total		200	200	200

Regeneration & Housing				
Title	Description	2011/12	2012/13	2013/14
		£'000	£'000	£'000
Finance	Loss of contribution to staffing costs following transfer of Adult Learning & Skills Service, closedown of New Deal for Communities programme, and expiry of Future Jobs Fund schemes	80	80	80
Finance	Loss of contribution to support costs following transfer of Adult Learning & Skills Service to Further Education College	260	260	260
Regeneration	Shortfall in rental income on new business starter units	70	70	70
Total		410	410	410

Residents Services				
Title	Description	2011/12	2012/13	2013/14
		£'000	£'000	£'000
Cleaner Greener Neighbourhoods	Review of Commercial Waste operations, fees, charges and profitability	110	110	110
Parks & Culture	£400k targeted saving on Leisure contract review from 2012/13 - potential for some service reduction in 2011/12 and resulting part year contract management saving. Discussions underway with CHS to understand any impact for Phoenix School.	100	400	400
Parks & Culture	Rationalise Archives Service	88	88	88
Total		298	598	598

Risks

Corporate		2011/12	2012/13	2013/14
Title	Description	£'000	£'000	£'000
Trade Refuse	Trade Refuse Transition	700	0	0
Pay	Pay Award at 2%	0	3,000	6,000
Land Charges	Land Charges	250	250	250
Inflation	Contract inflation 2% higher than currently assumed	2,140	4,280	6,420
Corporate	Potential non-delivery of savings	2,700	2,700	2,700
Corporate	Debt Reduction - downturn/delay in forecast capital receipts. Interest rate adjustments	500	500	500
Corporate	Costs incurred in asset disposal programme	1,000	1,000	1,000
Total		7,290	11,730	16,870
Hammersmith and Fulham - Summary				
		2011/12	2012/13	2013/14
		£'000	£'000	£'000
Grand Total		10,848	18,159	27,032

Revenue Grant Funding 2011/12

Funding Stream	2010/11 Award £000's	Movement in Existing Grants/ Other Changes £000's	2010/11 Comparable Award £000's	2011/12 Actual Award £000's	Change in Funding £000's	Comment
Formula Grant	120,922	19,451	140,373	124,510	(15,863)	
Area Based Grant	22,668	(18,630)	4,038	0	(4,038)	
Core Revenue Grants						To be confirmed
- Adult Social PFI Grant	1,094	0	1,094	TBC	0	
- Council Tax and Housing Benefits Admin	2,439	0	2,439	2,288	(151)	
- Council Tax Freeze Grant	0	0	0	1,619	1,619	
- Early Intervention Grant	0	10,825	10,825	9,429	(1,396)	
- Lead Flood Authority Grant	0	0	0	159	159	
- Learning Disability Commissioning	3,868	0	3,868	3,962	94	
- New Homes Bonus Grant	0	0	0	909	909	
- Preventing Homelessness Grant	1,233	0	1,233	1,775	542	
New Core Revenue Grants Total	8,634	10,825	19,459	20,141	1,776	
Specific Grants						
- Education Grants	17,204	(15,191)	2,013	0	(2,013)	
- Non Education Grants	10,788	(9,040)	1,748	0	(1,748)	
- Adult Social Care Funding	1,434	(398)	1,036	0	(1,036)	
Specific Grants Total	29,426	(24,629)	4,797	0	(4,797)	
General Fund	181,650	(12,983)	168,667	144,651	(22,922)	
Dedicated Schools Grant	93,434	15,191	108,625	TBC	TBC	To be confirmed in June 2012
General Fund and Schools Funding	275,084	2,208 ¹	277,292	144,651	(22,922)	

Notes

¹ The net increase of £2.208m represents new funding streams that are now included as part of formula grant. The largest element is £1.48m for Concessionary Fares

² There exists a number of grants whose status and/or allocations remain unclear for 2011/12. These include funding streams such as the Youth Justice Board, UASC (Under 18) and UASC (Leaving Care). In total, this represents £4.78m in 2010/11.

Appendix G

**Children's Services
Fees & Charges
2010/11
&
2011/12**

Review January 2011

Children's Services				
Fee Description by Division	2010/11 Charge (£)	2011/12 Charge (£)	Proposed Uplift (%)	Reason for uplift/comments
Play Service				
Play Service - Out of Hours School Care (Full Fee) per day	8.10	8.10	0	Leader has agreed no uplift.
Play Service - Out of Hours School Care (Concession) per day	5.50	5.50	0	Leader has agreed no uplift.
Community Hall Hire- Sands End/Edward Woods				
Community Hall Hire - 1 room per hour	4.28	4.37	2.00	
Community Hall Hire - 1 hall per hour.	15.30	15.61	2.00	
Private Hall Hire - 1 room per hour.	21.73	22.16	2.00	
Private Hall Hire - 1 hall per hour	41.57	42.40	2.00	
School Meal Fees				
School Meals- Primary (Pupils)	2.40	2.42	0.92	Charges increased in line with contract.
School Meals- Secondary (Pupils)	1.80	1.82	0.92	Charges increased in line with contract.
School Meals- Primary (Adults)	2.95	2.98	0.92	Charges increased in line with contract.
School Meals- Secondary (Adults)	3.21	3.24	0.92	Charges increased in line with contract.
City Learning				
<u>CLC 1</u>				
Full day	412.00	435.00	5.58	Fees have not been increased since 2008 and benchmarking revealed existing charges were lower than comparable venues.
Half day	206.00	220.00	6.80	As Above
<u>CLC 2</u>				
Full day	412.00	435.00	5.58	As Above
Half day	206.00	220.00	6.80	As Above
<u>CLC 3</u>				
Full day	467.00	490.00	4.93	As Above
Half day	234.00	245.00	4.70	As Above
Conference per day	290.00	305.00	5.17	As Above
Curriculum Support/Training per day	626.00	660.00	5.43	As Above
Technical Support per day	626.00	660.00	5.43	As Above
IT Consultancy per day	626.00	660.00	5.43	As Above
Lilla Huset				
Education Staff				
Meeting Room	75.00			Existing charges to apply until at least July 11. Review of charges will be undertaken following the School Improvement and Standards Division restructure and outcome of 3 borough working discussions.
Boardroom	150.00			As above
Training Suite	175.00			As above
Conference Room	225.00			As above
LBHF EX EDU				
Meeting Room	100.00			As above
Boardroom	200.00			As above
Training Suite	225.00			As above
Conference Room	275.00			As above
External Users				
Meeting Room	100.00			As above
Boardroom	200.00			As above
Training Suite	375.00			As above
Conference Room	500.00			As above

Appendix G

**Community Services
Fees & Charges
2010/11
&
2011/12**

Review January 2011

Community Services				
Fee Description by Division	2010/11 Charge (£)	2011/12 Charge (£)	Proposed Uplift (%)	Reason for uplift
Meal Service				
Meals Service	3.85	4.10	6%	For the Meals on Wheels service the price per meal is proposed to increase from £3.85 to £4.10 in 2011/12. Some other Boroughs currently charge up to £5.99 per meal. Hammersmith & Fulham has kept its price lower by making efficiencies in the costs of delivery.
Home Care Charging				
Home Care Charge	10.72	12.00	12%	The Cabinet has previously mandated officers to increase the contribution per hour for home care up to £12.40. It is proposed in this budget to increase the contribution in 2011/12 from £10.72 per hour to £12.00. This is inline with the actual cost of home care provision.
Removals				
ADDITIONAL STAFFING				
Monday - Friday - per man hour	21.68	21.68	0%	Uplift would otherwise make the service uncompetitive
Saturday - per man hour	22.54	22.54	0%	Uplift would otherwise make the service uncompetitive
Out of hours - per man hour	22.54	22.54	0%	Uplift would otherwise make the service uncompetitive
Saturday after 1430hrs	30.09	30.09	0%	Uplift would otherwise make the service uncompetitive
Waiting time per hour	38.71	38.71	0%	Uplift would otherwise make the service uncompetitive
Late notice of cancellation (within 24hrs)	38.71	38.71	0%	Uplift would otherwise make the service uncompetitive
Cancellation from store	60.28	60.28	0%	Uplift would otherwise make the service uncompetitive
Packing service - per man hour	21.68	21.68	0%	Uplift would otherwise make the service uncompetitive
Packing cases - each	3.77	3.77	0%	Uplift would otherwise make the service uncompetitive
Client access to store per hour	56.10	56.10	0%	Uplift would otherwise make the service uncompetitive
STORAGE COSTS				
0-300 cubic ft per day	2.14	2.35	10%	Retaining trading account position due to fall in volume of containers
351-550 cubic ft per day	4.39	4.83	10%	Retaining trading account position due to fall in volume of containers
Over551 cubic ft per day extra - per cubic ft	0.01	0.01	10%	Retaining trading account position due to fall in volume of containers
Packing crate charge per week	0.71	0.71	0%	Uplift would otherwise make service uncompetitive
Dump charge per container (Housing)	46.61	46.61	0%	Uplift would otherwise make service uncompetitive
ALL OTHER REMOVALS				
Monday-Friday 0800hrs-1500hrs Van x 2 staff	43.35	43.35	0%	Uplift would otherwise make the service uncompetitive
Extra staff - per man hour	21.68	21.68	0%	Uplift would otherwise make the service uncompetitive
Saturdays - per man hour	32.44	32.44	0%	Uplift would otherwise make the service uncompetitive
Sundays - per man hour	43.35	43.35	0%	Uplift would otherwise make the service uncompetitive

Appendix G

**Environment Services
Fees & Charges
2010/11
&
2011/12**

Review January 2011

Environment Services					
Division/Service	Fee Description	2010/11 Charge (£)	2011/12 Charge (£)	Proposed Uplift (%)	Reason for uplift
Building Control	Exempt Building Works Consent		100		New charge
Building Control	Retrieval of archived Files and Records, & Investigation and Retrieval of Microfiche data		88		New charge
Building Control	Resurrection of 'old' jobs where no completion inspection had been requested or carried out, and for subsequent issuing of completion letters		88		New charge
Valuers	Third Party fees charged for valuation services	469	500	6.61%	Fee comparable to market level
Licensing	Renewal application for Sex Establishment (Shops & Cinemas)	16,688	8,696		Introduced a lower renewal fee (50% REDUCTION ON FEE FOR NEW APPLICATION)
Licensing	Renewal application for Sex Establishment (Sex Encounter Premises)		8,696	4%	Introduced a lower renewal fee (50% REDUCTION ON FEE FOR NEW APPLICATION)
Pest Control	For each additional visit required - Rats	26.38	25.00	-5.2%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	For each additional visit required - Mice	26.38	25.00	-5.2%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	1 visit for wasps	43.40	45.83	5.6%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	2 visit for bedbug treatments; maximum of two bedrooms (additional rooms £25 each)	142.13	145.83	2.6%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	Up to 3 visits for cockroaches	97.87	100.00	2.2%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	For each additional visit required for cockroaches	48.51	50.00	3.1%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	Commercial Charge	£81 for up to 1 hour, £41 per 30 minutes thereafter (excl VAT)	£83 for up to 1 hour, £41 per 30 minutes thereafter (excl VAT)	2.5%	Fees recalculated to take into account 20% VAT rate. Charges rounded up or down, to make the pricing structure simpler
Pest Control	Includes squirrels, common clothes moths, etc.	0	POA		New charge
Pest Control	Missed Appointment	0.00	21.00		New charge
Private Housing	HMO Licence Fee	£1,020 plus £15 per habitable room	£1,060 plus £16 per habitable room	4.0%	Inflation + inspection costs for compliance
Private Housing	Enforcement Notices under Housing Act 2004	380.00	395.00	4.0%	Inflation + inspection costs for compliance
Environmental Quality	Demolition Notice S80 Building Act	0.00	150.00		New charge to account for officer and processing time
Planning	Pre-application advice - A) Very Minor (by letter)	£25 for householders / £50 for others	£51 for all	104% / 2%	To ensure all officer time is recovered
Planning	Pre-application advice - A) Very Minor (first meeting)	£50 for householders / £100 for others	£100 for all	100% / 0%	To ensure all officer time is recovered
Planning	Pre-application advice - advice on conditions (by letter)	A) - FREE; B/C) £50; D/E) Charge will be negotiated based on officer charge out rates.	A) - £51; B/C) £51; D/E) Charge will be negotiated based on officer charge out rates.	New Charge/2%	To ensure all officer time is recovered
Planning	Pre-application advice - advice on conditions (first meeting)	A) - £25 for householders, £50 for others B/C) £100 D/E) Charge will be negotiated based on officer charge out rates.	£51 for all	104% / 2%	To ensure all officer time is recovered

Appendix G

**Regeneration & Housing Services
Fees & Charges
2010/11
&
2011/12**

Review January 2011

Regeneration & Housing				
Fee Description by division	2010/11 Charge (£)	2011/12 Charge (£)	Proposed Uplift (%)	Reason for uplift
Private Sector Leasing				
Private Sector Leasing Water Charges	Varies	Varies	0.00	The charge is determined by the annual increase set by the water companies
Private Sector Leasing Rent (average per week)	296.10 as at 1 April 2010	292.50 as at 1 December 2010		The proposed fee is based on the best available (December 2010) data. From 1 April 2010, the PSL rent threshold is based on the January Local Housing Allowance (LHA). The LHA varies according to changes in market rents, the location of the property and its bedroom size. The threshold formula is 90% of LHA plus £40 and subject to a cap of £500 on Inner London and Outer South West London Broad Rental Market Areas (BRMA) and a cap of £375 on other BRMAs.
Bed & Breakfast Temporary				
B & B Rent Single/Family	237.96 as at 1 April 2010	232.89 as at 1 December 2010		The proposed fee is based on the best available (December 2010) data. From 1 April 2010, the PSL rent threshold is based on the January Local Housing Allowance (LHA). The LHA varies according to changes in market rents, the location of the property and its bedroom size. This fee is the LHA threshold for one bedroom properties.
B & B Amenity Charge				It is proposed to increase the charge in line with inflation to reflect the increase in the cost of B&B amenities provided to clients.
Adult	9.20	9.61	4.50	
2 Adults	11.75	12.28	4.50	
3 Adults	14.80	15.47	4.50	
4 Adults	17.35	18.13	4.50	

Appendix G

**Residents Services
Fees & Charges
2010/11
&
2011/12**

Review January 2011

Cleaner & Greener Neighbourhoods Fees & Charges 2010/11 - 2011/12

Description	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge (E.g. benchmarking with other Councils, Competitor Analysis etc)
TRANSPORT				
Transport Workshops - External Charges				
Parts	Cost + 10.5%	Cost + 10.5%	Variable	Fees & charges change in year as the cost of buying these commodities changes
Fuel - Diesel / Petrol	Cost + 10.5%	Cost + 10.5%	Variable	Fees & charges change in year as the cost of buying these commodities changes
Ad Hoc Vehicle Hire	Cost + 10.5%	Cost + 10.5%	Variable	Fees & charges change in year as the cost of buying these commodities changes
Management and Administration Charge	Based on Insurance Cost only + 10.5%	Based on Insurance Cost only + 10.5%	Variable	Fees & charges change in year as the cost of buying these commodities changes
WASTE MANAGEMENT				
Trade Waste Charges				
Trade Waste Sacks - General Waste - cost per sack	£1.20	TBC	TBC	Currently being reviewed to ensure full disposal cost recovery and competitive with other prominent local providers
Trade Waste Sacks - Recycling - cost per sack	£0.85	£0.85	0%	Price freeze to encourage increased recycling
360 Ltr Wheelie Bins - General Waste - cost per empty	£6.85	£7.65	12%	Align Fees & Charges with K&C and other competitors
360 Ltr Wheelie Bins - General Waste - 2-5 bins - cost per empty	£6.75	£7.55	12%	Align Fees & Charges with K&C and other competitors
360 Ltr Wheelie Bins - General Waste - 6+ bins - cost per empty	£6.65	£7.45	12%	Align Fees & Charges with K&C and other competitors
360 Ltr Wheelie Bins - Recycling - cost per empty	£4.85	£4.85	0%	Price freeze to encourage increased recycling
360 Ltr Wheelie Bins - Recycling - 2-5 bins - cost per empty	£4.80	£4.80	0%	Price freeze to encourage increased recycling
360 Ltr Wheelie Bins - Recycling - 6+ bins - cost per empty	£4.75	£4.75	0%	Price freeze to encourage increased recycling
1100 Ltr Euro Bins - General Waste - cost per empty	£10.00	£13.00	30%	Align Fees & Charges with K&C and other competitors
1100 Ltr Euro Bins - General Waste - 2-5 bins - cost per empty	£9.85	£12.85	30%	Align Fees & Charges with K&C and other competitors
1100 Ltr Euro Bins - General Waste - 6+ bins - cost per empty	£9.70	£12.70	31%	Align Fees & Charges with K&C and other competitors
1280 Ltr Euro Bins - Recycling - cost per empty	£7.70	£8.33	8%	Align Fees & Charges with K&C and other competitors
1280 Ltr Euro Bins - Recycling - 2-5 bins - cost per empty	£7.60	£8.23	8%	Align Fees & Charges with K&C and other competitors
1280 Ltr Euro Bins - Recycling - 6+ bins - cost per empty	£7.50	£8.13	8%	Align Fees & Charges with K&C and other competitors
940 Ltr Paladins & Chamberlains - General Waste Only	£9.50	£12.50	32%	Align Fees & Charges with K&C and other competitors
940 Ltr Paladins & Chamberlains - 2-5 bins - General Waste Only	£9.35	£12.35	32%	Align Fees & Charges with K&C and other competitors
940 Ltr Paladins & Chamberlains - 6+ bins - General Waste Only	£9.25	£12.25	32%	Align Fees & Charges with K&C and other competitors
Skips & Compactors				
Domestic Compactors - Internal	£141.20	£141.20	0%	
Domestic Compactors - External	N/A	£141.20	New Charge	
Commercial Compactors	£141.20	£350.00	148%	
Commercial Skips	£141.20	£200.00	42%	
Household Bulky Collections - VAT Zero rated				
Minimum charge for up to 5 large items	£15.75	£20.00	27%	Minimum charge bracket increased from 3 to 5 items
Further items charged at £5.75 per additional item	New charge	New charge	New charge	
General Bagged Household Waste - VAT Zero rated				
Minimum charge for up to 10 sacks of miscellaneous waste	£15.75	£20.00	27%	
Further items charged at £2.00 per additional sack	New charge	New charge	New charge	
Household Derived Builders Rubble - VAT Zero rated				
Minimum charge for up to 10 sacks of household derived builders rubble	£30.00	£30.00	0%	
Further items charged at £3.00 per additional sack	New charge	New charge	New charge	
Bathroom Suites (items include bath, toilet, hand basin & shower stand)				
First item	£30.00	£30.00	0%	
Further items charged at £6.00 per additional item	£32.50	£36.00	11%	
Household Fencing Waste				
First 5 panels	£30.00	£35.00	0%	
Additional Panels	extra panels charged for at the unit rate of £6.04	(extra panels charged for at the rate of £7.00 per item)	16%	
Broken down sheds	£48.00	£60.00	25%	
Household Fridges and Fridge Freezers etc				
One fridge / freezer	£15.75	N/A	N/A	Now charged for as standard bulky waste above
Two fridges / freezers	£15.75	N/A	N/A	Now charged for as standard bulky waste above
Three fridges / freezers	£15.75	N/A	N/A	Now charged for as standard bulky waste above
Trade Bulky Collections				
	As above but subject to VAT			
Trade Fridges and Fridge Freezers etc				
One fridge / freezer	£26.25	£50.00	90%	
Two fridges / freezers	£31.50	£80.00	154%	
Three fridges / freezers	£36.75	£110.00	199%	
STREET TRADING CHARGES - all inclusive of VAT				
	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	
CERTIFICATE OF REGISTRATION				
Permanent Trader	£55.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Temporary Trader	£55.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Annual Renewal	£55.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Replacement Licence	£55.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Variation Fee (NEW)	N/A	TBC	TBC	New charge introduction for commodity and pitch variation - tbc
Street & Market Traders - Weekly charges (PERM ONLY)				
1 day per week (Standard)	£20.40	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
1 day per week (Extended)	£29.58	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
2 days per week(Standard)	£27.54	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
2 days per week(Extended)	£41.82	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
3 days per week (Standard)	£42.84	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
3 days per week (Extended)	£61.20	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
4 days per week (Standard)	£54.06	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
4 days per week (Extended)	£80.58	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
5 days per week (Standard)	£68.34	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
5 days per week (Extended)	£99.96	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
6 days per week (Standard)	£83.64	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs

6 days per week (Extended)	£120.36	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
<i>* An additional charge of £10 will be payable for trading on Friday and/or Saturday - NO LONGER APPLICABLE DUE TO PRICE INCREASE PROPOSAL.</i>				
News Vendors				
Annual Charges	£3,053.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Daily charges:				
Temporary Licences for casual traders at street markets (per day)				
Mon-Thurs (Standard)	£20.40	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Mon-Thurs (Extended)	N/A	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Fri/Sat (Standard)	£30.60	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
Fri/Sat (Extended)	N/A	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
<i>* An additional charge of £10 will be payable for trading on Friday and/or Saturday - NO LONGER APPLICABLE DUE TO PRICE INCREASE PROPOSAL.</i>				
Charges for Traders outside football grounds				
Annual Charge per square metre	£395.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs
<i>Minimum charge of 1.5 sq m and maximum charge of 12 sq m</i>				
Charges for Specialist markets/events (NEW)				
Charge per trading day	£395.00	TBC	TBC	Market Trading prices being reviewed to ensure full recovery of waste collection and disposal costs

Safer Neighbourhoods Fees & Charges 2010/11 - 2011/12

No VAT is applied to these charges

Description	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st January 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge (E.g. benchmarking with other Councils, Competitor Analysis etc)
Fixed Penalty Notices (FPNs)	£50 (£75 if paid after 10 days)	£60 (£80 if paid after 10 days)	20%	20%	In line with neighbouring boroughs
Motorcycle recovery	£25.00	£30.00	0%	20%	No comparator information available
ASB investigations (charge per hour)	£100.00	£100.00	0%	0%	Currently little demand for service
Infectious cases from Kingston Hospital to Fulham Mortuary	£450.00	£750.00	0%	67%	
Return of Stray Dogs to Owners	N/A	£75.00	New Charge	New Charge	New charge in line with neighbouring boroughs

Parks & Culture Fees & Charges 2010/11 - 2011/12

Description	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge (E.g. benchmarking with other Councils, Competitor Analysis etc)
SPORTS CHARGES				
Winter Pitch Bookings				
FOOTBALL @ SP HP WWS				
Per pitch per game (am or pm 2hrs)	£60.00	£70.00	17%	
Junior pitch rate - 7-a-sides at Wormwood Scrubs	N/A	£45.00	New Charge	
Football per hour - In Borough state Schools	£27.00	£32.00	19%	
Football per hour - out of borough and private Schools	N/A	£37.60	New Charge	
**11-a-side All Weather Pitch				
Per pitch per hour	£60.00	£70.00	17%	
In Borough state School	£27.00	£32.00	19%	
Out of borough and private Schools	N/A	£37.60	New Charge	
**5-a-side All Weather Pitch				
Per pitch per hour	£32.50	£35.00	8%	
School - In borough state Schools	£15.00	£17.00	13%	
Out of borough and private Schools	N/A	£19.98	New Charge	
RUGBY/GAELIC FOOTBALL/LACROSSE/HOCKEY/AUSTRALIAN RULES*				
Per pitch per game (am or pm 2hrs)	£60.00	£70.00	17%	
Rugby per match @ Hurlingham - in borough state Schools	£27.00	£32.00	19%	
Rugby per match @ HurPk - out of borough and private schools	N/A	£37.60	New Charge	
Summer Pitch Booking				
CRICKET (10am - 5.00pm or 5.00pm -9.00pm)				
Per pitch per game (day or night)	£60.00	£85.00	42%	
Cricket per hour - in borough state School	£27.00	£32.00	19%	
Cricket per hour - out of borough and private schools	N/A	£37.60	New Charge	
ROUNDERS/BASEBALL @ Sp / WWS				
Per pitch per game	£60.00	£70.00	17%	
Rounders per hour - in borough state Schools	£27.00	£32.00	19%	
Rounders per hour - out of borough and private schools	N/A	£37.60	New Charge	
MINI BASEBALL @ WWS				
Per pitch per game	N/A	£50.00	New Charge	New separate charge for mini baseball from April 2011 - previously charged in line with baseball
SOFTBALL @ Eel Brook				
Per pitch per game	£60.00	£70.00	17%	
BICYCLE POLO				
Per pitch per game	£60.00	£70.00	17%	
TOUCH/TAG RUGBY (half size of football pitch, 2 pitches = 1 football pitch)				
Per pitch per game	£27.00	£32.00	19%	
Tag Rugby per hour - in borough state School	£27.00	£32.00	19%	
Tag Rugby - out of borough and private schools	N/A	£37.60	New Charge	
Hurlingham Park & South Park				
ATHLETICS- Adult and Corporate groups				
Inc. markings, changing room				
Athletics per hour	£35.00	£45.00	29%	
Athletics Half Day (3 hours)	£105.00	£130.00	24%	
Athletics Full Day (6 hours)	£210.00	£250.00	19%	
Hurlingham Park & South Park				
ATHLETICS- Adult and Corporate groups				
Excl. markings, changing room				
Athletics per hour	N/A	£35.00	New Charge	New site specific charge
Athletics Half Day (3 hours)	N/A	£100.00	New Charge	New site specific charge
Athletics Full Day (6 hours)	N/A	£190.00	New Charge	New site specific charge
ATHLETICS - Schools				
Inc. markings, changing room				
Athletics per hour	£15.00	£32.00	113%	
Athletics per half day	£60.00	£90.00	50%	
Athletics per full day	£120.00	£170.00	42%	
Sports Area @ Ravenscourt, Brook Green, Lillie Road				
Without markings				
Athletics per hour	£15.00	£20.00	33%	
Athletics per half day(3 hours)	N/A	£55.00	New Charge	Reconfigured timings
Athletics per full day (6 hours)	N/A	£110.00	New Charge	Reconfigured timings
Athletics per hour - in borough state Schools	N/A	£17.00	New Charge	Differentiate out of borough and private school charges
Athletics per hour - out of borough and private schools	N/A	£19.98	New Charge	Differentiate out of borough and private school charges
Markings to be confirmed with GM				
Athletics per hour	N/A	£15.00	New Charge	
TENNIS				
Pay and Play				
Pay and Play - Adult	£9.00	£9.00	0%	Price freeze in line with London benchmark and imminent contracting out of service
Pre booked	£7.00	£7.00	0%	Price freeze in line with London benchmark and imminent contracting out of service
Pay and Play - U/18	£3.50	£3.50	0%	Price freeze in line with London benchmark and imminent contracting out of service
Pre Booked - School	£3.50	£3.50	0%	Price freeze in line with London benchmark and imminent contracting out of service
Lifestyle - 2 members per court per hour - 9am-4pm, Mon - Fri	£3.50	£3.50	0%	Price freeze in line with London benchmark and imminent contracting out of service
Tennis With Floodlights				
Pay and Play - Adult	N/A	£11.00	New Charge	New floodlit service
Pre booked	N/A	£7.00	New Charge	New floodlit service
Pay and Play - U/18	N/A	£5.50	New Charge	New floodlit service
Pre Booked - School	N/A	£5.50	New Charge	New floodlit service
Lifestyle - 2 members per court per hour - 9am-4pm, Mon - Fri	N/A	£5.50	New Charge	New floodlit service
5 games				
Pre booked 5 games	£35.00	£35.00	0%	Price freeze in line with London benchmark and imminent contracting out of service
10 games				
Pre booked 10 games	£70.00	£70.00	0%	Price freeze in line with London benchmark and imminent contracting out of service
Tennis Coach Licence FEE				
Coaches Licence Fee (One payment)	£920.00	£920.00	0%	Price freeze in line with London benchmark and imminent contracting out of service
Coaches Licence Fee (Six payments)	£920.00	£960.00	4%	Additional charge for payment by instalments
NETBALL				
Per court per game	£9.00	£10.00	11%	
Floodlights	£18.00	£20.00	11%	
Netball per hour - in borough state School	£9.00	£10.00	11%	
Netball per hour - out of borough and private schools	N/A	£11.75	New Charge	
COMMUNITY ROOM @ HURLINGHAM (look at promoting party hire)				
Room Hire only	£46.00	£46.00	0%	Price freeze due to lack of demand
Party Hire (1hr) Room +(1hr) Sports Pitch = (2hr)	N/A	£90.00	New Charge	New product offering

CHANGING ROOM @ HURLINGHAM				
Charge per booking	£15.00	£16.00	7%	
For in borough state schools per booking	£15.00	£16.00	7%	
Out of borough and private schools booking	N/A	£18.80	New Charge	Differentiate out of borough and private school charges
BOWLS				
Adult - per person per round	£2.00	£2.00	0%	Income retained by bowling club
OAP/Youth - per person per round	£1.00	£1.00	0%	Income retained by bowling club
Lifestyle - per cardholder per round	£1.00	£1.00	0%	Income retained by bowling club
Adult season ticket	£42.00	£42.00	0%	Income retained by bowling club
OAP/Youth season ticket	£21.00	£21.00	0%	Income retained by bowling club
Locker rent	£10.00	£10.00	0%	Income retained by bowling club
TRAINING AREA & FLOODLIGHTS @ HURLINGHAM				
Training area per hour - includes Change & Com room	£30.00	£32.00	7%	
Training area per hour - in borough state School	N/A	£32.00	New Charge	Differentiate out of borough and private school charges
Training area per hour - out of borough and private schools	N/A	£37.60	New Charge	Differentiate out of borough and private school charges
Fulham Football Club - Grass pitch and Community Room Prices				
AWP &/ Grass pitches, Com Room & Changing room -per day	£225.00	£225.00	0%	Market value to maintain scheme
TRAINING AREAS at LILLIE ROAD, BISHOPS PARK, SOUTH PARK and EEL BROOK COMMON				
Football, Rugby, Gaelic Football, Australian Rules Football				
Training area per hour	N/A	£32.00	New Charge	
Training area per hour - in borough state School	N/A	£17.00	New Charge	Differentiate out of borough and private school charges
Training area per hour - out of borough and private schools	N/A	£19.98	New Charge	Differentiate out of borough and private school charges
Equipment Storage	N/A	£150.00	New Charge	
GROUP TRAINING INSTRUCTOR ANNUAL LICENCE FEE				
	N/A	£1,200.00	New Charge	
PERSONAL TRAINER ANNUAL LICENCE FEE				
	N/A	£350.00	New Charge	
Discounts (%) Allowed on booking price				
6-9 block booking	25%	20%	-20%	
10 or more booking that meet criteria VAT EXEMPT	18%	20%	14%	VAT increase Jan 2011 so bigger discount
SPORTS CHARGES - Linford Christie Stadium				
Athletics				
*Under 16's Over 60's or Disabled				ALL - New fees and charges specific to Linford Christie Stadium
Annual Inclusive Pass				
Adult (Member)	£80.00	£90.00	13%	
Adult (Non Member)	£120.00	£140.00	17%	
*Concessionary (12 months only) (member)	£30.00	£40.00	33%	
*Concessionary (12 months only) (Non Member)	£40.00	£70.00	75%	
Student 12 months	£40.00	£70.00	75%	
Adult 6 months (member)	£43.00	£50.00	16%	
Adult 6 months (non member)	£60.00	£80.00	33%	
Causal Use session Price				
Adult (Member)	£4.00	£4.00	0%	Price freeze in line with London benchmark
Adult (Non Member)	£5.00	£5.00	0%	Price freeze in line with London benchmark
*Concessionary (12 months only) (member)	£2.00	£2.00	0%	Price freeze in line with London benchmark
*Concessionary (12 months only) (Non Member)	£3.00	£3.00	0%	Price freeze in line with London benchmark
Lifestyle Plus Member	£0.50	£0.50	0%	Price freeze in line with London benchmark
Adult spectator/ entrance fee (events)	£2.00	£2.00	0%	Price freeze in line with London benchmark
Use of shower facilities / changing facilities	£2.00	£2.00	0%	Price freeze in line with London benchmark
Track Hire				
Training (LBHF School) facilities only	£24.00	£24.00	0%	Price freeze in line with London benchmark
Training (LBHF School) facilities and Instructor	£42.00	£42.00	0%	Price freeze in line with London benchmark
Training (non LBHF School) facilities only	£48.00	£48.00	0%	Price freeze in line with London benchmark
Training (non LBHF School) facilities and Instructor	£56.00	£56.00	0%	Price freeze in line with London benchmark
Sports Day (LBHF School) up to 3 hrs - Facility only	£140.00	£140.00	0%	Price freeze in line with London benchmark
Sports Day (LBHF School) up to 3 hrs - Facility and Instructor	£220.00	£220.00	0%	Price freeze in line with London benchmark
Sports Day (non LBHF School) up to 3 hrs - Facility only	£164.50	£164.50	0%	Price freeze in line with London benchmark
Sports Day (non LBHF School) up to 3 hrs - Facility and Instructor	£258.50	£258.50	0%	Price freeze in line with London benchmark
Sports Days move than 3 hours	£56.00	£56.00	0%	Price freeze in line with London benchmark
TVH meetings	£48.00	£48.00	0%	Price freeze in line with London benchmark
Additional miscellaneous fee - setting out and clearing up	£56.00	£56.00	0%	Price freeze in line with London benchmark
Pitches & Ancillary Hire Servies				
11-a-side AWP Main (whole pitch)				
Adult	£75.00	£80.00	7%	
Club	£50.00	£60.00	20%	
School	£37.00	£40.00	8%	
Out of borough and private Schools		£47.00		
Contact Price for QPR-Chelsea-Chiswick Hockey				
Adult	£37.00	£40.00	8%	
Junior	£25.00	£27.00	8%	
5-a-side AWP				
Adult & Club - Peak	£30.00	£35.00	17%	
Adult & Club - Off Peak	£29.00	£20.00	-31%	Differentiate between peak and off peak times to encourage more demand
Schools	£15.00	£17.00	13%	
Contact Price for QPR-Chelsea-Chiswick Hockey				
Adult	£19.00	£20.00	5%	
Junior	£15.00	£17.00	13%	
* Off Peak rate are charged before 18H00 Mon - Fri excl W/ends				
Grass Pitches				
Centre - without Floodlighting	£60.00	£70.00	17%	
Centre - without Floodlighting - School	£45.00	£50.00	11%	
Centre - with Floodlighting	£72.00	£80.00	11%	
Centre - with Floodlighting - School	£56.00	£60.00	7%	
Rugby Training area - top & bottom (no Floodlights)	£30.00	£32.00	7%	
Rooms / Storage Hire				
Community Room	£24.00	£30.00	25%	
Annoncer box	£24.00	£30.00	25%	
Changing Room per team (when no pitch hire)	£24.00	£30.00	25%	
Storage container per annum	£1,650.00	£1,750.00	6%	
Community Room - School	£12.00	£17.00	42%	
Annoncer box - School	£12.00	£17.00	42%	
Changing Room per team (when no pitch hire) - School	£12.00	£17.00	42%	
Storage container per annum - School	£1,100.00	£1,200.00	9%	
CEMETERIES CHARGES - Exempt for VAT				
	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge & Date of Last Review (E.g. benchmarking with other Councils, Competitor Analysis etc)
Resident Fees				
Private Grave				
Purchase and Grant (75 years) Change to 60 years	£1,200.00	£1,400.00	17%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Internment/Reopening				
Up to 2 interments (each)	£1,047.00	£1,200.00	15%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09

Per extra interment (below 7ft)	£219.00	£250.00	14%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Exhumations				
Standard Charge (Coffin or Casket)	£1,874.00	£2,000.00	7%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Disinterment of Cremated Remains	£150.00	£200.00	33%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Grave Diggers Allowance per Grave	£100.00	£100.00	0%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Interment of cremated remains				
Purchase and Grant	£353.00	£550.00	56%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Interment	£232.00	£300.00	29%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Scattering of Ashes	£59.00	£75.00	27%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Search Fee				
Standard	£58.00	£10.00	-83%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09. Not currently receiving any income at the 2010 prices. Change charging mechanism from 3 free searches then £58 to £10 per search from April 2011
Change of Ownership				
Standard	£83.00	£90.00	8%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Chapel				
Use of chapel	£58.00	£85.00	47%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Grave Maintenance				
Soil or Turf	£77.00	£100.00	30%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Full Maintenance	£154.00	£200.00	30%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Attention only	£110.00	£125.00	14%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Non Resident Fees				
Private Grave				
Purchase and Grant (75 years) <i>Change to 60 years</i>	£3,693.00	£3,900.00	6%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Interment/Reopening				
Up to 2 interments (each)	£1,600.00	£1,750.00	9%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Per extra interment (below 7ft)	£700.00	£700.00	0%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Casket (includes interment fee)	£1,948.00	£2,250.00	16%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Non private grave				
Grave space only	£1,544.00	£1,650.00	7%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Exhumations				
Standard Charge (Coffin or Casket)	£1,874.00	£2,000.00	7%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Disinterment of Cremated Remains	£150.00	£200.00	33%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Grave Diggers Allowance per Grave	£100.00	£100.00	0%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Interment of cremated remains				
Purchase and Grant	£1,180.00	£1,300.00	10%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Interment	£360.00	£400.00	11%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Scattering of Ashes	£59.00	£75.00	27%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Search Fee				
Standard	£58.00	£10.00	-83%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09. Not currently receiving any income at the 2010 prices. Change charging mechanism from 3 free searches then £58 to £10 per search from April 2011
Change of Ownership				
Standard	£83.00	£90.00	8%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Chapel				
Use of chapel	£70.00	£85.00	21%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Grave Maintenance				
Soil or Turf	£77.00	£100.00	30%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Full Maintenance	£154.00	£200.00	30%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Attention only	£110.00	£125.00	14%	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Non Private grave digging fee	N/A	£1,200.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Memorial Permit (resident)	N/A	£225.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Memorial Permit (non-resident)	N/A	£265.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Oversized coffin (residents)	N/A	£1,350.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Oversized coffin (non-residents)	N/A	£2,000.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Casket (residents)	N/A	£1,500.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Additional inscription (resident)	N/A	£75.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Additional inscription (non-resident)	N/A	£165.00	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
Surcharge Saturdays	N/A	Negotiable (minimum £1500)	New Charge	Benchmarking with all London Boroughs using cemeteries in London Fees 30/10/09
HALL, PARKS & OPEN SPACES HIRE - Zero Rated VAT (Hourly Rates)	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge & Date of Last Review (E.g. benchmarking with other Councils, Competitor Analysis etc)
HTH Assembly Hall & FTH Grand Hall				
Weekday daytime	£150.00	£180.00	20%	
Weekday evenings	£255.00	£255.00	0%	Intentional price freeze to maintain value for money service for customer
Weekend (Friday from 6pm & Saturdays)	£280.00	£280.00	0%	Intentional price freeze to maintain value for money service for customer
Weekend (Sundays)	£280.00	£280.00	0%	Intentional price freeze to maintain value for money service for customer
Commercial ticketed events	£410.00	£410.00	0%	Intentional price freeze to maintain value for money service for customer
Bank Holiday Mondays, New Years Eve	£560.00	£560.00	0%	Intentional price freeze to maintain value for money service for customer
New Years Eve falling on a Sunday	£615.00	£615.00	0%	Intentional price freeze to maintain value for money service for customer
Hourly rate after midnight add £50	£50.00	£50.00	0%	Intentional price freeze to maintain value for money service for customer
FTH Concert Hall				
Weekday daytime (subject to GH booking)	£80.00	£80.00	0%	Price freeze pending cabinet decision on FTH
Weekday evenings	£122.00	£122.00	0%	Price freeze pending cabinet decision on FTH
Weekends	£122.00	£122.00	0%	Price freeze pending cabinet decision on FTH
Flat rate supplement for the Concert hall to be added to the Grand hall booking	£210.00	£210.00	0%	Price freeze pending cabinet decision on FTH
HTH Small Hall				
Weekday	£60.00	£60.00	0%	Intentional price freeze to maintain value for money service for customer
Weekday evening	£80.00	£80.00	0%	Intentional price freeze to maintain value for money service for customer
Weekend (Friday from 6pm & Saturdays)	£122.00	£122.00	0%	Intentional price freeze to maintain value for money service for customer
Weekend (Sunday)	£127.00	£127.00	0%	Intentional price freeze to maintain value for money service for customer
HTH Committee Room 1, Courtyard Room, Council Chamber				
Weekday	£66.00	£66.00	0%	Intentional price freeze to maintain value for money service for customer
Weekday evening	£86.00	£86.00	0%	Intentional price freeze to maintain value for money service for customer
Weekend (Friday from 6pm & Saturdays)	£97.00	£97.00	0%	Intentional price freeze to maintain value for money service for customer
Weekend (Sunday)	£102.00	£102.00	0%	Intentional price freeze to maintain value for money service for customer
HIRE OF PARKS & OPEN SPACES FOR EVENTS - CHARGES PER DAY (Customer / Intended Audience)				
Large event (1000+ attendance) - Commercial / Private	POA	POA	N/A	
Large event (1000+ attendance) - Commercial / Public	POA	POA	N/A	

Large event (1000+ attendance) - Community Org / Public	POA	POA	N/A	
Large event (1000+ attendance) - Registered Charity / Public	POA	POA	N/A	
Medium event (500-999 att) - Commercial / Private	POA	POA	N/A	
Medium event (500-999 att) - Commercial / Public Paid For	£825.00	£825.00	0%	Intentional price freeze to maintain value for money service for customer
Medium event (500-999 att) - Commercial / Public Free	£510.00	£510.00	0%	Intentional price freeze to maintain value for money service for customer
Medium event (500-999 att) - Community Org / Public Paid For	£250.00	£250.00	0%	Intentional price freeze to maintain value for money service for customer
Medium event (500-999 att) - Community Org / Public Free	£120.00	£120.00	0%	Intentional price freeze to maintain value for money service for customer
Medium event (500-999 att) - Registered Charity / Public	£120.00	£120.00	0%	Intentional price freeze to maintain value for money service for customer
Small event (up to 499 att) - Commercial / Private	£1,050.00	£1,050.00	0%	Intentional price freeze to maintain value for money service for customer
Small event (up to 499 att) - Commercial / Public Paid For	£510.00	£510.00	0%	Intentional price freeze to maintain value for money service for customer
Small event (up to 499 att) - Commercial / Public Free	£255.00	£255.00	0%	Intentional price freeze to maintain value for money service for customer
Small event (up to 499 att) - Registered Charity / Public	£120.00	£120.00	0%	Intentional price freeze to maintain value for money service for customer
Small event (up to 499 att) - Community Org / Public Free	£120.00	£120.00	0%	Intentional price freeze to maintain value for money service for customer
Promotional activity - Large scale/space - Commercial / Public	POA	POA	-	
Promotional activity - Large scale/space - Community Org / Public	POA	POA	-	
Promotional activity - Large scale/space - Registered Charity / Public	POA	POA	-	
Promotional activity - Small scale/space - Commercial / Public	£255.00	£255.00	0%	Intentional price freeze to maintain value for money service for customer
Promotional activity - Small scale/space - Community Org / Public	£120.00	£120.00	0%	Intentional price freeze to maintain value for money service for customer
Promotional activity - Small scale/space - Registered Charity / Public	£120.00	£120.00	0%	Intentional price freeze to maintain value for money service for customer
Fairground - Large scale - Commercial / Public	£1,050.00	£1,050.00	0%	Intentional price freeze to maintain value for money service for customer
Fairground - Small scale - Commercial / Public	£510.00	£510.00	0%	Intentional price freeze to maintain value for money service for customer
ADD ON SUPPLEMENTS				
Showcase Park / Town Centre Spaces	£100.00	£100.00	0%	Intentional price freeze to maintain value for money service for customer
Large scale Infrastructure e.g. staging, toilets	£200.00	£200.00	0%	Intentional price freeze to maintain value for money service for customer
Small scale Infrastructure e.g. tents, generators	£100.00	£100.00	0%	Intentional price freeze to maintain value for money service for customer
Catering facilities	£100.00	£100.00	0%	Intentional price freeze to maintain value for money service for customer
Sale of alcohol	£100.00	£100.00	0%	Intentional price freeze to maintain value for money service for customer
Amplified music	£100.00	£100.00	0%	Intentional price freeze to maintain value for money service for customer
RBDM	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge & Date of Last Review (E.g. benchmarking with other Councils, Competitor Analysis etc)
Civil Marriage/Civil Partnership				
Mayor's Parlour, Fulham Town Hall (Register Office)				
Mon - Thur	£43.50	£60.00	38%	
Fri - Sat	£93.50	£93.50	0%	Price freeze pending cabinet decision on FTH
Walham Green Room Fulham Town Hall				
Mon - Thur	£143.50	£143.50	0%	Price freeze pending cabinet decision on FTH
Fri - Sat	£193.50	£193.50	0%	Price freeze pending cabinet decision on FTH
Council Chamber – Fulham Town Hall				
Mon - Thur	£353.50	£353.50	0%	Price freeze pending cabinet decision on FTH
Fri	£453.50	£453.50	0%	Price freeze pending cabinet decision on FTH
Sat	£503.50	£503.50	0%	Price freeze pending cabinet decision on FTH
Sun/Bank Holidays	£653.50	£653.50	0%	Price freeze pending cabinet decision on FTH
Approved Venues				
Mon - Thur	£323.50	£323.50	0%	Price freeze to remain competitive with other London wedding venues
Fri - Sat	£403.50	£403.50	0%	Price freeze to remain competitive with other London wedding venues
Sun/Bank Holidays	£503.50	£503.50	0%	Price freeze to remain competitive with other London wedding venues
Naming Ceremonies/Marriage Vows Renewal				
Hammersmith and Fulham Register Office, Fulham Town Hall (Up to 60 people)				
Mon - Thur 9am to 4pm	£153.00	£153.00	0%	Price freeze pending cabinet decision on FTH
Mon - Thur 4pm to 6pm	£204.00	£204.00	0%	Price freeze pending cabinet decision on FTH
Fri 9pm to 4pm	£178.00	£178.00	0%	Price freeze pending cabinet decision on FTH
Fri 4pm to 6pm	£255.00	£255.00	0%	Price freeze pending cabinet decision on FTH
Sat afternoon	£255.00	£255.00	0%	Price freeze pending cabinet decision on FTH
Sun/Bank Hols	£306.00	£306.00	0%	Price freeze pending cabinet decision on FTH
Fulham Council Chamber, Fulham Town Hall (Up to 100 people)				
Fri	£306.00	£306.00	0%	Price freeze pending cabinet decision on FTH
Sat	£408.00	£408.00	0%	Price freeze pending cabinet decision on FTH
Sun/Bank Holidays	£560.00	£560.00	0%	Price freeze pending cabinet decision on FTH
Other Venues*				
Mon - Thur 9am to 4pm	£178.00	£178.00	0%	Price freeze to remain competitive with other London wedding venues
Mon - Thur 4pm to 6pm	£204.00	£204.00	0%	Price freeze to remain competitive with other London wedding venues
Fri 9pm to 4pm	£178.00	£178.00	0%	Price freeze to remain competitive with other London wedding venues
Fri 4pm to 6pm	£204.00	£204.00	0%	Price freeze to remain competitive with other London wedding venues
Sat	£306.00	£306.00	0%	Price freeze to remain competitive with other London wedding venues
Sun/Bank Holidays	£357.00	£357.00	0%	Price freeze to remain competitive with other London wedding venues
Other Fees				
Same day service for copy certificates	£10.00	£10.00	0%	Price freeze to remain competitive with GRO online service
Nationality Checking Service Fees				
Adult	N/A	TBC	TBC	New service from Nov 2010 - April prices being reviewed post service implementation
Couple	N/A	TBC	TBC	New service from Nov 2010 - April prices being reviewed post service implementation
Child	N/A	TBC	TBC	New service from Nov 2010 - April prices being reviewed post service implementation
When child is the only applicant	N/A	TBC	TBC	New service from Nov 2010 - April prices being reviewed post service implementation
LIBRARIES CHARGES	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge & Date of Last Review (E.g. benchmarking with other Councils, Competitor Analysis etc)
Adults 16-59. Concessions: Children 0-11, Teens 12-15, Pensioners 60+, Lifestyle Plus cardholders.				
Book Overdue and Reservation Charges				
Overdue Books - Per Day Age 16-59	£0.25	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Requests not in stock- British Library	£5.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Requests not in stock - SELMS partners	£2.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Requests- Age 16-59	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Overdue Notifications Printed- all ages (No VAT Charged)	£0.40	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Audio-Visual Loan and Overdue Charges				
DVD Loans Feature Films 3 days Adult Age 16-59	£1.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Overdue DVDs- Age 16-59 Per Day Max £7.50	£0.75	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Language Courses/ Learning Packs-three weeks	£2.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Overdue CDs- Per Day Max £7.50 (No VAT Charged)	£0.25	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Box sets DVDs loans Age 16-59 (No VAT Charged)	£3.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Box sets DVDs Overdues to a maximum of 7.50 Age 16-59 (No VAT Charged)	£0.75	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Talking Book Loans	N/A	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Internet Charges				
Access - After First Half Hour - Per Half Hour members	£0.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
(H&F School Children Free)	£0.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A4 Print - black and white	£0.10	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working

Access- None members pay for every Half Hour	£0.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Access- Advance 3 hour booking	£2.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A4 Colour	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Fax Charges - Per Page				
UK	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Europe	£1.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
North America	£2.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Australia	£2.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Elsewhere	£4.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Incoming Material	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Photocopying - Per Page				
A4 black and white - self service	£0.10	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A3 black and white - self service	£0.20	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A4 black and white - assisted service	£0.20	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A3 black and white - assisted service	£0.40	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A4 colour - self service	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A3 colour - self service	£1.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A4 colour - assisted	£1.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
A3 colour - assisted	£2.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Sale Items - guide prices - No VAT Charged				
Withdrawn Library Books				
Adult Fiction and Children's books	£0.60	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Adult Non-Fiction	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Paperbacks	£0.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Cassettes	£0.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
CD's	£0.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Videos/DVDs	£0.50	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Miscellaneous Sale Items				
ECO Bags	£1.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Memory Sticks	£9.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Premises Hire - Per Hour				
Community Groups: (Voluntary groups in H&F, Registered charities and Residents Associations only)				
During Library Hours	£15.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Outside library Hours	£50.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Other Groups				
During Library Hours	£30.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Outside library Hours	£100.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Exhibition Space - Per Day				
Preparatory Day	£60.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
Exhibition Days	£120.00	TBC	TBC	Increase to be decided following a review of common charges across 3 borough working
FULHAM PALACE HALL HIRE - Zero Rated VAT	2010/11 From 1st April 2010	2011/12 From 1st April 2011	% Change from 1st April 2010	Research Done to Assess Adequacy of Charge & Date of Last Review (E.g. benchmarking with other Councils, Competitor Analysis etc)
Minimum Hire Charge for 1 or more rooms Friday - Saturday May - September	£4,000.00	£4,495.00	12%	
Minimum Hire Charge for 1 or more rooms Friday - Saturday October - April	£3,500.00	£3,995.00	14%	
The Great Hall - Standard Day (9am-5pm or 6pm-1am)	£1,000.00	£1,000.00	0%	Remain competitive with alternative providers
The Great Hall - Half Day (4 hours 9am-1pm or 6pm-1am)	£750.00	£750.00	0%	Remain competitive with alternative providers
The Great Hall - Civil Wedding Ceremonies	£750.00	£750.00	0%	Remain competitive with alternative providers
The Drawing Room Café, Bishop Howley's Drawing Room, Morning Room - Standard Day (9am-5pm or 6pm-1am)	£1,000.00	£1,000.00	0%	Remain competitive with alternative providers
Bishop Terrick's Drawing Room - Standard Day (9am-5pm or 6pm-1am)	£600.00	£600.00	0%	Remain competitive with alternative providers
Bishop Terrick's Drawing Room - Half Day (4 hours 9am-1pm or 6pm-1am)	£450.00	£450.00	0%	Remain competitive with alternative providers
Bishop Terrick's Drawing Room - Civil Wedding Ceremonies	£450.00	£450.00	0%	Remain competitive with alternative providers
Bishop Terrick's Dining Room - Standard Day (9am-5pm or 6pm-1am)	£375.00	£375.00	0%	Remain competitive with alternative providers
Bishop Terrick's Dining Room - Half Day (4 hours 9am-1pm or 6pm-1am)	£275.00	£275.00	0%	Remain competitive with alternative providers
Bishop Terrick's Dining Room - Civil Wedding Ceremonies	£275.00	£275.00	0%	Remain competitive with alternative providers
The Chaplain's Garden Marquee - Standard Day (9am-5pm or 6pm-1am)	£3,500.00	£3,500.00	0%	Remain competitive with alternative providers
The Chaplain's Garden Marquee - Half Day (4 hours 9am-1pm or 6pm-1am)	POA	POA	-	
Bishop Blomfield's Rooms - Standard Day (9am-5pm or 6pm-1am)	£500.00	£500.00	0%	Remain competitive with alternative providers
Bishop Blomfield's Rooms - Half Day (4 hours 9am-1pm or 6pm-1am)	£300.00	£300.00	0%	Remain competitive with alternative providers
The East courtyard Room	POA	POA	-	
The West Courtyard Room	POA	POA	-	
The North or Main Lawn	POA	POA	-	
Exclusive use of Fulham Palace Excluding Marquee	£4,000.00	£4,000.00	0%	Remain competitive with alternative providers
Exclusive use of Fulham Palace Including Marquee	£6,500.00	£6,500.00	0%	Remain competitive with alternative providers



Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

TREASURY MANAGEMENT STRATEGY REPORT

Wards:
All

The report provides information on the Council's Treasury Management Strategy for 2011/12 including interest rate projections and borrowing and investment activity reports for the period April to December 2011.

The report seeks approval for borrowing limits and authorisation for the Director of Finance & Corporate Services to arrange the Council's cashflow, borrowing and investments in the year 2011/12.

CONTRIBUTORS

DFCS
ADLDS

Recommendations:

1. **To approve the future borrowing and investment strategies and authorise the Director of Finance and Corporate Services to arrange the Council's cashflow, borrowing and investments in 2011/12.**
2. **To approve the additions to the list of institutions to the Council's restricted lending list noted at 10.4.**
3. **In relation to the Council's overall borrowing for the financial year 2011/12, to approve the Prudential Indicators as set out in Section 3 of this report.**
4. **To delegate future amendments to the credit criteria to Cabinet.**

HAS A EIA BEEN COMPLETED?
YES

HAS THE REPORT CONTENT BEEN RISK ASSESSED?
N/A

1. INTRODUCTION

1.1. Background

Treasury management is defined as:

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2 Statutory requirements

The Local Government Act 2003 (the Act) and supporting regulations require the Council to ‘have regard to’ the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act and included as paragraph 9 of this report); this sets out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Department of Communities and Local Government has issued revised investment guidance which came into effect from April 2010. There were no major changes required over and above the changes already required by the revised CIPFA Treasury Management Code of Practice 2009.

1.3 Treasury Management Strategy for 2011/12

The strategy for 2011/12 in respect of the following aspects of the treasury management function is based upon the Treasury officers’ views on interest rates, supplemented with leading market forecasts provided by the Council’s treasury advisor. The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council;
- prudential indicators
- the current treasury position;
- the borrowing requirements;
- prospects for interest rates;
- the borrowing strategy;
- the investment strategy;
- debt rescheduling;

1.4 Balanced Budget Requirement

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing

decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:-

- a) increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- b) any increases in running costs from new capital projects are limited to a level which is affordable within the projected revenue income of the Council for the foreseeable future.

2. TREASURY LIMITS 2011/12 TO 2013/14

- It is a statutory duty under S.3 of the Local Government Act 2003 and supporting regulations for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the "Authorised Limit".
- The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is 'acceptable'.
- Whilst termed an "Authorised Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and the two successive financial years.

2.1 Limits to Borrowing Activity

- The Authorised Limit – This represents the maximum amount the Council may borrow at any point in time in the year. It has to be set at a level the Council considers "prudent" and it needs to be set and revised by members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable and encompasses borrowing for temporary purposes. It is not a limit that is designed to be brought into consideration during the routine financial management of the authority. That is the purpose of the Operational Boundary.
- The Operational Boundary – This indicator is the focus of day to day treasury management activity within the authority. It is a means by which the authority manages its external debt to ensure that it remains within the self imposed Authorised Limit. Sustained breaches of the Operational Boundary would give an indication that the authority may be in danger of stepping beyond the Prudential boundaries it has set itself.

2.2 Interest Rate Exposures

Interest rate risk management is a key priority for local authority management. While fixed rate borrowing and investment can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance may justify, or even demand, retaining a degree of flexibility through the use of variable interest rates on at least part of a treasury management portfolio. This is a best practice approach to treasury management and is to be encouraged to the extent that it is compatible with the effective management and control of risk.

- a) Upper Limit on fixed rate exposure — This indicator identifies a maximum limit for fixed interest rates based upon the debt position net of investments.
 - b) Upper Limit on variable rate exposure – This indicator identifies a maximum limit for variable interest rates based upon the debt position net of investments.
 - c) Total principal funds invested for periods longer than 364 days – These limits are set to reduce the need for early sale of an investment, and are based on the availability of investments after each year-end.
 - d) Maturity structures of borrowing – This indicator is designed to be a control over an authority having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates. It is not necessary to include variable rate debt because local authorities do not face substantial refinancing risks. The indicator is, in effect, a limit on longer term interest rate exposure.
- This indicator gives the upper and lower limits for maturity structure of borrowing.

3. PRUDENTIAL INDICATORS FOR 2010/11 – 2013/14

- 3.1 The Prudential Indicators in the table below are relevant for the purpose of setting an integrated treasury management strategy.
- 3.2 The Council is also required to indicate if it has adopted the revised 2009 CIPFA Code of Practice on Treasury Management. Council adopted this revised Code of Practice on 24th February 2010.

Table 1 - Prudential Indicators

Treasury Management Indicators	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Authorised limit for external debt				
Borrowing	563,249	553,523	529,283	521,379
Other Long Term Liabilities	16,000	16,000	16,000	16,000
Total authorised limit	579,249	569,523	545,283	537,379
Operational boundary				
Borrowing	499,694	479,520	479,345	459,090
Other Long Term Liabilities	16,000	16,000	16,000	16,000

Total operational boundary	515,694	495,520	495,345	475,090
Upper limit for fixed rate exposure expressed as :- net principal re fixed rate borrowing/ investments	540,000	544,000	533,000	509,000
Upper limit for variable rate exposure expressed as :- net principal re variable rate borrowing /investments	108,000	108,800	106,600	101,800
Upper limit for total principal sums invested for over 364 days	20,000	20,000	20,000	20,000

Maturity structure of fixed rate borrowing during 2010/11	Upper Limit	Lower Limit
Under 12 months	15%	0%
12 months and within 24 months	15%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	75%	0%
10 years and above	100%	0%

4. CURRENT PORTFOLIO POSITION

4.1 The Council's treasury portfolio position at the 31 December 2010 is shown in the following table.

Table 2 – Current Debt Portfolio

		Principal		Ave. rate
		£000's	£000's	%
Fixed rate funding	PWLB*	475,520		
	Market	0	475,520	5.75
Variable rate funding	PWLB	0		
	Market	0	0	
Total Debt			475,520	5.75
Total Short Term Investments			93,700	1.03
Total Debt net of total Investments			381,820	

* Public Works Loan Board

4.2 The reason for the difference between the gross and net debt is because the Council has borrowed £77 million for the Decent Homes Initiative and expects this to be used by 31st March 2011. In addition, the Council is holding monies on

behalf of Capital Ambition, West London Housing in addition to Section 106 planning money.

- 4.3 The split of Council's debt between the Housing Revenue Account and the General Fund is show below.

Table 3 – Council Debt split

	31 st March 2010	31 st March 2011(estimate)
HRA	404,634	414,829
GF	70,886	60,691
Total Debt	475,520	475,520

- 4.4 The General Fund Capital Financing Requirement (CFR) is £133 million as at 31/03/10 compared to £137 million as at 31/03/09 a reduction of £4 million. The HRA CFR is £405 million as at 31/03/10 compared to £353 million as at 31/03/09 an increase of £52 million. The increase in HRA CFR is due to the delivery of the decent homes programme. The total CFR is £538 million as at 31/03/10. The CFR represents the underlying need to borrow and is higher than the actual level of debt due to the temporary borrowing of internal resources.

- 4.5 It is estimated that the General Fund Capital Requirement (CFR) will be £127 million as at 31/03/11 compared to £133 million as at 31/03/10 a reduction of £6 million. The HRA CFR is estimated as £415 million as at 31/03/11 compared to £405 million as at 31/03/10 an increase of £10 million. The increase in HRA CFR is due to the delivery of the decent homes programme. The total estimate of CFR is £543 million as at 31/03/11.

5. BORROWING REQUIREMENT

- 5.1 The Council is currently exploring the setting up of a housing company which may result in a further increase in new borrowing in future years to enable the building of new dwellings.

Table 4 – Potential Borrowing Requirement

	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
	Actual	Estimate	Estimate	Estimate
New borrowing (including ALMO)	0	0	0	0
Maturing loans	0	16,000	174	20,255

- 5.2 Due to the debt reduction policy it is likely that replacement borrowing will not be required for the maturing loans in 2011/12 to 2013/14.

- 5.3 Under the capital finance regulations, local authorities are permitted to borrow up to three years in advance of need. This Council will only consider borrowing up to 1 year in advance of need as the borrowing requirement in later years is only an estimate at this stage. The reason for borrowing in advance is to take advantage of low long term interest rates. There is a short term cost to borrowing in advance of need as currently investment rates are considerably lower than long term borrowing rates. This will be evaluated before any decision is taken to borrow in advance of need.
- 5.4 Borrowing in advance of need increases the level of temporary investments and thus increases the risk of loss of investment principal. However, the Council has put in place a prudent methodology to minimise this risk, see paragraph 11.

6. PROSPECTS FOR INTEREST RATES

6.1 The Council appointed Sector Treasury Services as treasury adviser to the Council and part of their service is to assist the Council to formulate a view on interest rates. Appendix A draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view:

6.2 Sector Bank Rate forecast for financial year ends (March)

- 2010/2011 0.50%
- 2011/2012 1.00%
- 2012/2013 2.25%
- 2013/2014 3.25%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

7. BORROWING STRATEGY

Sectors' forecast for PWLB borrowing rates is shown in the table below:

	M ar-11	Jun-11	Sep-11	Dec-11	M ar-12	M ar-13	M ar-14
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	2.25%	3.25%
5yrPW IB rate	3.30%	3.30%	3.40%	3.50%	3.60%	4.30%	5.00%
10yrPW IB rate	4.40%	4.40%	4.40%	4.50%	4.70%	5.10%	5.40%
25yrPW IB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.50%	5.70%
50yrPW IB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.50%	5.70%

A more detailed forecast is included in appendix A.

7.1 The Council's borrowing strategy will give consideration to new borrowing in the following order of priority:-

- The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking market loans at long term rates which will be higher in future years.
- PWLB variable rate loans for up to 10 years.
- Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity periods (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio.
- Fixed rate PWLB borrowing for periods under 10 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing which will spread debt maturities away from a concentration in longer dated debt.
- Rates are expected to gradually increase during the year so it should therefore be advantageous to time new borrowing for the start of the year.

7.2 Sensitivity of the forecast – In normal times the main sensitivities of the forecast are likely to be the two scenarios below. The Council officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

- If it were felt that there was a significant risk of a sharp fall in long and short term rates, due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowing will be postponed.
- If it were felt that there was a more significant risk of a sharp rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

8. ANNUAL INVESTMENT STRATEGY

8.1 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2009 CIPFA's Treasury Management in Public Services of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").

Although the annual investment strategy has to be approved by full Council, it is proposed that amendments to the investment methodology are delegated to Cabinet to enable changes to be made on a timely basis to reflect changes in market conditions.

8.2 The Council's investments priorities are:-

- (a) the security of capital and
- (b) the liquidity of its investments.

The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments

- 8.3 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.
- 8.4 Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non Specified' Investment categories. Counterparty limits will be as set by Council.
- 8.5 The Council in conjunction with its treasury advisor Sector, will use Fitch, Moody's and Standard and Poor ratings plus data on movements in credit default swap to derive its credit criteria. Credit ratings alerts and changes are notified to treasury officers on a daily basis and these are acted upon immediately. In addition officers monitor the financial press and economic reports. The Council is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.
- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn.
 - In addition to the use of Credit Rating the Council will be advised of information in movements in Credit Default Swaps (CDSs) against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Councils lending list. It should be noted that the Council is only monitoring CDS movements for information purposes, and is not actually purchasing any CDSs.

8.6 The DCLG guidance requires authorities to specify their minimum acceptable credit rating. The minimum ratings required by the Council are:

Fitch			
Long Term	Short Term	Individual	Support
A-	F2	C	2
Moody's			
Long Term	Short Term	Financial Strength	
A3	P-2	C	
S & P			
Long Term	Short Term		
A-	A-3		

8.7 Country Limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA+ from Fitch Ratings (or equivalent from other agencies) see Appendix B. This list will be added to, or reduced, by officers should ratings change in accordance with this policy.

9. INTEREST RATE OUTLOOK FOR INVESTMENTS

- 9.1 Bank Rate has been unchanged at 0.50% since March 2009. Bank rate is forecast to commence rising in quarter 3 of 2011 and then to rise steadily from thereon. Bank Rate forecasts for financial year ends (March) are as follows:-

2010/11	0.50%
2011/12	1.00%
2012/13	2.25%
2013/14	3.25%

- 9.2 There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected.
- 9.3 The Council will avoid locking into longer term deals while investment rates are down at historically low levels unless exceptionally attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this council.
- 9.4 For its cash flow generated balances, the Council will utilise its business reserve accounts, money market funds and short dates deposits (overnight to three months) in order to benefit from the compounding of interest.

The Council will report on its investment activity as part of a mid year review and at the end of the financial year as part of the Annual Outturn Report.

9.5 Specified Investments

A specified investment is defined in the guidance as an investment which satisfies the conditions set out below:

- (a) The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling.
- (b) The investment is not a long-term investment (ie over 364 days)
- (c) The investment does not involve the acquisition of share capital or loan capital in any body corporate

Types of specified investments include and may be used by the Council are:

Term deposit – UK government
Term deposits – other Local Authorities
Term deposits – banks and building societies
Money market funds
Callable deposits – under 1 year
Certificates of deposits - issued by banks and building societies.
UK Government Gilts
Treasury Bills

9.6 Non-Specified Investments

The Council has made no investments in non-specified investments to date. These are any investments not meeting the definition in para 9.5 above.

- 9.7 However if there was a core cash balance available after taking into account the cash flow requirements and the outlook for short-term interest rates then

the following non-specified investments could be used after consultation with our Treasury Advisor.

- Term deposits with banks with maturities in excess of one year.
- Term deposits with building societies with maturities in excess of one year
- Term deposits with Local Authorities with maturities in excess of one year.
- Structured deposits.
- Bond Funds with AAA rating credit criteria
- Callable deposits in excess of one year
- Certificates of deposits - issued by banks and building societies in excess of one year.
- UK Government Gilts in excess of one year

10. CREDIT CRITERIA

- 10.1 Each week the Treasury Section receives an up to date list of the credit rating for individual counterparties from our treasury advisors. In addition to this if any changes in the credit rating of individual counterparties or in banking structures e.g. on mergers or takeovers occur during the month Sector e-mail the amendments to the Treasury Section on a daily basis and the section adds/deletes counterparties as appropriate to/from the approved counterparty list.
- 10.2 The banking sector is still a volatile area and the current policy is that whilst we maintain our full lending list in accordance with the methodology in approved by Council on the 24th February 2010 we have been operating a more **restricted lending list**, lending only to UK banks, other Local Authorities and AAA Money Market Funds. For illustrative purposes Appendix B is attached to show the countries and organisations on the lending list at the present time using the approved methodology.
- 10.3 However, it is part of the Treasury Management Code of Practise that the Council needs a sound diversification policy with high credit quality counterparties. Such a policy is needed to prevent overreliance on a small number of counterparties and should also consider country, sector and group limits. In addition, there is a possibility that within the next 12 months the government will lower its support to RBS, Lloyds Bank and NatWest and therefore they will no longer have the creditworthiness of the government itself. The effect of this means the credit rating of these banks will be lower as the rating agencies will rate these banks without the government guarantee, this in turn means the Council will have to reduce the amount and duration the Council can lend to these banks. It is therefore proposed that we expand our current restricted list and diversify our lending portfolio now to other highly credit rated banks within highly credit rated countries. This will enable the Council to spread its credit risk but still maintain a low risk investment strategy.
- 10.4 Below is the proposed list of banking institutions which it is recommended the Council now adds to its **restricted lending list** use as well as the UK banking institutions, the AAA Money Market Funds and other Local Authorities. All of which are on our current lending list maintained in accordance with the agreed methodology approved by Council on 24 February 2010 for convenience it is shown as Appendix C.

- 10.5 Added to this the Nat West Call Account that we presently use will be affected by the new FSA liquidity rules and it is likely that call account deposits with instant access will pay a much lower rate of interest, possibly below base rate, this will further reduce the Council's investment options.
- 10.6 The limits are driven by the methodology which is shown in full in Appendix C the maximum limits for these banks are shown in the table below. The limits can change if there are rating changes, however the maximum limit would never be more than £25 Million.

	Fitch	Moody's	S&P	Max Limit
Australia	AA+	Aaa	AAA	£'000
Australia & New Zealand Bank	AA-, F1+, B, 1	Aa1, P-1, B	AA, A-1+	25,000
Commonwealth Bank of Australia	AA, F1+, A/B, 1	Aa1, P-1, B	AA, A-1+	25,000
National Bank of Australia	AA, F1+, B, 1	Aa1, P-1, B	AA, A-1+	25,000
Westpac Bank Corporation	AA, F1+, A/B, 1	Aa1, P-1, B	AA, A-1+	25,000
Canada	AAA	Aaa	AAA	
Bank of Montreal	AA-, F1+, B, 1	Aa2, P-1, B-	A+, A-1,	20,000
Bank of Nova Scotia	AA-, F1+, B, 1	Aa1, P-1, B	AA-, A-1+	25,000
National Bank of Canada	A+, F1, B, 2	Aa2, P-1, B-	A, A-1	20,000
Toronto Dominion Bank	AA-, F1+, B, 1	Aaa, P-1, B+	AA-, A-1+	25,000
France	AAA	Aaa	AAA	
Societe Generale	A+, F1+, B/C, 1	Aa2, P-1, C+	A+, A-1	20,000
Germany	AAA	Aaa	AAA	
Deutsche Bank	AA-, F1+, B/C, 1	Aa3, P-1, C+	A+, A-1	20,000
Singapore	AAA	Aaa	AAA	
DBS Ltd	AA-, F1+, B, 1	Aa1, P-1, B	AA-, A-1+	25,000
Overseas Chinese Banking Corporation	AA-, F1+, B, 1	Aa1, P-1, B	A+, A-1	25,000
United Overseas Bank Ltd	AA-, F1+, B, 1	Aa1, P-1, B	A+, A-1	25,000

11. NATIONALISED BANKS AND PART NATIONALISED BANKS

- 11.1 In the UK, the nationalised and part-nationalised banks have credit ratings which do not conform to the credit criteria usually used to identify banks which are of high credit worthiness, as they are no longer separate institutions in their own right. However, the Council has agreed to invest in these institutions as they are now recipients of an F1+ short term rating as they effectively take on the creditworthiness of the Government itself i.e. deposits made with them are effectively being made to the Government. They also have a support rating of 1; in other words, on both counts, they have the highest ratings possible.

12. DEBT RESCHEDULING

- 12.1 The introduction by the PWLB in 2007 of a spread between the rates applied to new borrowing and repayment of debt, which has now been compounded since 20 October 2010 by a considerable further widening of the difference between new borrowing and repayment rates, has meant that PWLB to PWLB debt restructuring is now much less attractive than it was before both of these events. In particular, consideration would have to be given to the large premiums which would be incurred by prematurely repaying existing PWLB

loans and it is very unlikely that these could be justified on value for money grounds if using replacement PWLB refinancing. However, some interest savings might still be achievable through using LOBO (Lenders Option Borrowing Option) loans, and other market loans, in rescheduling exercises rather than using PWLB borrowing as the source of replacement financing.

12.2 As short term borrowing rates will be considerably cheaper than longer term rates, there may be potential for some residual opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the size of premiums incurred, their short term nature, and the likely cost of refinancing those short term loans, once they mature, compared to the current rates of longer term debt in the existing debt portfolio. Any such rescheduling and repayment of debt is likely to cause a flattening of the Council's maturity profile as in recent years there has been a lean towards longer dated PWLB.

12.3 The reasons for any rescheduling to take place will include:

- The generation of cash savings and / or discounted cash flow savings
- Help fulfil the strategy outlined in paragraph 8 above; and
- Enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

13. DECENT HOMES INITIATIVE

In 2005/06 DCLG awarded the Council £192 million for supported borrowing for Decent Home Initiative. This funding has been drawn down since 2005/06. There is a further borrowing requirement for the Decent Homes Initiative of £3.7 million in 2011/12.

14. HRA REFORM CONSULTATION

The Government are currently considering the reform of the HRA. This would mean that central government may repay a significant portion of the Council's Housing debt. It is expected that the method used will be for the CLG to make a payment directly to the PWLB who will top slice all our PWLB loans in the ratio total debt repayment to total debt. These proposals are currently on hold and we are waiting for further announcements.

15. INVESTMENT CONSULTANTS AND INVESTMENT TRAINING

15.1 Sector Treasury Services Ltd were appointed on 1st February 2008 for a three year period following a tendering exercise. Sector provide interest rate forecasts, economic updates, strategy reviews, training for treasury management staff and advice on the formulation of suitable borrowing and investment strategies and advice on investment counterparty creditworthiness. As the Sector contract expires on 31st January 2011, a new tender process is currently underway.

15.2 The Council is a member of the CIPFA treasury management network which provides a forum for the exchange of views and training of treasury management staff independent of the treasury management consultants. It also provides a quality check on the services received from the consultants.

15.3 Treasury management staff are required to attend the CIPFA network meetings and Sector seminars and training events on a regular basis throughout the year to ensure that they are up to date at all times on developments in treasury management and continue to develop their expertise in this area.

16. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

16.1 The comments of the Director of Finance and Corporate Services are contained within this report.

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

17.1 The statutory requirements are set out in the body of the report.

18. COMMENTS OF THE AUDIT AND PENSIONS COMMITTEE

18.1 TBA

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1	Borrowings and Investments Ledger	Rosie Watson Ext. 2563	Ground Floor Town Hall
2	CIPFA-Prudential Code - Accounting for Capital Finance	Rosie Watson Ext. 2563	Ground Floor Town Hall
3	Various Economic commentaries	Rosie Watson Ext. 2563	Ground Floor Town Hall

APPENDIX A Interest Rate Forecasts

The data below shows a variety of forecasts published by a number of institutions. The first three are individual forecasts including those of UBS and Capital Economics (an independent forecasting consultancy). The final one represents summarised figures drawn from the population of all major City banks and academic institutions.

The forecast within this strategy statement has been drawn from these diverse sources and officers' own views.

1. Individual Forecasts

Sector: interest rate forecast – 6.1.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.25%	2.75%	3.00%	3.25%	3.25%
3 month LIBID	0.60%	0.70%	0.80%	1.00%	1.25%	1.50%	1.75%	2.00%	2.50%	3.00%	3.25%	3.50%	3.50%
6 month LIBID	0.90%	1.00%	1.10%	1.20%	1.50%	1.80%	2.10%	2.40%	2.80%	3.20%	3.50%	3.80%	4.00%
12 month LIBID	1.40%	1.50%	1.60%	1.80%	2.10%	2.40%	2.70%	3.00%	3.20%	3.40%	3.65%	4.00%	4.20%
5yr PWLB rate	3.30%	3.30%	3.40%	3.50%	3.60%	3.80%	3.90%	4.10%	4.30%	4.60%	4.80%	4.90%	5.00%
10yr PWLB rate	4.40%	4.40%	4.40%	4.50%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%	5.40%	5.40%
25yr PWLB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.40%	5.40%	5.40%	5.50%	5.50%	5.60%	5.70%	5.70%
50yr PWLB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.40%	5.40%	5.40%	5.50%	5.50%	5.60%	5.70%	5.70%

Capital Economics: interest rate forecast – 12.1.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.50%	2.00%
5yr PWLB rate	3.20%	3.20%	3.00%	2.75%	2.75%	2.90%	3.00%	3.20%	3.40%	3.60%	3.90%	4.20%
10yr PWLB rate	4.75%	4.75%	4.25%	3.75%	3.75%	3.75%	3.75%	3.75%	3.90%	4.00%	4.30%	4.60%
25yr PWLB rate	5.25%	5.25%	4.85%	4.65%	4.65%	4.65%	4.65%	4.65%	4.75%	4.85%	5.10%	5.30%
50yr PWLB rate	5.30%	5.30%	5.20%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.10%	5.20%	5.30%

UBS: interest rate forecast (for quarter ends) – 6.1.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12
Bank rate	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.00%
10yr PWLB rate	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%
25yr PWLB rate	5.25%	5.30%	5.35%	5.40%	5.45%	5.50%	5.55%	5.60%
50yr PWLB rate	5.35%	5.40%	5.45%	5.50%	5.55%	5.60%	5.65%	5.70%

2. Survey of Economic Forecasts

HM Treasury December 2010

The current Q4 2010 and 2011 forecasts are based on the December 2010 report. Forecasts for 2010 – 2014 are based on 32 forecasts in the last quarterly forecast – in November 2010.

BANK RATE FORECASTS		quarter ended		annual average Bank Rate			
	actual	Q4 2011		ave. 2011	ave. 2012	ave. 2013	ave. 2014
Median	0.50%	2.00%		0.90%	1.60%	2.40%	3.00%
Highest	0.50%	0.50%		2.10%	3.10%	3.60%	4.50%
Lowest	0.50%	0.80%		0.50%	0.50%	0.60%	1.20%

CREDIT RATING LIST

Counterparty	Fitch rating						Moody's rating						S & P rating			Suggest Duration	Suggested Duration (Watch/Outlook Adjusted)	CDS Data				Suggested Duration (CDS Adjusted)
	Fitch L Term Status	Fitch S Term Status	Fitch Indiv. Status	Fitch Supp. Status	Fitch L Term Status	Fitch S Term Status	Moody's L Term Status	Moody's S Term Status	Moody's FRS Status	Moody's FSR Status	S & P L Term Status	S & P S Term Status	S & P S Term Status	17/12/10	Week % Change			1 Month % Change	3 Month % Change	6 Month % Change	CDS Status	
Australia - Sovereign	SB	AA+			SB		Aaa			SB	AAA	AAA	AAA	Not Applicable	Not Applicable	50.6	7.1%	6.9%	-7.6%	In Range	Not Applicable	
Australia & New Zealand Banking Group Ltd	PO	AA-	F1+	B	1	NO	Aa1	P-1	NO	B	SB	AA	A-1+	Orange = 12 mths	Orange = 12 mths	105.0	-3.3%	-3.1%	-16.4%	In Range	Orange = 12 mths	
Commonwealth Bank of Australia	SB	AA	F1+	A/B	1	NO	Aa1	P-1	NO	B	SB	AA	A-1+	Purple = 24 mths	Purple = 24 mths	105.0	-2.9%	-1.5%	-15.5%	In Range	Purple = 24 mths	
National Australia Bank Ltd	SB	AA	F1+	B	1	NO	Aa1	P-1	NO	B	SB	AA	A-1+	Purple = 24 mths	Purple = 24 mths	106.0	-2.4%	-2.4%	-18.4%	In Range	Purple = 24 mths	
Westpac Bank Corporation	SB	AA	F1+	A/B	1	NO	Aa1	P-1	NO	B	SB	AA	A-1+	Purple = 24 mths	Purple = 24 mths	105.1	-2.9%	-2.0%	-15.7%	In Range	Purple = 24 mths	
Canada - Sovereign	SB	AAA			SB		Aaa			SB	AAA	AAA	AAA	Not Applicable	Not Applicable						Not Applicable	
Bank of Montreal	SB	AA-	F1+	B	1	RD	Aa2	P-1	RD	B-	SB	A+	A-1	Orange = 12 mths	Red = 6 mths						No Data Available	
Bank of Nova Scotia	SB	AA-	F1+	B	1	SB	Aa1	P-1	SB	B	SB	AA-	A-1+	Orange = 12 mths	Orange = 12 mths						No Data Available	
Canadian Imperial Bank of Commerce	SB	AA-	F1+	B	1	NO	Aa2	P-1	NO	B-	SB	A+	A-1	Orange = 12 mths	Red = 6 mths						No Data Available	
National Bank of Canada	SB	A+	F1	B	2	SB	Aa2	P-1	SB	B-	SB	A	A-1	Red = 6 mths	Red = 6 mths						No Data Available	
Royal Bank of Canada	SB	AA	F1+	A/B	1	DGSB	Aa1	P-1	DGSB	B	PO	AA-	A-1+	Purple = 24 mths	Purple = 24 mths						No Data Available	
Toronto Dominion Bank	SB	AA-	F1+	B	1	NO	Aaa	P-1	NO	B-	PO	AA-	A-1+	Purple = 24 mths	Purple = 24 mths						No Data Available	
Denmark - Sovereign	SB	AAA			SB		Aaa			SB	AAA	AAA	AAA	Not Applicable	Not Applicable	42.9	-2.3%	32.1%	23.7%	In Range	Not Applicable	
Danske Bank AS	SB	A+	F1	B/C	1	SB	Aa3	P-1	NO	C	NO	A	A-1	Green = 3 mths	Green = 3 mths	113.2	-0.1%	9.3%	64.5%	In Range	Green = 3 mths	
Finland - Sovereign	SB	AAA			SB		Aaa			SB	AAA	AAA	AAA	Not Applicable	Not Applicable	32.0	0.3%	14.2%	7.2%	In Range	Not Applicable	
Nordea Bank Finland Plc	SB	AA-	F1+	B	1	SB	Aa2	P-1	SB	B-	SB	AA-	A-1+	Orange = 12 mths	Orange = 12 mths						No Data Available	

Counterparty	Fitch rating												Moody's rating				S & P rating			Duration	Suggested Duration (Watch/Outlook Adjusted)	CDS Data				Suggested Duration (CDS Adjusted)	
	Fitch L Term Status		Fitch S Term Status		Fitch Indiv. Status		Fitch Supp. Status		Moody's L Term Status		Moody's S Term Status		Moody's FRS Status		S & P L Term Status		S & P S Term Status		17/12/10			Week % Change	1 Month % Change	3 Month % Change	6 Month % Change		CDS Status
	L Term	S Term	Indiv.	Supp.	L Term	S Term	Indiv.	Supp.	L Term	S Term	FRS	L Term	S Term	L Term	S Term	L Term	S Term										
France - Sovereign	SB	AAA							SB	Aaa				SB	AAA			Not Applicable	102.5	-2.0%	24.9%	33.5%	25.7%	In Range	Not Applicable		
BNP Paribas	SB	AA-	F1+		B		1	SB	Aa2		P-1	SB	B-	NO	AA	A-1+		Orange = 12 mths	103.1	1.6%	2.9%	10.2%	-7.8%	In Range	Orange = 12 mths		
Societe Generale	SB	A+	F1+		B/C		1	NO	Aa2		P-1	NO	C+	SB	A+	A-1		Red = 6 mths	147.5	-0.9%	6.5%	31.8%	1.4%	In Range	Red = 6 mths		

Counterparty	Fitch rating												Moody's rating				S & P rating			Duration	Suggested Duration (Watch/Outlook Adjusted)	CDS Data				Suggested Duration (CDS Adjusted)	
	Fitch L Term Status		Fitch S Term Status		Fitch Indiv. Status		Fitch Supp. Status		Moody's L Term Status		Moody's S Term Status		Moody's FRS Status		S & P L Term Status		S & P S Term Status		17/12/10			Change	% Change	% Change	Change		CDS Status
	L Term	S Term	Indiv.	Supp.	L Term	S Term	Indiv.	Supp.	L Term	S Term	FRS	L Term	S Term	L Term	S Term	L Term	S Term										
Germany - Sovereign	SB	AAA						SB	Aaa					SB	AAA			Not Applicable	55.5	1.5%	43.1%	42.5%	39.6%	In Range	Not Applicable		
Deutsche Bank AG	NO	AA-	F1+		B/C		1	SB	Aa3		P-1	SB	C+	SB	A+	A-1		Red = 6 mths	100.0	-0.4%	0.5%	7.2%	-28.1%	In Range	Red = 6 mths		

Counterparty	Fitch rating												Moody's rating				S & P rating			Duration	Suggested Duration (Watch/Outlook Adjusted)	CDS Data				Suggested Duration (CDS Adjusted)	
	Fitch L Term Status		Fitch S Term Status		Fitch Indiv. Status		Fitch Supp. Status		Moody's L Term Status		Moody's S Term Status		Moody's FRS Status		S & P L Term Status		S & P S Term Status		17/12/10			Change	% Change	% Change	Change		CDS Status
	L Term	S Term	Indiv.	Supp.	L Term	S Term	Indiv.	Supp.	L Term	S Term	FRS	L Term	S Term	L Term	S Term	L Term	S Term										
Hong Kong	SB	AA+						PO	Aa1					UP SB	AAA			Not Applicable	45.5	-10.5%	3.4%	-5.9%	-17.3%	In Range	Not Applicable		
Hong Kong and Shanghai Banking Corporation Ltd	SB	AA	F1+		A/B		1	SB	Aa1		P-1	B+	SB	AA	A-1+			Purple = 24 mths							No Data Available		

Counterparty	Fitch rating												Moody's rating				S & P rating			Duration	Suggested Duration (Watch/Outlook Adjusted)	CDS Data				Suggested Duration (CDS Adjusted)	
	Fitch L Term Status		Fitch S Term Status		Fitch Indiv. Status		Fitch Supp. Status		Moody's L Term Status		Moody's S Term Status		Moody's FRS Status		S & P L Term Status		S & P S Term Status		17/12/10			Week % Change	1 Month % Change	3 Month % Change	6 Month % Change		CDS Status
	L Term	S Term	Indiv.	Supp.	L Term	S Term	Indiv.	Supp.	L Term	S Term	FRS	L Term	S Term	L Term	S Term	L Term	S Term										
Netherlands - Sovereign	SB	AAA						SB	Aaa					SB	AAA			Applicable	59.8	-3.1%	20.7%	26.7%	22.9%	In Range	Not Applicable		
Bank Nederlandse Gemeenten	SB	AAA	F1+				1	SB	Aaa		P-1	SB	A	SB	AAA	A-1+		Purple = 24 mths							No Data Available		
ING Bank NV	SB	A+	F1+		C		1	SB	Aa3		P-1	NO	C+	SB	A+	A-1		Red = 6 mths	141.4	-0.9%	14.9%	29.5%	13.8%	In Range	Red = 6 mths		
Co-operative Centrale Raiffeisen - Boerenleenbank BA	SB	AA+	F1+		A/B		1	NO	Aaa		P-1	NO	B+	NO	AAA	A-1+		Purple = 24 mths	77.9	2.2%	8.1%	13.9%	-22.1%	In Range	Purple = 24 mths		

Counterparty	Fitch rating												Moody's rating				S & P rating			Duration	Suggested Duration (Watch/Outlook Adjusted)	CDS Data				Suggested Duration (CDS Adjusted)	
	Fitch L Term Status		Fitch S Term Status		Fitch Indiv. Status		Fitch Supp. Status		Moody's L Term Status		Moody's S Term Status		Moody's FRS Status		S & P L Term Status		S & P S Term Status		17/12/10			Change	% Change	% Change	Change		CDS Status
	L Term	S Term	Indiv.	Supp.	L Term	S Term	Indiv.	Supp.	L Term	S Term	FRS	L Term	S Term	L Term	S Term	L Term	S Term										

Country	Rating	17/12/10	Week % Change	1 Month % Change	3 Month % Change	6 Month % Change	In Range	Not Applicable
Norway - Sovereign	SB	22.0	0.8%	1.4%	-3.0%	-13.1%	In Range	Not Applicable
DnB NOR Bank	SB							Not Applicable

Counterparty	Fitch rating				Moody's rating				S & P rating				CDS Data				Suggested Duration (CDS)		
	L Term	S Term	Indiv	Support	L Term	S Term	Indiv	Support	L Term	S Term	L Term	S Term	L Term	S Term	17/12/10	1 Month % Change		3 Month % Change	6 Month % Change
Singapore - Sovereign	SB	AAA			SB	Aaa			SB	AAA	SB	AAA	SB	AAA					Not Applicable
DBS Ltd	SB	AA-	F1+	B	SB	Aa1		1	SB	AA-	SB	AA-	SB	A-1+	47.3	0.0%	14.5%	-16.0%	In Range
Oversea Chinese Banking Corp Ltd.	SB	AA-	F1+	B	SB	Aa1		1	SB	AA-	SB	AA-	SB	A-1	50.3	0.0%	21.8%	-10.7%	In Range
United Overseas Bank Ltd.	SB	AA-	F1+	B	SB	Aa1		1	SB	AA-	SB	AA-	SB	A-1	50.3	0.0%	21.8%	-10.7%	In Range

Counterparty	Fitch rating				Moody's rating				S & P rating				CDS Data				Suggested Duration (CDS)		
	L Term	S Term	Indiv	Support	L Term	S Term	Indiv	Support	L Term	S Term	L Term	S Term	L Term	S Term	17/12/10	1 Month % Change		3 Month % Change	6 Month % Change
Sweden - Sovereign	SB	AAA			SB	Aaa			SB	AAA	SB	AAA	SB	AAA					Not Applicable
Norges Bank AB	SB	AA-	F1+	B	SB	Aa2		1	SB	AA-	SB	AA-	SB	A-1+	32.0	-2.4%	10.7%	-5.8%	In Range
Swediska Handelsbanken AB	SB	AA-	F1+	B	SB	Aa2		1	SB	AA-	SB	AA-	SB	A-1+	55.6	6.0%	13.4%	5.0%	In Range

Counterparty	Fitch rating				Moody's rating				S & P rating				CDS Data				Suggested Duration (CDS)		
	L Term	S Term	Indiv	Support	L Term	S Term	Indiv	Support	L Term	S Term	L Term	S Term	L Term	S Term	17/12/10	1 Month % Change		3 Month % Change	6 Month % Change
Switzerland - Sovereign	SB	AAA			SB	Aaa			SB	AAA	SB	AAA	SB	AAA					Not Applicable
Credit Suisse	SB	AA-	F1+	B	SB	Aa1		1	NO	B	SB	AA-	SB	A-1	97.1	2.0%	7.2%	-0.5%	In Range

Counterparty	Fitch rating				Moody's rating				S & P rating				CDS Data				Suggested Duration (Watch/Outlook)		
	L Term	S Term	Indiv	Support	L Term	S Term	Indiv	Support	L Term	S Term	L Term	S Term	L Term	S Term	17/12/10	1 Month % Change		3 Month % Change	6 Month % Change
UK - Sovereign	SB	AAA			SB	Aaa			SB	AAA	SB	AAA	SB	AAA					Not Applicable
Barclays Bank plc	SB	AA-	F1+	B	SB	Aa3		1	SB	AA-	SB	AA-	SB	A-1+	66.7	-3.1%	8.3%	-0.2%	In Range
HSBC Bank plc	SB	AA	F1+	B	SB	Aa2		1	NO	C+	SB	AA	SB	A-1+	84.7	-9.4%	20.7%	20.6%	In Range

Counterparty	Fitch rating				Moody's rating				S & P rating				CDS Data				Duration (CDS Adjusted)				
	Term Status	L Term	S Term	Indiv. Status	Supp. Status	Support	L Term	S Term	FRS Status	L Term	FRS Status	L Term	S Term	L Term	S Term	17/12/10		Week % Change	1 Month % Change	3 Month % Change	6 Month % Change
Standard Chartered Bank	SB	AA-	F1+	B	1	SB	A1	P-1	B-	SB	A+	A-1	Red = 6 mths	86.0	-5.0%	11.4%	1.0%	-17.0%	In Range	Red = 6 mths	
Sumitomo Mitsui Banking Corporation Europe Ltd.	SB	A	F1	C	1	SB	Aa2	P-1	C	SB	A+	A-1	Green = 3 mths	59.9	-0.9%	2.7%	-0.9%	-35.6%	In Range	Green = 3 mths	
US - Sovereign	SB	AAA				SB	Aaa		AAA	SB	AAA	Not Applicable	Not Applicable	40.5	-2.0%	-2.4%	-11.4%	11.1%	In Range	Not Applicable	
Bank of New York Mellon	SB	AA-	F1+	A/B	NW	1	Aaa	P-1	B+	SB	AA	A-1+	Purple = 24 mths								No Data Available
HSBC Bank USA	SB	AA	F1+	B/C		NO	Aa3	P-1	C	SB	AA	A-1+	Orange = 12 mths								No Data Available
JP Morgan Chase Bank NA	SB	AA-	F1+	B	NW	1	Aa1	P-1	NO	B	NO	A-1+	Orange = 12 mths	82.4	2.7%	-9.1%	-6.4%	-20.6%	In Range	Orange = 12 mths	
State Street Bank and Trust Company	SB	A+	F1+	B	NW	1	Aa2	P-1	NO	B	NO	A-1+	Orange = 12 mths								No Data Available

Counterparty	Fitch rating				Moody's rating				S & P rating				CDS Data				Suggested Duration (Watch/Outlook Adjusted)					
	Term Status	L Term	S Term	Indiv. Status	Supp. Status	Support	L Term	S Term	FRS Status	L Term	FRS Status	L Term	S Term	L Term	S Term	17/12/10		Week % Change	1 Month % Change	3 Month % Change	6 Month % Change	CDS Status
UK Nationalised and Part nationalised banks																						
Bank of Scotland Plc	SB	AA-	F1+	C	1	SB	Aa3	P-1	D-	SB	A+	A-1	Blue = 12 mths									Not Applicable
Lloyds TSB Bank plc	SB	AA-	F1+	C	1	SB	Aa3	P-1	C-	SB	A+	A-1	Blue = 12 mths	199.3	8.1%	21.2%	18.7%	-12.9%				Not Applicable
National Westminster Bank plc	SB	AA-	F1+		1	SB	Aa3	P-1	C-	SB	A+	A-1	Blue = 12 mths									Not Applicable
Royal Bank of Scotland plc	SB	AA-	F1+	C/D	1	SB	Aa3	P-1	C-	SB	A+	A-1	Blue = 12 mths	200.9	1.7%	20.0%	17.2%	-2.6%				Not Applicable
Ulster Bank Ltd	SB	A+	F1+	E	1	NO	A2	P-1	D-	NO	A	A-1	Blue = 12 mths									Not Applicable

EXPOSURE LIMITS
Blue - Exposure limit of £35 million with a maximum duration of 364 days
Purple - Exposure limit of £25 million with a maximum duration of 24 months
Orange - Exposure limit of £20 million with a maximum duration of 364 days
Green - Exposure limit of £10 million with a maximum duration of 3 months
No colour - 0 months duration

MONEY MARKET FUNDS

PRIMERATE
INSIGHT
BLACKROCK
GOLDMAN SACHS

All funds have AAA credit rating which have a 60 weighted average maturity. These funds allow instant access to cash, and provide enhanced yield and security
Exposure limit of £10 million per fund - no maximum duration as these are instant access funds

GOVERNMENT

Debt Management Office
Treasury Bills
Government Bills

No maximum amount because if we no capacity to place funds with other financial institutions we need to place them with the government.

PUBLIC AUTHORITIES

Utility Authorities
Local Authorities
Borough and District Council
Fire and Police Authorities

These authorities do not have credit ratings but statute suggests that credit risk attached to these authorities is an acceptable one.

Exposure limit of £25 million with a maximum duration of 364 days

Group Limits

The following banks operate under their own name but are part of the same banking group

- 1) Lloyds Bank Group plc - Bank of Scotland/Lloyds TSB plc, Halifax plc, HBOS Treasury Services
- 2) Royal Bank of Scotland Group plc - ABN AMRO Bank NV, Nat West, RBS plc, Ulster Bank Ltd
- 3) Dexia Bank (in Belgium), Dexia BIL (in Luxembourg), Dexia Credit Local (in France)
- 4) Credit Agricole, Credit Agricole Indosuez, Cajyon (French)
- 5) HSBC plc, HSBC Bank USA, Hong Kong and Shanghai Banking Corp (Hong Kong)
- 6) Bank of Ireland and Bristol and West
- 7) Nordea Bank's - Denmark, Finland, Norge ASA, Sweden
- 8) Banco Santander - Banco Santander UK plc (old Abbey National) Alliance and Leicester, Bradford and Bingley
- 9) Nationwide Building Society, Derbyshire, Cheshire and Dunfermline Building Society
- 10) Barclays, Woolwich

The limits for the Groups will be £25 Million or as per the Lending limit for the individual Bank except for the UK which would be unlimited.

P2
The council minimum rating requirement is as follows
S&P AA+
86
Fitch

Long Term A- Short Term F2 Individual C Support 2

Long Term A3 Short Term P-2 Financial Strength C

Long Term A- Short Term A-3

Moody's

S & P

KEY

NO - Negative Outlook
NW - Negative Watch
DG - Downgrade
RD - Under Review for Possible downgrade
PO - Positive Outlook
PW - Positive Watch
UP - Upgrade
RU - Under Review for Possible Upgrade
SB - Stable Outlook
EW - Evolving Watch
EO - Evolving Outlook
WD - Rating Withdrawn
DO - Developing Outlook
UN - Direction Uncertain

DG NO Downgrade & Negative Outlook
DG NW Downgrade & Negative Watch
DG RD Downgrade & Under Review for Possible Downgrade
DG SB Downgrade & Stable Outlook
DG EW Downgrade & Evolving Watch
DG EO Downgrade & Evolving Outlook
DG DO Downgrade & Developing Outlook
DG UN Downgrade & Direction Uncertain
UP PO Upgrade and Positive Outlook
UP PW Upgrade and Positive Watch
UP RU Upgrade and Under review for Possible Upgrade
UP SB Upgrade and Stable Outlook
UP EO Upgrade and Evolving Outlook
UP DO Upgrade and Developing Outlook
UP UN Upgrade and Direction Uncertain

17/12/10

APPENDIX C

METHODOLOGY FOR ESTABLISHING CREDIT CRITERIA

The follow methodology has been used to establish the credit criteria for an organisation or group.

All Countries where investments are placed should have a minimum **Sovereign rating** of AA+

Exposure limit of £25 Million to be placed with any one country except the UK which would be unlimited.

The Council will use all 3 credit rating agencies Fitch, Moody's and Standard & Poor to derive its credit criteria. The methodology has a mathematical basis and gives a score to each of the ratings. An average score is then calculated for each of the constituent rating for Long Term, Short Term, Individual and Support. A sum of the averages is then taken and duration calculated based on this final value. The methodology is completely objective and mathematical, applying equal weight to each credit rating component.

The system also takes into account negative and positive rating watches and outlook.

The methodology applies a ranking and scoring procedure to the credit rating to obtain a number, based on all the credit ratings of every rating agency, which is then compared to the scoring bands.

Scoring procedure for the 3 Credit Rating Agencies

Long Term Ratings

Fitch		Moody's		S&P	
Rating	Scoring	Rating	Scoring	Rating	Scoring
AAA	1	Aaa	1	AAA	1
AA+	2	Aa1	2	AA+	2
AA	3	Aa2	3	AA	3
AA-	4	Aa3	4	AA-	4
A+	5	A1	5	A+	5
A	6	A2	6	A	6
A-	7	A3	7	A-	7

Short Term Ratings

Fitch		Moody's		S&P	
Rating	Scoring	Rating	Scoring	Rating	Scoring
F1+	1	-	-	A-1+	1
F1	2	P-1	2	A-1	2
F2	3	P-2	3	A-3	3

Only Fitch and Moody's use Individual Ratings

Individual Ratings

Fitch		Moody's	
Rating	Scoring	Rating	Scoring
-	-	A+	0.5
A	1	A	1
-	-	A-	1.5
A/B	2	B+	2
B	3	B	3
-	-	B-	3.5
B/C	4	C+	4
C	5	C	5

Support Ratings

As only Fitch uses Support ratings, there is no need to create any equivalency tables and we can use the rating directly into the calculation.

We then calculate the scoring for each counterparty on the scoring procedure.

Example

	Fitch				Moody's			S&P	
	Long Term	Short Term	Indiv	Support	Long Term	Short Term	FRS	Long Term	Short Term
	Bank								
Australia and New Zealand Banking Group	AA-	F1+	B	1	Aa1	P-1	B	AA	A-1+
Scoring	4	1	3	1	2	2	3	3	1

The Average for Long Term Rating is Fitch 4, Moody's 2 and S&P 3 = 9
9 divided by 3 (the no. of agencies) = 3

The Average for Short Term Rating is Fitch 1, Moody's 2 and S&P 1 = 4
4 divided by 3 (the no. of agencies) = 1.333

The Average for Individual Rating is Fitch 3 and Moody's 3 = 6
6 divided by 2 (the no. of agencies) = 3

The average for Support Rating is Fitch 1 as it is the only agency that uses Support Ratings

The sum total of these averages = 3+1.333+3+1 = 8.333

The score is now placed within the predetermined bands.

Bands

Colour	Lower Boundary	Upper Boundary
Purple	4.00	8.50
Orange	8.50	10.50
Red	10.50	12.50
Green	12.50	14.50
No Colour	14.50	30.00

Where:-

Purple - Exposure limit of £25 Million with a maximum duration of 24 months.

Orange - Exposure limit of £25 Million with a maximum duration of 364 days.

Red – Exposure limit of £20 Million with a maximum duration of 6 months.

Green – Exposure limit of £10 Million with a maximum duration of 3 months

No Colour – 0 months duration

In the example a score of 8.33 would place the bank in the Purple band and gives it a suggested maximum duration of 24 months.

Credit Watch/Outlook Overlay

To take into account credit watch and outlooks from the three credit rating agencies an overlay has been developed which penalises a counterparty's score.

The methodology focuses just on the negative and positive outlooks and watches. Although stable, evolving and developing outlooks are still considered important when looking for a broader credit perspective, they can not be correlated with a direct impact in the change of counterparties score on the credit list.

Watches – are considered short term actions, where as **outlooks** are considered over a longer period of time.

To take account of the effect of a bank being on **negative watch**, one point is added to the score of the relevant credit rating e.g. if Moody's placed a bank's short term rating on negative watch, we would add one point to its score. The opposite is applied for positive watches, 1 point is deducted.

To take account of the effect of a bank being on **negative outlook**, then 1/2 point is added to the score of the relevant credit rating e.g. if Moody's placed a bank's short term rating on negative outlook, we would add 1/2 point to its score. The opposite is applied for positive outlooks, 1/2 point is deducted.

In the example above for Australia and New Zealand Group if Fitch had placed the bank on negative watch we would have added one point to the Fitch Long Term score to penalise the bank

The Average for Long Term Rating is Fitch 4 +1, Moody's 2 and S&P 3 = 9
9 divided by 3 (the no. of agencies) = 3.333

Then when the sum total had been added together it would have changed from 8.333 to 8.666 which would move it down to a lower band – Orange.

Banks that do not have a four way credit rating

To account for banks that do not have a full 4 way credit rating i.e. Long Term, Short Term, Individual and Support ,adjustments will be made to that bank's score.

By not having a full set of ratings it can skew the score for a bank making it higher as only 2 or 3 variables are being taken into account. See example below.

Example

	Fitch				Moody's			S&P	
	Long Term	Short Term	Indiv	Support	Long Term	Short Term	FRS	Long Term	Short Term
Bank									
Jyske Bank					Aa2	P-1	B-		
Scoring					4	2	3.5		

The average score is going to be:-

Long Term - 4, Short Term – 2, Individual 3.5, Support – 0 = 9.5

As this bank is only rated by Moody's and therefore does not have a four way approach. Currently they have a score of 9.5 putting them into the Orange band.

This colour of Orange is biased upwards as only 3 ratings have been taken into account, so it is intended to drop the colour of the bank by one band for every missing rating.

So if an bank only had a Long and Short Term rating, the initial colour would be reduced by 2 bands.

Applying CDS spreads to the credit list

CDS spreads are used as it has been proven that credit rating agencies lag market events and thus do not provide investors with an "up to date" picture of the credit quality of a particular bank.

CDS spreads are used as an overlay to the credit ratings. CDS spreads provide perceived market sentiment regarding the credit quality of an institution. Since they are traded instruments, they reflect the market perception related to that entity's credit quality. Credit ratings look at a firm's fundamentals i.e. balance sheet, income statement etc. and tend to focus on a longer term view of the firm.

It is important to note that not all entities will have an actively traded CDS spread.

Trend analysis

The weekly credit list provided by Sector shows the 1 week, 1 month and 3 month percentage change in a counterparty's CDS spread. This allows Treasury officers to monitor the short, medium and long term trends of CDS spreads.

Benchmark analysis

The benchmark CDS index which measures the "average" level of the most liquid financial CDS spreads in the market is the iTraxx Senior Financials Index. This is an index published by Markit who are the leading company in CDS pricing and valuation. The index is based on an equal weighting of CDS spreads of 25 European financial companies.

The iTraxx can be used to see where an institution's CDS spread is relative to that of the market and judge its creditworthiness in that manner, as well as looking at the credit rating.

Adjusted duration

The methodology employs the rule that if the CDS spread of a bank/building society is below or equal to the level of the iTraxx, then it is deemed "In Range." It retains its' colour and duration.

If the bank/building society's CDS spread is between the iTraxx level and the iTraxx level + 50bps, then it is deemed "Monitoring." When a bank/building society is "Monitoring" its colour and duration is reduced by one band.

If the bank/building society's CDS spread is above the iTraxx level + 50bps, then it is deemed "Out of Range" its colour becomes no colour and is removed from the list.

Exceptions to this methodology

Nationalised and Part Nationalised Banks

See paragraph 11.

In light of this the colour Blue is used, for UK nationalised or part nationalised banks
Exposure limit of £35 Million with a maximum duration of 364 days.

Government

Debt Management Office
Treasury Bills
Government Gilts

No maximum amount because if we have no capacity to place funds with other financial institutions we need to place them with the government.

Public Authorities

Unitary Authorities
Local Authorities
Borough and District Council's
Met. Police
Fire and Police Authorities

These authorities do not have credit ratings but statute (LG Act 2003 s13) suggests that credit risk attached to these authorities is an acceptable one.

Exposure limit of £25 Million with a maximum duration of 364 days.

Money Market Funds

All funds have a AAA credit rating which have a 60 day weighted average maturity. These funds allow instant access to cash, and provide enhanced yield and security.

Exposure limit of £10 Million – no maximum duration as these are instant access funds.

Agenda Item 7



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

LEADER
*Councillor Stephen
Greenhalgh*

**PROCUREMENT AND MARKET TESTING
PROGRAMME 2011-2014**

Wards:
All

This report seeks approval to the Procurement and Market Testing Programme 2011-14.

CONTRIBUTORS

DFCS
ADLDS

Recommendations:

1. That the benefits derived from the 2007-2010 Procurement & Market Testing Programme be noted.
2. That the 2011-14 Procurement and Market Testing Programme, attached as appendices 1-6 to this report, be agreed.

**HAS A EIA BEEN
COMPLETED?
YES**

**HAS THE REPORT
CONTENT BEEN RISK
ASSESSED?
YES**

1. BACKGROUND

- 1.1. On 19 March 2007, Cabinet approved the 2007-10 Market Testing Programme. The overall annual value of the work in the programme was in the region of £90m.
- 1.2. To date, 18 market testing projects have been completed including refuse collection, street cleansing, grounds maintenance, home care, civic and schools cleaning and school meals.
- 1.3. A lessons learnt exercise was undertaken of the Market Testing Programme in September 2009. It identified a number of benefits which are summarised below:
 - a) Most services have benefitted through improved specifications in place or through restructuring enhancing quality and value for money.
 - b) Projected MTFS savings of over £5M achieved by 2010/11.
 - c) Almost 700 staff have been transferred with their terms and conditions protected.
 - d) Range of positive and innovative project outcomes achieved.

2. PROCUREMENT AND MARKET TESTING PROGRAMME 2011-2014

- 2.1 The proposed Programme is attached as Appendices 1 -6 and consists of market testing projects (including some shared services initiatives) and major renewals. It is intended to target up to 20-25% savings over three years on retendered contracts where possible. This will require early preparation and a detailed review of the specification to see how this can be reduced accordingly. It will also be necessary to identify the scope for collaboration with others to secure volume discounts, implement service transformation, reduce back office costs and undertake option appraisals.
- 2.2 As is the case currently, progress will be reviewed on a quarterly basis by the Council's Competition Board and reported to EMT.

3. SHARING SERVICES – THREE BOROUGHES

- 3.1 A joint statement regarding the sharing of services between the three Councils was issued by Cllr Stephen Greenhalgh, Leader, Hammersmith and Fulham Council, Cllr Colin Barrow, Leader, Westminster City Council, and Cllr Sir Merrick Cockell, Leader, Royal Borough of

Kensington and Chelsea. This followed the CSR statement, launching a project to merge services with plans to be agreed by February 2011.

- 3.2 Initial work to merge Childrens Services is already under way and three other areas - namely adult social care, environmental services and corporate services - are being considered for merging of services where there is a clear business case for doing so. There will be a report back in February 2011 with recommendations for action.
- 3.3 Given this steer, it is important that all market testing exercises and major tenders consider the scope for collaboration with Westminster and Kensington and Chelsea Councils at an early stage of the process. This should be addressed in the options appraisal and business case. This has already started on the Passenger Transport Market Testing exercise, where all three boroughs have formed a steering group to consider a joint contract which will deliver increased benefits as a result of collaboration.
- 3.4 In addition, officers are working closely with colleagues in Westminster and Kensington and Chelsea Councils regarding a collaborative approach on insurance, including a shared back office service. The preferred approach is to extend some of the Council's existing arrangements to March 2012, which ties in with the other two Councils, and then chose the best option for the three Councils concerned for procuring insurance - which could include joining a mutual, setting up a framework agreement or joining a local authority consortium. The collaborative approach will provide better value for money for the three Councils concerned and efficiencies through sharing back office services. Officers are currently talking to existing suppliers on terms for the extension and a report will be submitted to Members in due course.

4. CONTRACT MANAGEMENT ARRANGEMENTS

- 4.1 To ensure that proportionate contract management arrangements are in place before letting a contract, departments will outline these together with cost implications in relevant options appraisal reports prior to commencing any tendering process. The scope for shared contract management arrangements as part of the three borough initiative will also be considered.

5. IMPLEMENTATION

- 5.1 Departments will set up review teams to support implementation of individual projects as appropriate drawing on support from the Corporate

Procurement Team, HR, Legal Services and external consultancy expertise where required. The Market Testing toolkit identifies the process to be adopted and includes the key lessons learnt from previous Market Testing exercises which will be adhered to.

- 5.2 Where possible, officers will expedite implementation at the earliest opportunity to secure service delivery improvements and maximise savings.

6. RISK MANAGEMENT

- 6.1. Market Testing risks have been identified on the Council's corporate risk register, risk number 11. Each risk area associated with the Market Testing programme is discussed periodically at the Council's Competition Board. Currently, there is an escalating risk of legal challenge on contract awards that demonstrate the increasing appetite of unsuccessful bidders; this is noted separately on the procurement and Finance Department risk registers.

7. EQUALITY IMPLICATIONS

- 7.1 Most projects contained in the Procurement and Market Testing Programme will have equality implications for the services affected and it is important these are addressed on a case by case basis throughout the service review, tendering, implementation and contract management cycle.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1 The Market Testing programme is a key driver for delivering the Council's Medium Term Financial Strategy.

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

- 9.1 The Assistant Director (Legal and Democratic Services) has been consulted on the contents of this report and supports the recommendations.

10. COMMENTS OF THE ASSISTANT DIRECTOR, PROCUREMENT AND IT STRATEGY

10.1 The AD, Procurement & IT Strategy has been involved in the preparation of this report and supports the recommendations.

11. COMMENTS OF THE ASSISTANT DIRECTOR, HUMAN RESOURCES

11.1 The Assistant Director (Human Resources) supports the recommendations and highlights the importance of complying with TUPE and staff consultation requirements.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext. of Holder of File/Copy	Department/ Location
1.	All background papers. Contracts Register	Francis Murphy Head of Procurement (x 2211)	Finance and Corporate Services, Procurement & IT Strategy Division' Room 10, Hammersmith Town Hall, King Street,W6 9JU

Appendix 1 – Childrens’ Services

Market Testing Programme 2011/14

Contract/Service Area	Est. Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
Passenger Transport	£2.6M (H&F)	TBA pending three borough discussions.	5-7 years	Agreement has been reached to place an OJEU notice in January 2011. The scope of the work will extend beyond 3 borough working and allow an extension to West London Authorities. The contract is to be awarded in September 2011 for February 2012 commencement	To be confirmed	Gill Sewell
Services for Schools	Current turnover £2m	TBA pending three borough discussions.	TBC	The key drivers of the proposed education merger are: To commercialise buy-back (traded) services cross-borough so that revenue outstrips costs and aims to double income by 2014 To develop a special purpose vehicle for the traded services	Transfer of Traded Services relating to schools into an ALMO/Social Enterprise - expectation of premium from the private sector of a min £125k p.a. rising to £375k by year 3	Andy Rennison/ Ian Heggs
Youth Offending	£1.9m	September	n/a	Youth Offending Service to be integrated in 3 borough working by Sept 2011. Key feature will be central management and cross-borough working on	Contributing to £1m target for merger of Children’s Services	Gill Sewell

Contract/Service Area	Est. Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
				<p>courts team with local delivery models.</p> <p>Consideration for the future delivery model of the teams will be considered at a later date</p>		
Integrated Youth Commissioning	£1.3m	Sept 2011	N/A	<p>Youth commissioning is to be centralised and then new ways of working are to be explored within the 3 boroughs, and the PCT.</p> <p>The use of schools and other contractors to deliver a range of youth services will be maximised.</p>	To be confirmed	Carole Bell & Gill Sewell
Early Years and Childcare	£0.4m	1 st April 2011	6-12 months	Mixed provision and exploring future options. A variety of initiatives including: extension of charging, joint services with Westminster and developing a package of social enterprise support for providers in the sector	To be confirmed	Gill Sewell
Children's Social Care - Fostering	£4.1m	Sept 2011	N/A	<p>Considering Future Direction. Exploring possibilities for a shared service with Westminster & RBKC</p> <p>Initial talks between the three</p>	To be confirmed	Peter Houghton & Steve Miley

Contract/Service Area	Est. Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
				<p>LAs have identified a number of opportunities in merging fostering and adoption services. There are three broad areas where efficiencies could be achieved:</p> <ul style="list-style-type: none"> • sharing management; • amalgamating specific functions - e.g. training for foster carers and recruitment, panels; and • sharing foster carers 		
Children's Social Care - Residential Children's Services	£7m (£3.6m P&V, £3.4m Semi-Independent)		N/A	Considering Future Direction. Leading on development of a shared solution with Harrow, Hounslow, Westminster and Wandsworth	To be confirmed	Peter Houghton & Steve Miley
Commissioning, Planning and Performance - Connexions	£0.8m			Considering Future Direction. The situation has been complicated by future changes in the responsibility for the delivery of the service. The council is currently in discussion with the current provider over a short-term extension to the existing contract	£175k to be reviewed	Carole Bell

Major Contract Renewals (Over £100K) due to expire by 2014

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Catering Management Services For Schools	£19.4m	04/11/2012	Option to extend for one or two years	Eden Food Services Ltd	Lynne Richardson
Connexions Universal Services	£4.3m	10/08/2011	Original expiry date 10/08/2009. Optional 2 year extension taken	CFBT Education Trust	Sailesh Devani
Young people leaving care high support	£1.9m	14/02/2013		London Cyrenians Housing Ltd	John Maggs
Taxi & Private Hire Vehicle	£1.5m	04/01/2013	No Extension clauses	Various	
Young people leaving care - Medium Support	£860k	14/02/2013		London Cyrenians Housing Ltd	John Maggs
Leaving care - medium support	£694k	28/02/2013		Notting Hill Housing	John Maggs
Children's Centre Service Delivery	£610k	31/03/2011		Normand Croft Early Years Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Randolph Beresford Early Years Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Flora Gardens Children's Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Masbro Children's Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Melcombe Children's Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Old Oak Children's Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Wendell Park Children's Centre	Mike Gilleran
Children's Centre Service Delivery	£610k	31/03/2011		Rouzanna Children's Centre	Mike Gilleran
Central London Community Healthcare Speech and language Therapy Service	£421k	31/03/2011		Central London Community Healthcare	Caroline Osborne
Children's Centre Service Delivery	£304k	31/03/2011		Bishops Park Children's Centre	Mike Gilleran

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Children's Centre Service Delivery	£204k	31/03/2011		Fulham Central Children's Centre	Mike Gilleran
Children's Centre Service Delivery	£204k	31/03/2011		New Kings Children's Centre	Mike Gilleran
Out of School Childcare	£195k	31/03/2013		Addison Primary	Caroline Osborne
Parenting Expert service	£185k	31/03/2011		Central & North West London (CNWL) Mental Health Trust	Emma Sleight
Substance misuse treatment	£165k	31/03/2011		Turning Point (Services) Ltd	Emma Sleight
Think Family -YCAP	£140k	31/03/2011	Original expiry date 10/08/2010. Optional 1 year extension taken	Family Action	Larry Wright
Development of physical activities	£121k	31/03/2011		Active Planet	Mark Gilleran
Development of a Forest School	£100k	31/03/2011		Randolph Beresford Early Years Centre	Michael Pettavel

Appendix 2 – Community Services Department

Market Testing Programme 2011/14

Contract/Service Area	Est Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
Options Day Service (people with learning Disabilities)	£750k	tba	tba	have started options appraisal	tba	Kay Fisher
Coverdale Residential Care Home(learning disabilities	£300k	tba	tba	have started options appraisal	tba	Kay Fisher
Rivercourt Residential Care Home(respite care for PWLD)	£300k	tba	tba	have started options appraisal	tba	Kay Fisher
Floating support service (PWLD)	£600k	tba	tba	have started options appraisal	tba	Kay Fisher
Ellerslie Day service (people with mental health needs)	Tba	tba	tba	tender documents being prepared	tba	Tim Lothian
Tamworth residential project for people with Mental health Needs	£300k	Apr-11	tba	tender documents being prepared	tbs	Tim Lothian

Major Contract Renewals (Over £100K) due to expire by 2014

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Multi Disciplinary Floating Support	£2.4m	31/05/2012		Family Mosaic Housing	Paulo Borges
Broadway Single Homeless Core and Cluster	£2m	30/06/2013	1+1 to 30/06/2015 available	Broadway Homelessness & Support	Paulo Borges
Shepherds Bush Rd, Weltje Rd, Hammersmith Grove	£1.9m	14/02/2013		London Cyrenians Housing Ltd	Paulo Borges
Buffy House, Rivercourt	£1.2m	14/03/2013	1+1 to 14/03/2015 available	Centrepont	Paulo Borges
Lookahead Housing & Care - Nia and Kwanza	£1.2m	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Look Ahead Housing and Care Ltd	Khuram Abbas
Mind 34-36 Irving Rd	£1.2m	30/11/2012	1+1 to 30/11/2014 available	Hammersmith & Fulham MIND	Paulo Borges
Acton Care Centre	£1.1m	01/03/2013		Catalyst Housing Group	Kay Fisher
SH Floating Support (VIP)	£1.1m	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Look Ahead Housing and Care Ltd	Khuram Abbas
Gospel Hall	£1.0m	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Look Ahead Housing and Care Ltd	Khuram Abbas
Housing Related Support	£930k	30/09/2013		Sagecare	Paulo Borges
Broadway – Market Lane	£900k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Broadway Homelessness & Support	Khuram Abbas
MIND Medium support	£880k	31/03/2011	1+1 to 31/03/2015 available	Hammersmith & Fulham MIND	Paulo Borges
Shepherds House	£850k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	London Cyrenians Housing Ltd	Khuram Abbas
Sir Oswald Stoll Mansions	£714k	30/11/2012		Sir Oswald Stoll Foundation	Khuram Abbas
Supporting People Housing Support Contract	£690k	30/12/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	London Cyrenians Housing	Khuram Abbas

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Accommodation based service for YP leaving care and at risk	£669k	28/02/2013	1+1 to 28/02/2015 available	London Cyrenians Housing Ltd	Mr Paulo Borges
St Christopher's Assessment Centre	£666k	16/05/2013	1+1 to 16/05/2015 available	St Christopher's Fellowship	Mr Paulo Borges
Broadway Substance Misuse Core and Cluster	£624k	30/06/2013	1+1 to 30/06/2015 available	Broadway Homelessness & Support	Mr Paulo Borges
Broadway - 160 Coningham Road	£610k	17/02/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Broadway Homelessness & Support	Khuram Abbas
44 Seddlescombe Rd, 73 Brackenbury Rd, 43 Bassein Park	£583k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Yarrow Housing Ltd	Khuram Abbas
Learning Disability Floating Support	£533k	30/11/2012	Original expiry date 30/06/2010. Optional 2 year extension taken	Look Ahead Housing and Care Ltd	Khuram Abbas
Accommodation based service for YP leaving care and at risk	£497k	14/03/2013	1+1 to 14/03/2015 available	London Cyrenians Housing Ltd	Christine Baker
Domestic Violence FS Service	£456k	30/04/2013	option to extend for a further 2 years to 30/04/2015	Shepherds Bush Housing Group	Paulo Borges
Edgar Right Court - MH	£448k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Hestia Housing & Support	Christine Baker
Spring Cottage – Teenage parents	£411k	31/11/2011		London Cyrenians Housing Ltd	Christine Baker
Supporting People Housing Support Contract – 106 Lakeside Road	£398k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Hestia Housing & Support	Khuram Abbas
Accommodation based service for YP at risk and leaving care – Masbro Road	£347k	14/03/2013		London Cyrenians Housing Ltd	Paulo Borges
229 King St	£235k	04/01/2014	1+1 to 04/04/2016 available	Broadway Homelessness & Support	Paulo Borges

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Supporting People Housing Support Contract - Pocklington Lodge	£233k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Thomas Pocklington Trust	Khuram Abbas
Supporting People Housing Support Contract – 27 Lena Gardens	£178k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	London Cyrenians Housing Ltd	Khuram Abbas
Supporting People Housing Support Contract - 53 Moore Park Road	£178k		Original expiry date 30/11/2010. Optional 2 year extension taken	Hestia Housing & Support	Khuram Abbas
Supporting People Housing Support Contract – 240 Goldhawk Road	£174k	30/11/2012	Original expiry date 30/11/2010. Optional 2 year extension taken	Hestia Housing & Support	Khuram Abbas
Supporting People Housing Support Contract - 1 Stowe Road	£168k	31/11/2011		Shepherds Bush Housing Association	Khuram Abbas

Appendix 3 – Environment Services

Market Testing Programme 2011/14

Contract/Service Area	Est Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
Borough Construction N (Now Works Practice within BTS) = Mechanical and Electrical Maintenance to Housing and Non Housing properties.	£1.75m	April 2011	TBC	Re-procurement of this contract is underway. The existing arrangements with the in-house service will continue until the new contract is awarded	0	M McDonald-Khan
Building Control	£1m	N/A	N/A	Considering Future Direction. Salford City council's Building Control and Planning function is run by Capita, although it's not clear as to the extent of a wider market in this area. Will also be considered as part of 3 borough working	0	M McDonald-Khan
Facilities Management	£0.8m	TBC	TBC	Awaiting decision on Direction Will be considered as part of 3 borough working	0	M McDonald-Khan
Building Technical Service	£4.4m	TBC	TBC	Mixed. Non-Housing services have been out-sourced to EC Harris whilst in-house staff service the Decent Homes Programme and other housing works. Discussions are ongoing with HF Homes over the size of team required post Decent Homes.	0	M McDonald-Khan

Contract/Service Area	Est Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
				Options for the short term in-house delivery of this service are being considered. In the medium term, market –testing of the service will be reviewed.		
Valuation	£1m	N/A	N/A	In-house but keep under review. 2 previous attempts to outsource the service have foundered on costs	0	M McDonald-Khan
Highways & Engineering Services	£5m	TBC	TBC	The division provides a range of services including Network management and Engineering Services. The division operates a mixed service delivery, which is kept under continual review, but the majority of Engineering work is delivered through in-house staff, whilst Highways works are delivered through external companies. Street Lighting is being market-tested during 2011-12.	£200k	Graeme Swinburne
Parking Control	£3m	TBC	TBC	Sharing Services with RBK&C. Legislation requires that much of the back-office work in relation to the processing of Penalty Charge Notices is carried out directly by Councils. The Service has been exploring a shared service option with RBKC with the support of Capital	0	Graeme Swinburne

Contract/Service Area	Est Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
				<p>Ambition.</p> <p>Recent examination of the model adopted by LB Islington has indicated that much of this work could be carried out by directly employed officers based outside of London without a significant risk to quality of service</p> <p>An Options Appraisal is being prepared for Feb-March 2011</p>		
Planning Division	£3m	N/A	N/A	<p>Considering Future Direction. Salford City Council's Building Control and Planning function is run by Capita, although it's not clear as to the extent of a wider market in this area.</p>	0	Nick Austin

Major Contract Renewals (Over £100K) due to expire by 2014

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Term Contract For Paving Works	£30m	31/03/2014		FM Conway Ltd	Mark Hodgson
Civic & Education Cleaning Contract	£8m	04/01/2012	The Contract has provision for two annual extension available to 01/01/2014	Turner Industrial Cleaning Services Systems (Stevenage) Ltd	Fidelis Griffith
Removal of vehicles & provision of vehicle pound	£4.9m	31/05/2011	1+1 to 31/05/2013 available	Ontime Parking Solutions	Liam O'Neill
Responsive Repairs - Non Housing	£3.5m	31/07/2012		Kier Support Services Ltd	Mike Cosgrave
Gully Cleansing, Repairs and Sewer Connections	£3m	31/03/2014		Ringway Infrastructure Services Ltd	Mark Hodgson
Maintenance of pay & display machines	£2.4m	31/03/2011		Metric Group Ltd	David Taylor
Parking & Display machines: Cash Collection	£2.2m	31/08/2014		RB Kensington & Chelsea	David Taylor
Responsive Repairs and Maintenance to Non-Housing Properties	£2.1m	31/07/2012		Kier Building Maintenance	Mike Cosgrave
Lift Maintenance for Borough wide Housing Properties (Fulham area) 2003-08 (Contract 1). LBHF & HF Homes Ltd	£2m	11/09/2011	Original expiry date 11/09/2008. Optional 3 year extension taken	Key Elevators Ltd	Danny Reynolds
Lift Maintenance for Borough wide Housing Properties (Hammersmith area) 2003-08 (Contract 2). LBHF & HF Homes Ltd	£1.9m	11/09/2011	Original expiry date 11/09/2008. Optional 3 year extension taken	Thyssenkrupp Elevator Uk	Danny Reynolds
Non-half hourly quarterly billed 842 sites. LBHF	£1.9m	31/03/2014	Original expiry date 31/08/2008. Optional 6 year extension taken	London Energy PLC	Vassia Paloumbi
Provision of Penalty Charge Notice software & associated services	£1.6m	01/12/2011	Option to renew for 5 years	TSMP	David Taylor
Day-to-day Breakdown Repairs & Maintenance of Door Entry & CCTV	£1.5m	08/10/2011	Original expiry date 08/10/2008. Optional 3	Access Communications Ltd	Danny Reynolds

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Systems within Housing Properties 2003 - 2008. LBHF and HFHMS			year extension taken		
Mechanical maintenance (Measured Term Contract) No.3 Specialist properties	£1.5m	31/03/2011	Original expiry date 31/03/2008. Optional 3 year extension taken	Dalkia Energy	Mike Fatyga
Fire Alarm and Emergency Lighting	£1.4m	30/06/2013		Novar Systems Ltd	Mike Fatyga
Risk assessment & remedial works on water systems	£1.1m	28/02/2011	Original expiry date 28/02/2008. Optional 3 year extension taken	Clearwater Technology Ltd	Mike Fatyga
Valuation and Property Services Consultants	£835k	22/01/2012	Original expiry date 21/01/2010. Optional 2 year extension taken	Lambert Smith Hampton	Miles Hooton
Electrical Portable Appliance Testing in all Non-Domestic Council Buildings	£758k	31/08/2012	Original expiry date 31/08/2010. Optional 2 year extension taken	PHS Compliance	Mike Fatyga
Contract One - Domestic Gas Appliances	£723k	31/12/2012		P H Jones	Alan Martin
Contract Two - Domestic Gas Appliances	£665k	31/12/2012		P H Jones	Alan Martin
Contract Four - Domestic Gas Appliances	£607k	31/03/2012		Robert Heath Heating Ltd	Alan Martin
Contract Three - Domestic Gas Appliances	£606k	31/12/2012		Robert Heath Heating Ltd	Alan Martin
Lift Maintenance Borough-wide Contract (Non-housing Properties) 2003-08 (Contract 3)	£597k	31/08/2011	Original expiry date 11/09/2008. Optional 3 year extension taken	Key Elevators Ltd	Danny Reynolds
Street Tree Maintenance	£450k	31/03/2011		Glendale Countryside Ltd T/A Civic Trees	Jonathan Addis
Periodic Testing and Inspection of Existing Electrical Services	£400k	30/06/2012		PHS Compliance	Mike Fatyga
Housing Asbestos Register	£400k	01/03/2011		Ayerst Environmental Ltd	Andrew Longhurst
Electricity Meter Operator Services (all sites). LBHF	£350k	31/03/2014		ECS and LASER	Ms Vassia Paloumbi
Fire Fighting Equipment	£304k	31/01/2012		Kidde Fire Protection Ltd	Keith Rouse
Catering Maintenance Contract	£222k	31/03/2012	Original expiry date	First In Service Ltd	Tony Gardner

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
			31/03/2009. Optional 3 year extension taken		
General Office Furniture	£175k	30/09/2012		Kinnarps	Mike Cosgrave
Supply of PCN rolls & carriers	£105k	30/06/2013		Liberty Printers	Osagie Ezekiel

Appendix 4 – Finance and Corporate Services

Market Testing Programme 2011/14

Contract/Service Area	Est Annual Value £000	Contract Start	Contract Duration	Comments	MTFS Impact £000	Project Lead
H&F News	1077	May 2012	TBA	Underway	-150	Simon Jones
HR Services	TBA	Jan 2013	TBA	Project team to be set up	-210	Debbie Morris
H&F Direct (to be integrated with single benefit assessment and DWP)	TBA	TBA	TBA	Project team to be set up	TBA	John Collins
Corporate Finance (following WCFM Phase 2)	TBA	April 2013	TBA	Project team to be set up	TBA	Hitesh Jolapara

NB HR share of £500k in 2013/14 is £350k. HR already brought forward £140k, so balance to find for 2013/14 is £210k

Major Contract Renewals (Over £100K) due to expire by 2014

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Framework Agreement for the Provision of Printing & Related Services Lot1 - Litho printing (up to 4 colour/SRA 1)	£4m	17/08/2012		Various	Peter Kiberd
Leased/Mortgaged Buildings Insurance	£3.1m	31/03/2011	Two annual extensions available of 1 year each to 31/03/2013	Aspen Insurance Holdings Ltd	Russell Davies
Framework Agreement for the Provision of Printing & Related Services Lot 2 - Litho printing (up to 2 colour/SRA 3)	£2.5m	17/08/2012		Various	Peter Kiberd
Office Stationery. LCSG	£1.5m	31/03/2014		Office Depot	Geoff Sorrell
Variable data printing	£1.5m	31/03/2013	Two annual extensions available of 1 year each to 31/03/2015	Financial Data Management Ltd	Louise Raisey
Pension Fund Administration*	£1.4m	30/09/2011		London Pension Fund Authority	Les Green
Insurance liability	£1.2m	30/06/2011	Two annual extensions available of 1 year each to June 2013	Zurich Municipal Insurance	Russell Davies
Internal Audit Services**	£1.1m	31/03/2011		Deloitte & Touche LLP	Geoff Drake
Terrorism Insurance	823k	30/06/2011	Two annual extensions available of 1 year each to 31/03/2013	Zurich Municipal Insurance	Russell Davies
VNMS Agency Staff	£750k	01/03/2011	Original expiry date 01/03/2009. Optional 2 year extension taken	Hy-phen Workforce Management Solutions	Val Ayton
Framework Agreement for the Provision of Printing & Related Services Lot 3 - Web offset printing	£600k	17/08/2012		Various	Peter Kiberd

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Banking Services	£478k	31/03/2012	1+1 Option to extend to 31/03/2014	NatWest	Rosie Watson
Motor Insurance	£397k	30/06/2011	Two annual extensions available of 1 year each to 31/03/2013	Aviva Insurance Limited	Russell Davies
Insurance - Commercial Leaseholder's	£329k	30/06/2011	Two annual extensions available of 1 year each to 31/03/2013	Zurich Municipal Insurance	Russell Davies
Engineering inspection cover	£187k	30/06/2011	Two annual extensions available of 1 year each to 31/03/2013	HSB Engineering	Russell Davies

~ Pensions Administration savings of £50k will go to the Pension Fund

** The total Internal Audit saving is £60k on contract negotiation, £50k by reducing service overheads

Appendix 5 – Residents Services

Market Testing Programme 2011/14

Contract/Service Area	Est Annual Value £000	Contract Start	Contract Duration	Comments	MTFS Impact £000	Project Lead
Corporate Out of Hours Service		April 2011	6 years	Cabinet agreed to transfer service to HFBP		D Page
Tennis delivery (coaching/management of courts)	150	April 2011	21 years	Underway Finalising tender documents	55	M Hainge / C Bunting
Hammersmith All Weather Pitch	0	Feb 2012	30 years+	OPQQ closed. Shortlisting currently, collating references, competitive dialogue starts at end of Jan 11	50	M Hainge
Fulham Palace	119		In perpetuity	Outsource to Fulham Palace Trust. Annual value represents Council's annual contribution to FPT. Unlikely to achieve £50k MTFS efficiency in year 1	50	D Page
	700	tba	n/a	To be reviewed Previously market tested in 2007. To be	Tbc	D Page

Security				tested again in 2012/13 as part of FM package		
				To be reviewed		
				Potential to incorporate into existing Waste Management contract once staffing review complete (currently underway). Reorg expected to be concluded by end March 11		
Clinical Waste	190	tba	n/a		30	M Hainge
				To be reviewed following conclusion of Passenger Transport Review. NB A detailed timetable and project plan using the Competitive Dialogue is in the process of being produced and the commencement of the contract will be September or November 2011.		
Transport Maintenance and fleet management	TBC	tba	n/a		50	M Hainge

Major Contract Renewals (Over £100K) due to expire by 2014

Contract/Service Area	Est. Total Value	Expiry Date	Extension Options	Current Supplier	Contract Manager
Phoenix leisure	£2.4m	31/03/2013		Greenwich Leisure Ltd	James Budkiewicz
School bus service - home to school and school to home	£2.2m	01/07/2011	Original expiry date 01/07/2009. Optional 2 year extension taken	London Hire Ltd	Dave Newman
Vehicle hire to CHS for day centre transport	£670k	01/07/2011	Original expiry date 01/07/2009. Optional 2 year extension taken	London Hire Ltd	Dave Newman
Hammersmith Fitness and Squash Centre and Lillie Rd	£462k	31/01/2014	Optional 5 year extension	Greenwich Leisure Ltd	James Budkiewicz
Outreach Service for Rough Sleepers and associated street activities	£449k	31/03/2011		Thames Reach	Richard Vernon
Maintenance Term Contract - CCTV	£340k	31/12/2011		Chroma-Vision Ltd	Adrian price
Vehicle hire for Council's Meals on Wheels service	£150k	06/07/2011	Original expiry date 06/07/2010.	London Hire Ltd	Dave Newman
Fulham Palace Restaurant and catering contract	£132k	30/04/2012		Create Food and Party Design	Scott Cooper

Appendix 6 – Housing Revenue Account

Market Testing Programme 2011/14

Contract/Service Area	Est Annual Value	Contract Start	Contract Duration	Comments	MTFS Impact	Project Lead
				Potential consolidation of existing contracts (included in the section below) and repairs management activity.		
Repairs	18,000,000	2011/12	tbc		HRA - tbc	Paul Hopkinson
Estate Services	4,600,000	2011/12	tbc		HRA - tbc	Paul Hopkinson
Housing Management	5,700,000	2013/14	tbc		HRA - tbc	Orla Gallagher

Major Contract Renewals (Over £100K) due to expire by 2014

Title	End Date	Suppliers	Total Value	Annual Value	Contact
Repairs (North)	Sep-12	Kier BM	17,500,000	3,500,000	Paul Hopkinson
Repairs (South)	Oct-13	Willmott Dixon	15,000,000	3,000,000	Paul Hopkinson
Voids	Oct-13	Willmott Dixon	25,000,000	5,000,000	Paul Hopkinson
Gas Servicing (North)	Mar-12	P H Jones	6,500,000	1,300,000	Paul Hopkinson
Gas Servicing (South)	Mar-12	R Heath	5,000,000	1,000,000	Paul Hopkinson
Asbestos (Minor Works & Register)	Feb-11	Ayerst	2,500,000	500,000	Paul Hopkinson
Legionella Survey/testing	Feb-11	Clearwater	900,000	300,000	Tony Gardner
Lifts (North)	Sep-11	Thyssenkrupp	2,050,000	410,000	Danny Reynolds
Lifts (South)	Sep-11	PDEERS	1,900,000	380,000	Danny Reynolds
Controlled Access Maintenance	Oct-11	OCS	1,450,000	290,000	Danny Reynolds
Fire Alarms/Emergency Lighting	Jun-12	Novar	1,350,000	270,000	Mike Fatyga
Heating Equipment	Mar-11	BPM	3,300,000	660,000	Danny Reynolds

Agenda Item 8



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

E-BOOKING PROJECT

This paper outlines the benefits and cashable savings that can be realised through the implementation of an e-booking project. The project will centralise the booking and payments of facilities and services provided by the Council and provide an online facility for residents. The paper seeks budget approval to implement the project, with benefits and cashable savings being realised from 2011/12.

**Wards:
All**

CONTRIBUTORS

All departments
ADLDS
DFCS

Recommendation:

That funding of £145,412 be made available from the Efficiencies Project Reserve pot to implement the e-booking project.

**HAS A EIA BEEN
COMPLETED?
YES**

**HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?
YES**

1. BACKGROUND

1.1 One of the key priorities for the organisation as part of the overarching transformation agenda is to rationalise and optimise customer access points to Council services and to reduce customer reliance on traditional access channels in order to reduce costs. This includes a specific focus on improving the information, advice and transactional capability of the website.

1.2 Hammersmith and Fulham currently provides access to services, facilities and appointments with staff through a number of different channels: by telephone, face to face and through the website. On the whole, bookings and appointments are made within services.

1.2 A number of key issues have been identified with the current approach:

Residents

- Residents can only make bookings and payments during times when the council and contact centre are open for business;
- Bookings and payments are in a number of different places;
- Visibility and availability of services and facilities is in some areas poor;
- There is currently no self serve facility for customers.

The Council

- Significant double handling of customer contact;
- Payment for bookings and services are through a variety of expensive channels;
- Bookings for income generating services cannot be taken outside core hours- thus limiting revenue generation potential;
- Numbers of missed appointments too high
- Ineffective use of resources (both staff and facilities)

1.3 The introduction of an e-booking system will centralise the booking and payments of facilities and services provided by the Council to residents. The project will provide a web-based booking facility which will allow internal management of facilities and enable residents to book a wide range of facilities, appointments and services, paying for these facilities and services at point of booking.

1.4 An options analysis of seven suppliers, who have e-booking products has been conducted. And as a result, Zipporah has been chosen as our preferred supplier. The basis of this decision was that the product most closely met H&F requirements, the supplier has a good track record of implementing similar systems within the public sector and their bid represented best value for money.

2. PROJECT SCOPE

2.1 A wide range of services are in scope for this project and a phased approach to implementation is proposed:

Phase 1

- Sports Pitches Bookings – all sports pitches, tennis courts and sports activities will be listed on the website, along with their availability, allowing residents to book and pay for these facilities in advance.
- Registration Services – appointments to complete the new nationality checking service will be available online and all fees payable collected prior to the appointment being completed.
- H&F Direct- customer appointments for Council tax, Housing benefit assessments, blue badges and freedom passes will be available online, and include SMS text reminders to reduce missed appointments
- Hall and event bookings – these services will be centralised as a bookable resource. Payment from external customers will be collected at the point when the booking is confirmed, and collected electronically rather than manually.
- Course bookings for Local Safeguarding Children's Panel – the courses provided by H&F to support care professionals working with children and families will become fully bookable online.
- Adult Learning bookings – the full range of adult learning courses available within the borough will be bookable online.

Phase 2

- Pest control appointments – scheduling and payment of pest control appointments.
- Duty planner – booking appointments for pre-application advice to residents and commercial agents who are wishing to alter existing buildings.
- H&F Advice – appointments for assessments
- Bulky Waste Uplifts - handling scheduling and payments for bulky waste uplift

3. KEY BENEFITS

3.1 Key benefits for residents are:

- Increased convenience and ability to make bookings and payments at a time which suits the resident;
- Less time taken to make bookings; and,
- Increased knowledge of facilities, through resources shown on website.

3.2 Key benefits for the Council are:

- Reduction in number of staff required to handle bookings
- Increase in income generated
- Reduction in transactional costs incurred through handling cash/cheque payments
- Reduction in applications support charges through rationalising to one central system

4. FINANCIAL CASE

4.1 £145k is sought to deliver the e-booking project. This will deliver net general fund savings of £110k by 2012/13 and £230k in 2013/14. These are ongoing savings that have been accounted for in the MTFs.

4.2 Project Costs

4.2.1 Cost to implement

Supplier Costs		H&F Staff Resources	
HFBP	£69,500	H&F Client Project Manager (1)	£20,250
Zipporah	£70,650	Business Transformation Team	£9,000
		(2)	
Kiosks	£2,635	Communications Team (3)	£7,500
SMS prepaid	£1,100		
2010/11 Support costs (1 month)	£1,527		
Total	£145,412	Total	£36,750

Notes on H&F Staff Resources:

1. Project Manager will collect system requirements, develop UAT plan, support staff in carrying out UAT, and support through training in addition to client manager role.
2. Business Transformation Team - Involvement of the Business Transformation Team will be supporting UAT, embedding the cultural change and supporting transition to business as usual.
3. Communications Team - This work stream will ensure that the website channels lead residents to the appropriate areas and update and refresh the communication content and branding around the bookings portal.

4.2.2. Total Costs and funding sought to implement

1. Supplier Costs	£145,412
2. H&F Staff Costs	£36,750
Total Cost to implement	£182,162
Funding sought	£145,412

4.2.3. Ongoing Support Costs (to be met from existing budgets)

	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Total
Application services – support	7,500	7,500	7,500	22,500
Technical services – Unix/Win	3,000	3,000	3,000	9,000
Shared services – Infrastructure	6,542	6,542	6,542	19,626
3 rd party infrastructure	14,620	14,620	14,620	43,860
3 rd party leases	510	510	510	1,530
Total support costs	£32,172	£32,172	£32,172	£96,516

4.3 Cashable savings and income generation

4.3.1 Cashable Savings

Savings identified	Benefit Realisation (Cumulative cashable savings)		
	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14
Reduction in number of staff required to handle bookings (already in MTFS)	109,495	218,990	328,485
Increase in income generated (already in MTFS)	24,560	49,120	73,680
Reduction in application support costs	18,800	37,600	56,400
Total project savings	£152,855	£305,710	£458,565

4.3.2 Income generation opportunity

Project Management on behalf of other Boroughs	£50,962
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4.4 Cost/ Benefit analysis

Cost benefit analysis	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14
Project Management on behalf of other Boroughs	£50,962	-	-
Annual savings	£152,855	£152,855	£152,855
Income and annual savings (cumulative)	£203,817	£356,672	£509,527
Costs to implement and support (cumulative)	£214,334	£246,506	£278,678
Net benefits realised	(£10,517)	£110,166	£230,849

**5. COLLABORATION WITH OTHER BOROUGHS-
COMMERCIALISATION OPPORTUNITIES**

- 5.1 H&F will be the first London Borough to implement a corporate solution for bookings across multiple services. Since embarking on scoping this project, we have become aware of at least 9 other London Boroughs who are looking to pursue similar projects and are interested in using our experience and expertise. RBKC are particularly keen. In line with the Council's commercialisation agenda, we have therefore included an income line in the cashable savings which involves us selling project management skills and expertise to other boroughs for e-booking projects.

6. PROJECT GOVERNANCE AND IMPLEMENTATION SCHEDULE

6.1 Governance

The project has a project board of senior officers and associated stakeholder forum which will meet on a regular cycle and whose function is to discuss stakeholder interests and escalate these, as appropriate, through to project board for decision.

6.2 Implementation schedule

The project will be delivered within a 5 month timeframe from the point of approval. It is therefore assumed that the project will be delivered between mid February and June 2011.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

The e-booking project will deliver on-going net general fund savings of £110k by 2011/12 and £230k in 2013/14. One-off cash funding of £145,412 has been requested to deliver these efficiencies. This funding will be made available from the Efficiencies Project Reserve pot.

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

- 8.1 No comments.

9. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT & IT STRATEGY

- 9.1 There are no procurement-related issues as this relates to software acquisition which is managed through the contract with H&F Bridge Partnership.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	E-booking Business case	Stephen Menzies 4050	FCS
CONTACT OFFICER: Programme Management Officer		NAME: Stephen Menzies	

Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

CAPITAL PROGRAMME 2011/12 TO 2015/16

**Wards:
All**

This report sets out proposals in respect of the capital programme , together with ancillary issues.

CONTRIBUTORS

All Departments
DFCS
ADLDS

HAS A EIA BEEN COMPLETED? YES
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Recommendations:

1. To approve that the General Fund Capital Programme is £31.931m for 2011/12.
2. To approve a Debt Reduction target of £53.9m by 2015/16 which will reduce underlying debt (Capital Financing Requirement to £78.8m).
3. To approve that 25% of receipts generated for the decent neighbourhoods programme continue to be used to support general capital investment.
4. To approve the following initiatives within the capital programme:
 - The continuation of the rolling programmes for Corporate Planned Maintenance (£2.5m), repairs to carriageways and footways (£2.1m) , private sector housing grants (£0.45m), Parks Improvements (£0.5m) and contributions to the Invest to Save Fund (£0.750m)
 - The setting aside of £0.250m in reserve for the DDA Programme.
5. To approve, subject to agreement of the overall programme, prudential borrowing of £5.4m regarding the Schools Capital Strategy.
6. To note and approve the level of resource forecast (Table 5) and indicative expenditure for the decent neighbourhoods programme as detailed in Appendix 1 and proposed 2011/12 contribution to fund works to the HRA stock of £14.867m from the Decent Neighbourhoods Pot for one year only.

- 7. To approve the 2011/12 HRA capital programme as set out in Appendix 3, and subject to appropriate Member approval for un-committed schemes.**
- 8. To approve the prudential indicators as set out in Appendix 4 to the report.**
- 9. To approve the following annual Minimum Revenue Provision: (Appendix 5).**
 - For debt which is supported through Formula Grant this authority will calculate the Minimum Revenue Provision in accordance with current regulations (namely 4% of the Capital Financing requirement net of adjustment A).**
 - For debt which has arisen through prudential borrowing it should be written down in equal instalments over the estimated asset life. The debt write-off will commence the year after an asset comes into use.**

1. INTRODUCTION

- 1.1 This report sets out an updated resource forecast and a capital programme for 2011/12 to 2015/16. Since 2006/07, the Council has put in place a debt reduction strategy which has enabled £36m of capital debt to be repaid by the end of 2009/10. Annual revenue savings of £3.6m are forecast by 2011/12. The capital programme now put forward seeks to build on these savings whilst funding essential new investment and key Council priorities.
- 1.2 The Building Schools for the Future programme was halted in 2010/11. An update is now given on future capital proposals for schools.
- 1.3 The funding for the Decent Homes Programme has now come to an end. Proposals are now put forward regarding the on-going housing investment needs for 2011/12. The funding options for 2012/13 onwards will be reviewed subject to the outcome of Government's announcement to replace the existing HRA subsidy system with a new system of council housing finance.
- 1.4 The Council has embarked on a number of major projects such as the King Street Regeneration Strategy and a range of decent neighbourhood schemes. A brief update on these projects is set out in this report and appropriate allowance made within the overall capital programme.

2. DEBT REDUCTION

- 2.1 General Fund debt (as measured by the Capital Financing Requirement) was £132.7m at the start of 2010/11. As set out in Table 1 it is now forecast that such debt will reduce by £53.9m, to £78.8m, by 2015/16. This will largely be achieved by applying surplus capital receipts, which are over and above the core investment needs, for debt redemption. Overall revenue savings are budgeted to increase by £4.6m from 2011/12 to 2015/16.

Table 1 – Movement in the Capital Financing Requirement (CFR)

	11/12	12/13	13/14	14/15	15/16
	£'m	£'m	£'m	£'m	£'m
Opening Capital Financing Requirement	127.1	117.0	92.7	84.8	81.4
Revenue Repayment of Debt	-3.5	-3.0	-1.9	-1.6	-1.5
Repayment of receipts used for temporary debt redemption.	2.4	2.0	0.0	0.0	0.0
Borrowing For Schools Investment	5.4	0.0	0.0	0.0	0.0
Annual (Surplus)/Deficit in the Capital Programme (Table 2)	-14.4	-23.3	-6.0	-1.8	-1.2
Closing CFR	117.0	92.7	84.8	81.4	78.8
Net Movement from the opening 2010/11 CFR (£132.7)	-15.7	-40.0	-47.9	-51.3	-53.9
Revenue Impact (9% of CFR – lagged by 1 year)	-0.50	-1.41	-3.6	-4.3	-4.6

3. THE GENERAL FUND CAPITAL PROGRAMME.

Summary

- 3.1 The proposed capital programme and resource forecast is summarised in Table 2. The overall programme is forecast to be in surplus of £49.9m to the end of 2015/16. It is planned to use this surplus to repay debt.

Table 2 – General Fund Capital Programme Summary

	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000s	£'000s	£'000s	£'000s	£'000s
Forecast Resources (Table 3)	46,377	32,857	14,967	9,100	8,500
Capital Programme (Table 4)	31,931	9,519	9,004	7,300	7,300
In-Year Surplus/(Deficit)	14,446	23,338	5,963	1,800	1,200
Cumulative Balance Surplus/(Deficit)	14,446	40,925	46,888	48,688	49,888

Resources

- 3.2 The general fund resource forecast is detailed in Table 3.

Table 3 General Fund Resource Forecast.

	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000s	£'000s	£'000s	£'000s	£'000s
Right to Buy Receipts	500	500	500	500	500
Planned Sales	22,876	23,725	3,875	600	0
Decent Neighbourhood Receipts	7,956	5,413	7,888	7,000	7,000
-Reimbursement of Decent Neighbourhood receipts	(6,293)	0	0	0	0
Scheme Specific Resources	21,338	3,219	2,704	1,000	1,000
Total Forecast Resources	46,377	32,857	14,967	9,100	8,500

- 3.3 **Right to Buy (RTB) Receipts.** Usable RTB receipts (25% of sale value) are now running at £0.5m (10 properties) a year and are not expected, given current market conditions, to increase in 2012/13 onwards. The Council continues to explore options that promote the shared ownership of Council dwellings. No income from such schemes is assumed within the resource forecast

- 3.4 **Planned Sales.** The current forecast for planned asset sales is set out in Table 3. The actual level, and timing, of sales is subject to certain caveats. Not least they are dependant on the wider property market, appropriate consultation and planning considerations. The Council continues to review its asset holdings to identify potential further disposals. The target for forecast sales is ambitious. A risk is identified within the Medium Term Financial Strategy that sales may slip or not be achieved or that significant cost of sales may be incurred.

- 3.5 **Borrowing.** From 2007/08 to 2010/11 the Council undertook no new general borrowing as part of the debt reduction strategy. Allowance for prudential borrowing of £5.4m is made to support investment in schools. This is treated as a specific resource.

- 3.6 **Decent Neighbourhoods Receipts.** Via a number of specific Cabinet decisions, the Council has opted to ringfence receipts from disposals of certain asset types (hostels, street properties, and other regeneration sites) for regeneration or affordable housing purposes. These receipts have been channelled into the Decent Neighbourhoods fund. Although this approach has allowed for investment in a number of such schemes, in general the level of receipts coming into the fund has outstripped the expenditure from it. This has led to a position where the fund is projected to be in surplus by between £2.8m and £90m over the capital programme period. This is subject to future decisions regarding the possible use of such resources. Given the imbalance in funding between this and the general programme the Council agreed that, from 2010/11, these receipts should be top sliced by 25% to contribute to general resources. This approach continues to be reviewed over time to ensure that there is no material impact on the delivery of regeneration or affordable housing initiatives.
- 3.7 There is a central government imposed restriction on how local authorities can use housing capital receipts. The Council has to determine a Capital Allowance. This increases as expenditure is incurred on affordable housing and regeneration initiatives and decreases in line with housing capital receipts. Should the Capital Allowance become negative then 75% of housing receipts are payable to the Government. The latest estimate is that the Capital Allowance will exceed £21m at the close of 2011/12 and the council can accordingly make full use of the housing receipts. This position continues to be reviewed and may be impacted by future changes to the housing capital finance regime.
- 3.8 **Specific Funding Allocations.** The specific funding resource forecast is based on current allocations and will be updated over the forthcoming months in accordance with relevant government, and other public and private, spending announcements.

Expenditure

- 3.9 The Council's Capital Programme has, in recent years, been developed through a combination of agreed rolling programmes, agreement of individual projects (via formal decision making processes), and the inclusion of specifically funded schemes. The framework for an annual bidding round has not been applied in recent years as available resources have been prioritised to repay debt.
- 3.10 The proposed programme for 2011/12 (Table 4) onwards provides for the completion of existing schemes (mainly Bishops Park) and continuation, with the exception of the Disability Discrimination Act (DDA) programme, of the previously agreed rolling programmes. Over recent years an annual provision of £0.25m has been made for DDA works but has been infrequently used. DDA works tend now to be undertaken as a matter of course within new capital initiatives. It is proposed that any unapplied allocation brought forward from 2010/11 (up to £0.25m) be set aside within a reserve for use as appropriate. No further annual provision will be made. This position will continue to be reviewed.

Table 4 – 2011/12 to 2015/16 Capital Programme

	2011/12	2012/13	2013/14	2014/15	2015/16
Mainstream	£'000	£'000	£'000	£'000	£'000
Completion of Existing Schemes	4,293	0	0	0	0
Continuation of Rolling Programmes:					
- Carriageways	1,350	1,350	1,350	1,350	1,350
- Footways	750	750	750	750	750
- Planned Maintenance	2,500	2,500	2,500	2,500	2,500
- Private Sector Housing Grants	450	450	450	450	450
-Contributions to Invest To Save	750	750	750	750	750
-Parks Development	500	500	500	500	500
Scheme Specific Schemes	21,338	3,219	2,704	1,000	1,000
Total	31,931	9,519	9,004	7,300	7,300

- 3.11 **Schools Capital Programme** - The scheme specific resources include an allowance of £5.4m for prudential borrowing to support capital investment in schools and new capital grant awards for schools investment of £7.6m for 2011/12. Following the abandonment of the Building Schools for the Future programme the Government announced that a review would be taken of future education capital funding. This is expected to be complete in early 2011. The future schools capital programme for the council will be determined once the outcome of the Government review is known.
- 3.12 **White City Health and Care Centre** - The centre will be both a flagship joint health and social care service centre operated in conjunction with H&F PCT, and a major housing development delivering on the Council's priority to increase home ownership in the borough. It is also expected to play a significant role in regenerating the physical environment in the north of the borough.
- 3.13 The Council side of the project will be delivered via a LIFT Co arrangement, a health finance vehicle with similarities to a PFI deal, where the Council will take a lease- plus interest in the building for a period of 25 years. The cost of the lease plus agreement will be met by freeing up various satellite premises as teams move into the new centre. The Collaborative Care Centre is based on the old Janet Adegoke Leisure Centre site, incorporating the Children's Services site at Sawley Road. The Council awaits the outcome of a PFI credits bid of £4.5m to fund its ongoing running costs.
- 3.14 The planning permission, subject to the completion of a section 106 Legal agreement, is for 175 residential units above the collaborative care centre, comprising of 105 market units and 70 affordable. The 70 affordable units will be a mixture of bed sizes from studio accommodation through to family sized dwellings. The affordable housing will be low cost home ownership tenures affordable to residents in the borough on low to moderate incomes

4. DECENT NEIGHBOURHOODS – EXPENDITURE AND RESOURCE FORECAST

4.1 The Council continues to set aside housing capital receipts regarding its objectives for regeneration and creating sustainable communities. The current regeneration receipts forecast, and expenditure plan, is set out in Appendix 1 and summarised in table 5.

Table 5 Decent Neighbourhoods - Resource/Expenditure Forecast.

	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000s	£'000s	£'000s	£'000s	£'000s
Balance b/fwd	(928)				
Expenditure	3,934	36	0	0	0
Resources	(32,547)	(18,238)	(23,663)	(21,000)	(21,000)
In Year (Surplus) – based on approved schemes	(29,541)	(18,202)	(23,663)	(21,000)	(21,000)
Capital Investment in maintaining existing housing stock. (1 year only)	14,867	0	0	0	0
Other Schemes Under Consideration	11,861	(5,000)	1,500	0	0
Revised In Year (Surplus)	(2,813)	(23,202)	(22,163)	(21,000)	(21,000)
Cumulative (Surplus)	(2,813)	(26,015)	(48,178)	(69,178)	(90,178)

4.2 The programme is forecast to be in surplus by £90m by 2015/16. The expensive voids policy is still in place and the resources forecast is likely to increase as more properties come through for disposal although this is likely to be offset in future years by new initiatives that emerge.

4.3 The resources forecast include the sale of expensive to repair void properties. Allowance has been made for the top-slice of 25% of future receipts to support general investment needs. The current forecast is based on the identification of 50 new properties for sale in 2011/12 – increasing to 80 by 2014/15.

4.4 A key priority for the Council is to ensure adequate on-going investment in the Council housing stock following the completion of the decent homes programme. Section 5 sets out the current Housing Capital Expenditure and Resource forecast. A drawdown of £14.9m is being proposed for 2011/12 only.

4.5 The resources available for the decent neighbourhoods programme continue to be separately identified and their use is subject to Member approval.

5. REGENERATION INITIATIVES.

5.1 The Council is currently progressing a number of major projects that are likely to impact on the capital programme over the next 5 years. An update is provided in this section on current progress. As these projects are progressed appropriate amendments will be made to Capital and Revenue Estimates subject to Member approval.

5.2 **King Street Regeneration.** The Council is currently taking forward proposals for this scheme which includes a major change to the existing Civic Accommodation

provision in Hammersmith. At present a developer has been appointed to take forward this scheme and a planning application submitted. It is hoped that the strategy can be delivered at net nil cost to the Council but this position, particularly in the light of the current economic conditions, will need to be kept under review.

- 5.3 **Earls Court.** The council is in discussions with other landowners (Transport for London and Capital & Counties) regarding the potential redevelopment of Earls Court after 2012. This is intended to bring substantial benefits to the wider area, including more and better quality homes, new jobs and improved open spaces. The plans could include the West Kensington and Gibbs Green Estate and a key concern for the Council is that any scheme must provide new homes for these 1,650 residents in the same area as they are living. To date the Council has approved expenditure of £0.650m regarding planning and transport studies. . This has been funded from section 106 (planning) and developer contributions.
- 5.5 **White City/Shepherds Bush Market.** White City is a major development area with potential for up to 5,000 new homes being built. Most of those are being earmarked for land east of Wood Lane with detailed proposals likely to emerge in the next few years. The council has also set out a new vision to protect Shepherds Bush Market. This includes the relocation of the Bush Theatre to the old Shepherds Bush library for which capital resources (funded from section 106 resources) of £1m have been identified to secure the release of a restrictive covenant from the church commissioners. The council has also agreed an option for the potential future sale, at market value, of the old laundry site at Pennard road, to developers, Orion Shepherd Bush Market Limited. This is subject to the developer assembling the rest of the land needed to come-up with a viable scheme for redeveloping the market that ultimately gets planning consent and is in accordance with the council's planning brief.
- 5.6 **A Housing Company.** The Council is exploring options for establishing 2 housing companies, a development company that would provide new housing, including housing for sale, and a company with charitable aims that would subsequently hold any rented or intermediate housing (such as shared ownership). The Council has identified a number of sites in its ownership which could, if developed, represent a significant opportunity to develop new homes through innovative delivery arrangements.

6. HOUSING CAPITAL PROGRAMME

- 6.1 The latest capital resource forecast for the Housing Capital Programme is set out in table 6 below (see Appendix 3 for details), together with the proposed Housing Revenue Account Capital Programme.
- 6.2 The HRA resource forecast indicates a deficit of £12m from 2012/13 onwards. The HRA capital programme post-2011/12 will be subject to the changes to the HRA subsidy trailed in the Sustainable Communities Bill.

Table 6 HRA Capital resource forecast

	2011/12	2012/13	2013/14	2014/15	2015/16
	£'000s	£'000s	£'000s	£'000s	£'000s
Proposed HRA Capital Programme	43,179	29,335	29,105	28,858	28,858
Resources:					
Major Repairs Allowance	12,648	12,921	13,037	13,321	13,321
Receipts	5,103	0	0	0	0
Expensive Voids Contributions (Proposed – 1 year only)	14,867	0	0	0	0
Leasehold Contributions	7,880	4,414	4,068	3,537	3,537
Total mainstream resources	40,498	17,335	17,105	16,858	16,858
Specific Funding	2,681	0	0	0	0
Total Resources	43,179	17,335	17,105	16,858	16,858
In-Year (Surplus) / Deficit	0	12,000	12,000	12,000	12,000
Cumulative (Surplus) / Deficit	0	12,000	24,000	36,000	48,000

6.3 The funding for the decent homes programme came to an end in 2010/11. The proposed future programme maintains the condition and fitness for purpose of the stock including ensuring homes are maintained at a decent standard and remain in a condition suitable for letting, addresses our statutory and health and safety obligations, improves energy efficiency, addresses residual backlog works which were outside the scope of the decent homes programme and meets resident priorities such as security and environmental improvements. As previously noted mainstream resources are insufficient to cover the program and a draw down has been made from the Decent Neighbourhoods pot of £14.9m in 2011/12.

6.4 The Housing Capital programme indicates that it will be in deficit of £48m by 2015/16. Options will be explored to balance the programme from 2012/13 onwards once the proposals for the new Housing Subsidy regime are known.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

7.1 Debt reduction is a key element of the Council's revenue budget strategy. The proposals set out in this report will provide for annual revenue savings of £7.7m to have been delivered from 2006/07 to 2015/16. The future delivery of these savings is heavily reliant on meeting the target for asset sales and progress against target will need to be closely monitored. The costs of sale, including security and relocation, also need to be tightly controlled to avoid additional capital and revenue spend pressures.

7.2 The Council's mainstream capital programme is now largely restricted to core rolling programmes but it is looking to regenerate a number of priority areas through a number of initiatives. These may have a major impact, both in terms of expenditure and resources, on the capital forecast over the next 5 years. Amendments will be made in line with Member approval.

- 7.3 In accordance with the requirements of the Prudential Code for Capital Finance local authorities are required to maintain a number of prudential indicators. These are set out in Appendix 4. The indicator used to reflect the underlying need of an authority to borrow for a capital purpose is the Capital Financing Requirement (CFR). The General Fund CFR is estimated to be £127.1m at the start of 2011/12. The proposals set out in this report are estimated to reduce it to £78.8m by 2015/16. This net reduction has been taken account of within the council's Treasury Management Strategy. No allowance is made yet for any borrowing should a decision be taken to proceed with a housing company.
- 7.4 Each year local authorities are required to set aside some of their revenues as provision for debt repayment. This is commonly termed the minimum revenue provision (MRP). Before the start of each financial year full council is required to approve a statement of its policy on making MRP in respect of that financial year. Appendix 5 sets out the options now available to Hammersmith and Fulham and recommends which option should be followed.

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

- 8.1 There are no direct legal implications in relation to this report.

LOCAL GOVERNMENT ACT 2000
BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department
1.	Capital Monitoring Documents	Isaac Egberedu Ext 2503	Finance Dept., 2 nd floor , HTH Extension

Decent Neighbourhoods Capital Budgets							Appendix 1
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	Total £'000
EXPENDITURE							
Watermeadow Court	2,804						2,804
Pennard Road Land Acquisition	4,831						4,831
Fulham Court (includes works and fees)	665	3,809	36				4,510
Traveller Site Improvement Project		125					125
Buy out Shepherds Bush Library covenant	1,000						1,000
Total Expenditure	9,300	3,934	36	0	0	0	13,270
Resources:	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	2014/15 £'000	Total £'000
Brought Forward*	(3,500)	(2,400)	(2,000)				(7,900)
Expensive Voids:							
Sales to date	(11,120)						(11,120)
Identified but not yet sold	(4,655)	(7,475)					(12,130)
Forecast	0	(17,500)	(21,000)	(24,500)	(28,000)	(28,000)	(119,000)
Other Sales	(3,863)	(6,849)	(650)	(7,050)	0	0	(18,412)
Total Sales Receipts	(19,638)	(31,824)	(21,650)	(31,550)	(28,000)	(28,000)	(160,662)
Grants and other contributions	(1,465)	0	0	0	0	0	(1,465)
Resources transfers	13,716	1,677	5,413	7,888	7,000	7,000	42,693
Total Resources	(10,888)	(32,547)	(18,238)	(23,663)	(21,000)	(21,000)	(127,335)
In Year (Surplus)/Deficit	(1,588)	(28,613)	(18,202)	(23,663)	(21,000)	(21,000)	
Cumulative Surplus	(1,588)	(30,201)	(48,402)	(72,065)	(93,065)	(114,065)	
Schemes under consideration	2010/11	2011/12	2012/13	2013/14	2014/15	2014/15	Total
Schemes under consideration	660	11,861	(5,000)	1,500	0	0	9,021
Capital Investment in maintaining existing HRA stock (Proposed).		14,867	0	0	0	0	14,867
Total	660	26,728	(5,000)	1,500	0	0	23,888
Revised In-Year Surplus/Cost	(928)	(1,885)	(23,202)	(22,163)	(21,000)	(21,000)	
Revised Cumulative Total	(928)	(2,813)	(26,015)	(48,178)	(69,178)	(90,178)	(90,178)
Notes:							
No allowance has been made for the re-provision of family dwellings under the revised voids policy current under review							
* The actual cash brought forward is £3.5m. A further £4.4m was set aside to deliver revenue savings for the regeneration programme through debt repayment. This will be released back to capital if required.							

General Fund Capital Programme Summary 2011/12 to 2015/16

Appendix 2

Department	Future Years Budget : Mainstream					Future Years Budget : Scheme Specific				
	2011/12	2012/13	2013/14	2014/15	2015/16	2011/12	2012/13	2013/14	2014/15	2015/16
	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000	Budget £'000
Children's Services	990	0	0	0	0	13,130	0	0	0	0
Community Services (Adult Social Care)	0	0	0	0	0	300	0	0	0	0
Regeneration and Housing	450	450	450	450	450	0	0	0	0	0
Environment Services	5,799	4,600	4,600	4,600	4,600	5,873	3,219	2,704	1,000	1,000
Finance and Corporate	750	750	750	750	750	0	0	0	0	0
Residents Services	2,604	500	500	500	500	2,035	0	0	0	0
Total Expenditure	10,593	6,300	6,300	6,300	6,300	21,338	3,219	2,704	1,000	1,000

General Fund Capital Programme 2011/12 to 2015/16.

Appendix 2

CHILDREN'S SERVICES CAPITAL PROGRAMME

Ref	Schemes	Expenditure to 31.03.10 £000's	Forecast Outturn 2010/11 £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	2015/16 Budget £000's	Future Years Budget £000's	Forecast Scheme Outturn £000's
CHS1	Modern Lang Faculty	950	1,124	10	0	0	0	0	10	2,084
CHS2	Performing Arts Block	1,140	627	46	0	0	0	0	46	1,813
CHS3	Lyric Theatre Development	0	0	0	0	0	0	0	0	0
CHS4	Hydro Pools	984	510	50	0	0	0	0	50	1,544
CHS5	Devolved Capital	0	0	452	0	0	0	0	452	452
CHS6	School Expansion Plan	0	0	970	0	0	0	0	970	970
CHS7	Wendell Park Rem	0	710	20	0	0	0	0	20	730
CHS8	Basic Needs			4,026	0	0	0	0	4,026	4,026
CHS9	Maintenance			3,173	0	0	0	0	3,173	3,173
CHS10	Prudential Borrowing	113	227	5,373	0	0	0	0	5,373	5,713
CHS11	Total Children's Services	0	3,198	14,120	0	0	0	0	14,120	20,505

CHILDREN'S SERVICES FINANCING SUMMARY

Mainstream	990	0	0	0	0	0	0	0	990	
Department for Education	7,757	0	0	0	0	0	0	0	7,757	
Prudential Borrowing	5,373	0	0	0	0	0	0	0	5,373	
	14,120	0	0	0	0	0	0	0	14,120	

General Fund Capital Programme 2011/12 to 2015/16.

Appendix 2

COMMUNITY SERVICES CAPITAL PROGRAMME

Ref	Schemes	Expenditure to 31.03.10 £000's	Forecast Outturn 2010/11 £000's	2011/12	2012/13	2013/14	2014/15	2015/16	Future Years Budget £000's	Forecast Scheme Outturn £000's
				Budget £000's	Budget £000's	Budget £000's	Budget £000's	Budget £000's		
CSD1	Adult Social Care Grant	84	67	250	0	0	0	0	0	151
CSD2	Social Care IT Infrastructure Capital Grant (DOH)	0	33	50	0	0	0	0	0	33
	Total Community Services	333	524	300	0	0	0	0	0	894

COMMUNITY SERVICES FINANCING SUMMARY

Mainstream	0	0	0	0	0	0	0	0	0	0
DOH Grant	300			300	0	0	0	0	300	
	300			300	0	0	0	0	300	

REGENERATION & HOUSING OPTIONS CAPITAL PROGRAMME

Ref	Schemes	Expenditure to 31.03.10	Forecast Outturn 2010/11	2011/12 to 2015/16 Budget					Future Years Budget	Forecast Scheme Outturn
		£000's		£000's	£000's	£000's	£000's	£000's		
RHO1	Renovation Grants (mainstream)	Rolling	938	450	450	450	450	450	2,250	Rolling
	Total	0	938	450	450	450	450	450	2,250	

REGENERATION & HOUSING OPTIONS FINANCING SUMMARY

Mainstream		450	450	450	450	450	450	2,250
		450	450	450	450	450	450	2,250

General Fund Capital Programme 2011/12 to 2015/16.

Appendix 2

ENVIRONMENT SERVICES CAPITAL PROGRAMME

Schemes	Expenditure to 31/03/10 £000's	Forecast Outturn 2010/11 £000's	2011/12 Budget £000's	2012/13 Budget £000's	2013/14 Budget £000's	2014/15 Budget £000's	2015/16 Budget £000's	Future Years Budget £000's	Forecast Scheme Outturn £000's
ENV1 Carriageways (Mainstream)	Rolling	1,111	1,549	1,350	1,350	1,350	1,350	6,949	Rolling
ENV2 Footways (Mainstream)	Rolling	787	750	750	750	750	750	3,750	Rolling
ENV3 Planned Maintenance (Mainstream)	Rolling	1,203	3,500	2,500	2,500	2,500	2,500	13,500	Rolling
ENV4 Bridge Strengthening	1,932	20	14	0	0	0	0	14	1,966
ENV5 Corridors	1,187	1,988	2,072	1,988	1,704			5,764	6,951
ENV6 Controlled Parking Zones	417	75	1,344	1,000	1,000	1,000	1,000	5,344	6,180
ENV7 Cycling Non LCN	312	0	18	0	0	0	0	18	348
ENV8 54-108 Uxbridge Road shops	98	40	1,009	0	0	0	0	1,009	1,147
ENV9 Imp Wharf- Traffic Calming	546	45	137	122	0	0	0	259	865
ENV10 Imp wharf- Pedestrian & Cycle lane	142	0	0	109	0	0	0	109	251
ENV11 S106 NCP Hammersmith Grove	47	0	3	0	0	0	0	3	53
ENV12 S106 168-186 Fulham Palace Rd	0	0	85	0	0	0	0	85	170
ENV13 White City Highways CPZ	303	90	57	0	0	0	0	57	507
ENV14 Hammersmith Town Ctr Improve	20	3	477	0	0	0	0	477	977
ENV15 Westfield Traffic Mgt Measures	14	0	486	0	0	0	0	486	793
ENV16 Wandsworth Bridge Road	0	1	29	0	0	0	0	29	59
ENV17 280 - 284 Munster Road	0	0	10	0	0	0	0	10	20
ENV18 Fulham Palace Road - Slip Road	0	0	100	0	0	0	0	100	100
ENV19 Scrubs Lane\Hythe Road Jct	4	81	32	0	0	0	0	32	131

ENVIRONMENT SERVICES CAPITAL PROGRAMME										
Schemes	Expenditure to 31/03/10	Forecast Outturn 2010/11	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Future Years Budget	Forecast Scheme Outturn	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Total Environment Services		4,131	11,672	7,819	7,304	5,600	5,600	37,995		
ENVIRONMENT SERVICES FINANCING SUMMARY										
Mainstream			5,799	4,600	4,600	4,600	4,600	24,199		
Revenue Contributions			1,344	1,000	1,000	1,000	1,000	5,344		
Developer Contributions			2,443	231	0	0	0	2,674		
Transport For London			2,086	1,988	1,704	0	0	5,778		
			11,672	7,819	7,304	5,600	5,600	37,995		

FINANCE & CORPORATE SERVICES CAPITAL PROGRAMME

Schemes	Expenditure to 31.03.10	Forecast Outturn 2010/11	2011/12 Budget	2012/13 Budget	2013/14 Budget	2014/15 Budget	2015/16 Budget	Future Years Budget	Forecast Scheme Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Contribution to Invest to Save Fund	0	750	750	750	750	750	750	3,750	4,500
Total Expenditure	0	750	750	750	750	750	750	3,750	4,500

FINANCE & CORPORATE SERVICES FINANCING SUMMARY

Mainstream	750	750	750	750	750	750	750	3,750	
	750	750	750	750	750	750	750	3,750	

General Fund Capital Programme 2011/12 to 2015/16.

Appendix 2

RESIDENT'S SERVICES CAPITAL PROGRAMME

Schemes	Expenditure to 31.03.10 £000's	Forecast Outturn 2010/11 £000's	2011/12 Budget					2012/13 Budget					2013/14 Budget					2014/15 Budget					2015/16 Budget					Future Years Budget £000's	Forecast Scheme Outturn £000's
			£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's				
RSD1 H&F Park Improvements - Holding Budget		20	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	2,500	2,520			
RSD2 Bishops Park - Stage 1,2 and 3	924	4,027	2,104	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,104	7,055			
RSD3 Shepherds Bush Common Improvements.	629	2,136	2,035	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,035	4,800			
Total Residents Services	1,553	6,183	4,639	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	6,639	14,375				

RESIDENT'S SERVICES FINANCING SUMMARY

Mainstream			2604	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	4604	
Developer Contributions			2035	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2035	
			4639	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	6639		

							Appendix 3	
		2010/11 2011/12 2012/13 2013/14 2014/15					Total to 14/15	Risks/Issues
Resources								
Supported borrowing		9,755	0	0	0	0	9,755	
Major Repairs Allowance		31,801	12,648	12,921	13,037	13,321	83,727	
Capital Receipts		8,605	5,103	0	0	0	13,708	
Leasehold Contributions		5,745	7,880	4,414	4,068	3,538	25,644	
- DH framework		2,165	6,735	1,496	1,010	311	11,717	
- Non-framework capital schemes		1,145	1,145	732	586	469	4,077	
- Historic contributions		2,435					2,435	
- Future programme				2,186	2,472	2,758	7,415	
Grants		4,971	600	0	0	0	5,571	
Section 106		1,163	967	0	0	0	2,130	
Other		896	1,114	0	0	0	2,010	
Total Resources		62,936	28,312	17,335	17,104	16,858	142,545	
Committed Expenditure	Priority Group							
Decent Homes partnering framework	1	44,375	12,576	0	0	0	56,951	
Regeneration: Edward Woods Estate	1	5,800	8,526	617	0	0	14,943	
Rephasing 2010/11	1	(2,735)	2,735					
Regeneration: Maystar Estate	1	95	0	0	0	0	95	
Heating schemes	1	45	0	0	0	0	45	
Lift programme	1	404	13	0	0	0	417	
Fabric Repair	1	719	22	0	0	0	741	
Planned maintenance	1	525	0	0	0	0	525	
Minor Estate Improvement Programme	1	126	0	0	0	0	126	
Groundwork Environmental Programme	1	200	0	0	0	0	200	
Maystar Environmental	1	8					8	
Water tanks	1	300					300	
Charecroft amenity deck	1		241				241	
Stock Survey	1	25					25	
HTHx Office Move	1	82					82	
Fire Safety	1	600					600	
Emergency Lighting	1	100					100	
Controlled Access	1	19					19	
Water tanks	1	402	0	0	0	0	402	
Water Pressure Boosters	1	17	0	0	174	0	191	
Fire Alarm upgrade, sheltered housing	1	24					24	
Warden Call System upgrade	1	39					39	
Digital TV systems	1	35					35	
LBHF Managed schemes	1	1,314	229	0	0	0	1,543	
Capitalisation - Works	1	6,495	5,700	5,650	5,650	5,650	29,145	
Capitalisation - Salaries/IT	1	3,922	1,750	1,750	1,750	1,750	10,922	

These works have all been instructed

Appendix 3						
	2010/11	2011/12	2012/13	2013/14	2014/15	Total to 14/15
Sub-total committed/capitalisation Resources available for additional planned programme	62,936	31,792	8,017	7,574	7,400	117,719
Expenditure: Statutory requirements, H&S, firm commitments to residents	(0)	(3,480)	9,318	9,530	9,458	24,826
	2010/11	2011/12	2012/13	2013/14	2014/15	Total
Robert Owen House fire reinstatement	2	800				800
Fire Safety Improvements	2	750	1,000	1,000		2,750
Water Tank replacements	2	730	630	560	590	2,510
Disabled adaptations	2	800	800	800	800	3,200
Emergency Lighting	2	100				100
Warden Call System upgrade	2	509	13			522
Open-flued boiler replacement programme	2	270	200			470
Water pressure boosters	2	243				243
Landlord's electrical installations	2	100	100	100	100	400
Fire Alarm upgrade, sheltered housing	2	163	163			326
Digital TV systems	2	750	715			1,465
Jepson House refurbishment - scheme included	2	0	0			0
Sheltered Hsng Windows - (DH)	2	2,453	100			2,553
Sub-total: Future Plans; Statutory requirements, H&S, firm commitments to residents	0	7,668	3,721	2,460	1,490	15,339

Block decanted following major fire; insurance to fund most works

Continuation of programme to address recommendations of risk assessments

Statutory requirement to prevent the spread of legionella within water storage systems

Element of statutory requirement

Completion of programme to provide service to all high-rise blocks

BT is switching all lines over to digital, the ageing system not compatible with a digital

Potentially increased risk of carbon monoxide emissions if works not carried out.

Risk of inadequate or possibly lost water supply due to reduced mains water pressure as a result of ongoing Thames Water programme;

Replacement electrical services to common parts; minimum level

To reduce level of false alarms; potential enforcement notice from London Fire Brigade

Works required prior to analogue switch-off to maintain tv reception

Pending redevelopment option appraisal now shown separately in decent neighbourhoods programme

Single glazed windows nearing end of economic life; subject of two petitions; Decent Homes Committee and Councilor expectation

Appendix 3						
	2010/11	2011/12	2012/13	2013/14	2014/15	Total to 14/15
Sub Total - Available for future plans after statutory and firm commitments	(0)	(11,148)	5,597	7,070	7,968	9,487
Expenditure : Future Plans; Resident expectation/higher officer priority						
Minor Estate Improvement Programme	3	270	270	270	270	1,080
Lift programme	3	501	1,394	50	0	1,945
Street Properties planned maintenance - (DH)	3	1,000	4,990	1,990		7,980
Planned Maintenance	3	900	1,095	95	0	2,090
Heating schemes	3	0	248	670	177	1,095
Controlled Access	3		265	8	0	273
Misc Plant & Equipment Renewal	3		25	50	50	175
Estates CCTV	3		575			575
Sub-total : Future Plans; some expectation or higher priority	0	3,519	8,734	2,640	320	15,213
Sub Total - Available for future plans after all statutory and resident commitments	(0)	(14,667)	(3,137)	4,430	7,648	(5,726)
Expenditure : Future Plans; some expectation/ lower officer priority						
EMU Installations	4		200	200	200	600
Groundwork Environmental Programme	4	200	200	200	200	800
Commercial properties	4		100	100	100	300
Tenant halls	4		100	100	50	250

Ageing components, prone to failure. Potential loss of service
Properties removed from decent homes programme; Resident, Decent Homes
Works required to maintain external fabric and common parts; residents consulted; design
Planned replacement of life-expired central heating boilers
Systems past recommended life; parts obsolete, difficult and expensive to maintain
Ageing components, prone to failure; potential loss of service
Cabinet approval Phase 1; future phases political priority

To improve performance monitoring of lifts and allow remote communication of faults;
Resident-led programme of environmental works carried out by the Groundwork Trust
No previous programme of maintenance; potential loss of use and income
No previous programme of maintenance; potential loss of use

Appendix 3									
	2010/11	2011/12	2012/13	2013/14	2014/15	Total to 14/15			
Alice Gilliatt Block P lift provision			250	40		290			Previously planned under regeneration scheme; lift in a block where there previously was not lift, resident expectations subject to resolution of significant design issues
Future Plans: some expectations, lower priority	0	200	850	640	550	2,240			
Sub Total - Available for future plans after priorities 1-3	(0)	(14,867)	(3,987)	3,790	7,098	(7,966)			
Expenditure: Future Stock Investment									
Heating schemes			1,000	1,065	970	3,035			Planned replacement of life-expired central heating boilers
Water pressure boosters			150	150	150	450			Risk of inadequate water supply due to reduced mains water pressure;
Lift programme			1,464	1,680	1,826	4,970			Ageing components, prone to failure. Potential loss of service
Planned Maintenance			2,114	7,936	10,911	20,961			Works required to maintain external fabric and common parts
Controlled Access			429	463	445	1,337			Systems past recommended life; parts obsolete, difficult to maintain
Windows/fabric repairs			2,856	2,036	1,976	6,868			Required to maintain stock at decent standard
Kitchens, bathrooms, rewiring				2,460	2,820	5,280			Required to maintain stock at decent standard
Future Plans: stock investment	0	0	8,013	15,790	19,098	42,901			
Sub Total - Available for future plans	0	(14,867)	(12,000)	(12,000)	(12,000)	(50,867)			
Total Uncommitted Expenditure	62,936	43,179	29,335	29,104	28,858	193,412			
Surplus / (Deficit) against current resources	0	(14,867)	(12,000)	(12,000)	(12,000)	(50,867)			
Bid from Void programme	0	14,867	0	0	0	14,867			
Surplus / (deficit) after using resources from voids	0	0	(12,000)	(24,000)	(36,000)	(36,000)			
Expenditure by priority									
Description	2010/11	2011/12	2012/13	2013/14	2014/15	Total			
1 Contractual commitments/capitalisation	62,936	31,792	8,017	7,574	7,400	117,719			
2 Statutory H&S, firm resident/political commitments	0	7,668	3,721	2,460	1,490	15,339			
3 Future plans, some expectation, higher priority due to potential loss of amenity	0	3,519	8,734	2,640	320	15,213			
4 Future plans, some expectation, lower priority	0	200	850	640	550	2,240			
5 Future plans, newly arising need	0	0	8,013	15,790	19,098	42,901			

PRUDENTIAL INDICATORS

CAPITAL EXPENDITURE

The proposed indicative capital programme for the current financial year and the forthcoming financial years built upon the assumed level of resources is as follows:

	Forecast 2010-11 £000	Estimate 2011-12 £000	Estimate 2012-13 £000	Estimate 2013-14 £000
General Fund	39,092	31,931	9,519	9,004
Housing Revenue Account	62,936	43,179	29,335	29,104
Decent Neighbourhoods	9,300	3,934	36	0
TOTAL	111,328	79,044	38,890	38,108

The above figures exclude over-programming.

CAPITAL FINANCING REQUIREMENT (CFR)

As a consequence of the proposed indicative capital programme, it is envisaged that the capital financing requirement, which reflects the underlying need to borrow to finance the capital programme, will be as follows:

	Forecast 2010-11 £000	Estimate 2011-12 £000	Estimate 2012-13 £000	Estimate 2013-14 £000
General Fund	127,120	116,955	92,714	84,810
Housing Revenue Account	414,829	414,829	414,829	414,829
TOTAL	541,949	531,784	507,543	499,639

The General Fund CFR includes allowance for new prudential borrowing of £5.4m regarding the Schools Development programme.

NET BORROWING AND THE CAPITAL FINANCING REQUIREMENT

This is the key indicator of prudence. Its purpose is to ensure that net borrowing is only for capital purposes. This is achieved by measuring net external borrowing against the capital-financing requirement. Estimates of net external borrowing for the preceding year, the current year, and the next two financial years indicate that net borrowing will be less than the capital financing requirement. The Council is forecast to meet the demands of this indicator. The projections are:

	Forecast 2010-11 £000	Estimate 2011-12 £000	Estimate 2012-13 £000	Estimate 2013-14 £000
Net Borrowing	475,520	459,520	459,346	439,090
Capital Financing Requirement (CFR)	541,949	531,784	507,543	499,639
Net Borrowing Less than CFR	-66,429	-72,264	-48,197	-60,549

RATIO OF FINANCING COSTS TO THE NET REVENUE STREAM

This indicator demonstrates the percentage of the GF budget and HRA budget that is consumed by financing the capital programme. It should be noted that the HRA expenditure is effectively reimbursed through the Housing Subsidy system.

	Estimate 2011-12 %	Estimate 2012-13 %	Estimate 2013-14 %
General Fund	4.3	4.3	2.9
Housing Revenue Account	28.56	31.10	30.33

INCREMENTAL IMPACT OF CAPITAL SPENDING ON THE GENERAL FUND AND HOUSING REVENUE ACCOUNT.

The estimate of the incremental impact of capital decisions proposed over and above capital investment decisions that have already been taken by the council are as follows:

	Estimate 2011-12 £	Estimate 2012-13 £	Estimate 2013-14
General Fund– council tax £ per Band D home per annum	-8.77	-17.54	-42.36
Housing Revenue Account – rent £ per household per week	0.00	0.00	0.00

The impact on the Housing Revenue Account is shown as nil. It is anticipated that all the new investment will either be fully funded through housing subsidy or from other specific funding allocations.

BORROWING – AUTHORISED LIMIT & OPERATIONAL BOUNDARY

The prudential indicators concerning the authorised limit for borrowing, and other treasury management activities, are set out in the Treasury Management Strategy report presented elsewhere on this agenda.

Annual Minimum Revenue Provision (MRP) Statement

Recommendation

The recommended Annual MRP statement for Hammersmith and Fulham is:

- For debt which is supported by Revenue Support Grant this authority will calculate the Minimum Revenue Provision in accordance with current regulations (namely 4% of the Capital Financing Requirement net of Adjustment A)
- For debt which has arisen through prudential borrowing it shall be written down in equal instalments over the estimated asset life. The debt write-off will commence the year after an asset comes into use.

Background

Each year local authorities are required to set aside some of their revenues as provision for debt repayment. This is commonly termed the minimum revenue provision (MRP).

Local authorities are required to approve an annual MRP Statement.

This Appendix sets out:

- The options.
- A recommended annual MRP Statement for this authority.

The Options

Councils can opt for 4 options regarding the MRP calculation.

Option 1

This provides for local authorities to calculate MRP in line with the minimum statutory charge. This is 4% of their opening Capital Financing Requirement, net of Adjustment A and the Commutation adjustment. As set out in Table 1 this would provide for an LBHF charge of £3.358m in 2011/12.

	£'000
Opening 2010/11 Capital Financing Requirement (CFR)	127,120
Less Adjustment A	(43,179)
Adjusted CFR	83,941
Minimum Gross MRP (at 4%)	3,358

The statutory minimum is not considered appropriate for this authority. LBHF has been concerned to ensure that all prudential borrowing is sustainable and that debt is actively managed downwards. As such it has decided to write

down all prudential borrowing over the asset life. This should ensure that budget provision is available to fund asset replacement and that overall borrowing levels are affordable.

Option 2

This provides for authorities to calculate MRP prior to Adjustment A.

This is not considered appropriate. Given the scale of Adjustment A for LBHF it would increase the level of MRP by £1.727m. This is not affordable. It is also disproportionate given that our actual borrowing is below the CFR net of Adjustment A. It represents an over provision.

Option 3

This provides for separate treatment for supported and unsupported (prudential) borrowing.

For supported borrowing MRP would be calculated as at present (4% on the CFR net of Adjustment A).

For unsupported borrowing the debt would be written down over the asset life.

This option is current LBHF practice. It should be noted that for this Council:

- The debt write off would start the year after an asset comes into use. This would provide transitional relief as schemes are brought on stream.
- The level of unsupported borrowing is excluded from the 4% CFR calculation. This is logical because you are otherwise, in the short-term, writing down debt 'twice' (at both 4% and over the asset life).

Under this option authorities need to carefully consider the type of assets they fund through prudential borrowing. For example, in the short-term, it could be financially advantageous to fund schemes that have a long asset life, rather than a short-life, through prudential borrowing. This would reduce the MRP charge. Whilst this is a consideration, and will be borne in mind, it is unlikely to be an attractive option for LBHF. This authority only undertakes prudential borrowing when it is considered affordable and is supported by a business case. For example if IT equipment is purchased through prudential borrowing it is more sustainable for the debt to be repaid over the asset life. This ensures that revenue capacity is retained for its replacement. It also requires Departments to properly cost out their business case.

The total estimated MRP charge for this option is £3.407m which is £0.049m greater than option 1.

Option 4

This is similar to Option 3. It provides for separate treatment for supported and unsupported (prudential borrowing).

The difference is that it provides for schemes that have been financed from unsupported borrowing to be written down by an amount equivalent to the amount of depreciation provision arrived at under standard accounting rules.

This would be technically more difficult for the Council to introduce and would require a change in existing practice. There could also be future complications regarding asset revaluations that could result in significant increases in debt repayment levels.

Option 4 is not considered as attractive as option 3.

Conclusion

Option 3 is current practice and it is recommended that this continue.



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

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

Councillor Nicholas Botterill

**CABINET MEMBER FOR
CHILDREN'S SERVICES**

Councillor Helen Binmore

**CORPORATE PLANNED MAINTENANCE
PROGRAMME 2011/2012**

**Wards:
All**

The purpose of this report is to provide proposals for the 2011/2012 Corporate Planned Maintenance Programme.

CONTRIBUTORS

ENV(BTS)
DFCS
Corporate Asset
Delivery Team
ADLDS

HAS A EIA BEEN COMPLETED? YES
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Recommendations:

- 1. That the 2011/2012 Corporate Planned Maintenance Programme and scheme budgets (Appendices A and B) be approved, subject to any amendments as agreed for operational reasons by the Assistant Director Building and Property Management and the Director of Finance and Corporate Services.**
- 2. That the Corporate Planned Maintenance Programme be monitored, including operational changes made by the Assistant Director Building and Property Management and the Director of Finance and Corporate Services, via progress reports to the Deputy Leader.**

1. BACKGROUND

- 1.1 The purpose of this report is to provide Members with proposals for the 2011/2012 Corporate Planned Maintenance Programme (CPMP) which is a fundamental element of the Council's strategy for dealing with the backlog of maintenance in response to the Asset Management Plan.
- 1.2 The CPMP is an annual programme of works to be carried out to Council properties, excluding Housing and Schools which have their own separate programmes. The CPMP is made up of two main elements. The first element (Appendix A) being revenue funded works primarily covering servicing, associated repairs and testing of plant and equipment within buildings. A large element of this is required to meet statutory obligations (fire alarms, emergency lighting, electrical testing, boilers, lifts, portable electrical appliances, control of legionella) and is therefore unavoidable. The second element (Appendix B) is capital funded and concerns refurbishment works or the replacement of plant and equipment to buildings and arises from building surveys and bids from departments. This element has much more discretion on what is included in the programme for any particular year.
- 1.3 The opportunity is always taken to incorporate, where feasible, improvements to energy efficiency (e.g. new controls, more efficient equipment, Smart metering or higher levels of insulation) and improvements to access for disabled people (deaf alerts to fire alarms, accessible heights for controls, contrasting colours etc). The CPMP programme also co-ordinates and links to the Council's Removal of Physical Barriers (Disability Discrimination Act) programme in the provision of lifts, ramps and accessible toilets.

2. THE 2011/2012 CORPORATE PLANNED MAINTENANCE PROGRAMME – APPENDICES A & B

- 2.1 The unavoidable revenue programme is detailed in Appendix A. This sum has been maintained at the 2010/2011 level of £1.220 million, despite the inflation indices, continuing to increase for plant maintenance. It should also be noted that although there has been a reduction in demand on resources as the size of the property portfolio has decreased, to date this has tended to have been balanced out by the increase in demand for the associated works flowing from the various areas of Health & Safety compliance
- 2.2 Appendix B provides details of the recommended new capital schemes for 2011/2012 which matches the available resources. However the extent of new start projects for 2011/2012 has been significantly curtailed, resulting from the reduction in funding for the CPMP 2010/2011 and the consequential carry forward of projects.

- 2.3 The CPMP 2009/2010 outturned at £2,603,649 against an approved budget of £3,755,000 and therefore the projected carry forward capital funding to meet the approved programme of works should have been £1,151,000, as reported in the end of year monitoring report. However EMT reviewed the 2009/10 mainstream expenditure slippage and agreed that the Corporate Planned Maintenance Programme slippage should be clawed back. Consequently it has been necessary for works to be deferred from the CPMP 2010/2011 to the CPMP 2011/2012, to match the available funding. Consequently this has had the effect of reducing the level of funding available for new start projects in 2011/2012. In addition to this a sum of £500,000 has been allocated from the CPMP 2010/2011 and 2011/2012 for property moves, to support the office accommodation rationalisation and Smart working programme Stage C.
- 2.4 It should be noted that the programmes for 2012/2013 and 2013/2014 are already heavily subscribed and hence there is only limited opportunity to bring forward projects currently identified in the un-funded programmes. However there are two main factors that will result in the regular review of the future years programme. Firstly, and as part of the ongoing CAMSYS project, the Council consultants (EC Harris LLP) will be carrying out building surveys of the existing portfolio to update the (now out of date) property data-base. Secondly, the ongoing review of the Council's utilisation of resources will inevitably result in further property disposals. Hence, and as in previous years, a flexible approach to the inclusion / exclusion of projects will be essential, to ensure that resources are used efficiently.
- 2.5 Therefore, as in previous years, it is proposed that in order to deal with any operational changes to buildings, or if urgent but un-funded works become apparent through the year, the programme be subject to change and scheme substitution by the Assistant Director for Building Property Management and the Director of Finance and Corporate Services in conjunction with Corporate Asset Delivery Team (CADT). As was the case for the 2010/2011 CPMP, quarterly monitoring (Cost, Progress and Variation) reports will be issued to CADT and the Environment Cabinet Member meeting (ECM) throughout the year.
- 2.6 The budget allocation against each capital scheme is at this stage indicative and subject to change as detailed design, consultation, and procurement are carried out. Historically some projects have cost more and others less than their initial budget allocation but the overall programme is managed and monitored via the quarterly reports to CADT and ECM to ensure the total expenditure does not exceed resources.
- 2.7 The commitment of any individual capital project over £20,000 is subject to a Cabinet Member Decision, providing the schemes falls within the criteria laid down in Contract Standing Orders (Ref 8.3) as detailed in Section 6 of this report. The overall spend on the programme and forecasted outturns (Capital and Revenue) are monitored via the General Fund, Capital Programme and Revenue Budget monthly reports to Cabinet.

3. THE 2011/2012 CORPORATE PLANNED MAINTENANCE PROGRAMME - FUNDING

- 3.1 The budget for planned maintenance in 2011/2012 comprises £2.5 million capital. The revenue allocation has been maintained at the 2010/2011 level of £1.220 million (See 2.1). This sum funds the unavoidable element of the programme which covers servicing and other non capital works.
- 3.2 Whilst this level of funding will be able to deal with essential health and safety works, items to maintain wind and weather tightness and be able to continue to address the backlog of maintenance, Members should be aware that there is still a significant backlog outstanding (circa £16 million excluding Hammersmith Town Hall Extension). It should be noted that the backlog maintenance sum can only be considered indicative at the present time, given the need for updated building surveys which are programmed to commence early in 2011.
- 3.3 As well as allocating capital resources, the Council's Asset Management Plan continues to address the issue of backlog maintenance along with developing its Corporate Asset Management Strategy in line with the Council's Medium Term Financial Strategy. The backlog continues to be taken into account through the rationalisation of the Council's property portfolio, helping to identify those properties for disposal or refurbishment. The forward capital programme has prioritised and maintained the allocated £2.5 million capital funding for the next three years, in order to be able to continue to address and manage the backlog.
- 3.4 As part of the CPMP, condition surveys of the Council's property portfolio will be carried out during the early part of 2011. The information obtained will provide invaluable up to date information on the Council's property assets in respect to providing a programme for future maintenance and an up to date assessment of the backlog maintenance liability.

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.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 Provision of £2.5m is set aside within the 2011/12 Capital Programme for the Corporate Planned Maintenance Budget. Allowance is also provided for the £1,220,000 revenue charge within forward financial estimates.

6. COMMENTS OF THE ASSISTANT DIRECTOR FOR PROCUREMENT & IT STRATEGY

6.1 The Council's Contract Standing Orders (CSO) requires that Cabinet approval is given for all construction-related works for either tender awards or orders placed under existing framework agreements where the value exceeds £100,000. An exemption to this provision is contained in section 8 of CSO whereby Cabinet Members can approve such works where the tendered contract value is below the estimated value and that estimated value has previously been approved by the Cabinet as a key decision. This report asks the Cabinet to approve such schemes for the forthcoming financial year as a key decision.

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

7.1 The AD (Legal and Democratic Services) agrees with the recommendation of this report. The Council should ensure that individual projects are procured in accordance with the EU Procurement Rules and the Council's contract standing orders.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Correspondence and details of individual schemes, un-funded programmes, indicative programmes for future years	Mike Cosgrave Extension: 4849	BPM/EnvD 6th floor Hammersmith Town Hall Extension King Street Hammersmith, W6 9JU
2.	Property Surveys		
3.	Details of Servicing Contracts to Plant and Equipment		
4.	Asset Management Plan	Miles Hooton Extension: 2835	

Corporate Planned Maintenance Programme 2011/2012**Revenue Element**

ELECTRICAL SERVICING	Fire Alarms/ Emergency Lighting	£ 68,000	
	Security Alarms	£ 74,000	
	Portable Appliance Testing	£ 70,000	
	Electrical Installation Testing	£ 41,000	
	Lighting Protection Testing	£ 11,000	
	Emergency Generators	£ 6,000	
	Car Park Barriers/Automatic Doors	£ 10,500	
	Deaf Alerter Maintenance	£ 13,000	
	TOTAL ELECTRICAL SERVICING		£293,500
MECHANICAL SERVICING	Plant Maintenance (Contract 1)	£254,000	
	Plant Maintenance (Contract 2)	£150,000	
	Gas Health & Safety Works	£20,000	
	Legionella Prevention / Treatment	£56,000	
	Booster Pumps	£10,250	
	Water Treatment(Heating / Cooling)	£10,250	
	TOTAL MECHANICAL SERVICING		£500,500
LIFTS SERVICING	Lift Maintenance Contract	£80,000	
	TOTAL LIFT SERVICING		£80,000
BUILDING SURVEYING WORKS	VARIOUS MINOR WORKS NON CAPITAL	£50,000	£50,000
	Sub Total		£924,000
	Previous years inflation adjustment		23,000
	Associated Fees		£142,000
	Sub Total		£1,089,000
ASBESTOS AND CONDITION SURVEYS		£	46,000
MAINTENANCE OF APPROVED LIST		£	15,000
THE ENERGY PERFORMANCE OF BUILDINGS DIRECTIVE (ENERGY LABELLING)		£	30,000
CPMP PROGRAMME MANAGEMENT		£	20,000
ASBESTOS DATA BASE MANAGEMENT		£	20,000
	Total Revenue Element		£1,220,000

<u>ESTABLISHMENT</u>	<u>WORKS</u>	£
		<u>*2011/12</u>
All Sites	Retention payments from previous years CPMP (Based on October 2010 monitoring report)	993,796
Hammersmith Town Hall	Replacement of water Services - Pipework & Insulation - Rolling programme	50,000
Hammersmith Town Hall	Phased replacement of split AC units programme	25,000
77 Glenthorne Road	Repair/Replacement and upgrading of AC units on 3rd and 4th Floors	35,000
77 Glenthorne Road	Renewal of Radiators and Upgrading of Controls	30,000
77 Glenthorne Road	Internal Decorations to 3rd & 4th Floors and common parts Repairs (Rolling Programme).	90,000
77 Glenthorne Road	Toilet Refurbishment inc installation of additional showers (Rolling Programme)	50,000
145 King Street	Upgrade small power outlets to office areas	50,000
145 King Street	Renew lighting system / ceiling grid and install sensor controls - (Floors 2 and 3)	140,000
Lyric Theatre - Theatre Main Roof	Renewal of roof covering and insulation (Inc Temp roof) Cash flowed £200k in 2010/11 & £40k in 2011/12	40,000
Ravenscourt Gdns 50 Community Serv's Store	External decorations and roof repairs	50,000
Parks, Cemeteries and Open spaces	Decorations / repairs to fences, walls, surfaces and street assets (Rolling programme)	50,000
Various Buildings (rolling programme)	Security alarm upgrades to comply with ACPO policy	30,000
Various Establishments	Replacement of A/C units to various Buildings / Comms rooms.	20,000
Various Establishments	Fire Risk Assessments and associated works (Phase 2)	75,000
Various Establishments	Energy initiatives (including the installation of SMART Auto Meter Reading - Rolling Programme)	100,000
Various Establishments	Removal of high risk asbestos	50,000
Various Establishments	Surge and current arrestors (Protection against power spikes / lightning strikes of instalations)-P3	20,000
Various Establishments	Fire alarm renewals and upgrades, emergency lighting upgrades	25,000
Various Establishments	Water tank replacement.and works resulting from Legionella Prevention / Treatment reports	60,000
Various Establishments	Lighting replacement programme (Replacing fluorescent tubes with low energy LED tubes)	40,000
Various Establishments	Boiler replacement programme	25,000
3rd Sector Accommodation Review	Works to support the setting up of new facilities (Provisoanl Sum)	100,000
Tri-Borough colabration project	Professional services resource	25,000
	Total	2,173,796
	Fees	326,069
	Grand Total	2,499,865

Agenda Item 11



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

CABINET MEMBER FOR COMMUNITY CARE

*Councillor Joe
Carlebach*

**HAS AN EIA BEEN
COMPLETED?
YES**

CHANGES TO DAY SERVICES:

This report is in two parts:

**Wards:
All**

1. MERGER OF DAY SERVICES FOR OLDER AND DISABLED PEOPLE INCLUDING THE DISPOSAL OF 147 STEVENAGE ROAD

This section provides the results of the recent consultation on the merge of older and disabled people's day services. It recommends that, in light of the outcome of the consultation, the day services for older and disabled people should merge, therefore ceasing the use of 147 Stevenage Road as a day centre provision. The level of funding would be unchanged by these proposals. Decisions on whether funds will be used for these and other social care services will now be made by service users managing their personal budgets.

2. PROCUREMENT PROPOSALS FOR ALL DAY SERVICES

This section will outline procurement proposals for day services:

1. Ellerslie Road (mental health)
2. Options (learning disabilities)
3. Older and disabled people (all-age)

Recommendations:

1. **To merge the day services for older and disabled people and cease use of 147 Stevenage Road as a day centre provision.**
2. **That the site be declared surplus to the Council's requirements and disposed of in accordance with S123 Local Government Act 1972 on terms considered appropriate by the Director of Environment, Assistant Director (Building and Property Management) and the Assistant Director (Legal and Democratic Services).**

CONTRIBUTORS

Commissioning
Manager (Older and
Disabled People)

Head of CSD
Procurement

Head of Community
Liaison
ADLDS
DFCS

**HAS THE REPORT
CONTENT BEEN
RISK ASSESSED?
YES**

- 3. That the procurement proposals for the individual day services be noted.**
- 4. To approve the request for delegated authority to the Cabinet Member for Community Care for the award of any contracts following the procurement exercise.**

1. BACKGROUND

- 1.1 The borough's Adult Social Care (ASC) funded day services for older and disabled people¹ have been reviewed as part of a programme to develop services in-line with the national Self-Directed Support (SDS) agenda. SDS demands that services are personalised to the user, therefore they must offer choice.
- 1.2 When SDS was introduced nationally it was assumed that many people with care needs would opt for different services than have been traditionally provided. For example instead of using a day centre for day care, it was thought that many people would want to participate in activities in the community. However evidence from recent support planning activity suggests that current users of day services want a continuation of the service they receive. It is therefore agreed that some building-based day care provision is needed for this demand.
- 1.3 However it is also agreed that the day services should further develop to include opportunities for people who would like to take part in activities that happen in the community and away from a day centre. Offering both types of service will ensure choice. The council would therefore remodel the current day services for all care groups, to include a community access option.
- 1.4 A community access service would mean there would be less demand on a building to provide resource for activities. In principle this would enable the council to provide for more people because there would be less restriction on capacity. It would also mean that fewer buildings would be needed. A review of the current usage of generic older and disabled people's day services demonstrated that the three day centre buildings from where generic older people's and disabled people's day centre services are provided are under-used. These services could therefore merge and be provided from two buildings rather than three. This would mean the building currently occupied by the physical disability service would be surplus to requirements.
- 1.5 In addition two additional day centres provide support to older people from BME communities - Nubian Life Resource Centre provides a service to African and African Caribbean elders and the Asian Health Agency (known as Shanti Resource Centre) provides a service to Asian elders and disabled adults.
- 1.6 Generic all age day services should be able to meet the needs of diverse residents including their cultural and language needs. However whilst Nubian and Shanti services were not included in the original consultation, officers recommend that due to the current capacity required for day opportunity services and the need for culturally specific support for some residents, that the council should also commission culturally specific (African-Caribbean and Asian [as the two largest BME communities in the borough]), all age services

¹ Services included in this review are: Sunberry, Imperial Wharf and Elgin resource centres

that will meet these needs and sustain current service capacity, with a further consultation exercise carried out with users of Nubian and Shanti.

- 1.7 The proposal to merge the day service for older and disabled people is supported by the new Equalities Act, which was passed in April 2010 and leads councils away from age-related criteria for providing services. It was therefore agreed by Lead Member Cllr Carlebach that a consultation regarding the proposal to merge the day service for older and disabled people and to provide these services from two buildings rather than three should go ahead.
- 1.8 Imperial Wharf and Elgin resource centres, which are the buildings the merged day services would operate from, are both superior to the 147 Stevenage Road building, which is currently occupied by Sunberry ILS. Therefore by merging with the other services, the users of Sunberry ILS would benefit from receiving day care in a more pleasant, much newer and more modern building.
- 1.9 The users of Sunberry ILS do not have a hot lunch served as part of their day care. Both Imperial Wharf and Elgin resource centres have commercial kitchens and cooks and a three course hot meal is provided at a subsidised rate. The users of Sunberry ILS would therefore be able to enjoy this service at whichever resource centre they choose.
- 1.10 The new community access service would create a greater emphasis on community integration and would therefore prevent new service users from becoming heavily reliant on the staff and provisions within a day centre building. The service will support people to access opportunities in the community, such as education, employment and training, as well as leisure and cultural activities. It is envisaged that this service will be short term, which will ensure better throughput and in turn the ability to support more people.
- 1.11 The creation of a community access service and having a mirror image model of day services in the north and south of the borough will create choice for people needing day care. It will ensure that the borough still has safe, stimulating day centres, with the same staff to service user ratio, but will also provide an alternative option at no extra cost to the council.
- 1.12 The twelve week consultation concluded on 29th October 2010 and the results and recommendations are explained in paragraphs 2 - 4 below. The consultation document, which details the proposals and includes the three questions based on these proposals, is available in Appendix 2.

2. CONSULTATION ON THE MERGER OF OLDER AND DISABLED PEOPLE'S DAY SERVICES

2.1 Consultation process:

The twelve week consultation began on 23 August 2010 and completed on 29 October 2010. The consultation focussed on the current users of the

three day services affected. Detailed information about the consultation process is available in Appendix 1.

2.2 **Consultation proposals:**

- 2.2.1 To merge and remodel the older and disabled people's building-based day care provision to create a north and south service model,
- 2.2.2 to reduce the number of day centre buildings by one, therefore closing 147 Stevenage Road, which is where Sunbury Independent Living Service (Sunbury ILS) is provided from and providing the services between the remaining buildings: Imperial Wharf and Elgin Resource Centre,
- 2.2.3 to utilise the building-based provision for people with personal care needs, and
- 2.2.4 create a new community access service for people of all ages with less of an emphasis on providing activities in a day centre building.

2.3 **Reasons for the proposals:**

- 2.3.1 A new Equalities Act was passed in April 2010, which means that councils should not use age-related criteria for service provision unless there is justification for doing so.
- 2.3.2 The day services affected are under-utilised and could be provided from two buildings rather than three.
- 2.3.3 Building-based day centres should be prioritised for people with high care needs that require support from trained staff in accessible buildings. The choice to be supported to access activities and opportunities in the wider community should also be available. Currently only one type of day service provision is offered and has restrictions of being based in a building.

2.4 **Consultation findings:**

- 2.4.1 In total, 96 people returned a questionnaire and 68 of these were from day services users, of which there are 140. Of those 96, there was a high level of support for the proposals. Quantitative evidence is available in Appendix 3. A brief summary of the results follows:
- 2.4.2 90% either strongly agree or agree that the same model of day service should be provided in the north and south of the borough,
- 2.4.3 66% either strongly agree or agree that because the new services will support some people to take part in activities away from a day centre, we will only need two day centres instead of three and
- 2.4.4 76% either strongly agree or agree that the new day services should welcome all adults who need day care, whatever their age.

2.5 **Consultation feedback:**

- 2.5.1 Comments and questions received at the consultation event were recorded. Some common themes at consultation meetings were:
- 2.5.2 Some concern about closing the Stevenage Road building owing to the familiarity and enjoyment of the current Sunberry service.
- 2.5.3 Support for ages to be mixed given the benefits to older people who believe sharing a service with younger people will enhance the experience.

- 2.5.4 Some concern about the all-age model because older and younger people have different interests.
- 2.5.5 Agreement that the Stevenage Road building is not up to the high standard of Imperial Wharf and Elgin Resource Centre buildings.
- 2.5.6 A full Equalities Impact Assessment (EIA), which addresses all of the concerns raised during the consultation is appended at Appendix 4.
- 2.5.7 The two main equalities issues raised during the consultation were firstly the sharing of services by older and younger people and secondly the access to Imperial Wharf. These are expanded in the full EIA. A concern was raised by a carer of a younger disabled person about sharing facilities with older people because of possible cultural differences between the generations. Concern was raised by some older users about having more active, younger people using the centre. Neither of these were widely held views and there are compensatory factors off-setting them, such as an increase in choice. The second concern was access to Imperial Wharf and relates only to the current problems with the gate and signage, which are being addressed.

2.6 **Consultation recommendations:**

Given that the majority of returns are in agreement with the proposals, officers are recommending the merge of older and disabled people's day services and closure of 147 Stevenage Road. The Sunberry ILS service users can be offered the choice between the two remaining resource centres, Imperial Wharf (in the south of the borough) and Elgin (in the north of the borough).

3. **FINANCIAL IMPLICATIONS**

There are no savings attached to these plans and if the proposal to merge the services goes ahead, the existing staff at Sunbury ILS will transfer to Imperial Wharf.

4. **IMPLEMENTATION**

4.1 **Implementing the new all-age day services (Imperial Wharf and Elgin Resource Centre)**

A timetable for implementation has been based on the new services beginning in June 2011. Before the start of the services the following will take place:

- 4.1.1 Current service users will be met with to share their ideas on what they would like included in the new service specifications.
- 4.1.2 Current Sunberry ILS users will be given the opportunity to visit both Imperial Wharf and Elgin, to get a feel for the new buildings and choose which centre they would like to go to.

- 4.1.3 Transport will be met with to discuss providing transport on a more flexible, sessional basis.
- 4.1.4 Staff will be reorganised and trained to make sure they are competent in both moving and handling and social inclusion, so they are ready to work within each of the new service strands.

4.2 Consultation with Nubian Life and Shanti Resource Centre

As specified in paragraph 1.6, a further consultation with Nubian and Shanti is needed so they can be respecified to include adults of all ages. This consultation will be over a period of 12 weeks, starting in January and finishing in March 2011. The consultation will be in the form of a simple questionnaire to all current users and carers of Nubian and Shanti and an event will be held at each service for questions and answers. If the consultation is in agreement with the proposal, the services will be respecified accordingly to include all ages. If the outcome of the consultation does not support the proposal, the service will not be respecified.

5. PROCUREMENT PROPOSALS

5.1 Imperial Wharf

- 5.1.1 Imperial Wharf Resource Centre is currently a council run day service for older people. The proposal consulted on described earlier in this report will require this resource to be a non-age related day service.
- 5.1.2 Staff currently based at Sunberry ILS will, subject to staff reorganisation, transfer to Imperial Wharf.
- 5.1.3 This reorganisation will be completed June/July 2011. The reorganisation will require some time to be implemented.
- 5.1.4 It is recommended that any tender/outsourcing for Imperial Wharf is delayed until 2012 in order that the reorganisation has time to settle and to give the council an opportunity to evaluate the new model of service.

5.2 Elgin Resource Centre

- 5.2.1 Elgin Resource Centre is currently contracted to Nottinghill housing as a day service for older people. The proposal consulted on will require this resource to be a non-age-related day service.
- 5.2.2 The current contract with Nottinghill ends in June 2011.
- 5.2.3 The proposal is to tender this service as one 'lot' within the day service tender as described below.
- 5.2.4 In order to develop the personalisation approach, service users will be given a budget for their care needs, which will include an amount for day care. It is proposed that LBHF will 'block purchase' 50% of the capacity for the first year and 25% of capacity in the second year (subject to review). The remainder of the capacity will be spot purchased either through service users' budgets or direct payments. It is expected that at the end of this two-year period, the council will no longer block purchase any level of service. The entire service will be spot purchased, or purchased through individuals' Direct Payments.

5.2.5 This funding allows the provider and the department to develop the uptake of direct payments. However there is a risk if less than 50% in first year and 25% in second year of capacity is purchased through personal budgets; the council may be at risk of double funding. However this risk is thought to be a low and the usage and uptake of day services is currently high.

5.3 Alzheimer's day service

5.3.1 Alzheimer's day service is currently a service that is non-age-related. It is provided by the Alzheimer's Society and operates from St. Vincent's day centre on Queen Caroline Street.

5.3.2 The proposal would be to tender this service as a 'lot' on the same basis as outlined above for Elgin resource service.

5.3.3 The issue of direct payment for this service users group is more complex because the service users are unlikely to have the mental capacity to manage finance. It is legally permissible to make payments to a suitable third party in these circumstances.

5.4 Nubian Life Resource Centre and Shanti Day Centre

5.4.1 Nubian Life Resource Centre and The Asian Health Agency (Shanti) are currently funded to deliver day services to older people in the black and minority ethnic (BME) community.

5.4.2 Funding was originally agreed under the council's Main Grants Programme allocation in April 2007, a process ring-fenced for 3rd sector providers. Contracts for these services are due to expire in March 2011.

5.4.3 In the recent allocation of the 3rd Sector Investment Fund (3SIF), these two services were transferred from grants funding to contract funding, as the 3SIF grants programme had revised its focus to preventative services only.

5.4.4 The services are well used, and there are few alternatives for users who need culturally-specific support. The proposal to establish non-age-specific day opportunity services for older and disabled residents will result in a tendering process for these services – outlined above. Each of these services will be a 'lot' within the tender on the same funding basis as outlined above: that LBHF will 'block purchase' 50% of the capacity for the first year and 25% of capacity in the second year (subject to review). The remainder of the capacity will be spot purchased either through service users' individual budgets or direct payments. It is expected that at the end of this two-year period, the council will no longer block purchase any level of service, and that the entire service will be spot purchased, or purchased through individuals' Direct Payments.

5.4.5 Nubian and Shanti were not services included in the original consultation on non-age-related services, although users at both centres were consulted with on the service model. It is intended that a further consultation exercise is held with regards to establishing these services as all age centres, while the tender is underway.

- 5.4.6 There is a risk that service users will not support the change to Nubian and Shanti during the consultation process, in which case the services will come out of the process.

5.5 Options Day Service

- 5.5.1 This is a council run day service for people with learning disabilities and is provided from a council-owned day centre on Goldhawk Road. A recent market testing project has reviewed this service and recommended that a tender for outsourcing is undertaken.
- 5.5.2 This 'lot' in the tender would carry a TUPE obligation for in house staff.
- 5.5.3 The tender would be on the same funding basis as those described above.

5.6 Ellerslie Day Service

- 5.6.1 50 Ellerslie Road, London W12 7BW is a council owned building in the Shepherds Bush area of the borough. It is a relatively modern building in reasonable condition and offers ample accommodation. It is currently used as a day centre for service users suffering from mental health problems. The service is provided in-house.
- 5.6.2 It is intended through the tendering exercise to outsource the current service and expand it from a day centre to a resource centre for mental health users. The successful tenderer will be required to manage the building on behalf of the council for the duration of the contract and thereby effectively act as the council's agent. The tendering exercise will be designed to incentivise the successful tenderer to maximise usage of the facilities at Ellerslie Road for the benefit of the community generally and specifically for service users suffering from mental health problems. This will involve usage of the building by third sector organisations and also by service user-led groups responding to demands of their group.
- 5.6.3 All other funding would be on the same basis as the other lots within the tender outlined. The need for the waiver of rent is two fold - one as described and the other that the number of service users is more variable than with other service users groups. Therefore the funding may not be sufficient to cover all the costs.

5.7 Summary

- 5.7.1 It is intended to run a restricted tender process following cabinet decision.
- 5.7.2 The tender will be for all services described above and applicants will be able to apply for all or any of the lots.
- 5.7.3 In order to ensure that award of contract is within the required timescales it is necessary to seek permission from cabinet for permission for delegated authority for the Director of Community Services to the award of these contracts.

6. RISK MANAGEMENT

- 6.1. There are two main risks attached to the proposals, the first is a risk to the service delivery. It is possible that no independent sector provider would be interested in running a service that would traditionally have been block contracted, but which in future will rely on individual service users spot purchasing it. This is mitigated in part by offering potential providers transitional funding for two years as described in paragraph 5.4.4. The fall-back position if no provider successfully bids is that the council would have to manage the service in-house if there is a continuing need for it.
- 6.2. The second related risk is financial. There is a risk that the service users choose not to use the services during the period of transitional funding. This would result in the council incurring double running costs. However at present there is no indication that current service users will wish to change their service. For any service that remains in-house there will be staffing and non-staffing costs incurred irrespective of whether the service users choose to use it or not. Balancing the level of committed expenditure with estimated levels of demand will be an on-going challenge. At this stage it is impossible to predict the extent to which service users will choose to use their individual budgets for these services in the longer term. This can only be mitigated by accurate year-by-year forecasting.

7. EQUALITY IMPLICATIONS

- 7.1 There was an attempt to gain feedback about the EIA from service users, carers and interest groups. Two meetings were offered, the first on 10th December and second on 17 December. An expected low turn out to the first meeting prompted the attempt to rearrange for the 17, but no-one attended. Feedback was received by email from a member of the consultative forum.
- 7.2 A full Equalities Impact Assessment is attached at Appendix 4, but outlined below are the main points addressed for each of the protected groups: race; disability; gender; age; sexual orientation and religion.
- 7.3 **Race:** It is unknown at this stage how many of the Sunberry ILS service users will transfer to Imperial Wharf or Elgin, but it is highly unlikely that the ethnic make-up of either service will change significantly as a result of the merge. The impact on the service and its users will therefore be neutral in race terms.
The impact on BME groups is likely to be positive because all day services will be reminded of the need to promote diversity, there could be an increase in what BME service users consider suitable for their needs. If more day centres focussed on BME cultural needs there would be an increase in choice available to BME groups.
- 7.4 **Disability:** During the 12 week consultation the Sunberry service users and carers had the opportunity to attend two meetings regarding the proposal to merge the services and cease using 147 Stevenage Road. At the meetings

the participants were reassured that the staff at both Elgin and Imperial Wharf would be fully qualified to meet their care needs and would be trained in all relevant areas prior to the new services starting.

Under the proposal to merge the service with Imperial and Elgin, disabled people would be offered the choice of two services and during the support planning process they will have the opportunity to look into alternatives to traditional day care. This should have a positive impact on people with physical disabilities because they would have more choice and control about how they receive day care.

It is currently difficult to gain access to the Imperial Wharf day service via the electric gates. However this access issue is being dealt with by the day services manager and the owners of the building (see section 07). It is hoped that there will soon be improved access into Imperial Wharf for people to be dropped off at the day centre.

7.5 Gender: The gender make-up of day services users is unlikely to change as a result of the merge. However, the closure of Sunberry ILS (which has more even numbers of male and female users than the other services) is likely to lead to there being more even numbers of male and female users of all services, which should have a positive impact on gender equality.

As with most adult social care services, the large majority of staff working in all three day services are female. The male service users at Sunberry ILS currently receive care from three female and one male day service workers and the deputy manager of the service is male. The impact of these service users moving to the newly merged services is therefore unlikely to be significant, because the gender of the day service workers they receive care from is unlikely to change.

7.6 Age: There was some concern during the consultation that the Sunberry ILS users would be disadvantaged by using the same day service as older people. However the large majority (78%) of Sunberry service users are aged over 50, so those that are younger are used to mixing with an older age group. The younger service users would benefit from the new community access service, which will be aimed at those that want to participate in education, employment, leisure and training activities in the mainstream community.

7.7 Sexual orientation: The merge of day services or the procurement proposals will not have a differential impact on users of different sexual orientations. However it should be considered that some evidence suggests as people get older they sometimes feel they should conceal their sexuality, for fear of discrimination. Service providers therefore should understand this and ensure that their service does not discriminate on grounds of sexuality.

7.8 Religion: There is no evidence to suggest that the merge in day services would have a differential impact on users who hold different religious or philosophical beliefs. The merged services would continue to provide as now for a range of religious needs, for example by addressing dietary requirements such as using halal meat and celebrating all religious and cultural special days.

8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1. The cost of the proposed merger of the three day services Sunberry, Imperial Wharf and Elgin Resources will be done within the existing budgets.
- 8.2. The merger will result in the property known as 147 Stevenage Road becoming vacant. Community Services have deemed the property surplus to their requirements. The Corporate Asset Delivery Team will be responsible for making a recommendation to EMT/Members regarding future options for the property.
- 8.3. Once the property has been vacated Buildings and Property Management should take responsibility for the Building under existing protocols. The Environment Department currently hold the buildings related budgets of £56,600. These were transferred earlier this year as part of the centralisation of Facilities Management, from Community Services.
- 8.4. There is a financial risk as detailed in section 6.2 of potential double running costs. These occur if service users choose to take a Direct Payment and not use the service, as the Council will be guaranteeing funding of 50% capacity for the first year and 25% for the second as part of the new day care contracts. This will need to be closely monitored as part of the budget monitoring process.
- 8.5. Following the procurement exercise a further delegated report will be required detailing all of the financial implications.

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

Merger of Day Services

- 9.1. For those people who are ordinarily resident in the borough and have an assessed need for such services this Authority has a duty to provide day centres and other facilities. That duty arises under two statutory provisions. Firstly under s29 National Assistance Act 1948 and in accordance with guidance under LAC(93)10 at Appendix 2 para 2(1)(c), which refers to the duty "to provide, whether at centres or elsewhere, facilities for occupational, social, cultural and recreational activities." Secondly under s2(1)(c) Chronically Sick and Disabled Persons Act 1970 which includes the duty to provide recreational facilities outside the home, and to assist in taking advantage of educational facilities.
- 9.2. As is stated clearly in the main body of the report the proposed remodelling of older and disabled persons services required full consultation. There is case law guidance as to what constitutes proper consultation. Consultation should

include the following:

9.2.1 It should be carried out when the proposals are still at a formative stage.

9.2.2 Sufficient reasons should be given for the proposals to allow those consulted to give intelligent consideration and an intelligent response.

9.2.3 Adequate time must be given for responses.

9.2.4 The product of consultation must be conscientiously taken into account when the ultimate decision is taken.

9.3 The consultation process followed is outlined in Appendix 1, the consultation document used at appendix 2 and the product of the consultation at appendix 3 and paragraphs 2.5 and 2.6 of the report. The product of the consultation was also used to inform the Equalities Impact Assessment at appendix 4 which is summarised as to equalities implications at paragraph 7 of the report.

9.4 When making a decision as to changes in service provision this Authority must comply with its general equality duties imposed by each of the Sex Discrimination Act 1975 ("SDA"), Race Relations Act 1976 ("1976") and Disability Discrimination Act 1995 ("DDA"). These provisions in similar, but not identical, terms require public authorities in the carrying out of their functions to have due regard to the need among other things to eliminate unlawful discrimination and to promote equality of opportunity.

9.5 The specific matters to which the authority needs to have due regard in the exercise of its functions are set out in the relevant sections as follows:

DDA - s 49A General duty

(1) Every public authority shall in carrying out its functions have due regard to:

(a) the need to eliminate discrimination that is unlawful under this Act;

(b) the need to eliminate harassment of disabled persons that is related to their disabilities;

(c) the need to promote equality of opportunity between disabled persons and other persons;

(d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;

- (e) the need to promote positive attitudes towards disabled persons; and
- (f) the need to encourage participation by disabled persons in public life.

SDA - s 76A Public authorities: general statutory duty

(1) A public authority shall in carrying out its functions have due regard to the need:

- (a) to eliminate unlawful discrimination and harassment, and
- (b) to promote equality of opportunity between men and women.

RRA - s 71 Specified authorities: general statutory duty

(1) Every body or other person specified in Schedule 1A or of a description falling within that Schedule shall, in carrying out its functions, have due regard to the need-

- (a) to eliminate unlawful racial discrimination; and
- (b) to promote equality of opportunity and good relations between persons of different racial groups.

9.6 Case law has established the following principles:

(i) Compliance with the general equality duties is a matter of substance not form.

(ii) The duty to have "due regard" to the various identified "needs" in the relevant sections does not impose a duty to achieve results. It is a duty to have "due regard" to the "need" to achieve the identified goals.

(iii) Due regard is regard that is appropriate in all the circumstances, including the importance of the area of life of people affected by the decision and such countervailing factors as are relevant to the function that the decision-maker is performing. The weight to be given to the countervailing factors is a matter for the authority.

(iv) The general equality duties do not impose a duty on public authorities to carry out a formal equalities impact assessment in all cases when carrying out their functions, but where a significant part of the lives of any protected group will be directly affected by a decision, a formal equalities impact assessment is likely to be required by the Courts as part of the duty to have 'due regard'.

9.7 A full Equality Impact Assessment has been carried out and is attached as appendix 4. The Equality Impact Assessment was informed by the consultation process.

9.8 Parts of the Equality Act 2010 came into force on 1st October 2010 but not those parts of the Act which cover the new public sector equality duty, which has been the subject of recent consultation by the Government. When the public sector equality duty provisions of the Act come into force (date as yet uncertain but possibly on 1st April 2011) it will widen the general equalities duties with which a local authority has to comply. It will (among other things) include age as one of the protected characteristics to which the general equality duties will apply and will amend slightly the factors to which authorities will need to have due regard if they are to comply with those duties. Section 149 of the Act provides (so far as relevant) as follows:

(1) A public authority must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(3) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) encourage persons who share a relevant protected characteristic to

participate in public life or in any other activity in which participation by such persons is disproportionately low.

(4) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(5) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) tackle prejudice, and

(b) promote understanding.

(6) Compliance with the duties in this section may involve treating some

persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

- 9.9 In addition, local authorities will be under a duty by virtue of s 29 of the Equalities Act 2010 not to discriminate against, victimize or harass any person to whom they provide services on any of the protected grounds. The protected grounds will include age as well as the grounds on which the existing equalities legislation already protects people from discrimination by local authorities (i.e. disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex). Discrimination means (1) treating someone less favourably because of a particular protected characteristic (or for a reason related to it, in the case of disability) ("direct discrimination") or (2) applying a provision, criteria or practice equally to everyone but which puts people of a particular protected characteristic at a particular disadvantage (indirect discrimination). An authority may rely on a defence of justification (i.e. that the discrimination was a proportionate means of achieving a legitimate end) in response to a claim of indirect discrimination, or in response to a claim of direct discrimination on grounds of age. Otherwise, direct discrimination cannot be justified.
- 9.10 Whilst the provisions as to age are not yet in force, the forthcoming change in the law is a relevant consideration which a local authority can take into account when making decisions as to service provision.

Procurement Proposals

- 9.10 The services proposed to be tendered are Part B services under the Public Contracts Regulations 2006 and are therefore not covered by the full regime of the Regulations. However, the Council should still ensure that it complies with the general EU principles of transparency, non-discrimination and proportionality in relation to the procurement of the services.
- 9.12 Legal Services will work with the client department in respect of the procurement of the services referred to in this report.
- 9.13 The client department should ensure that it consults with legal services and HR in relation to the application of TUPE to any of the services procured.

10. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT

- 10.1. There are no immediate procurement issues outlined in the Report. However, it is noted that the intention is for the service to be externalised and this project has been added to the Market Testing Programme schedule.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet Member's Decisions: Decision to consult on the remodel and merge of older and disabled people's day services. 10 th August 2010	Hannah Carmichael/5384	CSD Commissioning
2.	Select Committee Report: Update on Adult Social Care day services. 16 th November 2010	Hannah Carmichael/5384	CSD Commissioning
CONTACT OFFICER:		NAME: Hannah Carmichael EXT. 5384	

APPENDICES

1. CONSULTATION PROCESS

1.1 Consultation participants:

The consultation involved:

1.1.1 Current users of the day services affected by the proposals:

- Imperial Wharf day service
- Elgin Close day service
- Sunberry ILS

1.1.3 Carers, service providers, residents and other stakeholders, including interest groups such as:

- Nubian Life Resource Centre
- Shanti Resource Centre
- Age Concern luncheon clubs
- HAFAD

1.2. Consultation methodologies

1.2.1 Consultation questionnaires and a letter of explanation were handed to all current service users of all the three affected day services and included a prepaid envelope for return. Those that did not attend the day service within a fortnight of the consultation starting were sent a consultation letter, questionnaire and prepaid return envelope to their home address.

1.2.2 The consultation document, which explained the proposals and included the questionnaire, was put together with the assistance of the borough's Reading Group. The Reading Group is a group of volunteers that proof-read documents on behalf of council officers, to ensure documents are 'easy read' and user-friendly.

1.2.3 The existing users of older and disabled people's day services were invited to attend events held in each of the day service buildings. The events included a brief presentation on the proposals followed by a questions and answers opportunity.

Consultation events also utilised the existing user involvement infrastructure for consultation purposes. This included the Better Government's consultative forum and disability forum.

Events were held at each day centre, including Nubian and Shanti. Elgin and Sunberry ILS requested a further event, with which they were granted.

Carers were invited to attend two events, one in the day time and one in the evening, but no carers came to either planned event.

An event was held at Age Concern lunch club.

HAFAD's managers were met with.

Hammersmith and Fulham's Coalition Against Cuts were invited to a meeting, but did not respond.

2 Consultation document



\\LBHF\Root1\
SCU-P&P-Commission

3 Quantitative consultation results



\\LBHF\Root1\
SCU-P&P-Commission

4 Equalities Impact Assessment



\\LBHF\Root1\
CSD-Procurement-Te:

This proposal is subject to a twelve week consultation period from 23 August to 29 October 2010. You can make your views known in one of the following ways:

- 1. Consultation questionnaire** - you can complete the questions on this document and return it:
 - in the pre-paid envelope supplied
 - via a day centre worker
 - via a council staff member
 - at any council reception point

You can ask a council staff member, a family member or a friend to help you complete the questions.

- 2. Consultation events** - you can express your views at one of the day services consultation events.

Each day centre has a meeting arranged – please ask the staff for details of your event. There will also be a series of consultation meetings with service users, carers and stakeholders. Details of consultation events will be posted on the council website www.lbhf.gov.uk

Equalities Information

AGE

- Under 16 16-24 yrs 25-29 yrs
 30-39 yrs 40-49 yrs 50-59 yrs
 60 yrs or over

DISABILITY

Do you have a physical or mental impairment which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities?
 Yes No

GENDER

- Female Male Transgender

ETHNIC GROUP I would describe myself as:
 (Please mark one box only)

Asian or Asian British

- Indian Pakistani Bangladeshi
 Irish

Any other Asian background (please write in)

Black or black British

- Caribbean African Irish
 Any other black background (please write in)

Mixed race

- White and black Caribbean
 White and black African
 White and Asian
 Any other mixed background (please write in)

White or white British

- English Scottish Welsh Irish
 Any other white background (please write in)

Chinese or other ethnic group

- Chinese
 Any other ethnic background (please write in)

For further information, or if you would like any part of this document interpreted into your own language, or produced in large print, easy read or Braille, please email hannah.carmichael@lbhf.gov.uk or telephone Hannah Carmichael on 020 8753 5384.

Consultation to merge day services for older and disabled people



23 August to 29 October 2010

This consultation is about three day centres in Hammersmith & Fulham that provide personal care and support for older and physically disabled people: Elgin Resource Centre, Imperial Wharf and Sunberry. The centres are for people who are cared for at home.

At the moment there are three services - two centres for older people and one centre for people with physical disabilities. The council wants to merge the centres to create two services for people of all ages. These services will offer support for people to take part in activities in the community and will also offer personal care in day centres. They will continue to provide respite for carers.

What does the council want the new day services to offer?



We would like to know what you think about the proposed changes to day care services for older people and adults with physical disabilities. We invite you to complete the **following three questions** (on page 3) and come to one of the consultation meetings to tell us your views.

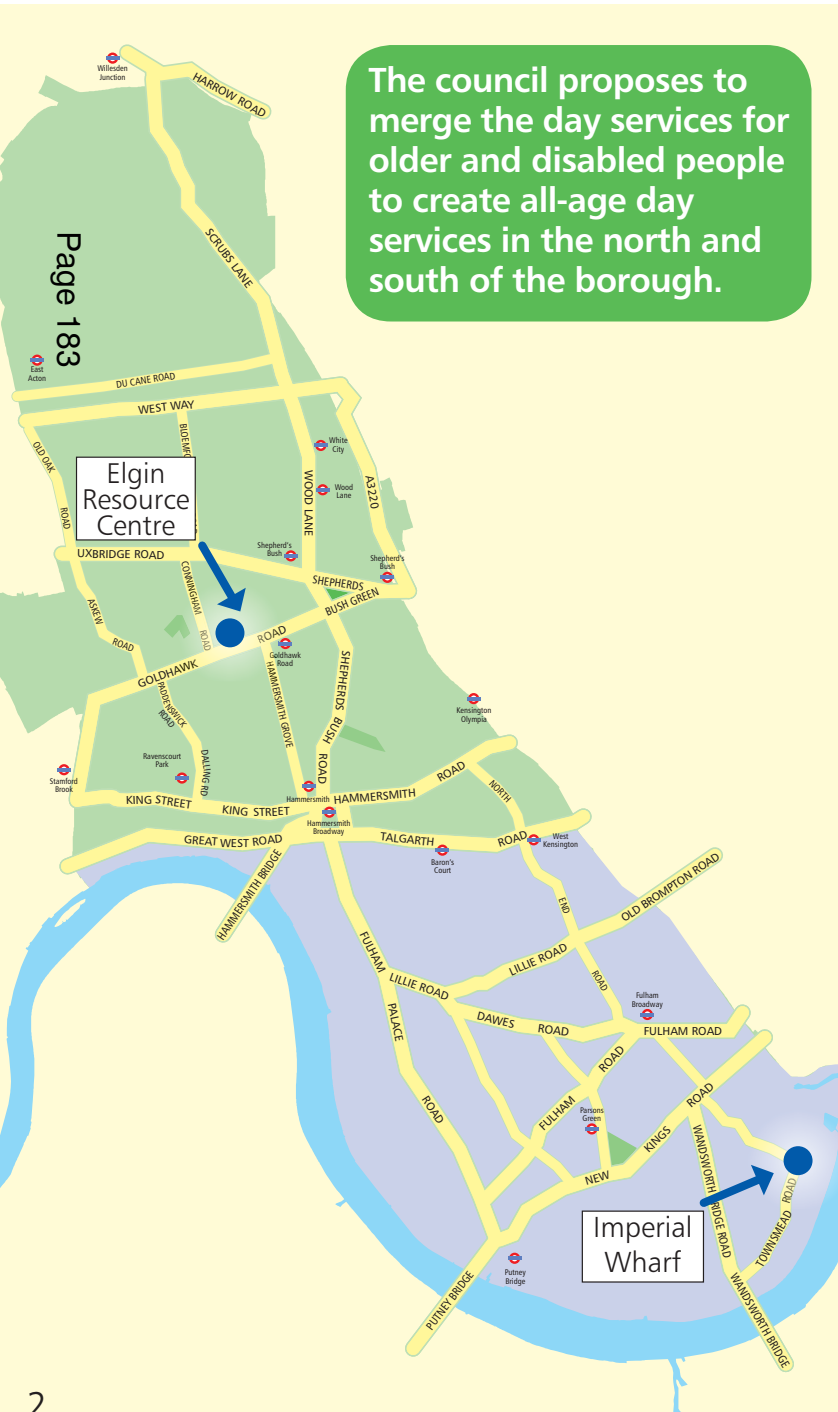
Hammersmith & Fulham Council

How does the council think the day services can be improved?

Sunberry
What is being proposed
Merge into the new services at Elgin Close and Imperial Wharf and transfer the staff.
Future benefits
<ul style="list-style-type: none"> • Modern facilities • Fresh, hot meals • Local services • Less travel time

Elgin Resource Centre
What is being proposed
<ol style="list-style-type: none"> 1. A personal care service for adults of all ages. Activities and lunch provided in a day centre. 2. A community access service that supports people to go to activities away from a day centre.
Future benefits
<ul style="list-style-type: none"> • Local service based in the north of the borough • Less travel time • Mixed ages • Mixed abilities

Imperial Wharf
What is being proposed
<ol style="list-style-type: none"> 1. A personal care service for adults of all ages. Activities and lunch provided in a day centre. 2. A community access service that supports people to go to activities away from a day centre.
Future benefits
<ul style="list-style-type: none"> • Local service based in the south of the borough • Less travel time • Mixed ages • Mixed abilities



The day services in the **north** of the borough will be based at: **Elgin Resource Centre, Elgin Close, just off Goldhawk Road.**

The day services in the **south** of the borough will be based at: **Imperial Wharf on Townsmead Road.**

Both centres are modern, purpose built and fully accessible.

Question one: Do you agree that the same model of day service should be provided in the north and south of the borough?

Strongly agree
 Agree
 Disagree
 Strongly disagree

To add comments please use the box below.

The council proposes that Elgin Resource Centre and Imperial Wharf will provide the following:

A personal care service:

This service would be available to you if you are physically disabled or if you are an older person who is frail. You would be assessed as needing support with personal care in the day time and unable to take part in activities in the community. Lunch would be available at a small charge and there would be transport to and from the centres if needed.

A community access service:

This service would meet your needs if you are physically disabled or if you are an older person who is frail and assessed as needing support to join activities that happen away from a day centre. You would have a keyworker who would support you to find and attend activities of your choice such as leisure, education, employment and training. The keyworkers would be part of the day service team, but would support you outside of the day centre.

Question two: The new services would support some people to take part in activities away from a day centre, which means we will only need two day centres instead of three. Do you agree?

Strongly agree
 Agree
 Disagree
 Strongly disagree

To add comments please use the box below.

Why does the council want to merge the services?

We believe day centres should be for adults with personal care needs, no matter how old they are. In April 2010 a new Equalities Act was passed that affects the way councils can provide services. When the Act becomes law the council will not want to have day services that are only for people aged 55 and over. We do not know when the Act will become law, but we agree with the spirit of the legislation and want to provide services based on the need of its users, rather than age.

Question three: Do you agree that the new day services should welcome all adults who need day care, whatever their age?

Strongly agree
 Agree
 Disagree
 Strongly disagree

To add comments please use the box below.

And finally, are you a:

Day centre user
 Carer
 Other? _____

Do you have any other comments?

Analysis of Day Services consultation 2011

No	Question 1				Question 2				Question 3				Finally			Total per form	
	Strongly Agree	Agree	Disagree	Strongly disagree	Strongly Agree	Agree	Disagree	Strongly disagree	Strongly Agree	Agree	Disagree	Strongly disagree	Day Centre user	Carer	Other		
1	1							1		1					1	4	
2		1					1			1						1	4
3	1							1			1					1	4
4		1						1				1				1	4
5		1					1					1				1	4
6		1						1			1					1	4
7		1					1				1		1			1	4
8		1					1				1			1		1	4
9	1					1				1				1		1	4
10	1						1			1					1	1	4
11	1					1					1		1			1	4
12			1				1					1	1			1	4
13			1					1				1		1		1	4
14		1						1				1	1			1	4
15	1					1				1			1			1	4
16	1					1				1			1			1	4
17	1					1				1			1			1	4
18		1					1					1	1			1	4
19		1					1				1		1			1	4
20	1							1				1	1			1	4
21		1						1				1	1			1	4
22		1					1				1		1			1	4
23		1						1			1		1			1	4
24		1					1				1		1			1	4
25	1					1				1			1			1	4
26		1					1			1			1			1	4
27	1					1				1			1			1	4
28		1					1				1		1			1	4
29				1				1				1	1			1	4
30		1					1				1		1			1	4
31		1						1				1	1			1	4
32		1					1				1		1			1	4
33		1					1			1			1			1	4
34		1				0	0	0	0			1	1			1	3
35	1						1			1			1			1	4
36				1				1				1		1		1	4
37		1					1					1	1			1	4
38		1						1			1			1		1	4
39	1					1				1			1			1	4
40		1					1				1		1		1	1	4
41				1				1				1	1			1	4
42		1						1			1		1			1	4
43		1				0	0	0	0			1				1	3
44	1						1				1			1		1	4
45	1					1				1			1			1	4
46		1					1				1			1		1	4
47		1					1				1			1		1	4
48	1					1				1			1			1	4
49		1					1				1		1			1	4
50		1					1				1		1			1	4
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52		1					1				1		1			1	4
53	1							1				1	1			1	4
54		1					1					1	1			1	4
55		1					1					1	1			1	4
56		1					1				1		1			1	4
57		1					1					1	1			1	4
58	1						1				1		0	0	0	1	3
59	1					1				1			1			1	4
60	1					1				1			1			1	4
61	1					1				1			1			1	4
62	1					1				1			1			1	4
63		1					1			1			1			1	4
64		1					1			1			0	0	0	1	3
65		1					1			1			0	0	0	1	3
66	1							1		1			1			1	4
67		1					1			1			1			1	4
68		1					1			1			1			1	4
69	1					1				1				1		1	4
70		1						1			1		1			1	4
71		1						1			1		1			1	4
72	1					1				1			1			1	4
73		1					1			1			1			1	4
74	1						1			1			1			1	4
75		1					1				1		1			1	4
76		1					1			1			1			1	4
77		1					1			1			1			1	4
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80		1						1		1			1			1	4
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83	1						1	1				1			1	4
84		1					1		1			1			1	4
85	1						1		1						1	4
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88	1						1		1			1			1	4
89		1					1		1			1			1	4
90		1					1			1		1			1	4
91				1			1			1					1	4
92	1						1		1	1					1	5
93	0	0	0	0	1			1				1			1	3
94	0	0	0	0				1		1					1	3
95				1	0	0	0	0	1						1	3
96			1				1				1			1		4
97																0
98																0
99																0
100																0
101																0
102																0
103																0
104																0
105																0
106																0
107																0
108																0
109																0
110																0
	35	49	3	6	18	43	11	20	39	35	13	10	68	11	14	282

Percentage who agreed / disagreed

All Agreed	All Disagreed	All Agreed	All Disagreed	All Agreed	All Disagreed
90.00	10.00	66.00	34.00	76.00	24.00

0 = no box ticked

Full Equality Impact Assessment Tool

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	10/11 Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>This first project will outline the impact on each of the three day services affected by the proposals (Imperial Wharf, Elgin Resource Centre and Sunberry ILS).</p> <p>2. Procurement proposals for Nubian and Shanti day services</p> <p>The initial screening tool assessed the impact on the other Fair Access to Care Services day services affected by the procurement proposals (Imperial Wharf, Elgin Resource Centre, Alzheimer's, Options and Ellerslie Road). Only the services at Nubian and Shanti need the full EIA.</p>
Name of Service Department	<p>Name: Hannah Carmichael Position: Commissioning Manager Email: hannah.carmichael@lbhf.gov.uk Telephone No: 020 8753 5384</p>
Date of completion of final EIA	21 st December 2010

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing – completion by 21st December 2010</p> <p>Resources – day services managers, members of the Consultative Forum</p>

	<p>Lead Officer – Hannah Carmichael (Commissioning Manager)</p> <p>Other officers – Kay Fisher (Acting Head of Procurement), Carly Fry (Opportunities Manager)</p>
<p>What is the policy, strategy, function, project, activity, or programme looking to achieve?</p>	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>The council currently provides day services for people that, under the Government’s Fair Access to Care Services (FACS) guidelines, are eligible for day care. Day services for FACS eligible older and disabled people are currently separate and the proposal is to merge them to create day services for people of all ages. This would mean the service for people with physical disabilities would merge with the two services for older people. The newly merged services would provide both a building based service and a new community access service. The community access service will support people to integrate into the mainstream community through employment, education, leisure and training opportunities. The building based service would be more like a traditional day centre service, but the activities would focus on all ages rather than just older people.</p> <p>One of the results of this merge is that only two buildings rather than three would be needed to provide the new merged services. Therefore 147 Stevenage Road, which currently provides the service for people with physical disabilities (Sunberry ILS), would cease to operate as a day centre. Given that Sunberry ILS is the primary user of 147 Stevenage Road, if it no longer occupied it, the building would be surplus to the council’s requirements and therefore considered for disposal.</p> <p>All current service users of Sunberry ILS would be able to access the newly merged services at Imperial Wharf and Elgin Resource Centre, the remaining day service buildings. Therefore all current service users would have a continuation of service, albeit in a different location for some. The remaining day service buildings are of a higher standard and have superior facilities to those of 147 Stevenage Road. The newly merged service would also offer a community access service as well as a building based service. It is therefore thought that on the whole those affected by 147 Stevenage Road ceasing to operate as a day centre would benefit from the merge in services.</p> <p>Although the services will operate from two building rather than three, there will be the same number of staff because the staff from Sunberry ILS would be part of the merge. The staff resource would enable the new services to run with as many (and it is hoped more) service users as across the current three services.</p>

Not only would the merged services be providing day care in higher quality buildings with better facilities, the proposal also promotes equality. Imperial Wharf and Elgin Resource Centre are excellent resources for people with disabilities and this proposal will open up these resources to adults of all ages, rather than the current restriction of an over 55 age group.

2. Procurement proposals for Nubian and Shanti

Nubian and Shanti are day services for Black and Minority Ethnic (BME) older people. They both currently provide services for both FACS eligible service users needing day and preventative services for older people to use as a 'drop-in'. Each service occupies a council owned building – Nubian operates from 50 Commonwealth Avenue on the White City estate and Shanti operates from 89 Askew Road. Both the day care and drop-in elements of each service are provided from within the same building.

As outlined in the accompanying cabinet key decisions report, the day care elements of both services will be part of the day services outsourcing plan. Unlike the other day services, Nubian and Shanti are subject to a full EIA. This is owing to the impact of the day care element of the services potentially being provided by a different provider to that of the preventative element. The impact on equalities would come from the potential issues of two providers sharing a building and ensuring that the needs of the current users continue to be met under any eventuality.

Will the merge of services affect Human Rights, as defined by the Human Rights Act 1998?

No

Will the procurement proposals affect Human Rights, as defined by the Human Rights Act 1998?

No

For more in-depth assessment of 1 and 2 across all six strands, see section 04 below.

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	The following data and documents have been used to help inform this Equalities Impact Assessment: Single Equalities Scheme The Single Equalities Scheme outlines how the council meets the requirements for all groups protected by discrimination law. It considers the current duties and includes new duties that were expected to

	<p>arise from the Equality Act 2010, which received royal assent in April 2010.</p> <p>Borough profile 2010 and Census 2001 The above were both considered when looking at the populations of the day services and how these compared to the borough's statistics on the protected groups.</p> <p>http://www.lbhf.gov.uk/Directory/Council_and_Democracy/Plans_performance_and_statistics/Statistics_and_census_information/homepage.asp</p>
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Section 04	Assess or undertake consultation
Consultation	<p>Merge of day services consultation A 12 week consultation on the merge of day service for older and disabled people was carried out between 23rd August and 29th October 2010. The council consulted with service users, their carers and interest groups. Methodologies included a short questionnaire and consultation events. Information and feedback from the consultation were used to inform this EIA and actions (see section 07). More information about the consultation, including full analysis can be found in the accompanying key decisions cabinet report.</p> <p>Nubian and Shanti consultation There will be a consultation with Nubian and Shanti about introducing the 'all-age' element to their services. When this consultation takes place it will be in line with council's consultation guidelines.</p> <p>EIA consultation There was an attempt to gain feedback about the EIA from service users, carers and interest groups. Two meetings were offered, the first on 10th December and second on 17th December. An expected low turn out to the first meeting prompted the attempt to rearrange for the 17th, but no-one attended. Feedback was received by email from a member of the consultative forum.</p>
Assessment	<p>Merge in day services consultation It emerged from the above consultation that there was a need for the council to ensure an easy transition for the current Sunberry ILS users during the period of change, which the council is putting into place as a result of consultation (see section 07). There was some anxiety about a change in service that many people had been receiving for 20 years or longer. If the proposal to merge the services and close 147 Stevenage Road goes ahead, the new services will not begin until June 2011 at</p>

the earliest. This should allow enough time for the service users to be introduced to their new services and be involved with the service design.

Nubian and Shanti consultation

N/A – to be completed after consultation has taken place.

Section 05 Assessment of impact and outcomes

Assessment

Race	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>LOW IMPACT - NEUTRAL</p> <p>Sunberry ILS: Of Sunberry's current 32 service users, 65% are White British or White Irish, 17% are Black or Black British (Caribbean or African) and 0.9% are 'Other'.</p> <p>Imperial Wharf: Of Imperial Wharf's current 48 service users, 75% are White British or White Irish, 0.8% are Black or Black British (Caribbean or African) and 24% are 'Other'.</p> <p>Elgin Resource Centre: Of Elgin's current 54 service users, 57% are White British or White Irish, 11% are Black or Black British (Caribbean or African) and 32% are 'Other'.</p> <p>This is comparable to the general borough population, which is made up of 77.82% White British or White Irish, 11.12% Black or Black British and 2.79% that are 'Other'.</p> <p>The newly merged services at Imperial Wharf and Elgin, like the current services, will not discriminate service users on the grounds of race and will offer an inclusive service for people of all ethnic origins. The new services, like the current services, will make every effort to address cultural needs of its users, including dietary requirements and language. The impact on the current service users will be neutral because the service they currently receive maintains the same principles around elimination of unlawful discrimination and promotion of equal opportunities as the new services will.</p>
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		<p>It is unknown at this stage how many of the Sunberry ILS service users will transfer to Imperial Wharf or Elgin, but it is highly unlikely that the ethnic make up will change in either service with any significant affect. The impact on the service and its users will therefore be neutral.</p> <p>During the consultation about the merge of the services there was no concern raised about the impact on race.</p> <p>2. Procurement proposals for Nubian and Shanti</p> <p>LOW/MEDIUM IMPACT</p> <p>The outsourcing of both Nubian and Shanti could result in new providers for BME day care. The council would expect tender submissions to include detail of how all BME groups would be provided for, taking cultural needs into consideration. There would be an expectation that all providers of day care would positively encourage diversity and a diversity plan would be needed as part of the implementation of a new service.</p> <p>The impact on BME groups is likely to be positive because as all day services would be reminded of the need to promote diversity, there could be an increase in what BME service users consider suitable for their needs. If more day centres focussed on cultural needs there would be an increase in choice available to BME groups. All day services currently must not discriminate on the grounds of race, but when the services are tendered they would be expected to demonstrate how they would promote diversity to ensure that they could provide for any ethnic group. This would include provision for different languages, celebration of cultural and religious holidays and dietary requirements.</p>
	Disability	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>MEDIUM IMPACT</p> <p>Sunberry ILS Sunberry ILS is a day service for adults of all ages with physical disabilities. Therefore 100% of its service users are registered disabled and 82% have mobility problems. The</p>

disabilities of the services users are mostly as a result of brain injury (85%) and some have degenerative conditions such as Multiple Sclerosis and Parkinson's.

Sunberry ILS has provided a supportive, caring environment for its service users, some of whom have been attending the service for 20 years or longer. The staff at Sunberry ILS have also mostly been working for the service for a long time and so are very familiar with the needs of the various service users and what their disabilities require by means of support and understanding.

Current service users:

During the consultation some service users expressed concern about 'losing' the service because they find comfort in the familiarity of the people (staff and other service users) and the building. Although the Imperial Wharf and Elgin buildings are much newer and are considered to have better facilities, there must be understanding about the attachment people have to a service and building that has helped them and their carers manage their disabilities and enjoy their lives.

As a result of consultation, there will be an implementation period during which Sunberry users could visit and spend time at both Imperial Wharf and Elgin, to familiarise themselves and their carers with the new services (see section 07). They would be offered the choice of which service they would like to attend and would also be supported to find alternatives to council-run day services, if that is what they wanted.

During the 12 week consultation the Sunberry service users and carers had the opportunity to attend two meetings regarding the proposal to merge the services and cease using 147 Stevenage Road. At the meetings the participants were reassured that the staff at both Elgin and Imperial Wharf would be fully qualified to meet their care needs and would be trained in all relevant areas prior to the new services starting.

The majority (72%) of service users use community transport to get to and from the service. The location of 147 Stevenage Road is convenient for some Sunberry users, but it is used by people that live in various locations in the borough so for some it takes a long time on community transport to get there and back. For those that live in the north of the borough (48%), Elgin would be a much more convenient location and would require less time on transport. For those in the south of the borough (52%) Imperial Wharf would be the more convenient alternative. However it needs to be considered that some people in the south will prefer Elgin and vice-versa, so transport may take longer for some

people.

There are currently no service users that drive themselves to Sunberry ILS. For those that arrive and leave by car, the parking restrictions at Imperial are such that this could be a difficult transport option for them. There are no disabled parking bays close by and it is currently difficult to gain access to the Imperial Wharf day service via the electric gates. However this access issue is being dealt with by the day services manager and the owners of the building (see section 07). It is hoped that there will soon be improved access into Imperial Wharf for people to be dropped off at the day centre. Parking is available in an underground car park, but there is a charge.

Access to Elgin is very good and those that arrive by car will have plenty of space to be dropped off. There is also a limited availability of free parking for those that may wish to drive to the service.

Both Elgin and Imperial Wharf have better public transport options than 147 Stevenage Road, which is quite cut off from main bus routes and a 25 minute walk from the nearest station. There is a bus stop outside the building, but it is only served twice an hour.

It should be noted that 147 Stevenage Road is located in the Palace Riverside ward, which according to the SES has the lowest rate of registrations of disabled people in the borough.

Potential service users:

The Single Equalities Scheme (SES) indicates that 15% of residents in Hammersmith and Fulham have a disability (roughly 24,000). However of these, the number needing day care would be far less, at around 188¹. Sunberry ILS currently provides for just 32 adults under the age of 65 with disabilities.

This group currently only have the option of Sunberry ILS to meet their day care needs. Under the proposal to merge the service with Imperial and Elgin, people would be offered the choice of two services and during the support planning process they will have the opportunity to look into alternatives to traditional day care. This should have a positive impact on people with physical disabilities because they would have more choice and

¹ The figure of 188 was gained by applying the London rate of people in day care (155 per 100,000) to the 18-64 year old population of H&F

control about how they receive day care.

The new community access strand of the services would benefit those people who have not wanted to attend a traditional day centre. Those who do attend a day centre and would like to try something different would have that choice. The community access service would be designed with the needs of people with physical disabilities in mind, for example consideration for access and transport. The current Sunberry ILS service users would be consulted on the service specification to make sure it meets their needs and is what they would want to purchase with their budgets (see section 07).

It is also hoped that the community access service would create better throughput, which means it should be able to support more people. Throughput would be created because the community access programme would promote independence. Service users with disabilities would be trained to manage independently in the community, such as accessing public transport, communication and life skills.

Imperial Wharf

Imperial Wharf is a day service for adults over the age of 55 that have been assessed as having day care needs. The service has been operating from Imperial Wharf since 2009 and was previously based at 147 Stevenage Road for roughly 6 years and before that at Farm Lane in Fulham. The proposal to merge the day services for older and disabled people will have a positive impact its current service users and potential service users.

Current service users:

Of the current 48 service users, 42% have a registered disability. Those that wish to participate in the new community access service will have the option to do so. Those that wish to use the building based part of the service will also have this option.

Potential service users:

If Imperial Wharf became an all-age service, this would have a positive impact on the borough's residents who are disabled and under the age of 55, because the service would be opened up to them. Disabled service users would benefit from the accessible building and facilities, as well as skilled staff team.

Elgin Resource Centre

Elgin Resource Centre is a day service for adults over the age of 55, the large majority of

		<p>whom have been assessed as having day care needs. The service has been operating from Elgin Close since 2002. The proposal to merge the day services for older and disabled people will have a positive impact on its current service users and potential service users.</p> <p><u>Current service users:</u> Of the current 54 service users, 22% have a registered disability. Those that wish to participate in the new community access service will have the option to do so. Those that wish to use the building based part of the service will also have this option.</p> <p><u>Potential service users:</u> If Elgin Resource Centre became an all-age service, this would have a positive impact on the borough's residents who are disabled and under the age of 55, because the service would be opened up to them. Disabled service users would benefit from the accessible building and facilities, as well as skilled staff team.</p> <p>During the consultation there was some confusion that the services would be merged with those for adults with learning disabilities. This was addressed during the consultation and it was made clear that the services were for adults with physical disabilities and those with age-related frailty that have day care needs.</p> <p>2. Procurement proposals for Nubian and Shanti</p> <p>LOW/MEDIUM IMPACT</p> <p>Both Nubian and Shanti currently provide for people that use wheelchairs, so their buildings and facilities would manage an increase in disabled service users. Both services have also been used to providing for people with age-related disabilities and operate a personal care service, so this can continue.</p>
	Gender	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>LOW IMPACT - NEUTRAL</p> <p>Sunberry ILS:</p>

		<p>Of Sunberry's current 32 service users, 50% are female and 50% are male. Imperial Wharf: Of Imperial Wharf's current 48 service users, 77% are female and 23% are male. Elgin Resource Centre: Of Elgin's current 54 service users, 91% are female and 8% are male.</p> <p>As with most adult social care services, the large majority of staff working in all three day services are female. The male service users at Sunberry ILS currently receive care from three female and one male day service workers and the deputy manager of the service is male. The impact of these service users moving to the newly merged services is therefore unlikely to be significant, because the gender of the day service workers they receive care from is unlikely to change.</p> <p>Sunberry ILS has an even split of male and female service users, but the other two services have a very uneven split. It is therefore likely that the Sunberry ILS service users would even out this difference and better reflect the borough profile, which would have a positive impact on the services.</p> <p>During the consultation about the merge of the services, as with race there was no concern raised about the impact on gender.</p> <p>2. Procurement proposals for Nubian and Shanti</p> <p>LOW IMPACT</p> <p>As with the above day services, it is unlikely that any change to service provider would have an impact on gender.</p>
	Age	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>MEDIUM IMPACT</p> <p>Sunberry ILS: Of Sunberry's current 32 service users, 0.3% are aged 18-30, 75% are aged 31-59 and 22% are aged 60+</p>

	<p>Imperial Wharf: Of Imperial Wharf's current 48 service users, 100% of service users are aged 60+</p> <p>Elgin Resource Centre: Of Elgin's current 54 service users, 0.4% are aged 55-59 and 99% are aged 60+</p> <p>Sunberry ILS <u>Current service users</u> The impact on age is likely to have the most effect on those current users that are under the age of 55. There was some concern during the consultation that the Sunberry ILS users would be disadvantaged by using the same day service as older people. However the large majority (78%) of Sunberry service users are aged over 50, so those that are younger are used to mixing with an older age group. The younger service users would benefit from the new community access service, which will be aimed at those that want to participate in education, employment, leisure and training activities in the mainstream community.</p> <p>The current service users would be consulted on the service design of both the building based and community access service to make sure both services meet the needs of all ages. For example, activities timetables in the building based services would vary so the cultural interests of the younger generation, such as music, were catered for.</p> <p><u>Potential service users</u> As with the impact on disability, the impact on the age of potential services users with disabilities is likely to be positive. The newly merged services would create more opportunities for more disabled people to receive a varied service to meet their day care needs. It is hoped that the new community access service would attract younger people with disabilities who have previously not wanted to participate in traditional day care activity in a building base. The community access service would also help prevent service users from becoming institutionalised, because the emphasis will be on independence and opportunity for integration.</p> <p>Imperial Wharf Currently Imperial Wharf's service users are all over the age of 60, so the impact of introducing a younger age group is likely to be noticeable. During the consultation the response to a mixed age group was on the whole welcome, with most people expressing that mixing with younger people would enhance their experience of using a day service.</p>
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There was some concern that younger people would have different needs and interests and therefore some activities, for example reminiscence sessions may exclude people under the age of 60. There was also concern that younger people might be 'noisy' and very energetic, which would change the atmosphere of the service.

These concerns can be addressed in the design of the service specifications, which current users of all three services would be involved in. The majority of service users from Sunberry that would be transferring to Imperial Wharf or Elgin would be aged 55+, but for those that are younger, the service would provide stimulating activities of their choosing. These activities may also appeal to the older people using the service and would be open for all to enjoy.

With regard to the concern about noise and energy levels, it is highly unlikely that the atmosphere within the building based services will change. Those with higher energy levels are more likely to choose the community access service and will therefore spend time away from the day centres.

Elgin Resource Centre

As with Imperial Wharf, the large majority (99%) of the current service users are aged 60+. The affect on the service of younger people with physical disabilities attending the service is therefore likely to be the same as with Imperial Wharf.

In addition to concerns about how well different age groups would mix, there was also concern during the consultation about how more people in wheelchairs would 'fit' into the building. The concern was that if more people with wheelchairs are in the building there would be less room for people that are able bodied. This was addressed by reassuring people that Elgin Resource Centre is a purpose built building that was designed for wheelchair accessibility. The service will therefore comfortably be able to accept more wheelchair users.

Elgin Resource Centre currently operates a popular 'drop-in' service for people aged 55+ that are non-FACS eligible but like to attend the service for lunch and activities such as art classes. During the consultation concern was expressed about this element of the resource centre ending to make room for those FACS eligible people who need the service for day care. This would impact on the local older population that currently enjoy the 'drop-in' service. It is hoped that there will still be space for people to drop in for

		<p>lunch and join activities, but the priority will be those with FACS eligible day care needs.</p> <p>A way of creating more space for activities would be to have some activities later or earlier in the day, because currently most activities start at 11am and end by 3pm. In the service design, activities enjoyed by people that drop in are likely to be on the timetable outside of the service's core hours. A drop-in breakfast or tea could be offered as an alternative to lunch, for those that are non-FACS eligible. This would maximise the use of the day service building and the kitchen.</p> <p>2. Procurement proposals for Nubian and Shanti</p> <p>Nubian has not provided for younger service users with physical disabilities before, whereas Shanti already provides for this group. As with Imperial Wharf and Elgin, service users of Nubian would need to be consulted on this change to their service.</p>
	Sexual Orientation	<p>It is unlikely that the merge of day services or the procurement proposals would have a differential impact on service users of different sexual orientations. However it should be considered that some evidence suggests as people get older they sometimes feel they should conceal their sexuality, for fear of discrimination. Service providers therefore should understand this and ensure that their service does not discriminate on grounds of sexuality.</p>
	Religion/ belief (including non-belief)	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>LOW IMPACT</p> <p>There is no evidence to suggest that the merge in day service would have a differential impact on service users who have different religious or philosophical beliefs. The merged services would continue to provide for religious needs, for example by addressing dietary requirements such as using halal meat and celebrating all religious and cultural special days.</p> <p>2. Procurement proposals for Nubian and Shanti</p> <p>LOW IMPACT</p>

	Providers would be expected to demonstrate how they will ensure religious needs are considered in day services. This includes the provision of space for prayer, the provision for service users to remove their shoes and understanding of needs during religious festivals such as Ramadan.
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Section 06	Reducing any adverse impacts
Outcome of Assessment	<p>1. Merge of day services for older and disabled people and cease use of 147 Stevenage Road as a day centre</p> <p>The proposal to merge the day services for older and disabled people will on the whole have a neutral or positive impact on each of the protected groups. The positive impacts will reach people with disabilities in particular because the new service would offer greater choice and alternative opportunities for people to meet their day care needs. Those people with disabilities under the age of 55 will be particularly advantaged because services currently unavailable to them will be opened up for people of all ages.</p> <p>Negative impacts mostly concern current users of Sunberry ILS that are reliant in the familiarity and sense of security they get from going to a service they have been attending for many years. During the transition stage there would be a planned approach to ensuring that this change is managed well. Service users and their carers would each be met with and would have their own action plans so ensure they understand their options and feel comfortable with the new services.</p> <p>2. Procurement proposals for Nubian and Shanti</p> <p>No adverse impacts identified.</p>

Section 07	Action Plan				
Action Plan	Issue identified	Action	When	Lead officer	Expected outcome
	Uncertainty and anxiety of moving	Individual action plans to be in	Start in February 2011, on-going	Day services manager –	Smooth transition to new services

	to a new service (section 04, p4, and section 05, p7)	place, including visits to new services	until June/July 2011	Nia Evans	for service users and carers
	Possible new providers	Implementation plans, regular meetings and contract monitoring to be in place ahead of new services starting	To be part of the tender submission	Acting Head of Procurement - Kay Fisher	Smooth transition of new providers
	Signage and access to Imperial Wharf (section 4, p5)	Negotiations with building owners and day services manager currently taking place to create better signage and improved access via electric gates	From December 2010	Day services manager – Nia Evans	Improved signage and access to Imperial Wharf, making it more visible and user-friendly
	Need for services to suit all ages, including building based activities timetable (section 5, p11)	Current service users and carers to be involved with the service design and activities timetable to ensure needs are met	February 2011 – June/July 2011	Commissioning Manager – Hannah Carmichael	Services that people of all ages with disabilities will benefit from

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	Name: John Chamberlain Position: Assistant Director of Adult Social Care Email: john@chamberlain@lbhf.gov.uk Telephone No: 020 8753 5004

Key Decision Report	Date of report to Cabinet/Cabinet Member: 07/02/2011 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	Name: Carly Fry Position: Opportunities Manager Email: carly.fry@lbhf.gov.uk Telephone No: 020 8753 3430

Agenda Item 12



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Joe
Carlebach*

**FRAMEWORK CONTRACT AWARD –
INDEPENDENT ADVOCACY SERVICE
MENTAL CAPACITY ACT 2005 AND PAID
RELEVANT PERSON’S REPRESENTATIVE
SERVICE 2011 – 2016**

**Wards:
All**

The City of Westminster is procuring a framework agreement on behalf of eight London Boroughs for a new contract for the provision of an Independent Advocacy Service Mental Capacity Act 2005 and Paid Relevant Person’s Representative Service

The contract will be for 3 years with the option of one two year extension and will seek to meet the statutory requirement that the Borough has to provide independent safeguards for people who lack capacity to make certain important decisions.

CONTRIBUTORS

DCS
DFCS
ADLDS

Recommendation:

That authority be delegated to the Cabinet Member for Community Care to approve the Council joining and calling off under the framework agreement procured by Westminster City Council for the provisions of an Advocacy and Personal Representative Service for the Borough.

**HAS A EIA BEEN
COMPLETED?
YES**

1. BACKGROUND TO THE SERVICE

- 1.1 The role and function of the Independent Mental Capacity Advocate (“IMCAs”) are described in the DoLS Code of Practice and the Mental Capacity Act 2005 Code of Practice (the “MCA Code of Practice”).
- 1.2 The IMCA has a legislative role to help represent any person aged 18 and above who has been deprived of their liberty under the terms of the DoLS Code of Practice and as described in the Mental Capacity Act 2005 (as amended by the Mental Health Act 2007) (“the Act”) and who has no friend or family member who is willing or eligible to represent them and who is ordinarily resident in the London Borough of Hammersmith and Fulham, and who is accommodated within a hospital or care home which is located in Greater London (“the Relevant Person”). If necessary, the IMCA shall also support the Relevant Person and their unpaid representative with an application to the Court of Protection and/or provide support to trigger a review.
- 1.3 The service will also provide for a Paid Relevant Person’s Representatives (“PRPRs”) (as described in the Mental Capacity (Deprivation of Liberty: Appointment of Relevant Person’s Representative) Regulations 2008) and the Act).

2. PROCUREMENT

- 2.3. The procurement process is being run by Westminster City Council under their Contract Standing Orders on behalf of:
 - The Royal Borough of Kensington & Chelsea
 - The London Borough of Hillingdon
 - The London Borough of Hounslow
 - The London Borough of Harrow
 - The London Borough of Brent
 - The London Borough of Hammersmith and Fulham
 - The London Borough of Ealing
 - The London Borough of Lambeth

The process is being run as a restricted procedure led by Westminster with the support of a Tender Appraisal Panel made up of representatives from all the participating Boroughs.

- 2.2 The tender process commenced in November 2010 when an advertisement was placed on the CompeteFor website (www.competefor.com). Like most e-procurement systems, interested parties have to register to access the tender documents. Westminster initially identified 9 organisations in the London area that have an IMCA service but only one was registered with CompeteFor system. This meant that Westminster had to contact the other 8 agencies and advised them to register if they were interested in bidding for the contract. As a matter of policy Westminster do not advertise their tenders on their corporate website, unlike other boroughs.

2.3 Timetable for procurement is below:

Invitation to tender	3 rd December 2010
Deadline for receipt of bids	11 th January 2011
Tender clarification interviews	17 th January 2011
Award of contract	Early Feb
Contract Start date	1 st April 2011

2.4 This is a “Part B Service” as defined in the Public Contract Regulations 2006 and its full provisions do not apply to the retendering of this contract. However, a Contract Award Notice must be sent for information to the European Commission within 48 days of the contract being awarded with an indication whether the Contracting Authority agrees or does not agree to its publication in the Official Journal of the European Union (OJEU).

3. COSTS OF THE SERVICE

3.1 The new contract is for a period of three years with the option of a further extension of two years depending on funding being available and satisfactory performance of the service provider.

3.2 The annual cost of the existing services is c. £45K p/a. This is for 350 hrs of Personal Representative and 625 hrs for an IMCA. This is being reduced for the new contract to 50 hrs Personal Representative and 550 hrs IMCA. The new reduced figures are based on the estimated amount of hours that we expect to use per year. A large number of hours on the previous contract went unused and as this is a block contract that meant we were still paying for those unused hours. The reduction will ensure that we do not lose money for unused hours. There will also be a provision in the contract to purchase additional hours at a set rate should we need to.

3.3 The cost of the new service is expected to be substantially less due to changes in the market and the reduction in commissioned hours. When the service was first let there were start-up costs built into the hourly rate as this was a new service and we needed to develop the market. This is no longer the case as the market has matured sufficiently to allow other providers to develop a similar service and therefore bring down the overall cost.

3.4 If delegated authority is granted, a separate report to the Cabinet Member for Community Care will be issued with the financial details from the winning bid.

4. REASON FOR REQUESTING DELEGATED AUTHORITY

4.1 The current Independent Advocacy Service contract expires on 31 March 2011 and the current timetable provided by Westminster anticipates the award of contract to be made in early February. The tender is being run under the

Westminster City Council governance procedures which requires for a much shorter lead time for contract award. However, by the time the award decision is known there is not sufficient time to prepare a Contract Award Report for this Council's Cabinet (the earliest meeting at which a report could be tabled is April's cabinet meeting which would leave us with almost two months without a service).

- 4.2 The delegation of award of contract to the Cabinet Member for Community Care, will ensure there is no disruption in the IMCA service.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 The 2010/11 spend for the IMCA contract is £47,100 for the current agreed hours of 975. The 2011/12 budget available is £48,000, however the Mental Health Capacity Act service has had to make an ABG saving of £36,000 and with this savings and as yet no reprofiling downwards of the commitments this will severely affect the ability of this service to out turn as balanced for 2011/12. The decision as to how the commitments are reprofiled should be addressed by the service manager and Assistant Director of ASC.
- 5.2 As noted in paragraph 3.4, financial comments will be provided once the details of the successful bid is known.

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

- 6.1 The services described in this report are classified as Part B services under the Public Contracts Regulations 2006 and are therefore not subject to the full regime set out under the Regulations. However, in the procurement of the services the Council must still comply with the general EU treaty principles of non-discrimination, transparency and proportionality. Rather than carry out a separate competitive procurement in respect of these services it is permissible for the Council to join a framework agreement procured by another Council provided the Council was identified as being entitled to access the framework agreement.
- 6.2 It is recommended that legal services review the terms and conditions of the call-off agreement which the Council will need to enter into to access the framework agreement.

7. COMMENTS OF THE ASSISTANT DIRECTOR (PROCUREMENT & IT STRATEGY)

- 7.1 The procurement of the framework agreement is being carried out by the City of Westminster. It is only once the framework agreement has been awarded will the Council be able to call off from it. Accordingly, the timescale do not

permit the Cabinet to consider the contract award without there being a discontinuation of service provision. Given the nature of the service to be provided the AD agrees with the recommendation to authorise delegated authority in the award of the contract.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department/Location
1.	Service Specification	Paulo Borges ext 5748	Procurement Team, Community Services
2.	Tender Documentation	Paulo Borges ext 5748	Procurement Team Community Services

London Borough of Hammersmith & Fulham



Cabinet

7 FEBRUARY 2011

**CABINET MEMBER
FOR HOUSING**
Councillor Lucy Ivimy

**HOUSING REVENUE ACCOUNT BUDGET
STRATEGY 2011/12**

**Wards:
All**

This report sets out the budget strategy for the Housing Revenue Account (HRA) to 2014/15, with detailed revenue estimates and the proposed rental and service charge increases for 2011/12.

In line with Hammersmith and Fulham Homes' medium term strategy, a set of efficiency proposals are contained within this report.

The increase in tenants' rents is based on the Government's rent restructuring system, and currently averages across all stock at 6.71%.

Recommendations:

CONTRIBUTORS

DH&Regen
DFCS
ADLDS
H&F Homes

That Cabinet:

- 1. Approves the Housing Revenue Account Budget for 2011/12 as set out in Appendix 1**
- 2. Agrees to an average increase in weekly rent of 6.71%, in line with the rent restructuring system;**
- 3. Endorses the Medium Term Financial Strategy for the HRA as set out in Appendix 1;**
- 4. Approves the efficiency proposals set out in Appendix 2;**
- 5. Approves the increases in service charges and other fees and charges as set out in the body of the report .**

1. INTRODUCTION

- 1.1 This report details the HRA revenue budget for 2011/12, including efficiency proposals, expected housing subsidy levels, and the impact of housing rents on the budget. The report also outlines the medium term financial targets set for the HRA and the proposed methods of meeting them.
- 1.2 The report is presented to the Housing, Health and Adult Social Care Select Committee in order that the committee can comment on the budget proposals in advance of any formal decision being taken. The report is then passed to Cabinet for consideration.

2. BACKGROUND

- 2.1. The HRA is a ring-fenced account within the Council's General Fund relating to the management of the Council's housing stock. The items that can be credited and debited to the HRA are prescribed by statute, and the Council has no general discretion to transfer items into and out of the HRA.
- 2.2 The ring-fence was introduced in Part IV of the Local Government and Housing Act 1989, and was designed to ensure that rents paid by local authority tenants accurately reflected the cost of associated services. This ring-fence also means that Council Tax cannot be used to subsidise housing rents, and rents cannot be used to subsidise Council Tax.
- 2.3 Expenditure in Hammersmith and Fulham's HRA is divided into three main components, with responsibility for delivery currently resting with either the Council or H&F Homes. Responsibility for the delivery of all components will return to the Council should the formal decision be made to bring H&F Homes back to the Council, the budgets have been prepared on this basis:

Table 1: HRA Budget Areas

Budget Area & 2011/12 Net Budget	Managed by	Description
Operational Housing Management Services (Previously H&F Homes management fee) (£22.1m)	Housing and Regeneration Department, currently H&F Homes with Council scrutiny	Staffing and operational cost of providing housing management services to LBHF residents and leaseholders
Responsive Repairs and HRA Income (repairs budget of £14.0m and income budgets of £59.6m for rents and £8.2m for other managed income)	Housing and Regeneration Department, currently H&F Homes with Council scrutiny	Repairs costs and rental income collection.
Central Budgets (£31.6m – retained service budgets of £6.2m, subsidy of £10.4m and a capital budget of £35.8m)	Housing and Regeneration Department	Budgets relating to housing options, safer neighbourhoods, housing strategy, regeneration, capital, subsidy, support services and administration

3. THE FINANCIAL CONTEXT

- 3.1 The HRA is forecast to have a closing balance of approximately £2.2m at the end of 2010/11. This is above the targeted minimum balance of £2m and is expected to be achieved in the context of having implemented £3.6m of efficiencies in 2010/11.
- 3.2 The HRA financial strategy is set to achieve further efficiencies from 2011/12 onwards which will be derived from: continuing the Value for Money programme; re-integrating the ALMO into the Council; and the commercialisation of specific functions within the ALMO. This strategy also allows for some growth, is designed to allow balances to recover and to enable additional investment, which is likely to include an increased revenue contribution to the capital programme in the years ahead,.
- 3.3 Following national concerns that the housing subsidy is no longer appropriate, and a favourable response nationally from local authorities in accepting the principles of Government's proposal to reform the system of Council housing finance, the government has drafted legislation to

dismantle the subsidy system via the Localism Bill set before Parliament on 13th December 2010. It is therefore expected that 2011/12 will be the final year of the housing subsidy system, and that in future years, Hammersmith & Fulham will operate a self-financing Housing Revenue Account. We are awaiting the final details of the new system, including the amount of debt to be repaid by CLG. This will enable us to revise our medium term projections and hence this report does not include projections beyond 2011/12.

- 3.4 The draft subsidy determination for 2011/12 was announced on 5 November 2010 and gives LBHF subsidy of £10.38m for 2011/12.
- 3.5 The budget for 2011/12 is shown in Appendix 1 and key assumptions are shown in Appendix 2. The change from last year's estimates is shown in Appendix 4.

4. RENT RESTRUCTURING

- 4.1 The Council's discretion over the level of rent charged to tenants is severely curtailed by the government's Rent Restructuring initiative. Rent restructuring aims to align rents across the social housing sector, using the mechanism of a standard 'formula rent'.
- 4.2 The draft determination for Housing Subsidy paid by government to the Council, announced on 5 November 2010, gives a fixed average national guideline rent increase of 6.8% in 2011/12. The guideline rent increase for the Council in the draft determination is 5.39%. The average current Council rent increase for the main housing stock calculated using the rent restructuring regime is 6.71%, this is lower than the national average rent increase. The difference is caused by the effect of limits imposed as part of the rent restructuring regime on individual rents, applying a lower rent increase would result in significant pressure on the HRA balance.

5. RENTAL INCOME

- 5.1. The draft HRA budget for 2011/12 assumes an increase in tenant rents in line with the Government's rent restructuring system. The application of rent restructuring in Hammersmith and Fulham currently leads to an average rental increase of 6.71%. This is reflected in the actual rents charged to tenants.
- 5.2 The recommended rental increase of 6.71%, in line with current rent restructuring, will increase rental income in the HRA by £3.1m in 2011/12. The changes are shown in the following table:

Table 2: Summary of Rent Budget Movements

Description	£000
Original net Rent Budget 2010/11	56,601
Rent Increase of 6.71%	3,800
Adjustment for disposals	(630)
Adjustment to write offs	(253)
Adjustment to include equity share properties	(61)
Net Rent Budget 2010/11	59,579

- 5.3 Negative adjustments to the net rental budget are made for an assumed loss of rent on properties disposed of and rent irrecoverable during the year.
- 5.4 A 6.71% increase in rents equates to an average weekly rental increase for tenants of £5.78. An analysis of the weekly increase across all tenants is shown in the following table:

Table 3: Analysis of Weekly Rent Increases

Rent increase per week	Number
£8.01 - £9.00	211
£7.01 - £8.00	1,427
£6.01 - £7.00	3,741
£5.01 - £6.00	4,576
£4.01 - £5.00	2,713
£3.01 - £4.00	221
£2.01 - £3.00	54
£0.01 - £2.00	2
Total	12,945

- 5.5 96% of tenants will see an increase of between £4.01 and £8.00 per week.
- 5.6 The rent and service charges for properties under licence and hostels are also subject to rent restructuring, the net average increase in these charges is 4.89%. This is lower than the average for tenants as the rent level for these properties previously exceeded the level applicable under the rent restructuring system.
- 5.7 In 2011-2012 an exercise will be undertaken to investigate the possibility of de-pooling service charges from rents as per CLG good practice guidance. LBHF is one of only two London boroughs not yet having introduced the de-pooling of service charges. De-pooled service charges

ensure a fairer approach to charging residents for services received as well as providing a charging mechanism which allows residents to choose the cost and frequency of services delivered to them. Any implementation of service charges will be preceded by a comprehensive consultation exercise.

6. MEDIUM TERM FINANCIAL STRATEGY FOR THE HRA

6.1. The guiding principles of the Council's medium term HRA financial strategy are as follows:

- To maintain balances at a minimum of £2m
- To generate sufficient efficiencies to allow significant investment in service improvements in-line with the Council's priorities
- To bring performance on responsive repairs service provision and rent and service charge collection in line with the best in London (top quartile performance)
- To increase tenant and leaseholder satisfaction levels by improving the services provided to council tenants and leaseholders (e.g. caretaking, horticultural maintenance)
- To deliver an average of 5% efficiency savings in real terms each year on the Operational Housing Services, Responsive Repairs and Service Budgets, over the medium term.

7. HOUSING SUBSIDY

7.1 At the time of submitting this report, CLG had not yet issued the final Subsidy Determination for 2011/12. However, the draft Subsidy Determination was issued on 5 November 2010. This provides the Council with a provisional subsidy allocation of £10.38m. This is £2.8m lower than the subsidy received in 2010/11, and is due to the net effect of an increase in the guideline rent (£3.1m), the likely termination of a 20 year leasing agreement with Notting Hill (£0.7m), offset by increases in allowances of £1m.

7.2 Earlier internal financial models forecast a similar overall subsidy figure for 2010/11, although there are significant variations within this. The figure derived from the draft determination is £0.187m lower than predicted, and this is explained in the main by higher increases in the draft determination for guideline rents (reducing subsidy) and management, maintenance and major repairs allowances (increasing subsidy).

7.3 Management and maintenance allowances have been cash protected, though increases are sub-inflationary at 0.39% and 2.54% respectively.

The major repairs allowance has increased by 4.0%, though there is no net revenue benefit of this as the MRA is used as a proxy for depreciation.

- 7.4 In line with the expectation that the system of council housing finance will be reformed through the Localism Bill and implemented from 2012/13, this settlement is for one year only.
- 7.5 The final determination is expected in early January 2011.

8. CAPITAL CHARGES

- 8.1. Capital Charges represent the cost to the HRA of borrowing that has taken place to fund the Capital Programme, including the Decent Homes Programme. For 2011/12, there is an estimated decrease in these costs of £0.1m. This is mainly the net effect of a reduction of £690k in costs due to the likely hand back of the Notting Hill Housing Trust properties, offset by an increase in depreciation charges of £500k. The costs of borrowing are reflected in the amount of subsidy receivable.
- 8.2. It is anticipated that Capital Charges will decrease in future years under self financing as in return for losing the subsidy we are anticipating the repayment of a significant percentage of the debt by CLG. Increases in these charges over the last 4 years have been caused by additional borrowing taken on by LBHF as part of the Decent Homes programme. This increased HRA debt held by LBHF by £192m over the 4-year period.

9. BUDGET EFFICIENCIES

- 9.1. The financial strategy for the HRA assumes the delivery of significant annual efficiencies from 2010/11 onwards. In addition to the £3.6m of efficiencies implemented in 2010/11, there are proposed efficiencies of £1.940m for 2011/12. This represents a 25% reduction on controllable budgets (2009/10 base).
- 9.2. The following table sets out the efficiencies proposed:

Table 4: Summary of Efficiencies

HRA Efficiency Proposals	
Description	2011/12 £000
Existing Efficiencies	
Re-organisation of Estate and Housing Management Services	(187)
Re-organisation of area office management arrangements	(203)
Existing Efficiencies Total	(390)
New Efficiencies	
Value for Money programme: continuation of current efficiency programme and market testing of repairs function	(696)
ALMO re-integration: back-office staffing	(621)
ALMO re-integration: administrative savings	(207)
New Efficiencies Total	(1,524)
All Efficiencies Total	(1,914)

9.3. These items are explained in more detail in Appendix 2.

9.4 As part of the LBHF medium term financial strategy, housing management services funded from the housing revenue account will be subject to a wholesale review and market-testing exercise commencing in 2011-2012 to find further cost efficiencies of up to £4m per annum through alternative service delivery models as well as more efficient procurement mechanisms and the bundling of services where this is appropriate. This will aid in producing the planned further revenue reductions from 2012-2013 onwards as set out in Appendix 1.

10. BUDGET GROWTH

10.1. In recent years, the Strategic Regeneration staffing function has been funded from a combination of non-HRA sources (including savings generated from integrating housing and regeneration activities, section 106 balances, non-repayable grants, and debt reduction savings). Originally, it was intended that the HRA core staffing costs would be met from HRA balances but alternative funding was identified when the HRA working balance came under pressure in 2009/10. However, it is now proposed to fund Strategic Regeneration core staffing costs from the HRA until the function can become self-financing from capital receipts

generated from regeneration-related disposals as well as developer contributions.

- 10.2. The Housing Solutions team focuses on reducing the impact of overcrowding and under-occupation in borough housing stock. In the last eighteen months, the team have contributed to the Council's housing strategy through releasing 84 under-utilised properties and creating 122 moves for overcrowded households in the borough. The function has previously been funded by central government grant, however, following the 2010 spending review, this grant is now subject to competitive bids from all Council departments, the outcome of which will be decided in the new financial year. Given the nature of, and value provided by the Housing Solutions team, it is proposed to fund this function from the HRA from 2011/12. In the event that additional grant becomes available, this will be utilised to reduce the growth required.
- 10.3 A contingency has been created to allow for costs that will arise from the transfer of leased properties to Notting Hill Housing Trust , as well as other unspecified costs relating to the re-integration of the ALMO into the Council.

Table 5: Summary of Growth

HRA Growth Proposals	
Description	2011/12 £000
New Growth	
Strategic Regeneration: core staffing	578
Housing Solutions: core staffing	126
Housing Management Services contingency, including provision for NHHT Surpluses & Deficits agreement	368
New Growth Total	1,072

11. INFLATION AND SLA ADJUSTMENTS

- 11.1 Inflation has been applied to utilities and other contracts where unavoidable. All other inflationary pressures have been accommodated within the existing envelope of resources.

- 11.2 The 2011/12 SLA charge which the HRA is receiving from the Council has decreased by £135k. This reduction is due to changes across a number of the support areas covered by the SLA.

12. RISKS

- 12.1 The Council is required under statute to carry out maintenance to reduce the risk of legionella outbreaks in Council housing stock. It plans to fund these costs of approximately £0.6m from budgeted contingency within the repairs budgets. The position will be monitored on an ongoing basis.
- 12.2 In the late 1980s the Council entered into a number of leases with Notting Hill Housing Trust (NHHT) for the acquisition of 102 dwellings. A “surpluses & deficits” agreement was set up whereby the Council committed to reimburse NHHT for the difference between the rents that it received from the Council and the payments to the financial institutions that provided the funds to acquire and develop the dwellings. The Council is currently negotiating the hand back these properties. It is estimated that the Council will be charged a £1.9m to satisfy this agreement with other possible costs to ensure a successful exit from this agreement depending on the exact structure of the deal. The charge under the “surpluses & deficits” agreement has yet to be finalised subject to negotiations with NHHT. Funds of £517k have already been set aside to contribute to this charge, and a proposal is being put together to fund the balance of any settlement based on paragraph 12.3 below.
- 12.3 It is anticipated that the ALMO will be re-integrated into the Council from 2011/12. Current projections indicate that a reasonably substantial balance will be available to the HRA following the winding up of the ALMO company after removing the FRS 17 pension adjustments from the accounts. This is expected to be drawn upon to mitigate the effect on the working balance from the risks noted above.

13. FEES AND CHARGES

Heating Charges

- 13.1 Tenants and leaseholders who receive communal heating (around 1,950 properties in total) pay a weekly charge towards the energy costs of the scheme. The Council meets the costs of heating in the year, and recharges tenants and leaseholders based on an estimated cost and usage.
- 13.2 Recent years have witnessed significant increases in global energy prices, and this has led to corresponding increases in Communal Heating

charges in 2007/08 (two consecutive increases of 19% each), 2008/09 (5%), and 2009/10 (20%).

- 13.3 The contract for the supply of gas (the major energy source for heating) was renewed at the end of September 2010 and will be for one year only. The Council is part of the LASER energy procurement group, which purchases energy on behalf of 48 local authorities. A system of flexible procurement is used which should ensure that LASER tenders for new energy contracts on a rolling basis, so that it can purchase when rates are low.
- 13.4 Based on the new energy contract rates which have been received to date, it is proposed that the heating charges are not increased in 2011/12. This is based on the need to balance the heating account, whilst taking account of the new energy contract rates applicable next year. If any additional adjustments to the heating charges are required for 2011, then a further report will be presented to explain these changes.

Garage and Parking Space Rents

- 13.5 At present there are several different charging rates. These reflect high and low demand areas and two levels of charge to private tenants. The two charges to private tenants separate those who bought their dwelling through Right to Buy from those who are not former council tenants. Current council rents for garages and parking spaces are lower than comparable private sector garages and spaces. The recommendation of officers for 2011/12 is that garage and parking space rents are increased by 6.71% in line with the Council's guideline rent increase.

Water Charges

- 13.6 The Council collects income from and pays charges on behalf of tenants. All tenants that the Council collects water rates from are charged according to the rateable value of their dwelling, so in most cases the Council will recover the full cost. However there are a number of blocks where the supply is metered. It is not possible to charge these tenants according to their individual usage, and they are charged on the rateable value instead. This has resulted in an under-recovery of water charges.
- 13.7 In order to ensure that the Council fulfils its legal obligation to recover the water charges in full, it is recommended that water charges are increased by 9.49%.

- 13.8 All other service charges, fees and levies will be increased by 6.71% in line with the Council's guideline rent increase, unless stated otherwise in this report.

HAFFTRA Levy

- 13.9 The levy is increased in accordance with the Tenant Participation Compact in line with the guideline rent increase for the year of 6.71%. Due to the fact that the weekly levy is required to be in whole pence, it is proposed to round up the increase to 2 pence. This results in a weekly levy of 25 pence, which is greater than the 6.71% increase, but justified given that in previous years the increase to the charge was rounded down. It is recommended that the HAFFTRA weekly levy is increased from 23 pence to 25 pence in 2011/12.

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

- 14.1 As explained in the body of the report, the HRA is "ring fenced" and what may be debited and credited to it is prescribed by statute. In addition the Council has a statutory duty to balance the HRA.

15. COMMENTS OF DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 14.1 Comments are contained within the body of the report.

LOCAL GOVERNMENT ACT 2000
BACKGROUND PAPERS

No.	Brief Description of Background Papers	Name/Ext. of holder of file/copy	Department/Location
1.	Housing Revenue Account Budget Working Papers	Kathleen Corbett Ext 3031	H&F Homes & Council Hammersmith Town Hall Extension
2.	Housing Subsidy Determination working papers	Kathleen Corbett Ext 3031	H&F Homes & Council Hammersmith Town Hall Extension

Appendix 1 – HRA Budget Model

	Current Year ¹ 2010/11 £000	Year 1 2011/12 £000
Management of Dwellings		
Operational Housing Management Services ²	23,077	22,133
Retained Budgets	5,586	6,176
Total Management of Dwellings	28,663	28,309
Repairs and Maintenance	14,453	14,053
Capital Charges ³	35,906	35,779
Total Expenditure	79,022	78,141
Income		
Dwelling Rents	(56,835)	(59,579)
Other Managed Income	(7,746)	(8,279)
Housing Subsidy	(13,355)	(10,375)
Total Resources	(77,936)	(78,233)
(Surplus)/Deficit	1,086	(92)
Projected Year End Working Balance	2,155	2,247

NB:

The draft subsidy determination we have received is for a one year settlement as shown above. It is expected that 2011/12 will be the final year of the housing subsidy system following a favourable response nationally from local authorities in accepting the principles of Government's proposal to reform the system of Council housing finance. We are awaiting the final details of the new system to enable us to revise our medium term projections.

Footnotes:

¹ CRM 7 Monitoring position

² Currently H&F Homes Management Fee

³ There is an expectation that under the new HRA regime that the debt will decrease by a significant percentage.

Appendix 2 – Efficiency Proposals

HRA Efficiency Proposals	
Description	2011/12 £000
Existing Efficiencies	
Re-organisation of Estate and Housing Management Services	(187)
Re-organisation of area office management arrangements	(203)
Existing Efficiencies Total	(390)
New Efficiencies	
Value for Money programme:	
-continuation of current efficiency programme	(296)
-market testing of repairs function	(400)
ALMO re-integration: back-office staffing – to be achieved through not filling existing vacancies	(621)
ALMO re-integration: administrative savings – to be achieved through ceasing activities currently undertaken to service the ALMO governance structure	(207)
New Efficiencies Total	(1,524)
All Efficiencies Total	(1,914)

Appendix 3 – Key Assumptions

2011/12 Housing Revenue Account Budget Setting Assumptions

Item	Assumption
Pay	No pay inflation has been included within the budget for 11/12 in accordance with the nil pay award, no change to national insurance, and corporate assumptions around the actuarial valuation.
Inflation	No inflation has been specifically provided for within the 11/12 budget, and all inflationary cost pressures have been managed within existing resource allocations. The exception to this is the H&F Homes management fee, which has provided for an inflationary uplift for utilities spend and other contracts of c£248k.
R&M cost increases	Again, cost pressures have been managed within the existing resource base, although risks have been identified within the body of the Budget Strategy report (£600k statutory legionella work).
Garage income	Increase in line with the guideline rent increase, no change in stock numbers, based on 10/11 income forecast
Interest Rate on balances	1.2% supplied by Treasury Management
Right to Buys, based on 2010/11	45

	2010/11	2011/12	Increase	Increase
	£	£	£	%
Guideline rents (pw)	87.64	92.36	4.72	5.39%
Formula Rent (pw)	98.05	103.04	4.99	5.09%
Limit Rent (pw)	91.93	97.90	5.97	6.49%
Management allowances (per dwelling)	1,015.83	1,019.83	4.00	0.39%
Maintenance allowance (per dwelling)	1,541.35	1,580.53	39.18	2.54%
Major repairs allowance (per dwelling)	931.48	968.80	37.32	4.00%

Appendix 4 – Housing Revenue Account, Change Between Years

**HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS**

Service Area Analysis	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2011/2012 Estimates £000
Operational Housing Management Services (Formerly H&F Homes Management Fee)	23,669	0	0	(1,515)	368	(388)	22,133
Housing Options	605	0	0	0	127	0	732
Housing Strategy	348	0	0	0	0	77	425
Managed Rents & Charges	(66,180)	0	0	0	0	(1,677)	(67,857)
Managed Repairs	14,453	0	0	(400)	0	0	14,053
Safer Neighbourhoods	849	0	0	0	0	0	849
Continued on next page:							

HOUSING REVENUE ACCOUNT
CHANGE BETWEEN YEARS CONTINUED

Service Area Analysis	2010/2011 Estimates £000	Inflation £000	Redirected Resources £000	Efficiencies £000	Growth £000	Other Adjustments £000	2011/2012 Estimates £000
Strategic Regeneration	0	0	0	0	578	0	578
Support Services	3,764	0	0	0	0	(172)	3,592
Area Holding Codes	152	0	0	0	0	(152)	(1)
Housing Subsidy	(13,250)	0	0	0	0	2,875	(10,375)
Capital Charges	36,016	0	0	0	0	(236)	35,778
Transfers to Reserves	(426)	0	0	0	0	518	92
TOTAL	0	0	0	(1,915)	1,072	843	0



Cabinet

7 FEBRUARY 2011

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**LINFORD CHRISTIE OUTDOOR SPORTS
CENTRE – ALLOCATION OF S106 FUNDING**

This report seeks approval for the allocation of funding towards the Linford Christie Outdoor Sports Centre improvement project in order to allow:

- a) the appointment of a contractor to carry out the necessary works;
- b) covering the costs associated with completing the project.

This will require the allocation of £160,000 of funding from a range of S106 agreements.

**Wards:
College Park
and Old Oak
Wormholt and
White City**

CONTRIBUTORS

DRS
ADLDS
DFCS

**HAS A EIA BEEN
COMPLETED?
YES**

**HAS THE REPORT
CONTENT BEEN RISK
ASSESSED?
YES**

Recommendations:

- 1. That the allocation of £160,000 from a range of S106 agreements be approved to cover the anticipated costs of appointing a works contractor to carry out minor refurbishment works and other costs associated with completing this project**
- 2. That approval be given to the estimated value of the works of £160,000, to be drawn down from the associated sum.**

1. BACKGROUND

- 1.1. The proposed works cover the Linford Christie Outdoor Sports Centre for which the Cabinet Member for Residents Services has responsibility. The Outdoor Sports Centre is located on Wormwood Scrubs and is held under a charitable trust in respect of which the Council is the corporate trustee.
- 1.2. The existing facilities at the Linford Christie Outdoor Sports Centre and Wormwood Scrubs include:
 - UK Athletics certified athletics facility
 - Pavilion with 18 no. changing rooms and clubroom
 - 12 no. full size football pitches
 - 2 no. mini soccer pitches
 - 1 no. junior football pitches
 - 3 no. full size rugby pitches
 - 1 no. full size AW football/hockey pitch
 - 4 no. 5-a-side AW pitches
- 1.3. The facility has for many years been considered as the key West London outdoor Sports facility for club development and organised sport. The Football Foundation recognise the site as the second largest football green field site in the London Region and the stadium has been identified as a potential 2012 Olympic training facility.
- 1.4. In recent years the site has benefited from a number of external funding applications; two of which established a new Barclays Spaces for Sport floodlit football and hockey complex and a Community Athletics Refurbishment Programme grant to upgrade the track and field facilities.
- 1.5. The auxiliary buildings that now support this comprehensive list of sport facilities were built in 1967 and have received minimal improvement works other than general maintenance. It is now recognised by a number of the key sporting Governing Bodies, including the Football Foundation and Sport England, that there is a need to maximise funding opportunities with a view to possibly re-developing the pavilion block.
- 1.6. To this end, the Resident Services Department's, Community Sport Team have established a Stakeholder Group consisting of key users, professional clubs, Council officers and a number of sporting Governing Bodies with a view to establishing a way forward.

2 PROGRESS TO DATE

- 2.1 In the last twelve months, the cost of maintaining antiquated piping, electrical and plumbing systems has increased, yet there is still a need for additional investment to maintain standards to prevent loss of income and to safeguard the reputation of the centre whilst future plans are being developed.

3 ANTICIPATED COSTS

- 3.1 The one-off capital expenditure required to complete the remaining scheme of works is set out below:

Works List : Linford Christie Outdoor Sports Centre

Job:	S106 contribution
Fencing around 5v5 pitches	£9,000
Security measures	£12,000
Stadium roof (install new downpipes and re-paint)	£19,000
Outside store (roof needs repairing)	£2,000
Fire doors	£8,000
General Decoration and repairs	£35,000
External doors need to be changed or fixed.	£4,000
Lighting in undercover area needs updating	£3,000
2 Skylights (need replacing above community room)	£2,000
Track Needs Cleaning	£6,000
Track needs repairing (after track clean)	£5,000
Showers be changed to "push button" operation and system overhaul	£12,000
All external buildings need painting Inc, main building and stand	£15,000
Track Kerbing replacement	£6,000
Repair training area floodlights	£18,000
Maintenance for clubroom	£6,000
Contingency	£4,000
TOTAL including fees and charges	£160,000

4. AVAILABLE FUNDS

- 4.1 The S106 agreements that have been identified in relation to potential funding opportunities for this scheme of works include:

Funding Sources	Amount Available
Harrow Road (635) Application Ref No 2007/02889/FUL	£150,000
North Pole Road (580) Application Ref No 2005/00701/FUL	£10,659

5. TIMETABLE

- 5.1 The scheme of works needs to be carried out immediately as most of the jobs included could and eventually will have an effect on the daily management of the facility. There are in some cases health and safety issues that could potentially mean possible closure of the centre if the works

are not carried out. Cancelled pitch and facility bookings would greatly adversely affect annual income targets.

6. RISK MANAGEMENT

- 6.1. Until Linford Christie Outdoor Sports Centre is fully re-developed it will continue to be a financial risk to the department. Much of the work that has already been carried out in the last twelve months has greatly reduced this risk. There is a need to complete the stated areas of work to maintain the standards set out by the Community Sports Team.

7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 7.1 The one-off capital improvement works set out above can be fully funded from the uncommitted section 106 monies set out in section 4 above. There are no ongoing revenue costs associated with the capital improvement works.
- 7.2 These works are required to make the facilities fit for purpose and thereby justify the existing fees and charges. If these works are not completed there is a risk that existing income will reduce significantly, thereby putting unnecessary pressure on the Department's revenue income targets. It is not expected that these improvement works will allow for significantly more income over and above the existing targets and so is not considered for further efficiency savings going forward.

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

- 8.1. The section 106 monies, identified to be used to cover the proposed expenditure, were received for purposes including the improvement and/or provision of open space and sports facilities in the area. Accordingly, they are available for use in accordance with the recommendations in 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.	Harrow Road (635) Application Ref No 2007/02889/FUL	Mr Gavin McCreadie x 3478	Environment Department TH Extension
2.	North Pole Road (580) Application Ref No 2005/00701/FU	Mr Gavin McCreadie x 3478	Environment Department TH Extension
CONTACT OFFICER:		NAME: Terry See EXT. 4756	

Agenda Item 15



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR COMMUNITY CARE

Councillor Joe Carlebach

H&F BUILDINGS CONSULTATION REPORT

Wards
All

This report sets out the consultation undertaken regarding a number of Council properties (ten owned, three leased). The report presents recommendations for the future of these properties.

Cabinet is asked to note the financial position of the council, with around £60m of savings needing to be achieved in the next three years. In light of this it is recommended to dispose of buildings which are considered no longer required or which can no longer be economically retained by the Council, in order to preserve as much funding as possible for vital services to vulnerable residents.

Cabinet is asked to consider the recommendations as set out in this report.

CONTRIBUTORS

CSD, CHS, H&FH
ADLDS
DFCS

HAS A EIA BEEN COMPLETED?
Yes – available electronically

HAS THE REPORT CONTENT BEEN RISK ASSESSED?
Yes

Recommendations:

1. **That the following properties are no longer required by the Council and are released for disposal (on terms considered appropriate by the Assistant Director (Building and Property) and the Assistant Director (Legal and Democratic Services):**
 - a. ***Cambridge House and Barclay House:*** the Council should vacate the buildings at the earliest opportunity and relocate staff to remaining accessible sites.
 - b. ***Fulham Town Hall:*** With the relocation of services, it is declared to be no longer required by the Council and can be released for disposal.
 - c. ***Distillery Lane Centre:*** (subject to public notice under Section 123(2A) Local

Government Act 1972 and consideration of any objections received). Please refer to paragraph 21.5 in the report.

- 2: That the Council can no longer afford to keep and maintain the following properties (or subsidise others to do so) and that they are disposed of on terms which the Assistant Director (Building and Property) and the Assistant Director (Legal and Democratic Services) consider appropriate**
 - a. *Askham Centre*: (subject to possible short term use first and to relocation of services)**
 - b. *Palingswick House*: is declared too costly to keep and maintain and can be released for disposal.**
 - c. *58 Bulwer Street*: is declared too costly to keep and maintain and can be released for disposal.**
 - d. *The Greswell Centre*: (subject to alternative accommodation being offered to Hammersmith & Fulham Action on Disability in the White City Collaborative Care Centre).**
 - e. *20 Hammersmith Broadway (Information Centre)*: That the current lease is not renewed; and to offer to surrender the premises back to the landlord or (failing that) sub let the premises to a retailer paying a market rent (after offering first refusal to the current occupant). The terms of such surrender or sub-letting to be as the Assistant Director (Building and Property) and the Assistant Director (Legal and Democratic Services) consider appropriate.**
- 3. That Cabinet revoke its decision made in January 2009 to extend the lease of the Irish Cultural Centre to Irish Cultural Centre Hammersmith Ltd. The property to be released for disposal at best consideration with the tenant being offered first refusal when the current**

lease expires in March 2012. Terms of disposal to be as the Assistant Director (Building and Property) and the Assistant Director (Legal and Democratic Services) consider appropriate.

- 4. That a decision on the future of 50 Commonwealth Avenue be deferred until the Day Opportunities review has concluded.**
- 5. That delegated authority is given to the Leader of the Council and relevant Cabinet Member to procure a managing agent that will manage the Edward Woods Community Hub. This would be under a framework agreement, whereby other buildings/ hubs owned by the Council could potentially be managed by the same organisation.**
- 6. That the Council explore options for developing further community hubs in the borough as opportunities arise.**
- 7. That delegated authority is given to the Leader of the Council and relevant Cabinet Member to conclude all matters relating to the implementation of the above recommendations (with power to sub-delegate to the relevant departmental Director).**

1. Introduction

- 1.1 **Council's portfolio of premises:**
- 1.2 The Council owns an extensive range of properties – 18,215 residential dwellings (a combination of tenanted and leasehold) and 836 non residential buildings, including civic buildings, schools and electrical substations.
- 1.3 The Council has sold 58 buildings since 2006, achieving over £56million in capital receipts. Disposing of buildings is not a new approach. All Local Authorities are being encouraged to improve their Asset Management processes. The main agent for this change is Sir Michael Lyons' 2004 Report 'Towards Better Management of Public Sector Assets' and subsequent research commissioned by the Office of the Deputy Prime Minister from the Royal Institute of Chartered Surveyors entitled 'Asset Management in Local Authorities' in July 2005, which highlighted the fact that implementing new and better ways of managing property assets was a vital aspect of authorities being capable of meeting their local and national challenges of improving service delivery, delivering efficiency savings and attaining greater cost effectiveness.
- 1.4 **Financial pressure:** It is well known that local authority funding is facing a very tough future – with unprecedented levels of savings needing to be found over the next three years. Following the Comprehensive Spending Review the council now knows that it needs to save in excess of £28 million in the next financial year and in the region of £60million over the next three years.
- 1.5 In addition to this, the council has a corporate debt of £133 million, which costs £5 million a year in interest payments alone – money which could otherwise be spent on vital services.
- 1.6 The Council is making every effort to reduce costs and the Council's level of debt. The Council's priority is to protect the quality of front-line services and will continue to achieve efficiencies wherever possible.
- 1.7 However, the size of the debt and the economic position the Council faces means that these activities alone will not be enough. The council's priority has to be service users, not buildings. Therefore, from July to September 2010, the Council consulted local residents and organisations on a proposal to consider 9 buildings for disposal, plus withdrawal from 3 other leased buildings that are no longer needed and a proposed alternative use of another building.
- 1.8 Cabinet is asked to note the financial position facing the Council, since the H&F Buildings Consultation was undertaken. The Comprehensive Spending Review has been further clarified and the Borough is now required to identify around £60m savings by 2013/14. Disposal of assets is therefore required to help the council achieve the necessary savings.

2. H&F Buildings Consultation

- 2.1 Officers have carried out a substantial programme of consultation using a variety of means as explained later in this report. The essentials of a lawful consultation process are that consultation is carried out when proposals are at a formative stage, sufficient time and information is given to those with a reasonable expectation of being consulted to permit intelligent consideration and response and the product of the consultation is conscientiously taken into account by Cabinet in reaching a decision. Officers are of the view that a fair and lawful process has been carried out and that the product of the consultation has been accurately reported and summarised in the report for Cabinet's consideration.
- 2.2 The H&F Buildings Consultation asked residents for their views on the possibility of disposing of the following LBHF owned assets:
- Fulham Town Hall
 - Sands End Community Centre (SECC)
 - The Askham Centre
 - Distillery Lane Centre
 - Palingswick House
 - The Irish Cultural Centre
 - 58 Bulwer Street
 - The Greswell Street Centre
 - 50 Commonwealth Avenue
- 2.3 The consultation also sought residents views regarding three properties where the Council proposes to discontinue its lease:
- The Information Centre in Hammersmith Broadway
 - Cambridge House
 - Barclay House
- 2.4 In addition, the consultation also asked residents views regarding the possibility of alternative use of:
- Hammersmith Library
- 2.5.1 A consultation was launched on 17th June and closed on 30th September 2010. Residents or interested parties could submit feedback via
- online questionnaire,
 - comments by post,
 - hand deliver
 - attend one of the two open consultation days at the Hammersmith Town Hall on 12th August and the 10th September 2010.
- (The consultation on Sands End Community Centre was extended to 10th November 2010, following representations by residents).
- 2.6 The consultation was promoted through H&F News, local newspapers and on the council's website. Hard copies of the consultation were sent directly to the buildings included in the consultation, local libraries and local community organisations.

- 2.7 Sands End Community Centre (library provision) and Hammersmith Library were also included in a separate consultation on local library services. The library consultation covered the whole borough strategy for library services and could be accessed:
- online
 - via hard copy from any of the libraries, including Sands End and
 - via 3 open days on 24th August at Hammersmith Library, on Thursday 2nd September at Fulham Library and on 7th September 2010 at Shepherds Bush Library. These sessions provided opportunities for people to come in, chat to senior staff and find out more about the proposals and to tell us what they think about the proposals.
- 2.8 A separate report from Residents Services regarding a library strategy for the borough should be referred to in relation to the Hammersmith and the Sands End library service. The H&F Libraries Report was considered by Cabinet on 10th January 2011.
- 2.9 Sands End Community Centre is the subject of a separate report elsewhere on the Cabinet agenda 7th February 2011.
- 2.10 The Council has received a separate petition with regard to the buildings consultation. The petition prayer is;
 “We the undersigned are concerned about the loss of community facilities and consequent loss / reduction of services. In particular we request that LBHF retains a central hub for community organisations whether based at Palingswick House or elsewhere in Central Hammersmith. Further we request that a separate consultation is held for each of the buildings being considered for sale from which voluntary organisations are currently providing services”.
- Number of signatures from people living, working or studying in the borough – 6.
- 2.10.1 The Petition does not reach the threshold of 5000 signatures necessary to be considered at Full Council but has been considered as part of the consultation feedback. The response to the petition prayer is:
 Palingswick House does not meet the Council’s criteria for a community hub detailed in paragraph 11.11.12. However In recognition of the high level of desire for a hub in the centre of the borough expressed in the consultation and the pockets of deprivation in the centre of the borough, the Council will explore the possibility of developing a central hub. LBHF will review opportunities as they arise, where buildings meet the criteria for a community hub location, and is now planning a further hub at the Lyric Theatre in central Hammersmith. Officers did not consider it efficient to undertake a separate consultation on each building included in the report. By grouping buildings under one consultation, residents were able to understand the broader context and overall approach of the Council, plus they could choose to respond to questions about those buildings they were interested in.

3. The impact on Council services

- 3.1 The disposal or ceasing to lease some of these buildings may have an impact on the local services available to Hammersmith & Fulham residents. However, it is likely that in many cases, this will result in a relocation or reorganisation of a service, rather than the service no longer being available.

3.2 The buildings included in the consultation that accommodate Council services are:

Building	Services
Fulham Town Hall	Registrars, Cemeteries & Genealogy, South Fulham Housing Office, CCTV, Touchdown (Smartworking), Parking enforcement.
Sands End Community Centre	Library, Adult learning, gym, children's centre (plus a number of health, sports and learning activities run by external organisations) See SECC Report elsewhere on Cabinet agenda 7 th February 2011.
The Askham Centre	Children's Services offices, Children's Services Contact Centre, Emergency Duty Team, PCT Meanwhile Therapy Service, HAFAD Welfare Adviser , Court Assessment Team, Family Assist workshops
Hammersmith Library	Library
Cambridge House	Children's Services offices
Barclay House	Children's Services offices

3.3 Impact on a Council service

3.4 The programme of moving Council services and staff into fewer, more cost-effective sites is well underway. The Council has shrunk its use of space by 40 per cent already since 2006, with total asset sales of £56 million. Vacated properties include Riverview House offices and Stowe Road depot.

3.5 Where a building accommodates a Council service, the Council will relocate the service to an alternative site. This may include a reorganisation of the service to make it work better for local residents, be more cost effective and deliver better value for money.

3.6 This will include the rolling out of "SmartWorking" the Council's solution for making best use of office accommodation and contributing to efficiencies.

3.7 What is SmartWorking?

3.7.1 SmartWorking is the term used to define the Council's vision for offering Council employees a more flexible and rewarding working environment, balancing the requirements and implications on organisational development, technology, service delivery & accommodation. The Council's aim is to realise benefits in staff motivation and productivity, increase our options in attracting and retaining the right people, enable new service delivery efficiencies, while also minimising demand for and maximising savings from civic accommodation.

3.7.2 Smart Working plays a crucial part in delivering savings required from 2009/10 onwards, being the principal mechanism to release the space necessary to allow the council to realise substantial cashable savings from our civic accommodation portfolio as well as allowing us to offer more effective, value for money services.

3.7.3 The key drivers that have led to the SmartWorking Programme include:

- The scale of the savings needed in future years.
- The need to maximise the potential for accommodation savings defined in the Corporate Asset Management Strategy.
- The potential for service delivery & productivity improvements through wider enablement of remote working.
- The need for better visibility and control of mobile/remote/home working investments;
- The increasingly competitive environment to attract and retain staff:
- Best practice, particularly in other councils, demonstrates the range of potential benefits – both cashable and organisational.

3.7.4 The Council believes SmartWorking will deliver a range of benefits:

3.7.5 Organisational Benefits: A survey of results achieved in Councils across the country, showed the top five non cashable benefits to be:

- Staff turnover falls and retention rates rise.
- Staff absence rates fall.
- Employee satisfaction rises.
- Staff morale rises.
- Measurable productivity gains.

3.7.6 Service Delivery Benefits: From other Council's experience and our own analysis the Council will aim to deliver both cashable and non cashable productivity benefits in service delivery. These can come from a number of areas:

- Less time wasted travelling, particularly during working hours.
- Fewer error prone processes with reduced need for repeated data entry.
- Removing technology restrictions that tie much productive work to an office desk.
- Increasing the ability to deliver the full service at the point of service delivery, for example by offering fast, secure, mobile access to all of the required data and applications required.
- All of the above can lead to improved staff and resident satisfaction and more productive, improved service delivery.

3.7.8 Accommodation Benefits: The Smart Working Programme will be the principal mechanism to release the space necessary to allow the Council to realise substantial cashable savings from our civic accommodation portfolio through a focus on optimising the utilisation of available office space.

4. Impact on the 3rd sector

4.1 The term "3rd Sector" describes community and voluntary groups, registered charities both large and small, foundations, trusts, social enterprises and co-operatives.

A number of buildings included in the consultation are currently occupied by 3rd sector organisations:

- Palingswick House
- Sands End Community Centre (SECC)
- Askham Centre
- 58 Bulwer Street
- The Irish Cultural Centre
- 50 Commonwealth Avenue
- The Greswell Street Centre
- The Information Centre, 20 Hammersmith Broadway

- 4.2 As set out in the LBHF 3rd Sector Strategy, the Council believes that establishing community hubs in the highest areas of deprivation in the borough will better meet the accommodation needs of the 3rd sector now and in years to come. The Council is establishing a hub in Edward Woods Estate in the north of the borough, and a hub is being developed in the south of the borough in Dawes Road, SW6 (the former adult learning centre) by an external organisation, Fulham NDC (New Deal for Communities). The council is now actively pursuing the possibility of creating a further hub in central Hammersmith in a number of developments including those planned at the Lyric Theatre.
- 4.3 For those organisations that would be affected by the loss of the buildings being considered for disposal, the council will endeavour to ensure they are provided with support:
- For those organisations commissioned by council departments to deliver essential services, no change will be made until a suitable alternative site has been provided.
 - For those services funded by the council's 3rd Sector Investment Fund (the council's main grants programme for the sector), organisations will, as far as practicable, be given priority for alternative Council accommodation that is or becomes, available.
 - For all other organisations the Council will seek to ensure appropriate advice and support is available to assist them in identifying alternative premises.
- 4.4 The Council is committed to supporting the local 3rd Sector, including through the borough's 3rd Sector Investment Fund grants budget (£4.2m in 10-11). When compared to other London boroughs, we have the 6th highest investment in voluntary sector grants – but rank 4th in terms of spend per head - £26 per person, compared to £9 per person in Ealing and just £1 per person in Havering. Croydon have cut their entire grants budget except for 6 groups and Greenwich cut their budget by 50% in 2010 – 11.
- 4.5 However, the Council is having to radically rethink how it provides services in light of the forthcoming financial pressures, and expects organisations funded by the Council to do likewise. The majority of groups recognise the financial crisis we are all in and are constructively working with us to protect local services. Many of the best-organised groups have shown an impressive recognition of the need to strive for increased independence from Council funding, develop new ways of working and more sustainable services.

- 4.6 As set out in the 3rd Sector Strategy, in order to maximise resources, the Council will implement the existing Rent Subsidy Policy which will enable the full level of support provided to the sector, in terms of both investment and premises, to be clearly identified.
- 4.7 New leases will be expected to realise market rent, with a business case presented by the lead commissioning officer should any form of rent subsidy be recommended. Groups are expected to actively fundraise to increase their independence from LBHF funding, and incorporate full cost recovery into their funding applications.
- 4.8 Should less than market rent be agreed, the level of rent subsidy will be reviewed annually to take into consideration external income streams of the organisation and the performance of the tenant in meeting council priorities, as identified at the leasing stage.
- 4.9 Organisations who transfer to the hubs should experience a positive impact. In particular protected¹ groups would benefit. Organisations would be located closer to their target groups, with good transport links, compliant disabled access and facilities and increase in numbers and diversity of visitors visiting the multiple hub organisations. Hubs would also be obliged have due regard to equalities duties when discharging any of its functions - further supporting vulnerable organisations, staff and residents.

5. Barclay House and Cambridge House

- 5.1 Barclay House and Cambridge House are two buildings leased by the Council, and occupied by children's services.
- 5.2 Cambridge House is a 1960's property comprising of 3 interlinking buildings located in Cambridge Grove, Hammersmith. Children's services occupy two suites at Cambridge House under two leases which both expire in 2014.
- 5.3 Barclay House is a 6 storey period building in Effie Road, close to Fulham Broadway. The council occupies the entire building under a lease which expires in September 2011.
- 5.4 Both of these buildings are no longer needed. Council restructuring and the market-testing of services over the last four years has radically reduced the in-house workforce resulting in a much-reduced accommodation requirement.
- 5.5 Officers do not consider that Barclay House and Cambridge House are required for the provision of services currently located in these buildings. The Council's "Smart Working" programme is enabling Council services to make better use of alternative council space. The relocation of Council services from this building will not

¹ For the purpose of this report those covered by the general equalities duties under the Sex Discrimination Act 1975 ("SDA"), Race Relations Act 1976 ("RRA") and Disability Discrimination Act 1995 ("DDA") are referred to as "protected groups". Please refer to paragraph 18.4.1 of this report for a specific breakdown.

significantly impact local residents. Services will remain available to local residents in the area.

5.6 Consultation responses

- Number of responses: 194
- Responses supporting withdrawal from the building: 20%
- Responses opposed to withdrawal from the building 13%
- No preference: 67%

5.6.1 The majority of respondents were either in support of the proposal or did not know the buildings and had no views on the matter. Many felt that as long as the services were still provided it did not matter where Council staff were housed. Few were strongly opposed to the proposal.

5.7 **Equalities Impact Assessment** – For the full Equalities Impact Assessment please refer to appendix 3a – Barclay House and appendix 3b - Cambridge House. In summary:

5.7.1 Staff should benefit from relocating to accessible buildings and working in closer proximity with departmental officers, thereby improving the service and accessibility to residents.

5.8 The council should at the earliest opportunity withdraw from the leases Cambridge House and Barclay House.

6. Fulham Town Hall

6.1 Fulham Town Hall is one of two town halls in one of the smallest boroughs in the country. It is very under-used with 30 – 40% vacant space and requires major renovation which the council cannot afford in the current climate. Most Council services have been moved to other buildings over recent years. It is not justifiable to ask taxpayers to pay for the luxury of having two town halls in one borough.

6.2 Although close to good public transport links, Fulham Town Hall is not good in terms of disabled access. There is limited level access within the building, with the majority of the building being inaccessible to residents or staff with mobility difficulties.

6.3 Fulham Town Hall's heritage and historical identity will be at the heart of any future proposal – it is intended that the fabric and identity of the building will be retained and the new business should bring vitality to the heart of Fulham.

6.4 The relocation of council services such as registrars, CCTV and parking attendants from Fulham Town Hall to alternative council buildings in the borough will not significantly impact local residents. It is intended to relocate the cemeteries staff to Mortlake Cemetery, where they will be better located to help walk-in customers. H&F Homes are looking at ways to offer more local services to South Fulham Housing Office customers in the South of the borough. Including mobile working, combining services with Fulham North Housing Service, 10 minutes walk from the Fulham Town Hall, and/or sharing facilities with the 3rd sector. H&F Homes are surveying users of the housing reception services currently operating at Fulham Town Hall to understand

how customers use the service and will use this information in determining how those services would be provided appropriately in the future. (The Council will continue to pursue this once H&F Homes management is transferred back to the council).

- 6.5 Officers do not consider that Fulham Town Hall is required for the provision of services currently located in this building. The Council's "Smart Working" programme is enabling LBHF services to make better use of alternative Council space, whilst continuing to offer an excellent level of service to borough residents.
- 6.6 **Consultation feedback:**
- Number of responses: 320
 - Responses supporting disposal: 12%
 - Responses opposed to disposal: 49%
 - No preference: 39%
- 6.6.1 The greatest proportion of respondents were against the idea of selling Fulham Town Hall. This was mainly due to the feeling that Council services are being moved to Hammersmith, leaving Fulham devoid of services, as well as the building's heritage and status within the Fulham community. There were also worries that the council would not secure an appropriate sale price. Those in favour of the sale suggested that only one town hall was necessary and the services it currently houses could be located in alternative buildings. A proportion of respondents were not particularly familiar with the building or had no view regarding its sale. Some respondents suggested keeping this building to house other organisations that would be displaced due to sales of other buildings.
- 6.7 **Equalities Impact Assessment** – For the full Equality Impact Assessment please refer to appendix 3c – Fulham Town Hall. In summary:
- 6.7.1 The relocation of Council services from this building will not significantly impact local residents. Key locality based services such as housing offices and registrars will remain available to local residents in the area. In addition the relocation of registration services appears to have the potential to impact positively on older and disabled people, as well as men and women registering a birth, since the services will be in an accessible location and be easier for those with mobility impairments and those carrying small children to use.
- 6.8 With H&F being such a geographically small borough, with excellent transport links from Fulham to other parts of the borough, officers do not consider it necessary to retain this building for the provision of Council services. Officers consider that the financial benefits and minimum impact on services outweigh the objections. Therefore Fulham Town Hall is recommended as no longer required by the Council and is released for disposal.

7. Community Hubs in Hammersmith and Fulham

- 7.1 In September 2009, Cabinet agreed the 3rd Sector Strategy which set out the Council's approach providing premises for the sector, through the development of Community Hubs, which offer cost effective, accessible and sustainable space.

7.2 The key criteria for buildings to be considered as a hub location are:

- The building is not suitable for disposal.
- The building offers compliant disabled access.
- The building is cost effective in terms of running costs and repairs/maintenance.
- The site offers the potential of flexible use by multiple groups.
- The site will support the delivery of services that meet local priorities and provide positive benefits to local residents.

7.3 The idea of community hubs is not a new one. There are several examples of hub type buildings across the UK, which offer shared, flexible use for groups of service providers. Locally, we anticipate that services located in community hubs will offer a range of facilities for the community and accommodation for 3rd sector organisations, and will be determined by what else is available in that area. Hubs may include facilities for:

- Office space – both short term leases for new or establishing organisations or longer term leases
- Shared, flexible desk space
- Shared meeting or training space
- Shared activity space
- Postage/internet/IT facilities
- Space for community café

7.4 We believe that establishing community hubs in the highest areas of deprivation in the borough will better meet the accommodation needs of the 3rd sector now and in years to come. The borough's priority is to seek opportunities for establishing community hubs in the borough's highest areas of deprivation:

- North: W11-W12 – Edward Woods Estate
- South: North Fulham – Fulham NDC (external organisation)
- The council is now actively pursuing the possibility of creating a hub in central Hammersmith in a number of developments including those planned at the Lyric Theatre

7.5 The hubs will offer advantages for protected groups subject to the Council's equalities duties in terms of proximity to areas of deprivation, transport links, compliant disabled access and purpose-built facilities and service and cost efficiency. They will further benefit from sharing space with multiple community groups with potential for partnership working, diversity of visitors and interaction.

7.6 **Edward Woods Estate Community Hub**

7.6.1 The Edward Woods Estate is situated in the northeast corner of Hammersmith and Fulham. It was built between 1966 and 1971 and consists of three tower blocks of 22 storeys and four 5 storey blocks. The Estate hosts a recently refurbished and extended community centre which is currently operated by H&F Children's Services Department.

- 7.6.2 A large scale regeneration plan is currently underway by H&F Homes which will see the estate undergo physical improvements including over cladding of the tower blocks to improve thermal efficiency, installation of renewable energy initiatives and conversion of vacant areas at roof and ground level.
- 7.6.3 Community sustainability is also a feature of the regeneration plan, with possible schemes focusing on worklessness and mixed housing stock. Westfield Shopping Centre is located five minutes walk away and its development has ensured that Edward Woods Estate now enjoys superb transport links with the rest of the borough and further afield.
- 7.6.4 The redevelopment of the Edward Woods Estate includes the reclaiming of previously unused space at the base of the three tower blocks and developing these as office space for 3rd sector and small/medium enterprises.
- 7.6.5 This development will result in 7 separate units, providing approximately 5,000 sq ft (up to 70 desk spaces) across the 7 units, each with their own kitchen, toilet and small meeting space.
- 7.6.6 Should the Council decide to dispose of buildings occupied by 3rd sector organisations, the Edward Woods Estate Community Hub would provide office space to accommodate the priority organisations that would be affected by the decision, and offer some flexible, shared space to non-priority organisations.
- 7.6.7 The Edward Woods Estate community hub is likely to be available from summer 2011 and it is anticipated that the management of the hub will be delivered through a contracted managing agent. The space is due to be made available finished to a shell stage, therefore further work to complete ICT fit out will be required before the space begins to become available to 3rd sector occupants.
- 7.6.8 The Edward Woods Estate (EWE) Community hub will offer:
- High quality, fully accessible office accommodation for organisations considered to be a priority (as set out in 3rd sector strategy) and offering services that will directly benefit EWE residents.
 - Access to shared space for groups not eligible for dedicated premises. 14-16 desks in one unit to be allocated for this provision.
 - Access to meeting/activity space at EW Community Centre (subject to availability)
 - Access to community café at EW Community Centre.
- 7.6.9 Delegated authority is sought to procure an external organisation to manage the Edward Woods Estate Community Hub. The Council does not currently have a suitable procurement framework in place, therefore a new procurement programme will be established. This new framework agreement will allow other buildings/community hubs owned by the council to also be managed by the same provider. A further award of contract report will be submitted for Cabinet/Cabinet Member approval in 2011.

7.7 North Fulham New Deal for Communities (NDC) Hub

- 7.7.1 North Fulham NDC has purchased a former Adult Learning building in the south of the borough (Dawes Road), and proposes to develop part of this space as a 3rd sector hub.
- 7.7.2 Current proposals from the NDC are to locate a number of key organisations to this space and offer additional space on a shared/flexible basis to other local organisations.

7.8 A central hub

- 7.8.1 In recognition of the high level of desire for a hub in the centre of the borough expressed in the consultation, and the pockets of deprivation in the centre of the borough, the Council will explore the possibility of developing a central hub. The Council will review opportunities as they arise, where buildings meet the criteria for a community hub location, and is now actively pursuing the possibility of creating a hub in central Hammersmith in a number of developments including those planned at the Lyric Theatre.

7.9 Community space in H&F

- 7.9.1 A number of buildings included in this report provide a hall/venue hire facility for local groups and residents. The use of this space ranges from sports and fitness activities, to blood donor service, meetings, children's activities, faith groups, social and leisure activities and private/community parties and events.
- 7.9.2 The Council recognises the value that such activities offer to residents, towards building stronger communities and neighbourhoods, offering equal opportunity to all individuals and organisations who want to use a space to meet and take part in group activities.
- 7.9.3 There are a high number of halls and activity venues available in the borough, which are owned and managed by external organisations, including charities and voluntary groups, schools, churches and also the Council.
- 7.9.4 Officers recommend the council ensures that residents have access to community space in each locality of the borough. This would include space owned/managed directly by the Council, or by an external body.
- 7.9.5 Officers will identify and make available details of borough-wide community space resources.

8. The Sands End Community Centre

The future of Sands End Community Centre is being considered in a separate report elsewhere on the Cabinet agenda 7th February 2011.

9. The Askham Centre

- 9.1 The Askham Centre is a two storey building located on the western end of the Uxbridge Road, close to the border with LB Ealing. The building is occupied by Council staff for the Emergency Social Care Duty Service and the Court Assessment Service, a Child Contact Centre for families involved in care proceedings. In addition HAFAD Welfare Adviser and London Mental Health Trust - a family therapy service commissioned by the PCT, also use the space in the building.
- 9.2 In recent years, Council restructuring and market-testing of services has radically reduced the in-house workforce, resulting in a much reduced accommodation requirement. The services currently located at the Askham Centre could be relocated in other Council buildings or hubs.
- 9.3 A specific consultation exercise with users of the contact service, using a questionnaire, was undertaken in April 2010 regarding a possible move of the service to another location in the borough. 4% opposed the proposal, 24% had no strong view and 72% thought a move would be helpful. No specific comments were received in relation to the Askham Centre in the consultation carried out for this report.
- 9.4 Relocation into alternative premises should be possible by mid 2011. Services currently based at Askham Centre would be relocated as follows:
- Contact Service - will be relocated to one of the following: Farm Lane, Dalling Road, Cathnor Park
 - Emergency Duty Team will be relocated to Hammersmith Town Hall
 - PCT Meanwhile Therapy Service will be relocated to Cobbs Hall
 - HAFAD Welfare Re Adviser will be relocated to 145 King St (with Disabled Childrens Service)
 - Court Assessment Team will be relocated to co-locate with the localities teams
 - Family Assist workshops will be relocated with localities teams
- 9.5 **Equalities impact assessment** – For the full Equalities Impact Assessment please refer to appendix 3d – Askham Centre. In summary:
- 9.5.1 As the services located in this building will be relocated to other accessible venues within the borough, the proposal has neutral impact with regard to equalities, with no negative impact identified.
- 9.5.2 A positive impact has been identified in both the consultation exercise for the Askham centre, which resulted in 72% of the responses / respondents thought that moving the contact centre would be helpful, and also the additional financial benefit of disposing of the centre.
- 9.6 Once all services have been relocated the premises will no longer be required by the council and the site will be suitable for disposal.

10. Distillery Lane Centre

- 10.1 This site has been vacant since early June 2010 following the relocation of the after-school and child care service to St Paul's Primary School.

- 10.2 No specific responses were received to the proposal to dispose of this site.
- 10.3 **Equalities Impact Assessment** - For the full Equalities Impact Assessment please refer to appendix 3e – Distillery Lane Centre. In summary:
- 10.3.1 There are no negative impacts to disposing of this building, as the building has been unoccupied for some time, with no services or activities available from this location. Vacant properties can have a negative impact, contributing to a perceived decline in a neighbourhood. The vacant site is in a prime central location, which offers good disability access (although road access is limited in the cul-de-sac) and may be an attractive option if offered for sale.
- 10.4 Distillery Lane Centre is no longer required by the Council and can therefore be released for disposal.

11. Palingswick House

- 11.1 Palingswick House is a three storey building, with a separate annex and coach house located on King Street in Hammersmith. The building provides accommodation to approximately twenty 3rd sector organisations, providing office space and meeting rooms.
- 11.2 The building is let by the council to Palingswick House Ltd, who in turn provide space on licence to other 3rd sector organisations. The building was acquired by the Greater London Council (GLC), specifically for use by 3rd sector providers, under the Community Areas Policy and leased by the Council to Palingswick House Ltd in 1984 under tenant's full repairing leases (although the company has consistently been unable fully to discharge its repairing obligations).
- 11.3 Following the demise of the GLC, the freehold of the property transferred to the Council. At this time, it became subject to a 20 year covenant stating that its intended use was as a resource centre for voluntary and community sector organisations. The covenant expired in August 2009.
- 11.4 Licenses were granted to the current occupants by Palingswick House Limited. The licensees benefit from a subsidised rent without having to meet any criteria set by the council other than to have 3rd sector status. Now that the covenant on the building has expired this is an opportunity to review the situation and encourage future hubs to offer services that will directly benefit residents and meet the priorities set out in the 3rd Sector Strategy.
- 11.5 The full market rental value of the premises is £262k per year however this is heavily subsidised with only £25k per year charged as rental.
- 11.6 **The building detail**
- The location is 150 metres from Ravenscourt Park Underground Station, 500 metres from Stamford Brook Underground Station and approximately 900 metres from Hammersmith Broadway.

- The site is 150 metres north of the A4 which provides access to central London and 2.2 miles from the M4.
- There are three stand alone buildings on the site, all of which are predominantly used as office space.
 - a. Palingswick House: The four storey building occupies the central part of the site. The space is predominantly comprised of small rooms but there are three meeting rooms that are regularly rented out.
 - b. The Annex: The Annex is situated to the south of Palingswick House. The building provides office space over two floors. The building has frontage to Weltje Road.
 - c. The Coach House: Offices are split over two stories with frontage to King Street.
- d. In total, Palingswick House is 15,000 sq ft. Of this, 11,854sq is office space, 2,415sq ft is storage space and 731 sq ft is unused (corridors, stairs etc.) Approximately a quarter of office space is currently unoccupied – mainly due to Palingswick House Limited not being able to offer long licences to potential tenants, due to the uncertainty of the future of the building.
- Aside from the buildings the majority of the site is dedicated to external tarmac parking. The area at the rear of the site is used by H&F Community Transport Project, who use the space for parking their fleet of minibuses. The car park at the front of the building is used by Palingswick House occupants for an annual fee.
- Although the building is not listed and is not located within a Conservation Area, it is a locally listed Building of Merit (BoM).

11.7 **Accessibility and Access**

- Palingswick House is not fully accessible. There is no lift to the basement or upper floors, limiting access for both service users and staff. There is no loop or induction system anywhere on the site – although Palingswick House Limited are seeking to fundraise for a loop system for the building. Palingswick House is therefore not an ideal location for many disabled users.
- Offices and meeting rooms are open from 8.00am to 9.00pm Monday to Friday and weekend access is on request by licensees only.

11.8 **Occupants**

- There are approximately twenty licensees in Palingswick House all of which are either small or medium sized community and voluntary sector organisations.
- Services provided include general support services, welfare benefits advice, translation and interpreting services, community transport and cultural awareness.
- A high proportion of current occupants provide support to specific Black Minority Ethnic (BME) or Refugee communities.

11.9 **Options consideration**

- 11.9.1 Should the building be retained for 3rd sector use, Palingswick House would need major improvement works in order to transform the site into an accessible, high quality 3rd sector hub. The scale of this investment would be significant. A recent

dilapidations survey estimated that approximately £450,000 would be required to be spent on the repair and redecoration of the building to meet the lease obligations alone. This would not include refurbishment or modernisation, and would not address the poor physical access issues of the building.

- 11.9.2 In light of the scarcity of funding available to undertake the extensive refurbishment works, and in order for the site to pay for the improvements itself, large rental increases would have to be introduced. The building has a history of difficulty in achieving its rental income targets, and further rental increases would mean that many of the existing licensees would be unable to sustain their licenses. Palingswick House Ltd would also be unable to afford the market rent of the whole site.
- 11.9.3 Palingswick House licensees are naturally keen for the Council to continue to offer the building as accommodation for the sector, and have formed a Community Strategy Group to consider options and a transition strategy for the site.
- 11.9.4 Members of the group are currently developing plans to propose Palingswick House as an Olympics media venue in 2012 for smaller competing countries.
- 11.9.5 Palingswick House has also registered with PODIUM which is the Further and Higher Education Unit for the 2012 Games - to facilitate collaborative work within the universities and colleges and their communities to develop projects which maximise the benefits of hosting the 2012 Games. <http://www.podium.ac.uk/>
- 11.9.6 The ideas outlined at 11.9.4 and 11.9.5 can be considered creative, however the viability of such an enterprise is highly uncertain, and does not offer a long term prospect for the site.
- 11.9.7 There are potential risks to the organisations who are currently licensees if Palingswick House were to close (these have been considered and are detailed in the organisation impact Appendix 3fi). Community Transport and CITAS are identified as a priority for relocation in the organisation impact due to the scarcity of alternative options for residents if their specialised services ceased to exist. It is anticipated that a number of occupants could also be offered accommodation in alternative properties, including the community hub on Edward Woods Estate on a fixed term basis. Groups may also want to consider applying for space within the NDC Hub in Dawes Road SW6, or in the longer term in the planned hub at the Lyric Theatre in central Hammersmith. With the financial pressure facing the council and the alternative space to be made available, there is not a sufficiently strong argument to also retain Palingswick House for 3rd sector premises use, notwithstanding the potential risks to the current tenants and protected groups.

11.10 **Consultation responses**

- 241 responses were received in relation to Palingswick House
- Responses supporting disposal: 8%
- Responses opposed to disposal: 64%
- No preference: 28%

- 11.10.1 There is strong opposition to this proposal, predominantly highlighting the value of the Community Transport service that enables isolated residents to access local services. A number of respondents voiced fears of becoming lonely and isolated should the Community Transport Project service no longer be available. Some

respondents also suggested that Palingswick House could offer a central 3rd Sector Hub. A small number supported the proposal, some suggesting that efforts should be made to sell it to a community group, while others appreciated that it would be economically sensible. Some respondents did not use the services located in Palingswick House themselves but were aware that many others did and therefore thought the services were probably important.

11.11 **Equalities Impact Assessment** – For the full Equalities Impact Assessment please refer to appendix 3f – Palingswick House and appendix 3fi - Palingswick House organisation impact. In summary:

11.11.1 There was not any specific mention of equalities in the consultation feedback.

11.11.2 Of the twenty organisations based in Palingswick House the following support residents from specific communities:

- Kurdish
- Afghan
- Iranian
- Iraqi
- Mongolian
- Irish
- African, African Caribbean and other black communities
- Eastern European

11.11.3 The borough demographics (based on the 2001 census) indicate that 4.8% of residents are White Irish, 11% of residents are from Black ethnic origins, 5% are from Asian/Chinese origins and 15% are from “other white” groups, made up principally of people from both Western and Eastern Europe, Australia and New Zealand.

11.11.4 Four of the twenty organisations currently based in Palingswick House are funded by the Council – either under the 3rd Sector Investment Fund (the Council’s main grants programme), or by service departments. None of the organisations provide a statutory service.

11.11.5 The Equalities Impact Assessment for Palingswick House considered the impact on organisations based in the building should Palingswick House no longer be available for 3rd sector premises.

11.11.6 Officers consider that the most likely possible outcome for organisations based in the building would be one of three options:

- Organisations will relocate to alternative premises in the borough
- Organisations will relocate to alternative premises outside the borough
- Organisations will not be able to find suitable alternative accommodation and will cease to trade.

11.11.7 For many organisations based in Palingswick House, alternative accommodation in other local authority premises is likely to be available through the local hubs. However, all organisations seeking space in this location will be required to demonstrate that they meet eligibility criteria for premises support (as set out in the

3rd Sector Strategy), that their service will meet local priorities, including delivering services that benefit local residents.

11.11.8 If members recommend disposal Palingswick House Ltd will cease to operate which will be a negative impact. However they will have the opportunity to bid to manage the Edward Woods 3rd sector hub.

11.11.9 A number of organisations based in Palingswick House have stated that their service users would be unable to access their services if they were relocated to other parts of the borough. The Council does not agree with this position. H&F is a geographically small borough, with excellent transport links to both the north and south. The Council would expect that a high proportion of service users are from deprived households – with local deprivation data indicating that the majority of these households are located in the W12 and north Fulham areas of the borough. The majority of 3rd sector organisations known to LBHF are based in the Hammersmith area, with few organisations directly located within those communities where needs are known to be highest.

11.11.9 Whilst the negative impact on gender, age and disability has been identified as low, there is a higher impact on Race should organisations currently based in Palingswick House cease to operate as a result of being unable to secure suitable alternative premises. However, as outlined above, the highest proportion of Black Minority Ethnic (BME) and refugee communities live in the borough's highest areas of deprivation (most notably in the north of the borough). Therefore relocating to an alternative site, particularly if that site is located closer to areas of deprivation, would likely have a positive impact in terms of race, with services more closely located to local residents who most benefit from these services.

11.11.10 There is a potential positive impact for organisations who transfer to hubs or similar buildings. In particular protected groups would benefit. Organisations could be located closer to their target groups, and better able to offer services to disabled staff and visitors with improved disabled access and facilities. This is particularly the case for Community Transport and CITAS, both of which have been identified as priority organisations to relocate. Relocating to more accessible premises will offer a positive benefit for disabled service users and staff.

11.11.11 3rd sector organisations based in Palingswick House affected by the disposals will be offered support:

- For those services funded by the Council's 3rd Sector Investment Fund, organisations will be given priority for alternative council accommodation that is available
- For all other organisations, the council will seek to ensure appropriate advice and support is available to assist them in identifying alternative premises

11.11.12 It is considered that Palingswick House cannot, in the current financial climate be realistically retained for 3rd sector premises on the basis that:

- A reasonable level of space will continue to be available elsewhere
- The likely cost of improving Palingswick House accessibility is prohibitive
- Full market rent is unlikely to be achieved in the current circumstances
- Palingswick House does not meet the criteria of a 3rd sector hub location - it is not a sustainable or cost-effective environment to run, it is not a fully accessible or flexible space, and it is a property that could potentially achieve a sale.

- Reducing the Council's level of debt is a key issue that must be given a high level of priority - the financial imperatives outweigh any potential adverse impact on protected groups.
- Therefore (with Palingswick House Limited unlikely ever to be in a position to fund its full repairing liabilities) the council can no longer afford to keep and maintain Palingswick House and it should be released for disposal in order to preserve as much funding as possible for vital services for vulnerable residents.

12. 58 Bulwer Street

12.1 58 Bulwer Street is a three storey building adjacent to Westfield Shopping Centre and the new Shepherds Bush Library. The building is let to three separate organisations. It is used in the following ways:

- Ground floor: The ground floor comprises a large hall with a kitchen and WCs and offices. The space is hired by a range of organisations for sports, dance, religious and social activities.
- 1st floor: the first floor comprises a large hall, large kitchen, offices and a treatment room. The space is used to provide the local Children's Centre, which is commissioned by the council.
- 2nd floor: the second floor comprises one office and a small IT training room.

12.2 There is no disabled access to the first floor where the Children's Centre is located. Parents accessing the Children's Centre are currently required to carry pushchairs and buggies up a flight of stairs. There is no outdoor space for children to play.

12.3 All leases have expired, and occupancy continues under a tenancy at will basis.

12.4 Current occupants:

- **Shepherds Bush Community Association:** SBCA occupy the ground floor and have run the community facility for over 20 years; it is a well known facility but SBCA have, over the years, limited their activity from broader community development to hall lettings. This organisation is not funded by the council but is offered rent at a peppercorn.
- **Shepherds Bush Families Project:** SBFP is a children's and families support centre who occupy the first floor. The service is aimed at families living under severe housing crisis including homelessness, temporary and poor accommodation and includes play groups, classes and advice and support. SBFP is currently funded by Children's Services until 31/03/11 to deliver the Children's Centre, paying rent at a peppercorn.
- **West & North West London Vietnamese Association WNW London** Vietnamese Association occupies an office on the 2nd floor. The organisation provides training, work advice and information, ESOL and IT classes and support to elderly Vietnamese people. The majority of activities are delivered from alternative sites in the borough. The organisation is funded through the 3rd Sector Investment Fund (circa £30k pa) and pays rent at market rate for small offices on the second floor.

12.5 **Alternative options:**

12.5.1 Ground floor:

- The majority of groups who use the ground floor hall offer sports, faith, health and leisure activities. The centre is used regularly by three faith groups, a dance school and young people's sports group, with additional regular alternative therapies operating from the centre.
- Approximately 100 other halls/venues are available for hire in the borough including approximately 20 in the W12 area.

12.5.2 1st floor

- Following discussions with the Shepherds Bush Families Project, the organisation has agreed to become a Children's Centre spoke and has been listed in the Children's Centre consultation document to go live on the 21st January. Consultation on a review of Children's Centre provision will commence in February 2011. Although the number of centres in the borough is set to increase, the delivery model will change.
- The organisation is exploring two potential relocation sites for their service; on the Edward Woods estate or in the community centre on the Charcroft Estate with additional space near by. Their preferred option is the latter and officers are working with the organisation to facilitate their relocation.
- Families accessing the services of the SBFP do so from a range of locations across the borough. Access to good public transport links is considered a priority for their service delivery. Either location would enable parents with families continued access. The advantage for children would be that they may have access to outdoor play which they are not able to access at their current location.

12.5.3 2nd floor:

- Alternative accommodation will be available in the nearby Edward Woods Estate that the current occupant would be able to apply for.
- There may also be other non LBHF premises options that the organisation could explore that would be closer to its group activity provision in the south of the borough.

12.6 **Consultation feedback**

- 271 responses received (not including the signatories to a petition)
- Responses supporting disposal: 5%
- Responses opposing disposal: 44%
- No preference: 51%

12.6.1 The majority of respondents expressed neutral or no views regarding the proposal. More respondents were opposed to it than in support of it, asserting that a range of valuable and popular services are provided, and it forms a focal point for White City/Shepherds Bush residents. A relatively large proportion were not aware of the property or had never used it. Few were supportive of the sale.

12.7 The Council has received a separate petition "Save the Village Hall / Drill Hall". The petition prayer is;

“We the undersigned need the Drill Hall to remain a space for the community to use”
Number of signatures from people living, working or studying in the borough – approximately 170.

- 12.7.1 The Petition does not reach the threshold of 5000 signatures necessary to be considered at Full Council but has been considered as part of the consultation feedback. The response to the petition prayer is:
There are sufficient alternative venues for the activities and services currently located at the centre – therefore the support provided to local residents should be able to continue. The council will provide details of other halls and venues for hire in the borough.
- 12.8 **Equalities impact assessment** – For the full Equalities Impact Assessment please refer to appendix 3g – 58 Bulwer Street and appendix 3gi – Bulwer Street organisation impact. In summary:
- 12.8.1 As with Palingswick House, consideration in the Equalities Impact Assessment was given to whether services currently located in the building would:
- Relocate elsewhere in the borough
 - Relocate outside of the borough
 - Cease trading
- 12.8.2 **Shepherds Bush Families Project**
- 12.8.3 As a Children’s Centre spoke, the Council would undertake to identify another suitable location in area for this service to move to. Officers are exploring various options for this.
- 12.8.4 As an alternative space would be available within the local area, no negative impact has been identified with regards to this service. Any alternative accommodation will be fully accessible, offering a positive impact in terms of disability.
- 12.8.5 **Shepherds Bush Community Association:**
- 12.8.6 The village hall is well used by a number of organisations, including dance and sports groups, health and wellbeing providers and faith groups.
- 12.8.7 The Council has identified a number of alternative venues in the borough that users of the hall could potentially use to deliver their activities. A number of local residents have commented that a high number of people from outside of the immediate area access the faith, dance and sports activities in the centre.
- 12.8.8 Users of alternative therapy services which operate from the hall are thought more likely to be local residents. The Blood Donor service also uses this hall on a regular basis and this is considered a priority to support to find an alternative location, although does not offer a negative impact to any particular communities.
- 12.8.9 There is a possible low to medium negative health and wellbeing impact for local residents, particularly those from low income households, should the alternative therapy services no longer continue to be available in the immediate area. However, mitigating factors include the range of alternative locations that are available across the borough. The details of these would be provided to groups who

would be displaced from this venue should the council decide to dispose of the building.

12.8.10 West & North West London Vietnamese Association

12.8.11 The WNWL VA provide services to Vietnamese and Chinese communities in the borough. Their group activities are based at other locations in the borough, with the space at Bulwer Street primarily used for office accommodation.

12.8.12 The Council believes that alternative office space can be offered to this organisation, thus resulting in no negative impact for the community this organisation serves. Alternative accommodation will be accessible, and therefore offers a positive impact in terms of disability access.

12.9 Officers have considered the alternative options available to groups who currently use the village hall on a hall hire basis to deliver their activities and services. Research indicates there are approximately 100 halls and venues for hire in the borough (see appendix 4), which would indicate a good range of alternative sites are available for groups to use.

12.10 The council is looking to identify another suitable location in area for the Children's Centre spoke, provided by Shepherds Bush Families Project, located on the first floor, which would offer better access and potentially with the additional benefit of outside space, at either the nearby Edward Woods or the Charcroft estate.

12.11 There are potential risks to the organisations who currently hire the community hall if Bulwer Street were to close (these have been considered and are detailed in appendix 3gi). However, given that alternative halls and venues are available for hire that existing users of the Ground floor community centre could access, that alternative office space can be offered to the WNWL VA, plus alternative sites for the Children's Centre spoke have been identified, officers do not consider that this site can realistically be retained in the current financial climate.

12.12 58 Bulwer Street is therefore declared too costly to keep and maintain and can be released for disposal.

13. The Irish Cultural Centre

13.1 The Irish Cultural Centre is a large two storey building, situated near Hammersmith Broadway shopping centre. It comprises a large hall (with bar and stage), offices, informal café space and kitchen on the ground floor, with offices and meeting rooms on the 1st floor. The building's halls and meeting rooms are widely used by a range of groups, businesses and organisations, and is a popular venue for meetings, culture, arts and social events. The building has good disabled access, with a lift to the upper floor and disabled toilets.

13.2 Cabinet agreed in January 2007 to transfer the responsibility for the Irish Cultural Centre and its services to a new voluntary body, Irish Cultural Centre, Hammersmith Ltd (ICCH), which was established, funded and supported by the Irish Government's grant-giving Dion Committee.

- 13.3 ICCH is not funded by the Council (other than through a rent subsidy), nor does it provide a statutory service. ICCH provide a range of weekly programmes of Irish music, arts, education, literary events (annual book-fair, readings by well-known authors and poets, storytelling and poetry nights,) Irish theatre shows and art exhibitions. ICCH offers an education programme to people of all ages, generations, backgrounds, and cultures who want to share, enjoy and participate in quality Irish arts and cultural activities, including:
- a children's programme, featuring Irish dance, drama and musical instruments.
 - An elders programme offering reminiscence, a women's drama group, film club and social activities
 - Community events such as traditional music sessions, set dances, ceilis etc.
- 13.4 The centre is used by a range of community groups providing a local venue for a multitude of social, cultural and educational events and activities. The venue is well used for meetings by both the council and local Primary Care Trust (PCT), as well as pan London bodies.
- 13.5 The Irish Support & Advice Service occupies space on the first floor, providing a range of support services to local Irish residents. This service is funded by the council to support 1st generation Irish older people and would be a priority to accommodate (during its funding term) should the centre no longer be available.
- 13.6 The current lease expires in March 2012, and the tenant currently enjoys a peppercorn rent (full market rent value is £137,000 per year). In January 2009, Cabinet agreed to an extension to the lease in order to enable ICCH to fundraise for and undertake some improvements to the building. However, the completion of the lease extension has not been concluded and it was therefore agreed to take the opportunity to reconsider the future of the building as part of the H&F Buildings consultation.
- 13.7 There are alternative support and services available for the Irish community, including the London Irish Centre Camden, Irish in Greenwich, Irish in Britain, Irish Abroad, Lewisham Irish Centre, The South London Irish Club, The Irish Club EC4, The London Irish Women's Centre and the London Irish Network. The POSK Polish Centre, located in King Street also offers a cultural centre for a single community in the borough, however this centre is not resourced by the Council and has proved very successful in independently establishing, developing and sustaining the centre.
- 13.8 Discussions have been held with ICCH and the Irish Government to explore the possibility of ICCH purchasing this site once the current lease has expired. ICCH have requested that further time, beyond the current lease expiry date be given in order to undertake fundraising to realise this opportunity.
- 13.9 **Consultation responses**
- 497 responses received
 - Responses supporting disposal 4%
 - Responses opposed to disposal 79%
 - No preference 17%
- 13.9.1 The majority of respondents feel strongly that the Centre should not be sold (including individuals who state they are not Irish), suggesting that it is a somewhat

unique resource for the Irish Community in this area and that beneficiaries travel from beyond the borough to make use of its services. Some also say that it offers services beyond the Irish community and to residents of other groups. There is also concern that the Irish community is being targeted unfairly

- 13.10 The Council has received a separate petition “Save the Irish Culture Centre” containing over 5,000 signatures from people living, working or studying in the borough against the proposed sale of the Irish Cultural Centre and requests it to reconsider the future of this building and its people.
- 13.10.1 The Petition’s prayer is as follows:- “We the undersigned hereby express our strong opposition to the council’s intention to sell the Irish Cultural Centre. We respectfully request that you as the elected leaders of the council do everything in your power to reconsider the future of this building and its people. Help to preserve their excellent Cultural Programme, the broad spectrum of support and services it provides, and to maintain a centre for both the Irish in London, and the large number of users from all other backgrounds”.
- 13.10.2 Under the Council’s Petitions Scheme, a petition attracting a minimum of 5,000 valid signatures (of people who live, work or study in the borough) triggered consideration of the petition by Full Council on 26/1/2011.
- 13.10.3 When the agenda for Full Council was made public on 17/1/11 officers undertook further research by reviewing the consultation feedback and the Council’s responses to the key issues raised regarding the Irish Cultural Centre.
- 13.10.4 A point raised in support of The Irish Cultural Centre petition to Full Council on 26/1/11 was that the centre fosters good relations between Britain and Ireland. The charitable object of the centre, detailed on the charity commission web-site is “to advance the public’s education in the history and culture of Ireland by maintaining an Irish Cultural Centre which provides an open access programme of the Irish arts and music and community activities of the highest quality and attracts people of all ages, different interests and diverse heritages”. While good relations may be a potential outcome if British residents were to use the services it is not a specific target.
- 13.10.5 Officers have concluded that whilst clear opposition to the potential disposal of the building has been made, officer’s views remain that the financial imperatives and the value of the building outweigh the case for retaining the building.
- 13.11 **Equalities Impact Assessment** – For the full Equalities Impact Assessment please refer to appendix 3h – The Irish Cultural Centre. In summary:
- 13.11.1 Should ICCH (or another body) not be in a position to purchase the site and continue to offer community space as an Irish Cultural Centre, it is likely that the Irish community will experience a negative impact in terms of no longer having a dedicated venue in the borough for cultural activities.
- 13.11.2 However should the centre no longer be available for community use, there are a number of other locations that current users including ICCH could use to continue to provide their cultural activities – as presented in appendix 4.

- 13.11.3 No specific impact has been identified with regards to gender, age, religion/faith, disability or sexual orientation factors. The impact overall therefore is considered low.
- 13.11.4 The proportion of white Irish residents in Hammersmith & Fulham's population was 4.8% in 2001, with residents from Black ethnic origins at 11%, Asian/Chinese at 5% of the population, and a further 15% from "other white" groups, made up principally of people from both Western and Eastern Europe, Australia and New Zealand.
- 13.12 Given that alternative space is available for cultural activities, the Council's intent to offer the building to the current tenant, and in light of financial circumstances it is therefore recommended that Cabinet revoke its previous decision made in January 2009 to extend the lease to ICCH and maintain the lease period at March 2012.
- 13.13 The Council proposes, in the first instance, to offer the property to the current tenant (following negotiation of the right terms), at the end of the lease period, March 2012, at which point Irish Cultural Centre Hammersmith Ltd would either confirm a commitment to purchase, or relinquish the site for disposal.
- 13.14 Officers have therefore concluded that the financial imperatives and the value of the building outweigh the potential negative impact.

14. 50 Commonwealth Avenue

- 14.1 50 Commonwealth Avenue is a two storey building on the White City Estate. The building provides day care centre facilities on the ground floor and offices and an IT suite on the first floor. The building is very dilapidated in parts and is in need of extensive renovation. Because of this it is costly to run and offers poor value for money. The building has limited access and there is no disabled access to the 1st floor. The occupant of the building, Nubian Life Resource Centre is currently commissioned to provide day care services for older people, together with a range of preventative services. The building is currently leased at peppercorn, with market rent estimated at £35,500 per year.
- 14.2 The future need to provide space for day opportunities is being considered as part of the CSD Day Opportunities review. The Council proposes to focus day opportunity services that offer all age services in the future, and will undertake a procurement exercise (subject to Cabinet approval) for a range of day opportunity services where appropriate.
- 14.3 CSD will continue to purchase day opportunity services from Nubian Life Resource Centre until the procurement exercise has concluded. The Council will then give further consideration to the premises requirements of the current occupant, with any changes subject to a further Equalities Impact Assessment and decision.
- 14.4 If Nubian Life Resource Centre continue to be commissioned to deliver day opportunity services, suitable premises would be made available for this service. Nubian Life would also be prioritised for premises as an organisation funded to deliver preventative services under the 3rd Sector Investment Fund.

14.5 **Consultation responses**

- 197 responses received
- Responses in support of the proposal: 8%
- Responses opposing the proposal: 59%
- No preference: 33%

14.5.1 Clear opposition to this suggestion, due to the value of Nubian Life Resource Centre to many of the respondents. Also some questioning of how much the property could realistically be sold for. Very few support the proposal. Details of all consultation responses and council comments have been collated and will form part of any further work following the Day Opportunities review.

14.6 **Equalities Impact Assessment:** An Equalities Impact Assessment has not been carried out because the council proposes to make no change until the Day Opportunities review has concluded and unless an alternative venue is identified, at which time a full Equalities Impact Assessment would be carried out. Any alternative venue will need to be accessible and would therefore offer a positive impact in terms of disabled access

14.6.1 However, there is a potentially positive impact should the Council or the organisation itself identify and secure alternative premises to deliver services from.

14.7 Further work is needed regarding the future of this building following the conclusion of the Day Opportunities review. The Supporting Your Choice agenda and review of day opportunities will determine the Council's position with regard to the provision of premises for culturally specific day service providers.

14.8 Officers recommend that the decision regarding the future of 50 Commonwealth Avenue be deferred, pending the conclusion of the Day Opportunities review.

15. **Greswell Street Centre**

15.1 The Greswell Centre is a large single storey building, previously a school, located in Fulham. The current occupants (Hammersmith & Fulham Action on Disability (HAFAD)) are commissioned by Community Services and by Children's Services departments to provide a range of services for disabled residents. The building is currently leased at peppercorn, with market rent estimated at £90,195 per year.

15.2 HAFAD deliver a range of services to disabled people from the Greswell Street Centre including a range of 1-2-1 advice and support services, plus a number of group activities for disabled young people which take place after school hours and during school holidays in the centre's halls and outside space.

15.3 Although Greswell centre offers good disabled access (there is a small office on the 1st floor that is not accessible), the building is not ideal in terms of access by public transport, as the site is located some distance from Fulham Palace Road which can be difficult for some disabled people to negotiate, impacting on the ability of disabled service users to visit the centre.

- 15.4 In order to release this building for disposal, alternative accommodation will first need to be identified for HAFADs commissioned services, particularly its group work with disabled children and young people. It has been proposed that HAFAD could be relocated to the White City Collaborative Care centre when it opens (anticipated in 2013), with additional venues identified for HAFADs group activities.
- 15.5 The White City Collaborative Care centre would offer a highly accessible building, with two bus routes serving the area. Locations for groups activities have yet to be identified, but a requirement would naturally be that these sites are fully accessible to disabled people.
- 15.6 HAFAD have some understandable concerns regarding a relocation to a building which would be shared with other organisations – including the Council, health and other providers. These concerns are in relation to confidentiality, maintaining organisational identity, and that a co-located service where staff would expect to share offices and space with other organisations may be off-putting to service users who would prefer a separate and distinct space at which to access HAFAD services.
- 15.7 However, officers consider that these barriers can be reasonably easily overcome, with examples of local shared sites demonstrating that co-location can be managed and offer distinct benefits to service users. Co-locating also offers opportunities for organisations to work more closely together, providing a joined up service to residents that minimises the need to visit multiple sites to access support.
- 15.8 **Consultation responses**
- Responses to this building 208
 - Responses supporting disposal: 8%
 - Responses opposed to disposal: 22%
 - No preference: 70%
- 15.8.1 The majority of respondents either were unaware of the property or had no view regarding its sale. Those who were opposed to the sale expressed significant concern for the effect it would have on HAFAD. They worried that the needs of HAFAD are relatively specific and therefore it may be hard to find an alternative suitable accommodation. Some of those who supported the sale suggested that they would only do so if HAFAD were suitably re-housed.
- 15.9 **Equalities Impact Assessment** – For the full Equalities Impact Assessment please refer to appendix 3i – Greswell Street Centre. In summary:
- 15.9.1 As the proposal is to offer HAFAD accommodation in the Collaborative Care Centre, plus identify suitable space for the group services/activities commissioned by LBHF, the majority of HAFAD's service users would feel little impact of this decision – so long as the alternative site(s) offers good access.
- 15.9.2 Relocating to a site better served by public transport would offer a positive impact for disabled people in terms of easier access to HAFAD services.
- 15.9.3 However, there is a possible negative impact should HAFAD need to split its services over several sites (office and 1-2-1 space vs group activity locations), where group activities are often delivered with service staff and managers from other HAFAD services contributing to service delivery. HAFAD is a user led organisation, with a

high number of disabled staff and volunteers. The ability for staff and volunteers to work across different services and activities is extremely important, and services spread across several locations may impact on the organisation's ability support staff to work in this way.

- 15.9.4 The Council proposes to offer HAFAD accommodation in the Collaborative Care Centre in White City for those services commissioned by the council. For the additional services not funded by the council that HAFAD currently provides, it is not yet known whether additional space would be available to HAFAD to rent at the Collaborative Care Centre, as plans for the building are not yet complete. However, should this additional space not be available, the Council will work with HAFAD to identify suitable alternative accommodation available in the borough that HAFAD could lease.
- 15.9.5 The Greswell Centre has had a number of maintenance issues in recent years, some of which have affected HAFAD's ability to run a full service. The Collaborative Care Centre will offer new facilities and much less maintenance issues - therefore there will be a positive impact for staff and users in relocating.
- 15.9.6 The White City Collaborative Care Centre offers a fantastic opportunity to co-locate services that disabled people access. By relocating HAFAD's main office to the Collaborative Care Centre, disabled residents will have the opportunity to access both statutory and voluntary sector services, offering a joined up service, partnership working, less duplication, less journeys and easier customer access. HAFAD specifically promotes equality of opportunity between disabled persons and other persons and may benefit further by moving to shared premises - increasing exposure and integration and promoting positive attitudes and greater community cohesion.
- 15.9.7 No other impact has been identified with regards to race, gender, age, religion/faith, or sexual orientation factors. The impact overall is assessed as high in the short-term for disabled people during the period for relocation and low in the long-term overall equality groups once the new locations are established and benefits including newer facilities, improved location and joined up services are realised.
- 15.10 The Greswell Centre is too costly to keep and maintain. Cabinet is asked to agree that the Greswell Centre can be released for disposal on condition of space being offered to HAFAD in the White City Collaborative Care Centre and suitable premises identified for commissioned group activities.

16. The Information Centre, Hammersmith Broadway

- 16.1 Unit 20 The Broadway, is a ground floor shop unit situated in Hammersmith Broadway Shopping Centre. The unit comprises one large main space, a small kitchen area and a toilet. The Council leases the unit from the owner and sub lets the space to Hammersmith Community Trust, a 3rd sector organisation who provide an information service to local residents and visitors to the borough. The Council is required to pay business rates and a service charge, which it does not recoup through charging a rent. The cost to the Council for this unit has been £50,000 a year, recently reduced to £40,000 (Insurance £4,500, service charge approx £24,000 plus business rates based on a rateable value of £19,000)

- 16.2 With Hammersmith Town Hall located nearby, together with the increased availability of information through the internet, the use of this space for an information centre is not considered best use of this site. With further extensive space to be available at the community hub sites, there is not a strong business case to also retain Unit 20 The Broadway for 3rd sector premises use. The Council will seek to relinquish its lease on this property. If this is not possible, it will be offered on a new lease at market rent.
- 16.3 There have been suggestions that the centre will offer a valuable resource for the 2012 Olympic and Paralympic games. However, this is a short term benefit.
- 16.4 No other west London borough invests in a Visitors Centre of this nature.
- 16.5 LBHF provides town centre maps and guides. These are primarily provided through local venues such as hotels, restaurants, libraries, retail outlets and other visitor attractions provided by the businesses themselves. The Council also provides an on-line presence with the three 'visit' websites: www.visitfulham.co.uk; www.visithammersmith.co.uk; www.visitshepherdsbush.co.uk. Information is also available to visitors through the Council's website: www.lbhf.gov.uk.
- 16.6 **Consultation responses**
- Responses regarding this property: 227
 - Responses supporting re-leasing: 25%
 - Responses opposed to re-leasing: 19%
 - No preference: 56%
- 16.6.1 Many feel that the centre is not used due to its bad location and so see no reason in keeping it, also suggesting that the property may be attractive to other businesses as a retail space. However, others say that it is a well-used centre and should not be let go.
- 16.7 **Equalities Impact Assessment** - For full Equalities Impact Assessment please refer to appendix 3j – 20 Hammersmith Broadway. In summary:
- 16.7.1 There is no direct negative impact identified in terms of race, disability or gender should this site no longer be available as an Information Centre.
- 16.7.2 The availability of on-line information for visitors is extensive, and is often better in terms of disabled access than printed documents or information that needs to be accessed from a physical location.
- 16.7.3 There may be a low economic impact if local events, visitor attractions and businesses are overly reliant on the Information Centre to publicise their services or activities. However, the availability of alternative information distribution sites (libraries, community centres, local media, the internet, church halls and through local organisations), this impact is not considered to be significant.
- 16.7.4 Currently the information centre is a stand alone service which is located away from the main public concourse in the Broadway – consequently the public do not pass its doors as a thorough-fare and the majority are unaware that it is there. If the service

relocated to a hub or shared venue it could benefit from increase and diversity in walk-in visitors and partnership working alongside organisations promoting good equal opportunities.

- 16.8 This centre costs the Council approx £40k per year in business rates and service charges – a position that simply does not make good financial sense to continue.
- 16.9 There is not a strong business case for continuing to support a visitor information centre in the borough. The Council's market centre management uses the internet to publicise local opportunities and activities, and certainly it would be expected that the majority of visitors to the borough are able to access on-line information regarding tourism, hospitality and related services.
- 16.10 The possibility of re-letting to an alternative tenant needs to be explored. At the very least the Council should strive to achieve in the order of £29,000 a year income to ensure the retention of the space is cost neutral, with any new tenant responsible for business rates directly.
- 16.11 The lease on the premises allows the Council to use the unit or lease for general shop uses (with a few exceptions, such as food, second-hand goods, pets and sex shop) and also Financial and Professional Services (primarily to the visiting public (A2 uses, excluding betting shop) and is therefore not overly restrictive. The options available to the council are to either:
- a) to offer the premises back to the landlord (required by the lease; or (if declined)
 - b) sub let the premises at a rent which results in the unit being nil-cost to the Council (or at market rent).

The Council's main objective is to reduce outgoings rather than achieve a capital receipt.

- 16.12 Therefore it is recommended that the current sub-lease for 20 Hammersmith Broadway to Hammersmith Community Trust is not renewed on the current lease terms. Hammersmith Community Trust should be given first refusal for the space, but with an annual charge in the order of £29,000 levied for service charge and insurance costs, plus the tenant will also be responsible for paying business rates.

17. Consultation - general

- 17.1 The consultation asked residents whether they agreed that disposing of buildings no longer required by the council is the best way to address the Council's significant debts, and preserve as much funding as possible for front line services.
- 684 responses were received to this question
 - 20% of respondents agreed
 - 80% of respondents disagreed
- 17.2 However many of the residents who responded were less concerned and felt that as long as the transitional period was handled well and organisations were relocated it may be manageable.

- 17.3 A circular was organised amongst some 3rd sector organisations, asking the Council to undertake a separate consultation on each of the buildings included in this consultation. However, officers did not feel that this was an appropriate, reasonable or cost effective approach, and that residents would not consider this a helpful approach. By consulting on all of the buildings in one exercise, residents were able to both understand the broader position of the council in its asset management approach, and could elect to comment on any or all of the buildings that they had a particular view about.
- 17.4 The consultation also offered respondents the opportunity to add “further comments” to their response. The majority of respondents feared that the sale of buildings will mean the services can no longer be provided. Many felt that while there is a need to save money the sale of premises only offers a short-term solution, with the likelihood that alternative accommodations will have to be bought in the future. A small number of comments were supportive of council plans, identifying a need to allocate funds for front line services rather than buildings. Nubian Life = 55 occurrences. Irish Cultural Centre = 15 occurrences. Palingswick House = 9 occurrences. Hammersmith Library = 1 occurrence. Fulham Town Hall = 2 occurrences. Bulwer Street = 1 occurrences.
- 17.5 Since 2006, the Council has disposed of 58 buildings that have been identified as surplus to requirements, in order to address the council debt and to make better use of resources. Buildings are considered as and when the Council is in a position to do so – either as the end of a lease term approaches or when services located in the building have been reviewed and relocation is deemed appropriate.
- 17.6 While the disposal of the buildings listed in this report would make a significant contribution to debt repayment, they represent a modest proportion of the Council's property portfolio of in excess of 800 non residential properties. The Council's full property register has been published online in the interests of transparency.
- 17.7 Officers have concluded and recommend that, on balance, the interests of local people are best served by disposing of buildings that are considered surplus to council requirements, and focusing our resources on investing in front line services.
- 17.8 The financial position facing the council has been updated since the consultation exercise was undertaken, with even greater pressure now facing the Council to find additional savings in the next 2 years. Although the clear majority of respondents disagreed with the Council's proposal to dispose of buildings considered surplus to requirements in order to preserve as much funding as possible for frontline services, officers continue to recommend this approach as the best way to ensure that vital services to vulnerable residents are protected.

18. Risk and Equalities Impact Assessment

Equalities Impact Assessment

- 18.1 A separate equalities impact assessment was conducted by the lead department for the service affected for each building included in this consultation (with the exception of 50 Commonwealth Avenue, which will be conducted at a later stage). Information on the findings of each Equalities Impact Assessment can be found in appendix 3.

- 18.2 Officers considered equality strands, taking into consideration the impact on factors that might result if the buildings detailed were no longer available for their current use.
- 18.3 The consultation asked a number of generic questions with regard to impact:
- a. “Do you have any particular concerns about the impact of these proposals on council services?”
 - 372 people responded to this question
 - The majority of respondents expressed concern that the disposal of buildings will damage the 3rd sector and result in a lack of service provision to the most vulnerable members of society. Many are also unclear about where/if organisations would be rehoused. There was particular concern for transportation services to Nubian Life, and the future of the Irish Cultural Centre. A small number of respondents felt that if buildings were not needed then their disposal would be appropriate.
 - b. Do you have any particular concerns regarding the impact of these proposals on 3rd sector provided services?
 - 280 people responded to this question
 - Responses were similar to the question above, with concerns about the services that 3rd sector organisations would be able to offer as a result of the proposals.
 - Again, particularly frequent were concerns about the Irish Cultural Centre and Nubian Life, as well as the effects of selling Palingswick House.
 - Some felt that the Council was not legally/morally in a position to sell premises that were felt to belong to the community.
 - Some expressed the view that the proposed hubs would not be sufficient to cover need.
 - Some were less concerned and felt that as long as the transition period was handled well, and organisations were re-housed, it may be manageable.
 - c. Do you have any concerns regarding the impact of these proposals for any particular communities in the borough?
 - 434 people responded to this question
 - The majority of respondents expressed strong concern that communities would be adversely affected. Concerns for the Irish community were most prominent, followed by the African Caribbean community. Older people, disabled people and people from refugee communities were also referred to as potentially being negatively affected.
 - A small number suggested that the effects of the proposals would go beyond the immediate borough communities, affecting individuals throughout London, especially with regards to the Irish Community.
 - The effect on the communities who use Sands End and Shepherd's Bush Village hall were also mentioned.
 - There were concerns that communities in general would be broken up as a result of the lack of community centres.
- 18.4 When making a decision in relation to any of its functions such as to changes in service provision and disposing of land the Council must comply with its general equality duties imposed by each of the Sex Discrimination Act 1975 ("SDA"), Race Relations Act 1976 ("RRA") and Disability Discrimination Act 1995 ("DDA").

These provisions in similar, but not identical, terms require public authorities in the carrying out of their functions to have due regard to the need among other things to eliminate unlawful discrimination and to promote equality of opportunity. Copies of the full and initial Equality Impact Assessment templates and guidance need to be considered by Cabinet as part of their decision making and are available from: Opportunities Manager, Organisation Development, 3rd Floor, East Wing, Hammersmith Town Hall, King Street, London W6 9JU. Telephone: 020 8753 3430 Email: PEIA@lbhf.gov.uk. The duties are to be recast into a single equality duty from April 2011 but they are currently as follows:

Equalities Duties

When making decisions relating to services, public authorities must consider the Equality Act (Sexual Orientation) Regulations 2007, prohibiting discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

Authorities must also consider the Equality Act 2006, making it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. The Council has an Age Equality Scheme, which sets out the Council's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. Officers are required to consider this when considering the impact on age.

18.4.1 The specific matters to which the authority needs to have due regard in the exercise of its functions are set out in the relevant sections as follows:

DDA - s 49A General duty

- (1) Every public authority shall in carrying out its functions have due regard to:

- (a) the need to eliminate discrimination that is unlawful under this Act;
- (b) the need to eliminate harassment of disabled persons that is related to their disabilities;
- (c) the need to promote equality of opportunity between disabled persons and other persons;
- (d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- (e) the need to promote positive attitudes towards disabled persons; and
- (f) the need to encourage participation by disabled persons in public life.

SDA - s 76A Public authorities: general statutory duty

- (1) A public authority shall in carrying out its functions have due regard to the need:
 - (a) to eliminate unlawful discrimination and harassment, and
 - (b) to promote equality of opportunity between men and women.

RRA - s 71 Specified authorities: general statutory duty

- (1) Every body or other person specified in Schedule 1A or of a description falling within that Schedule shall, in carrying out its functions, have due regard to the need:
 - (a) to eliminate unlawful racial discrimination; and
 - (b) to promote equality of opportunity and good relations between persons of different racial groups.

18.4.2 Case law has established the following principles:

- (i) Compliance with the general equality duties is a matter of substance not form.
- (ii) The duty to have "due regard" to the various identified "needs" in the relevant sections does not impose a duty to achieve results. It is a duty to have "due regard" to the "need" to achieve the identified goals.
- (iii) Due regard is regard that is appropriate in all the circumstances, including the importance of the area of life of people affected by the decision and such countervailing factors as are relevant to the function that the decision-maker is performing. The weight to be given to the countervailing factors is a matter for the authority.
- (iv) The general equality duties do not impose a duty on public authorities to carry out a formal equalities impact assessment in all cases when carrying out their functions, but where a significant part of the lives of any protected group will be directly affected by a decision, a formal equalities impact assessment is likely to be required by the Courts as part of the duty to have 'due regard'. Due regard is established as having a conscious state of mind and approach.

18.4.3 Equality Impact Assessments have been carried out and are available electronically for Cabinet's consideration. The Equality Impact Assessments were informed by the consultation process. For the purposes of this report those covered by the general duties under the DDA, SDA, and RRA are referred to as "protected groups". Because of the timing of the decision members should also be aware of impending changes to the law, from 6th April 2010, when the general and specific duties arising from the Equality Act 2010 come into force. The general duties are outlined below; specific duties come into force on the same date but the government has laid out different timelines to allow public authorities time to prepare.

18.4.4 Parts of the Equality Act 2010 came into force on 1st October 2010 but not those parts of the Act which cover the new public sector equality duty, which has been the subject of recent consultation by the Government. When the public sector equality duty provisions of the Act come into force (date as yet uncertain but possibly on 1st April 2011) it will widen the general equalities duties with which a local authority has to comply. It will (among other things) include age as one of the protected characteristics to which the general equality duties will apply and will amend slightly the factors to which authorities will need to have due regard if they are to comply with those duties. Section 149 of the Act provides (so far as relevant) as follows:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to:
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- (2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- (3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- (4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
 - (a) tackle prejudice, and

- (b) promote understanding.
- (5) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

18.4.5 In addition, local authorities will be under a duty by virtue of s 29 of the Equalities Act 2010 not to discriminate against, victimise or harass any person to whom they provide services on any of the protected grounds. The protected grounds will include age as well as the grounds on which the existing equalities legislation already protects people from discrimination by local authorities (i.e. disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex). Discrimination means (1) treating someone less favourably because of a particular protected characteristic (or for a reason related to it, in the case of disability) ("direct discrimination") or (2) applying a provision, criteria or practice equally to everyone but which puts people of a particular protected characteristic at a particular disadvantage (indirect discrimination). An authority may rely on a defence of justification (i.e. that the discrimination was a proportionate means of achieving a legitimate end) in response to a claim of indirect discrimination, or in response to a claim of direct discrimination on grounds of age. Otherwise, direct discrimination cannot be justified.

18.4.6 Whilst the provisions as to age are not yet in force, the forthcoming change in the law is a relevant consideration which a local authority can take into account when making decisions as to service provision.

18.5 3rd sector organisations recommended as priority

As outlined in this report, officers recommend the following 3rd sector organisations as priority for space elsewhere:

Organisation	Current location	Service users	Recommendation
CITAS	Palingswick House	Wide range of BME and refugee communities	Prioritise for relocation as this is a key service supporting vulnerable residents, and used by many council and local health services
Community Transport Project	Palingswick House	Small community groups, older people's organisations	Prioritise for available LBHF premises, as this is a grant funded service, highly valued by small community groups and older people's groups, providing low cost and accessible transport.
HAFAD	Greswell Centre	Disabled residents	Provide alternative accommodation at White City Collaborative Care Centre, plus outreach sites, for commissioned services and prioritise for available LBHF premises for grant funded services.
Shepherds Bush Families Project	58 Bulwer Street	Children and families	Provide alternative accommodation for the commissioned Children's Centre service, subject to future funding availability.

Nubian Life Resource Centre	50 Commonwealth Avenue	Older BME residents	Provide premises for commissioned day opportunity services and prioritise available LBHF premises for grant funded services.
Irish Support & Advice Service	The Irish Cultural Centre	1 st generation Irish older residents	If the Irish Cultural Centre is no longer available after 2012, Irish Support and Advice Service would be prioritised for available LBHF space as a grant funded service.

18.6 The Council needs to ensure that it is compliant with UK equality legislation, both in making decisions and on an on-going basis. In particular, the statutory positive duties outlined below:

- Race Relations Amendment Act 2000 (race equality duty)
- Disability Discrimination Act 1995 & 2005 (disability equality duty)
- Equality Act 2006 (gender equality duty)
- Carry out impact assessments

These will be incorporated into business plans and any service improvement objectives that come out of this report. These duties will be reviewed under the council's ongoing performance monitoring process.

18.7 **Conclusions:**

- Groups most likely to be affected by the proposals are disabled people, older and younger people and some race groups. There will be a medium negative impact in the short-term while officers work with these organisations to help with accommodation, and while those organisations move. However, where negative impact has been identified officers have identified actions to mitigate this impact, e.g. ensuring support and information is available to groups to assist with identifying alternative premises options. In the long-term, many of the proposals are likely to result in positive impact, particularly where groups or services may be able to relocate to alternative venues, which are likely to be better in terms of physical access and closer to areas of need.
- There is also a potential negative impact to the management of Palingswick House (Palingswick House Ltd) if members recommend disposal and they cease to operate. However they will have the opportunity to bid to manage the Edward Woods 3rd sector hub.
- A point raised in support of The Irish Cultural Centre petition to Full Council on 26/1/11 was that the centre fosters good relations between Britain and Ireland. The charitable object of the centre, detailed on the charity commission web-site is "to advance the public's education in the history and culture of Ireland by maintaining an Irish Cultural Centre which provides an open access programme of the Irish arts and music and community activities of the highest quality and attracts people of all ages, different interests and diverse heritages". While good relations may be a potential outcome if British residents were to use the services it is not a specific target.
- The impact has been shown not to be significant overall in terms of race, gender and disability, e.g. the majority of services should be able to continue to be provided from other locations in the borough.

- Whilst 3rd sector organisations may be affected, it is considered that local residents would not necessarily be affected adversely – in fact, should organisations relocate closer to areas of deprivation, residents may well benefit from a positive impact of services being located closer to where they live.
- Should 3rd sector organisations be in a position where they need to move out of the borough – there is a risk of a low to moderate negative impact on residents who would have to travel further to access the support they provide.
- There is a risk of moderate to high negative impact for some Black Minority Ethnic (BME) residents, should culturally specific organisations no longer be able to function as a result of not being able to secure affordable premises. However, generic services are available to all communities in relation to housing, social care, health and education, and it is considered that the area which would be more highly impacted would be the cultural aspect for particular communities. However, organisations such as HAFAD, CITAS, Irish Support & Advice have been identified as priority organisations delivering support to particular communities, that the council will prioritise for alternative accommodation.
- Increased community cohesion is an important local issue. A number of respondents felt that should buildings in the consultation no longer be available, that this would negatively impact neighbourhoods and communities. However, having consulted with residents and service users, and identified organisations as priority accommodation, officers are of the view that by making better use of alternative buildings, encouraging services to share space and increase the offer to local residents from locations across the borough, that this will deliver a positive impact in terms of an improved offer to residents, and may also have a positive impact for organisations, enabling closer working with other organisations who can offer services which complement their own.
- In reaching its decision Cabinet must take into account all relevant matters, both general and particular, which are set out in the report, its appendices and the equalities impact assessments available electronically. Cabinet will need to pay particular regard to the outcome of the consultation exercise and the views of residents. Cabinet must also have due regard to the positive and negative aspects of the equalities duties as explained above. Cabinet will need to consider and balance the views of residents, the impact on the equality duties and the community in general and other relevant matters with the council's financial position, its duties to maintain certain statutory services, its fiduciary duty to Council Tax payers and other relevant countervailing matters in reaching its decision.

18.8 Risk Management

Separate to the potential impact for users and residents identified in the equalities impact assessments and above conclusion, officers have identified the following two areas of risk that have been assessed:.

18.8.1 Risk 1 - Impact on 3rd Sector

There is a risk of impact on the third sector - To mitigate any adverse impact regarding 3rd sector organisations, the council will endeavour to ensure they are provided with support.

- For those organisations commissioned by Council departments to deliver essential services, no change will be made until a suitable alternative site has been provided
- For those services funded by the council's 3rd Sector Investment Fund (the council's main grants programme for the sector), organisations will, as far as practicable, be given priority for alternative council accommodation that is or becomes available

- For all other organisations, the Council will seek to ensure appropriate advice and support is available to assist them in identifying alternative premises.

18.8.2 Risk 2 - Ability to dispose of buildings and achieve sufficient capital receipt

- The Council has taken property advice from the council's external property consultants on the sale of all these properties and believe that we can achieve the best consideration reasonably obtainable on each property within a reasonable time of commencing marketing of these properties.

19. Comments of the Assistant Director Building and Property Management

- 19.1 The building and property management comments have been incorporated within the body of this report.
- 19.2 As stated in the comments of the Assistant Director (Legal and Democratic Services) any property identified for disposal will be sold in accordance with Section 123 Local Government Act 1972.
- 19.3 If Cabinet resolve to declare all the properties detailed in this report as surplus to the Councils requirements and for disposal, the estimated capital receipt would be in the region of £14million. This capital receipt would make a significant contribution to reducing the councils debt.
- 19.4 Work has already commenced to decant Barclay House by the expiry of the lease in September 2011 as part of the current Smart Working programme.

20. Comments of the Director of Finance & Corporate Services

- 20.1 Generally, the capital receipt derived through the disposal of a building and the subsequent revenue saving achieved on running costs and business rates are discrete from decisions taken to support activities currently provided. The council is committed to achieving value for money through rationalising its property holding and as a result of a wide-ranging consultation is in a position to declare a number of buildings surplus to council requirements, whilst reducing its office leasehold portfolio.
- 20.2 The disposal of assets will assist the council towards achieving the necessary savings, by allowing it to reduce debt and therefore the interest costs of servicing that debt. It is not appropriate to declare values for individual buildings but the total disposal could generate in the region of £14m.
- 20.3 The vacation of Cambridge House and Barclay house are contained within the Medium Term Financial Strategy and are expected to deliver £1.1m of annual revenue savings, totalling £3.8m by 2016.
- 20.4 In addition to the revenue saving achieved through disposal there will need to be an alignment of other budgets, for example, where a revenue income budget is associated with a particular property, the council will remove that income budget, by offsetting it against the revenue saving and then against some of the interest saved.

21. Comments of the Assistant Director (Legal and Democratic Services)

Powers to dispose of Land

- 21.1 Under s.123 of the Local Government Act 1972 the council may dispose of land held by it in any manner it sees fit. The council may not dispose of freehold land or grant a lease of more than seven years at less than the best consideration reasonably obtainable without obtaining specific consent of the Secretary of State to disposal at an undervalue or by relying one of the general consents issued by the Secretary of State. In exercising its powers under s.123 the usual public law principles apply.

Consultation and equalities duties

- 21.2 As is stated clearly in the main body of the report the proposed disposal required full consultation. There is case law guidance as to what constitutes proper consultation. Consultation should include the following:
- * It should be carried out when the proposals are still at a formative stage.
 - * Sufficient reasons should be given for the proposals to allow those consulted to give intelligent consideration and an intelligent response.
 - * Adequate time must be given for responses.
 - * The product of consultation must be conscientiously taken into account when the ultimate decision is taken
- 21.3 The consultation process followed is outlined in section 2 of the report, the consultation document used at appendix 1b and the product of the consultation in appendix 2 a – h. The product of the consultation was also used to inform the Equalities Impact Assessments which are available and should be read electronically and which are summarised against each building in the report. A petition in support of the Irish Centre has been submitted under the council's Petition Scheme and has also been considered by the council and discussions have taken place between residents and senior members and officers. These are summarised at paragraph 13.10. Officers are of the view that an extensive and lawful consultation process has been carried out.
- 21.4 In reaching a decision Cabinet must take into account all relevant matters, both general and particular, which are set out in the report. Cabinet will need to pay particular regard to the outcome and product of the consultation exercises described in the report. Cabinet must also have due regard to the positive and negative aspects of its equality duties which are set out in the body of the report. It should be noted that the duty is to have due regard to the need to achieve the desired outcomes rather than to achieve a particular result and the Cabinet will need to balance these with countervailing matters including the council's financial position. Cabinet members should consider the detailed Equalities Impact Assessment's which are available electronically as part of the decision making process.
- 21.5 The Distillery Lane Centre is located in Frank Banfield Park. Section 123(2A) Local Government Act 1972 requires that, before disposing of land forming part of an open space, the council must publish public notice for 2 consecutive weeks in a newspaper circulating in the area and afford an opportunity for objections to be made and duly considered before committing itself to the disposal. This is a specific requirement in addition to the general consultation that has already occurred. Any objections received will need to be reported to the Leader and relevant Cabinet Member for them to take account of and decide whether disposal is to proceed.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	3 rd Sector Strategy	Sue Spiller ext 2483	CSD, Glenthorne Rd
2.	H&F Buildings Consultation documents	Sue Spiller, ext 2483	CSD, Glenthorne Road
3.	H&F buildings consultation responses	Sue Spiller, ext 2483	CSD, Glenthorne Rd

APPENDICES

1. Appendix 1: Consultation documents
 - 1a Covering letter
 - 1b H&F Buildings consultation document
 - 1c H&F Buildings consultation – questionnaire

2. Appendix 2: Consultation responses and LBHF comments
n.b. none received for Askham Centre or Distillery Lane
Hammersmith Library responses considered in separate report to Cabinet 10/1/11
Sands End Community Centre responses considered in report to Cabinet 7/2/11
Commonwealth Avenue responses - deferred until the Day Opportunities review has concluded.
 - 2a General
 - 2b Barclay House & Cambridge House
 - 2c Fulham Town Hall
 - 2d Palingswick House
 - 2e 58 Bulwer Street
 - 2f Irish Cultural Centre
 - 2g Greswell Street Centre
 - 2h 20 Hammersmith Broadway

3. Appendix 3: Equalities Impact Assessments
n.b. None for Commonwealth Avenue - deferred until the Day Opportunities review has concluded.
None for Hammersmith Library – considered in separate report to Cabinet 10/1/11
Sands End Community Centre - considered in report to Cabinet 7/2/11
 - 3a Barclay House
 - 3b Cambridge House
 - 3c Fulham Town Hall
 - 3d Askham Centre
 - 3e Distillery Lane Centre
 - 3f Palingswick House
 - 3fi Palingswick House organisation impact
 - 3g 58 Bulwer Street
 - 3gi Bulwer Street organisation impact
 - 3h The Irish Cultural Centre
 - 3i Greswell Street Centre
 - 3j 20 Hammersmith Broadway

4. Appendix 4: details of halls for hire

5. Appendix 5: list of council assets

Councillor Stephen Greenhalgh, Leader of the Council
Room 225, Hammersmith Town Hall, King Street, London W6 9JU

Tel: 020 8753 1077

Email: leaderofthecouncil@lbhf.gov.uk

Web: www.lbhf.gov.uk

2 July 2010

Dear resident,

Hammersmith & Fulham Buildings Consultation

Like councils across the country, Hammersmith & Fulham Council is under serious financial pressures as a result of the national budget crisis.

All indications are that we will have to reduce our spending by around £55 million over the next three years. We have stated very publicly that our focus will be on selling under-used assets to protect front-line services. We have to put services before buildings and safeguard as much of our budget as possible for voluntary sector grants, child protection and services for the elderly.

In order to protect front line services from the impact of tightening finances, we have made a commitment to reduce the council's levels of debt. We currently owe £133 million which costs us £5 million a year in interest payments alone – money which could otherwise be spent on vital services.

Our priority has to be services not buildings.

I am therefore seeking your views on our decision to consider whether nine council buildings, that are either underused or provide poor value for money, could be sold.

Reducing our debt means selling under-used assets that do not currently provide value for money. We plan to dispose of buildings we no longer need, or where services could be better and more cost-effectively delivered from alternative sites. If these proposals go ahead, we would use the proceeds from these sales to cut our debts and to protect spending on vital front line services such as home care for the elderly, child protection and voluntary sector grants.

The estimated £20 million proceeds would contribute towards paying off debt and cutting interest repayments. Rental payments will also be saved. In total £2.5 million in cash would be freed up for frontline services every year.

We would welcome your views on our approach to reducing our debt and focusing as much of our resources as possible on vital services. Please take the time to give us your views by completing the enclosed questionnaire, or attending one of our open days listed at the end of this document.

I look forward to hearing from you.

Councillor Stephen Greenhalgh Leader of Hammersmith & Fulham Council





Hammersmith & Fulham Buildings Consultation

July to September 2010

If you require this document in an alternative format, please
contact buildingsconsultation@lbhf.gov.uk

Contents:

1.	Introduction
2.	The impact on services
3.	The buildings:
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6.	The Askham Centre
7.	Distillery Lane Centre
8.	Palingswick House
9.	The Irish Centre
10.	58 Bulwer Street
11.	The Greswell Centre
12.	50 Commonwealth Avenue
13.	The Information Centre, 20 Hammersmith Broadway
14.	Cambridge House
15.	Barclay House
16.	Hammersmith Library
17.	Having Your Say

1. Introduction

Like councils across the country, Hammersmith & Fulham Council is under serious financial pressures as a result of the national budget crisis. Our priority has to be people not buildings.

Therefore, the council is considering the sale of 9 buildings considered surplus to requirements, plus withdrawal from 3 other leased buildings that are no longer needed, and is considering alternative use of a further building.

This would be the first wave of buildings the council considers for disposal, and further sites are likely to be proposed for disposal later this year.

The particular buildings that the council is considering at this time are:

- Fulham Town Hall
- The Sands End Community Centre
- The Askham Centre
- Distillery Lane Centre
- Palingswick House
- The Irish Centre
- 58 Bulwer Street
- The Greswell Street Centre
- 50 Commonwealth Avenue

The three properties where the council proposes to discontinue its lease are:

- The Information Centre in Hammersmith Broadway
- Cambridge House
- Barclay House

In addition, the council will consider alternative use can be made of:

- Hammersmith Library

This is not a new approach – the council has disposed of assets in the past that have been deemed surplus to requirements, in order to address the council debt, and to make better use of resources. The programme of moving council services and staff into fewer, more cost-effective sites is well underway. **The council has shrunk its use of space by 40 per cent already with asset sales of £42 million.** Vacated properties include Riverview House offices and Stowe Road depot. Now the council is asking voluntary groups to do the same. While these sales will make a significant contribution to debt repayment, they represent a modest proportion of the council's property portfolio. The council's full property register has been published online in the interests of transparency.

We have concluded that, on balance, the interests of local people are best served by disposing of buildings that are surplus to our requirements, and focusing our resources on investing in our front line services.

2. The impact on services

The disposal of some of these buildings may have an impact on the local services available to our residents. However, it is likely that in many cases, this will result in a relocation or reconfiguration of a service, rather than the service no longer being available.

As stated previously, our focus is on people, not buildings, and the council will endeavour to ensure key services are retained for our residents.

2a. Impact on a council service

Where a building accommodates a council service, the council will seek to relocate the service to an alternative site. This may include a reconfiguration of the service to make it work better for our local residents, be more cost effective and deliver better value for money.

This will include the rolling out of “SmartWorking” the council’s solution for maximising the use of space whilst also improving customer service, work/life balance and job satisfaction for council employees. Our SmartWorking approach will result in a significant decrease in the amount of accommodation needed for council staff, through using space more flexibly and creatively.

2b. Impact on the 3rd sector

The term “3rd Sector” describes community and voluntary groups, registered charities both large and small, foundations, trusts, social enterprises and co-operatives. A number of buildings we are considering for disposal are currently occupied by these types of organisations.

We believe that establishing community hubs in the highest areas of deprivation in the borough will better meet the accommodation needs of the 3rd sector now and in years to come. The council is establishing a hub in Edward Woods Estate in the north of the borough, and a hub is being developed in the south of the borough by an external organisation, Fulham NDC.

For those organisations that would be affected by the loss of the buildings being considered for disposal, the Council will endeavour to ensure they are provided with support:

- For those organisations commissioned to deliver essential services, no change will be made until an alternative site has been identified
- For those services funded by the council’s 3rd Sector Investment Fund (the council’s main grants programme for the sector), organisations will be given priority for alternative council accommodation that is available
- For all other organisations, the council will seek to ensure appropriate advice and support is available to assist them in identifying alternative premises

2c. Developing Community Hubs in Hammersmith and Fulham

In September 2009, Cabinet agreed the 3rd Sector Strategy, which set out the council’s approach providing premises for the sector, through the development of Community Hubs, which offer cost effective, accessible and sustainable space.

Hubs will be located in buildings which are unsuitable for disposal and which will support the delivery of services that meet our local priorities and provide positive benefits to local residents. Hubs will offer a range of facilities for the community and for 3rd sector organisations, and will be determined by what else is available in that area. Hubs will include facilities for:

- Office space – both short term leases for new or establishing organisations or longer term leases
- Shared, flexible desk space
- Shared meeting or training space

- Shared activity space
- Postage/internet/IT facilities
- Space for community café

Community Hubs will initially be developed in the borough's highest areas of deprivation:

- North: W11-W12 (a hub is being established on Edward Woods Estate)
- South: North Fulham (a hub is being developed by North Fulham NDC)

Both sites will be fully accessible and have excellent transport links.

3. The buildings

Detailed below is information regarding each of the buildings we are considering for disposal. The information in this document is fairly brief, if you would like more information about any of the particular buildings before responding to our consultation, please contact us at buildingsconsultation@lbhf.gov.uk or write to us at:

H&F Buildings Consultation
Hammersmith Town Hall
London W6 9LJ

4. Fulham Town Hall

The London Borough of Hammersmith and Fulham is unusual in that it has 2 town halls, a legacy left from when the borough configuration was very different, and the two areas were separate boroughs.

Fulham Town Hall is one of two town halls in one of the smallest boroughs in the country. It is very under-used and requires major renovation which the council cannot afford in the current economic climate. Most council services have been moved to other buildings over recent years and the council argues that in this day and age, taxpayers simply cannot afford the luxury of having two town halls in one borough.

The council wishes to see Fulham Town Hall bringing new business and vitality to the heart of Fulham. Retaining its heritage and historical identity will be at the heart of any future proposal – we cannot and would not want to change the fabric or identity of the building.

Services such as registrars currently located here will be relocated to suitable accessible accommodation elsewhere in the borough. Tenants and leaseholders who presently get support and advice from reception services at Fulham TH will continue to be supported through even better local arrangements.

5. The Sands End Community Centre

The Sands End Community Centre is a two storey building close to Wandsworth Bridge Road and the new Imperial Wharf Development Scheme. The building currently houses under-used gym facilities and adult education classes which could be readily re-located to better locations in the area. The centre also houses the local children's centre which could move to better facilities in Townmead Road where there is outside play space, and a local library.

The library at Sands End is the least used of the seven libraries in the borough. It issues only 13 items per hour at a cost of over £5 per visit and its future as a potential community facility elsewhere in the ward will be the subject of a separate consultation this summer.

The future of the Library at the Sands End Centre will be subject to a separate consultation later in the year.

6. The Askham Centre

The Askham Centre is a two storey building located on the western end of the Uxbridge Road, close to the border with LB Ealing. The building occupied by LBHF Children's Services, with some voluntary sector organisations also operating from the building.

In recent years, Council restructuring and market-testing of services has radically reduced the in-house workforce, resulting in a much reduced accommodation requirement. The services currently located at the Askham Centre could be relocated in other council buildings.

7. Distillery Lane Centre

This site has been vacant since early June following the relocation of the after-school and child care service to St Paul's Primary School.

8. Palingswick House

Palingswick House is a three storey building, with a separate annex and coach house located on King Street in Hammersmith. The building provides accommodation to approximately twenty one 3rd sector organisations, providing office space and meeting rooms.

Palingswick House is poor in terms of access - there is no lift to the basement or upper floors, no ramp access to the Annex or Coach House and currently no loop or induction system on the site. Extensive investment would be required to bring the accessibility and general condition of the building up to an acceptable standard, which the council is not in a position to afford. However selling the building could raise a multi-million pound contribution to the debt reduction plan.

With the proposed development of a Community Hub in the north of the borough, and a further being developed in the south by an external partner, there is not a strong business case to also retain Palingswick House for 3rd sector premises.

9. 58 Bulwer Street

58 Bulwer Street is a three storey building adjacent to Westfield Shopping Centre and the new Shepherds Bush Library. The building is let under three separate leases:

- Ground floor: The ground floor comprises a large hall with a kitchen and WCs and offices. The space is hired by a range of organisations for sports, dance, religious and social activities.
- 1st floor: the first floor comprises a large hall, large kitchen, offices and a treatment room. The space is used to provide the local Children's Centre, which is commissioned by the council.
- 2nd floor: the second floor comprises one office and a small IT training room.

There is no disabled access to the first floor where the Children's Centre is located, or to the offices on the second floors. Parents accessing the Children's Centre are currently required to carry pushchairs and buggies up a flight of stairs.

Alternative accommodation will be identified for the Children's Centre and users of the ground floor community hall will be provided with information on alternative sites for hire in the borough. However, with extensive space to be available over the Edward Woods and NDC Hub sites, there is not a strong business case to also retain 58 Bulwer Street for 3rd sector premises use.

10. The Irish Centre

The Irish Centre is a large two storey building, situated near Hammersmith Broadway shopping centre. It comprises a large hall (with bar and stage), offices and kitchen on the ground floor, with offices and meeting rooms on the 1st floor. The building's halls and meeting rooms are widely used by a range of groups, businesses and organisations, and is a popular venue for meetings, culture, arts and social events. The building has good disabled access, with a lift to the upper floor and disabled toilets.

The council is planning to meet with the wider Irish community to discuss options for future funding arrangements for the Irish Centre. Its lease does not expire until 2012, so this will be a long lead in from consultation to any changes that are proposed. There are a number of issues which need to be considered before a final decision can be made on the options for this building, which will be subject to a separate report later in the year.

11. 50 Commonwealth Avenue

50 Commonwealth Avenue is a two storey building on the White City Estate. The building provides day care centre facilities on the ground floor and offices and an IT suite on the first floor. The building is very dilapidated in parts and is in need of renovation. Because of this it is costly to run and offers poor value for money. The building has limited access and there is no disabled access to the 1st floor. The occupant of the building is currently commissioned to provide day care services for older people, together with a range of preventative services.

In order to release this building for disposal, alternative accommodation will need to be identified. The service will continue to be delivered from this building until an alternative has been identified, after which, this building will be considered surplus to requirements.

12. Greswell Street Centre

The Greswell Centre is a large single storey building, previously a school, located in Fulham. Although the centre is fully accessible, the building is not ideal in terms of access by public transport which has an impact on the ability of disabled service users to visit the Centre. The current occupants (Hammersmith & Fulham Action on Disability [HAFAD]) are commissioned by Community Services and by Children's Services to provide a range of services for disabled residents.

In order to release this building for disposal, alternative accommodation will need to be identified for HAFADs commissioned services, and it is proposed that this service could be relocated to the White City Collaborative Care centre in 2013.

After that time, the building will be considered for disposal, or may be part of the borough's Building Schools for the Future programme.

13. Hammersmith Library

Hammersmith Library is situated on the west of Shepherd's Bush Road to the north of Hammersmith Town Centre. This two storey example of Victorian architecture is a Grade II listed building.

The current site of Hammersmith Library is a listed building from which it is difficult to run a modern, accessible library. It may be possible for the current library to move to a better site in Hammersmith Broadway. As part of borough-wide plans to expand popular schools, the adjacent Sacred Heart High school is looking for extra space and may be interested in buying the current library site as part of a major investment in redeveloping the school. This proposal will only go ahead following consultation with residents and only if a suitable site for the library in the centre of Hammersmith is secured.

The future of the Hammersmith Library service will be subject to a separate consultation exercise later this year.

14 & 15: Barclay House and Cambridge House

Barclay House and Cambridge House are two buildings leased by the council, and occupied by children's services.

Cambridge House is a 1960's property comprising of 3 interlinking buildings located in Cambridge Grove, Hammersmith. Children's services occupy two suites at Cambridge House under a lease which expires in 2014.

Barclay House is a 6 storey period building in Effie Road, close to Fulham Broadway. The council occupies the entire building under a lease which expires in 2011.

Both of these buildings are no longer needed. Council restructuring and the market-testing of services over the last four years has radically reduced the in-house workforce resulting in a much-reduced accommodation requirement.

16. The Information Centre, Hammersmith Broadway

Unit 20 The Broadway, is a ground floor shop unit situated in Hammersmith Broadway Shopping Centre, leased to a voluntary service who provide a information service to local residents and visitors. The unit comprises one large main space, a small kitchen area and one W.C. The Council leases the unit and is required to pay business rates and a service charge, which it does not recoup through charging a rent.

With Hammersmith Town Hall located only a few minutes away, together with the increased availability of information through the internet, the use of this space for an information centre is not considered best use of this site. With extensive space to be available over the Edward Woods and NDC Hub sites, there is not a strong business case to also retain Unit 20 The Broadway for 3rd sector premises use. The council will seek to relinquish its lease on this property. If this is not possible, it will be offered on a new lease at market rent.

17. Having your say

We would welcome your comments on the proposals contained in this consultation report. Following the consultation, a report will be presented to Cabinet in 2010 for decision, outlining the proposal and recommendations made by officers, together with consultation feedback.

**The consultation period will run from
1st July 2010 until 30th September 2010**

To give us your views, you can:

- A. Fill in an on-line questionnaire available at:**
http://www.citizenspace.com/local/lbhf/Buildings_Consultation
- B. Send you completed questionnaire by post to:**
H&F Buildings Consultation
Hammersmith Town Hall
London W6 9JU
- C. Email your comments and suggestions to:**
Buildingsconsultation@lbhf.gov.uk
- D. Drop in to one of our open consultation days detailed below**

**Thursday 12th August 2010
10am until 6pm
The Small Hall, Hammersmith Town Hall**

**Friday 10th September 2010
10am until 6pm
The Small Hall, Hammersmith Town Hall**



H&F Buildings Consultation Questionnaire

Like councils across the country, Hammersmith & Fulham Council is under serious financial pressures as a result of the national budget crisis. Latest projections from Whitehall suggest that the council will need to save around £55million over the next three years as a result of the national public spending squeeze.

In order to protect front line services from the impact of tightening finances, we have made a commitment to reduce the council’s levels of debt. Therefore, the council is considering the sale of nine buildings considered surplus to requirements, plus withdrawal from three leased sites that are no longer needed, and is considering alternative use of another building.

This will be the first wave of buildings the council considers for disposal, and it further sites are likely to be proposed for disposal later this year.

The Council would like to hear your views on these proposal, and invites you to complete this questionnaire. The council will consider the feedback from this consultation before making final decisions later in the year.

You are invited to give us your comments on any or all of the building in question.

Consultation questions:

General questions

Q1. The council considers that disposing of buildings considered surplus to requirements is a good way to address the council’s debt mountain, and preserve as much funding as possible for front line services. Do you agree with this approach?		
Please delete or circle as appropriate:	Yes	No
Further comments or suggestions regarding this:		

Q2. Do you have any particular concerns about the impact of these proposals on council services?

Q3. Do you have any particular concerns regarding the impact of these proposals on 3 rd sector provided services?

Q4. Do you have any concerns regarding the impact of these proposals for any particular communities in the borough?

Comments on individual buildings:

Q5. What is your view of the council's proposal to consider the sale of Fulham Town Hall?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q6. What is your view of the council's proposal to consider the sale of Sands End Community Centre?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q7. What is your view of the council's proposal to consider the sale of The Askham Centre?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q8. What is your view of the council's proposal to consider the sale of the Distillery Lane Centre?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q9. What is your view of the council's proposal to consider the sale of Palingswick House?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q10. What do you think of the council's proposal to consider the sale of The Irish Centre?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q8. What is your view of the council's proposal to consider the sale of 58 Bulwer Street?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q11. What is your view of the council's proposal to consider the sale of The Greswell Centre?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Q12. What is your view of the council's proposal to consider the sale of 50 Commonwealth Avenue?	
I don't have any particular views about this building: <i>please tick if relevant</i>	<input type="checkbox"/>
My view is:	

Appendix 1c – H&F Buildings Consultation Questionnaire

Q14. What is your view of the council's proposal to no longer lease, or re-let at market rent, the Information Centre in Hammersmith Broadway?	
I don't have any particular views about this building: <i>please tick if relevant</i>	
My view is:	

Q13. What is your view of the council's proposal to no longer lease Cambridge House and Barclay House ?	
I don't have any particular views about this building: <i>please tick if relevant</i>	
My view is:	

Q14. What is your view of the council's proposal to consider an alternative use for the Hammersmith Library building? <i>Please note, a separate consultation on the future of the Hammersmith Library service will take place later in 2010.</i>	
I don't have any particular views about this building: <i>please tick if relevant</i>	
My view is:	

Q15. Do you have any further comments or suggestions?	

About you

In order to ensure we're hearing from a diverse range of local residents and organisations, we would be grateful if you could complete the following section:

Your Name:		
Your Postcode:		
Are you a Hammersmith & Fulham resident?	Yes / No	
If yes, we would be grateful if you could tell us:		
Your ethnicity		
Your gender	Male/female/LGBT	
Are you a disabled person?	Yes / no	
Your age group:		

Are you responding on behalf of a local group or organisation?	Yes / No	
If yes, the name of your group or organisation:		
If your organisation supports or represents a particular community, please tell us which:		

Keeping you updated

Would you like to be kept updated by email with progress on the H&F Buildings Consultation? <i>Please circle or delete</i>	Yes / No	
If yes, please give us your email address:		

Appendix 1c – H&F Buildings Consultation Questionnaire

Please return this questionnaire by Thursday 30th September 2010 to:

H&F Buildings Consultation
Hammersmith Town Hall
London W6 9LJ

Thank you for taking the time to respond to our consultation, your views will assist the council in determining how council buildings are considered in the future.



Summary of H&F Buildings Consultation general responses

Key themes:

- Consultation document and process
- Financial / property and property ownership issues
- Impact on local residents
- Relocation issues
- Residents' access to Council staff

From consultation responses	LBHF comments
Consultation document and process	
<p>1. What are the criteria to determine that a building is “surplus to requirement” or “under-used”? It appears that such suggestions are ill-founded as the services provided in the various properties are well-used and supported by multiple communities.</p>	<p>The availability of other halls and venues for hire across the borough, and the significant reduction in the council’s own need for accommodation have been used to determine whether properties are considered as needed by the council. The council believes that there are sufficient alternative venues for activities and services locally that will ensure that local support can continue to be provided. Furthermore, in light of the current economic climate and the council’s level of debt, the council can no longer afford to keep and maintain its existing premises portfolio, and proposes a number of buildings should be released for disposal in order to preserve as much funding as possible for vital services for vulnerable residents.</p>
<p>2. The consultation process was poor. In the literature sent out there was no representation of counter arguments.</p>	<p>The council presented its reasons for considering the buildings in the consultation for disposal and believes that this was a reasonable approach. The council considers that it has complied with its legal obligations in relation to consultation.</p>
<p>3. More information is required to enable the public to give a considered answer:</p> <ul style="list-style-type: none"> • A detailed Income and Expenditure statement for each of the buildings under threat (actual for 2009/10 and budget 2010/11) • Other areas of cost savings which are being considered. • Figures regarding reductions in manpower, salary, travel costs, etc? 	<p>The council hopes to achieve capital savings through the disposal of buildings – not revenue savings. Therefore, costs of the running the buildings was not identified as required to enable residents to comment on the proposals. The consultation document provided sufficient information for the public to make an informed and considered response on the savings through the disposal of buildings.</p> <p>Other reports detail how savings are being achieved across the council.</p>

From consultation responses	LBHF comments
<p>4. There may be a good case for closing one or more of the buildings listed in the consultation document, but their contribution towards debt reduction will be minimal. We should have been able to see the results of cost-benefit analyses and whether the indebtedness, which is presented here in abstract, is of real, material concern or not. Finally, since the budget is consolidated, one could argue that these buildings are being closed to fund the reduction in council tax, so is it really a straight choice between these buildings and frontline services?</p>	<p>Every £1m of debt costs the council approximately £100,000 a year – therefore, any reduction in the £133m debt will deliver direct benefits to local residents by maximising the funding available to deliver key services.</p> <p>The purpose of disposing of buildings is to reduce the corporate debt – not to reduce council tax.</p>
<p>5. "Irish" does not appear in the ethnic origin list for this survey, yet is one of the largest ethnic groups in the Borough. How thorough is your gathering of data for decision making if you overlook such information?</p>	<p>The borough profile is a key source of information in carrying out an equalities impact assessment of these proposals. The ethnicity list in the consultation document is the standard one used in all consultation exercises.</p>
<p>6. So far, the only figures produced show the possible realisation from the sale of property. The public needs to see what saving accrues from voluntary sector services, what the proposed retained services will cost (a) as 3rd sector services, with the help of volunteers or (b) private sector provisions. Thinking along these lines will give a much needed overview to enable all parties in the consultation to approach it intelligently.</p>	<p>The council hopes to achieve capital savings through the disposal of buildings – not revenue savings. Therefore, costs of the running the services was not considered pertinent to this consultation.</p>
<p>7. Where are the results of the impact assessments?</p>	<p>The equalities impact assessments are included electronically as appendices to the report.</p>
<p>8. The council needs to clearly show whether the buildings proposed for sale are a resource or a cost to the council. If they are resources which do not cost, then to sell them off is to dispose of assets which will be difficult to recover in better times. Facts about how the buildings are used, and about how much rent or other income the council receives from these buildings is required.</p>	<p>The council hopes to achieve capital savings through the disposal of buildings – and the cost of servicing the £133m corporate debt is a key priority the council is seeking to address.</p>
<p>9. The council's use of statistics to justify the under-use of buildings is worrying. The argument is that, if your particular facility is currently the least used of its type, then it should be sold. The trouble is that once the council has used up the cash from that sale, in say subsidising council tax cuts, then the next on the list becomes available for sale - 'It's now the least used, so it has to go' and so on until no local community facilities are left at all.</p>	<p>The capital receipt from the disposal of buildings will be used to reduce the council's corporate debt of £133m, not to offset reductions in council tax. The council believes that services can be delivered in smarter, more cost effective ways, that maximise the funding spent on service delivery, and minimise the needs for buildings.</p>
<p>10. There should be open, widespread and transparent consultation on each of the ear marked buildings as to whether these properties are "surplus to requirements" and not a single generalised online consultation questionnaire.</p>	<p>Officers did not feel that a separate consultation on each building would have been appropriate, reasonable or cost effective, and that residents would not consider this a helpful approach. By consulting on all of the buildings in one exercise, residents were able to both understand the broader position of the council in its</p>

From consultation responses	LBHF comments
	asset management approach, and could elect to comment on any or all of the buildings that they had a particular view about.
11. The consultation document fails to offer projections of increased use as the housing density around the Chelsea Wharf area and old gasometers continues to expand.	The consultation document could not reasonably include such information, as this would have made the document lengthy and unwieldy. However, officers have considered population trends as part of their consideration of the future of buildings and local services.
12. The use of the library figures makes no reference to the size of the book stock so comparisons with other libraries are invalid.	The council has to ensure that its library stock is as appealing as possible to a wide audience, it will not always be possible to purchase specialist titles. However, the council does ensure that its stock is rotated throughout the borough's libraries. Stocks of resources are not restricted to individual libraries.
Financial / property issues	
13. How many of the properties have already been sold and what have services have been provided with the money generated from the sales?	None of the buildings listed in the consultation have been sold. The council has sold 58 buildings since 2006, achieving over £56million in capital receipts. These receipts have been used to finance new capital expenditure in the borough.
14. How much money is being spent on security for the empty council properties currently on the market?	Security costs differ for each building – with some needing security staff on site, and others not requiring any security presence.
15. Why would the council consider selling property in the current economic climate when it is unlikely that the full value of the properties would be realised?	The council is bound by S123 of the Local Government Act 1972 to achieve best consideration reasonably obtainable when disposing of its properties unless it has the specific or general consent of the Secretary of State to dispose of at an undervalue. The council has taken property advice on the sale of this property and believes it can obtain the best consideration reasonably obtainable for this property within a reasonable period of time.
16. Why does the council not lease the properties rather than sell them for short-term gain? They could be used innovatively as cafes, office space or retail outlets.	The need to reduce the council's corporate debt of £133m means that capital receipts are preferred over rental income.
17. Has the council considered raising Council Tax to reduce the deficit rather than cut assets, services and funding to vulnerable sectors of society?	<p>Approximately 30% of the council's general fund budget requirement is funded from council tax with 70% coming from government grant. A freeze is planned for 2011/12 subject to approval by Budget Council in February 2011. This reflects local choice but also takes account of a government incentive to pay an additional grant to those authorities that freeze Council Tax in 2011/12. This is equivalent to a 2.5% increase and will be worth £1.6m to Hammersmith and Fulham. This is being used to help balance the 2011/12 budget.</p> <p>The Government have also announced that they will consider use of capping powers if authorities set council tax increases that are above low single figures.</p>

From consultation responses	LBHF comments
	As part of the 2011/12 budget setting process the council has looked to protect front-line services.
18. Has the council considered ways to cut costs in its own staffing and resources, rather than cutting from vulnerable communities? For example, does the council need all its office space? Can flexible hours, desk-sharing, working-from-home and 10 – 12 hour days be introduced for its staff?	The council seeks to reduce costs wherever possible, with all services delivering savings each year. The programme of moving council services and staff into fewer, more cost-effective sites is well underway. The council has shrunk its use of space by 40 per cent already with asset sales of £42 million. Vacated properties include Riverview House offices and Stowe Road depot
19. An independent cost/benefit analysis needs to be carried out on the administrative costs of the council and these costs reduced before irreplaceable assets are sold.	The council undertakes thorough reviews of its spend and seeks to reduce costs wherever possible. The council has achieved significant reductions in costs over the last 4 years, resulting in reduced staffing costs, and a reduced need for office accommodation.
20. The council is the custodian of the borough, not its owner therefore are these buildings actually the council's to dispose of? Additionally were any of the properties gifted, and if so, what were the terms of the gift, and have any of the buildings been ear marked?	The council owns the legal title to these properties and is therefore legally able to sell them. We are not aware that any of these properties were gifted to the Council.
21. The council must stipulate how the money generated from the sales would be used, what the priorities would be and how accountable to the residents and tax payers these sales would be.	Capital receipts will be used to reduce the council's debt.
22. There are concerns as to whether the council would benefit personally from the sale of these buildings, and whether there are any interests of any council staff to be declared relating to the sale of the buildings or the purchasers of the property.	<p>The council is a legal entity and the owner of the properties. Sale proceeds will be held by the council and applied for the benefit of the council and not individuals.</p> <p>The council's constitution stipulates that an employee must not in his official or personal capacity allow his personal interests to conflict with the authority's requirements; or use his position improperly to confer an advantage or disadvantage on any person. All council employees must comply with any requirements of the authority to register or declare interests; and to declare hospitality, benefits or gifts received as a consequence of his employment.</p> <p>Councillors, must observe the statutory Code of Conduct for Members, as adopted by the council. This covers personal conduct, public duty and private interests, disclosure of interests, acceptance of gifts and hospitality, use of council facilities, and the basic principles of relationships between Councillors, officers, and others.</p> <p>All Councillors are required to register, and keep up to</p>

From consultation responses	LBHF comments
	<p>date, a written declaration of their interests in a Register held by the Assistant Director (Legal and Democratic Services).</p> <p>Detailed guidance on dealing with members' personal and prejudicial interests can be obtained from the Assistant Director (Legal and Democratic Services) or the Assistant Head of Legal Services. The general tests for deciding whether a personal or prejudicial interest exists are set out in the Members' Code of Conduct.</p>
<p>23. Is the council sure they will actually sell any of these buildings? There is the possibility that many of these buildings will end up lying empty for years.</p>	<p>If the property is placed on the open market community based organisations are able to bid for the property .However, in order to raise sufficient funds to pay off council debt the council will be selling the site at full market value.</p>
<p>24. If we need to borrow again in the future we will have less assets against which to secure loans, this will raise the cost of borrowing.</p>	<p>Council borrowing does not usually involve loans secured on property.</p>
<p>25. It is acknowledged that the council needs to reduce debt, however it would seem that LBHF are looking for a short-term approach and disposing of assets that will be worth far more long term. Have other options been considered for the assets - for example, development partnerships, or leasing the properties out in the short and medium term?</p>	<p>Options of leasing buildings or entering into partnerships will not achieve the capital receipts needed to reduce the council's debt.</p>
<p>26. The council should look at controllable operating costs, such as Managers' and Councillors' salaries and pensions, as opposed to asset reduction.</p>	<p>The council is making every effort to reduce costs and the council's level of debt. The council's priority is to protect the quality of front-line services and will continue to achieve efficiencies wherever possible However, the size of the debt and the economic position we are in means that reducing revenue costs (salaries, the costs of services etc) will not be enough. It should be noted that the disposal of buildings is sought to reduce the council's £133m debt.</p>
<p>27. LBHF should lobby government to change FACS to provide less services overall.</p>	<p>The council is committed to ensuring the most vulnerable in our community are provided with the support and assistance that they need. The proposal to dispose of buildings is seeking to address the council's debt of £133m rather than to achieve savings in service costs.</p>
Impact on local residents and services	
<p>28. The reduction of debt is being given greater priority than the maintenance of service provision which, although it may assist the council in its ability to reduce Council Tax, will penalise the less fortunate members of the local community. This clearly contradicts the slogan that this is a borough of opportunity for all.</p>	<p>The reduction of debt is being prioritised in order to preserve funding for front line services. Every £1m of debt costs approximately £100,000. Money which would be far better spent on services for local residents, including vulnerable adults and children.</p>
<p>29. To reduce the councils debt mountain should not be at the expense of sustainable projects that</p>	<p>The council is committed to ensuring the most vulnerable in our community are provided with the</p>

From consultation responses	LBHF comments
<p>give enormous benefit to the community. If such is the only way forward then the project or community should be given ample time to respond and have the ability to take over such premises so as to continue such activities.</p>	<p>support and assistance that they need. The proposal to dispose of buildings is seeking to address the council's debt of £133m rather than to achieve savings in service costs.</p>
<p>30. The services provided by some of these buildings are not necessarily easily measured by the income they generate. If these mostly free services were removed, by removing the buildings, you'd have an awful time trying to create these services elsewhere (and having to spend money on them). How does the council envisage relocating and centralising services will work?</p>	<p>In terms of council services, we are confident that relocating services into alternative buildings will have no negative impact on local residents, and in many cases will result in the service being delivered from a more accessible building. In terms of voluntary sector services, those which are commissioned by the council will be relocated and those receiving grant funding will be prioritised for available alternative council properties. The council believes there is a good level of halls and venues available in the borough for groups and communities to access, and we will provide details of these.</p>
<p>31. Rather than disposing of the buildings that are a valuable part of community life in Hammersmith why not make them more resourceful, for example why not combine one or two of them? I believe the Hammersmith Information Centre is situated in a particularly bad spot as far as visitors to Hammersmith are concerned. Why not combine the Irish Cultural Centre with the Hammersmith Information Centre therefore making more use of the building on Blacks Road and freeing up the other for a commercial business perhaps? Retaining the building on Blacks road for long term rent advertisement about what goes on in Hammersmith and profitability.</p>	<p>The need to reduce the council's corporate debt of £133m means that capital receipts are preferred over rental income.</p>
<p>32. It is not always easy to separate "buildings" from "front line services". The latter can often only be provided effectively, efficiently and in a value for money way thanks to the existence of premises to house those services.</p>	<p>We are confident that relocating council service into alternative buildings will have no negative impact on local residents, and in many cases will result in the service being delivered from a more accessible building. The council believes there is a good level of halls and venues available in the borough for groups and communities to access, and we will provide details of these.</p>
<p>33. The impact on the communities and groups who use the buildings must be taken into account. There are probably no 'surplus' buildings but rather buildings that do not bring in sufficient revenue. Can't the council be more creative in the way the buildings are promoted and used?</p>	<p>An equalities impact assessment has been conducted on each building to identify what communities may be impacted should the building no longer be available. The reduction of the council's debt (at a cost of £100,000 per £1m) is prioritised so that funding can be better used to deliver services to our residents. The council is already delivering significant improvements with regard to the use of its building through our Smart Working programme, and we believe that there is a good range of halls and venues available for community activities in the borough.</p>

From consultation responses	LBHF comments
34. If there is no community provision south of Hammersmith Broadway, this will cut off half of the entire Borough, and this cannot be acceptable.	Hammersmith & Fulham is a geographically small borough, with excellent transport links which enable residents to easily access services located in other parts of the borough. More and more services are now being accessed on line or by telephone, reducing the need for duplicate services in different areas of the borough.
35. Most of the buildings which are on the list to be sold are places where the community meets and gathers and celebrates and their loss would have significant impacts on residents.	The council believes there is a good range of halls and venues available across the borough which communities can use for events and activities.
36. There is plenty of research which shows the good use of these types of buildings for the benefit of the residents. The council must seek expert advice on how to use the buildings profitably in every way for the community instead of getting rid of them to serve a political purpose.	The council's priority is to reduce its debt of £133m, in order to maximise the funding available for front line services.
Relocation issues	
37. Before any building is considered suitable for sale, a new site must be established for the services provided. Even if these services are moved to other sites, there may be transport problems for people wishing to access the new sites, and this should be taken into consideration. As these services still require a site, which will need to be paid for, will there be any real saving in selling the buildings?	Council services, and services commissioned from external providers will be found alternative locations. Groups which are not funded by the council will be provided with information on other venues and halls available in the borough. The borough has excellent transport links, and it is not felt that this would be a significant barrier for local residents. The purpose of disposing of buildings is to reduce the council's corporate debt, not to achieve savings in service budgets.
38. Consideration needs to be given to where the groups currently housed in these properties will go and whether services provided by them will be to the same standard, target the relevant communities and cost the same in the new locations.	Groups will be provided with information on other venues and halls available in the borough, but it will be up to each group to determine what alternative sites would be most suitable for them and their service users.
Residents' access to council staff	
39. Whilst staff may be able to hot-desk and work remotely residents need to know where they can be accessed.	Smart Working enables staff to work at different locations, but to still be available on the same telephone number, and access their IT system. Service provision is the key priority, and is not at risk from staff working in a different location.



Summary of H&F Buildings Consultation responses regarding Cambridge House and Barclay House

Key themes:

- Impact on service provision**
- Financial / property issues**
- Impact on Council employees**

From buildings consultation response	LBHF comments
Impact on service provision	
1. The sale of both properties will reduce locally relevant services.	Relocation of affected staff to a central location with services will enhance services delivered across the borough. Currently staff spend considerable time (often up to an hour) travelling to the centre of the borough from Barclay House which is inefficient and a waste of valuable human resources. Services currently based at Cambridge House will continued to be delivered at a central location.
2. It is vital to remember the size of the borough and ensure services can be provided, and be accessible to communities in the North <i>and</i> South.	By moving services to a central location which is accessible to all makes for a more efficient way of working. Links to the centre of the borough from both the north and the south are efficient. For residents based in either the north or the south of the borough who have to travel farther north or south to access a service will now only have one central area and a shorter journey.
3. Is the Council doing this in anticipation of merging all services with neighbouring boroughs?	The merged locations are a separate issue and had been planned before merger discussions.
Financial / property issues	
4. Will the Council incur exit charges?	The lease on Barclay House expires in September 2011 and the leases on Cambridge House expire in August 2014. The council will not incur exit charges at the end of these leases except for normal dilapidations claims.
Impact on council employees	
5. Better work is done by employees who have a sense of identity with the places in which they work – staff should not have to work in sanitized offices and should receive good working conditions from the tax payers' money.	The planned changes in location will offer staff improved working conditions whilst offering tax payers and service users a more efficient service with savings being made on building rental.
6. Council staff need a secure base both for themselves and to ensure residents know where to go when they need a service.	Many staff have moved several times in the last two years. This plan will give staff the security of a central borough location, based with like services. Communication will be made with service users and borough residents so that they

From buildings consultation response	LBHF comments
Impact on service provision	
	are aware of the new location of services and how to access them.

Appendix 2c - Fulham Town Hall



Summary of H&F Buildings Consultation responses regarding Fulham Town Hall

Emerging themes:

- Financial / property issues
- Consultation document and process
- Relocation / alternative services
- Impact on local residents

From consultation responses	LBHF comments
Financial / property issues	
<p>1. Does the council not agree that it is their responsibility to safe guard the assets of the community for future benefit? If so how can the council defend selling Fulham Town Hall as a policy without extensively exploring options? If you feel the council has extensively explored options please describe them?</p>	<p>It is the council’s responsibility to exercise its statutory functions and discharge its duties in the best interests of residents and council tax payers. In this particularly difficult economic environment (we currently owe £133 million which costs us £5 million a year in interest payments alone) we have decided that the interests of local people are best served by disposing of buildings that are surplus to council requirements, and focusing our resources on investing in front line services.</p> <p>In conjunction with the disposal of certain assets that are considered surplus to council requirements, the council is developing community space in the north of the borough and in partnership with North Fulham NDC in the South of the borough. LBHF 3rd Sector Strategy clearly outlines the commitment of the council to ensuring there is affordable, cost effective, accessible and high quality premises available to the community where the need is greatest.</p>
<p>2. It does not seem sensible to sell property in the current economic climate as its true value could not be reached.</p>	<p>The council is bound by Section 123 of the Local Government Act to achieve best consideration reasonably obtainable when disposing of its properties unless consent is obtained from the SoS to disposal at an undervalue. The Council has taken property advice from the Council's external property consultants on the sale of all these properties and believe that we can achieve the best consideration reasonably obtainable on each property within a reasonable time of commencing marketing of these properties.</p>
<p>3. It seems unrealistic to believe the town hall site could trigger further regeneration of this area without further site acquisitions which may not be possible.</p>	<p>We cannot comment at this stage as to whether further acquisitions will be required.</p>

From consultation responses	LBHF comments
<p>4. This is hypocritical when the council is to spend millions on the new town hall extension. The council should update and use current quality assets rather than building new ones.</p>	<p>The properties under review suffer from a range of deficiencies when viewed within the context of establishing a cohesive office campus clustered around the administrative hub, Hammersmith Town Hall, and of providing efficient and economic space that is conducive to current working and service delivery practices. For example: some are leased by the council, inevitably involving annual rent and service charge payments; some are relatively small in size and are unable to accommodate many staff; some comprise mainly of small rooms which preclude modern work practices; some listed buildings, with significant constraints on making physical changes; most are dispersed geographically and would not support efficient working; and some will require substantial investment in future years.</p> <p>Regarding the proposed new offices to be provided as a part of the King Street Regeneration Project, the council will not have 'to spend millions', other than the council owned sites being contributed to enable the project to be delivered, the office building will in fact be provided at no cost to the council. In this scenario, the Town Hall Extension building will be demolished at no cost to the council and the imminent circa £18 million refurbishment of this building will be avoided. The King Street Regeneration Project represents exceptional value for money for the council.</p> <p>The council undertake continuous property reviews to ensure that the property portfolio best supports the council's objective of facilitating the delivery of high quality services at the lowest possible cost to tax payers.</p> <p>It will be appreciated that this entails regular and rigorous reviews of all the premises used by the council.</p>
<p>5. Does the council actually have the legal right to sell the town hall?</p>	<p>Yes. The council owns the freehold interest in this property and there are no impediments on a sale.</p>
<p>6. Even if short-term financial gain is achieved through the sale, does the council not anticipate that it will have to build another one at some point in the future so it is probably better to find an alternative solution to the debt issues.</p>	<p>No, it is not anticipated that the council will have to build another Town Hall in the future.</p>
<p>7. Shouldn't the council at least keep freeholds to such property?</p>	<p>We have not yet determined what property interest will be sold either freehold or long leasehold if a decision to sell is made.</p>
<p>8. The town hall could be fully utilised but nobody can afford the rent so it remains empty. There should be a strategy put in place to generate users who can generate revenue to cover the urgent repairs and cover costs. Why sell it off hastily and in an underpriced environment?</p>	<p>It would require significant levels of revenue to be generated to cover the costs and repairs of the building. The Town Hall has limited access and is in close proximity to residents which limits the types of use it can be used for.</p>

From consultation responses	LBHF comments
<p>9. Fulham Town Hall used to have a cashiers office, Street Parking office and information centre. The council has removed these services and now says the building is "under used". The people of Fulham should have these services reinstated. It is the deliberate act by the council to try to justify selling it at what will be a knockdown price. The total sale of ALL the buildings listed is expected to raise "£22 million". Fulham Town Hall must be worth well over £30 million alone, even in the depressed property market.</p>	<p>Services previously located at Fulham Town Hall have been reviewed and relocated in order to minimise costs whilst continuing to deliver a good level of service. More and more council services such as cashiers and street parking are delivered on-line, resulting in lower demand for face to face service points.</p> <p>The council is bound by Section 123 of the Local Government Act to achieve best consideration reasonably obtainable when disposing of its properties unless consent of the Secretary of State is obtained to dispose at an undervalue.</p> <p>The disposal of assets will assist the council towards achieving the necessary savings, by allowing it to reduce debt and therefore the interest costs of servicing that debt. It is not appropriate to declare values for individual buildings but the total disposal could generate in the region of £14m.</p>
<p>10. 2010 Total debt £133 Million. Please explain how on earth we ended up in this situation. Because of this debt the council is panic selling FTH as a short term strategy. The council is supposed to protect and to service the public. Does the council agree that it has failed in its responsibility to do so?</p>	<p>Local government borrowing is a normal part of managing a council's financial affairs. For example a council may borrow to finance the purchase of a building. However, all borrowing comes at the cost of interest that must be paid on it. Now we are in a period of austerity the council must reduce its expenditure. One way of doing that is to sell surplus assets to pay off some of the debt, and saving on interest payments as a result. The council saves approximately £100,000 a year for every £1m of debt that we manage to reduce. Since 2006 debt has been reduced by £36million.</p>
<p>11. FTH is a Grade 2 listed building which the council has stated "cannot be altered even if it is sold". Would the council therefore agree that the market value of this building will be much less due to these restrictions. Therefore the sale value in proportion to the intrinsic value of the asset to the community is much reduced which make selling the building nonsensical?</p>	<p>If FTH is marketed for sale, the council and it's advisers would fully explore with Conservation/Environment and Planning any potential ways of adapting the Listed Building to enhance it's market value. Whilst a listing can add to the cost and obligations of a building, it can also add value and status.</p>
<p>12. Has the council applied for Lottery Funding to save the town hall and convert it into an arts centre and usable facility for the public. If not why not?</p>	<p>The council is committed to supporting the arts in the borough. This can be seen through the support the council provides, both financial and through the provision of premises (for example, The Bush Theatre has recently been given a new long lease on the former Shepherds Bush library because the building could not be disposed of. This very successful arts organisation will form part of a vision to create a new cultural quarter). But as stated in the buildings consultation, in order for front line services to be preserved for residents in Hammersmith and Fulham, whilst the council tries to make the savings required of it, premises which are deemed surplus to council requirements will be disposed of.</p>

From consultation responses	LBHF comments
	<p>The council does not consider it feasible for Fulham Town Hall to be used as a dedicated arts centre as there is no additional funding for the arts from the council. There are a number of sources of funding available for arts organisations to deliver arts projects including Arts Council England and the National Lottery. The council acts as an advocate for the arts and provides advice and information to the H&F Arts Forum. Local authority funding of the arts is discretionary: we are able to support the arts but it is not a statutory requirement.</p> <p>The council was able to apply for Heritage Lottery Funding (part of Big Lottery funding), but this would be a capital bid and the council would still be required to fund the running costs of the building via revenue.</p>
<p>13. Hounslow have a number of halls. They have just refurbished Ealing Town Hall and introduced a rate structure that has increased income to the council. They are not taking a short term view. Why is LBHF?</p>	<p>It is highly unlikely that the huge increases necessary in hall hire bookings and charges could be achieved to assist in supporting the revenue required to manage Fulham Town Hall, particularly in the current climate when this is not a reliable source of income. Long term view is new civic accommodation strategy?</p>
Consultation document and process	
<p>14. It is underused because council has not maintained it, not because it is not needed. On what basis are the assumptions about under use and surpluses being made?</p>	<p>It is the main responsibility of the council to ensure that residents of the borough receive the services they require. Services previously located at Fulham Town Hall have been reviewed, restructured and relocated in order to minimise costs whilst continuing to deliver a good level of service. More and more council services are delivered on-line, resulting in lower demand for face to face service points.</p>
<p>15. The council uses the fact that Fulham Town Hall requires 'Major Refurbishment' as an excuse for selling off this asset for short term gain. Is it not the council's responsibility to maintain these buildings and is it not hypocritical to use the poor state of the building as a reason to sell it off?</p>	<p>As a listed grade 2I building Fulham Town hall is protected and the council has been under obligation to ensure it has been correctly maintained and has done so. However precisely because it is an old listed building there are a greater number of ongoing maintenance and repairs which are now declared uneconomic to retain.</p> <p>The cost of modernising Fulham Town Hall and addressing the poor physical access issues of the building is also cost-prohibitive.</p>
<p>16. Has the council carried out a referendum with the residents of Fulham (which is part of "one of the smallest boroughs in the country") to ask what they think about you selling off their Town Hall? If not why not?</p>	<p>The need for two town halls in such a small borough has been considered when analysing the consultation responses. Holding a referendum for individual sites is not considered to be a cost effective or appropriate approach and the consultation (as detailed above) provided residents with considerable opportunity to provide detailed feedback.</p>
<p>17. Why have there been no public meetings to discuss these proposals? Why is this consultation day only running till 6pm when most people work 9 - 5 so can't physically make it here?</p>	<p>In order to ensure as many residents as possible had the opportunity to respond to the H&F Buildings Consultation, the consultation period lasted for over three months (17th June to 30th September 2010). Residents could respond to the consultation either through completing a questionnaire, or by attending one of two open days. The consultation was</p>

From consultation responses	LBHF comments
	<p>promoted in H&F News, local newspapers and local community groups were also informed of the consultation. The council considers the actions above to have provided ample opportunity for residents who were unable to attend the open days to respond.</p>
<p>18. With the recent exposure in the National Press about the percentage of the working population employed in the Public service, has this made the council re-examine the thinking behind this strategy to sell off the Boroughs assets? The number of employees and the cost of some must dwarf the potential short term gains of selling off Fulham Town Hall which will not achieve maximum value due to listing restrictions.</p>	<p>The financial position facing the council (as well as all other local authorities in the country) is a challenging one – and will likely result in reductions to council staffing numbers over time. However, this would be a further driver to dispose of property – as less staffing means we need less office accommodation. Reducing the council's £133m debt is a vital part of the council's plan to address its financial challenges.</p>
<p>19. The council must provide a breakdown of the costs of maintaining the hall over the next five years.</p>	<p>The cost of maintaining Fulham Town Hall is not the key consideration in the council's decision to propose the building for disposal. The reduced demand for council office accommodation and the council's level of debt are the key reasons why this building is considered suitable for disposal.</p>
<p>20. Please explain in detail how this process will work. If and when the properties will be put on the market. How they will be valued. If potential purchasers will be verified. If conditions or use will be conditional to sale. Any other relevant details to make this process open and transparent.</p>	<p>Should the decision be made to sell the building, in-house chartered surveyors (with detailed experience of disposals, marketing, valuation & Planning) would manage the appointment of an external firm of chartered surveyors/agents (or joint agents) to advise on valuation and marketing terms, the preparation of information packs (legal and Planning content, and surveys) and the likely negotiation of a subject to Planning sale in order to maximise sale proceeds. The process of selecting a preferred bidder would include detailed analysis of the viability, funding and nature of the bidder's scheme. The process would be completely transparent.</p>
Relocation / alternative services	
<p>21. Can this not be converted into apartments for rental and reduce the Housing List whilst giving residents quality rented housing?</p>	<p>This is a matter for consideration by Planning in accordance with Strategic Planning Policy.</p>
<p>22. This proposal suggests the council sees its future with K&C and therefore there is not real need to have a town hall in Fulham. Hundreds of thousands of pounds have been spent on refurbishing the town hall and more basic services should be relocated to Fulham Town Hall with better advertising about how the building can be hired out.</p>	<p>Work is currently ongoing with Royal Borough of Kensington & Chelsea and the City of Westminster to explore how services could be shared and jointly managed. No discussions have yet taken place regarding sharing civic buildings. The council no longer needs Fulham Town Hall to deliver council services, as those previously located at Fulham Town Hall have been reviewed, restructured and relocated in order to minimise costs whilst continuing to deliver a good level of service. More and more council services are delivered on-line, resulting in lower demand for face to face service points. The reduced demand for council office accommodation and the council's level of debt are the key reasons why this building is considered suitable for disposal.</p>

From consultation responses	LBHF comments
23. Has the council considered moving the smaller charities/groups - that will no doubt discontinue when the buildings they are currently in close - to the town hall?	The council will provide details of other halls and venues available for hire – including those which are better in terms of disabled access.
24. Around the corner from Fulham Town Hall is the Dance Attic. A dance studio in an old corporation building (old swimming baths) this facility is constantly busy indicating the need for this amenity in the area. Fulham Town Hall is closer to the tube and better located. Has the council considered change of use to incorporate such a service to the community?	The council has not considered change of use to a dance studio for the building. Local authority funding of the arts is discretionary: we are able to support the arts but it is not a statutory requirement. The council would not be able to subsidise the cost of converting the building into a dance studio and maintaining it.
25. Presently LBHF does not have an arts centre. The Government are encouraging and funding dance in the community. What plans do LBHF have for the development of dance and arts in the borough? Is it not feasible to use Fulham Town Hall as a dedicated arts centre in the borough? What sources of funding has LBHF considered for the Arts?	<p>The council does not consider it feasible for Fulham Town Hall to be used as a dedicated arts centre as there is no additional funding for the arts from the council. There are a number of sources of funding available for arts organisations to deliver arts projects including Arts Council England and the National Lottery. The council acts as an advocate for the arts and provides advice and information to the H&F Arts Forum. Local authority funding of the arts is discretionary: we are able to support the arts but it is not a statutory requirement.</p> <p>The council is committed to supporting the arts in the borough. This can be seen through the support the council provides, both financial and through the provision of premises (for example, The Bush Theatre has recently been given a new 125 year lease at peppercorn rent. The building could not be disposed of and instead was leased to this very successful arts organisation). But as stated in the buildings consultation, in order for front line services to be preserved for residents in Hammersmith and Fulham, whilst the Council tries to makes the savings required of it, premises which are deemed surplus to council requirements will be disposed of.</p>
26. The council must identify a variety of accessible and affordable meeting venues of comparable size in Fulham close to bus stops and Fulham Broadway tube station. We would not consider the community hub in Dawes Road as an acceptable alternative.	The council will provide details of other halls and venues for hire in the borough.
27. Has the council considered moving the Sands End library here and create a lending resource library. The Fulham library could then be changed to the Reference and archives service, perhaps even incorporating a local museum and the Archives service, thereby releasing the Lilla Husset building. This would then reflect the situation you hope to achieve in the North of	The council has not considered this as an alternative as it is keen to keep library provision in the Sands End Ward.

From consultation responses	LBHF comments
the Borough.	
Impact on local residents	
28. The Town Hall is an important feature of the borough's identity, which once sold cannot be reclaimed.	Whilst the council does acknowledge the role that Fulham Town Hall is a prominent building in this borough – we do not agree that it needs to be retained as a Town Hall. The building is listed, therefore any developments undertaken will need to preserve the appearance of the building – retaining the architectural heritage that the building offers.
29. The council should have a well-used and accessible representative building in the south of the borough and must not continue to relocate all its services to Hammersmith.	The council does acknowledge that different areas of the borough have distinct identities and communities – however, this in itself is not considered a strong enough argument to provide duplicate services in different parts of the borough – neither is this an affordable option. Hammersmith & Fulham
30. The council states that the borough does not need 2 Town Halls. Does the council not agree that Hammersmith and Fulham are very different areas, with different public needs, different demographics and that people who would use Fulham Town Hall (if it was properly managed as a facility) would not travel to Hammersmith Town Hall?	is a single borough – with excellent transport links that enable residents to move easily to different parts of the borough.

Appendix 2d - Palingswick House



Summary of H&F Buildings Consultation responses regarding Palingswick House

Key themes:

Relocation issues
Impact on local residents
Financial / property issues
Consultation document and process

From response	LBHF rebuttal/comments
Relocation issues	
1. Where would residents of LBHF get community transport?	The council will work with the Community Transport Project to try to identify a suitable alternative location. The majority of CTP service is a collection based service – rather than residents travelling to Palingswick House, therefore it is considered possible for the service to move to another location relatively easily.
2. LBHF must retain a central hub for community organisations, whether based at Palingswick House or elsewhere in Central Hammersmith.	The council's priority is to establish hubs in areas of highest deprivation – primarily the north of the borough, and north Fulham. The council will explore every opportunity to establish a hub location in the centre of the borough. However, Palingswick House does not meet the council's criteria as a suitable venue for a hub location.
Impact on local residents	
3. There would be severe impact on local services and therefore local residents due to the significant number of organisations that are based there.	The equalities impact assessment has not identified any particular significant negative impact should this building no longer be available. In fact, a positive impact could be delivered should services relocate closer to areas of deprivation, where need is likely to be higher.
Financial / property issues	
4. What are the legal aspects of this proposal? The building should be left for the community of Hammersmith and Fulham.	The council has undertaken a title check on this property and there are no restrictive covenants that would adversely affect a sale of this property.
5. Could it not be turned into the hub for LBHF?	Palingswick House does not meet the council's criteria for a community hub; <ul style="list-style-type: none"> • It is not a sustainable or cost-effective environment to run • It is not a fully accessible or flexible space - the cost of the necessary improvements is prohibitive • It is a property that could potentially achieve a sale - reducing the council's level of debt is a key issue and buildings that would not otherwise obtain a sale would be a priority for hubs

From response	LBHF rebuttal/comments
6. Palingswick House should not be sold without assisting the organisations to find alternative accessible and affordable premises and identifying accessible and affordable meeting venues in central Hammersmith.	The council will ensure that assistance is provided to help groups identify alternative premises. The council will also provide details of halls and meeting spaces available in the borough.
7. It is appalling to hear about the lamentable state of the council's buildings, and cannot understand how this situation has come to be so extreme that renovations may cost multimillion pounds. This is clearly very bad administration and no one should let community buildings rot.	Under the terms of their lease, the tenant is responsible for the internal repairs and maintenance of the building. However, this is a fairly old building that requires substantial renovation to bring it up to an acceptable standard of access.
8. What sources of funding have been investigated to resolve this problem?	The council does not have resources available to invest in the renovation of this building. The tenant would have been able to apply for external capital funding to undertake renovations and repairs, but to our knowledge has not done so.
9. Sale of the property on the open market will not achieve the sort of return the council is seeking in the current economic crisis. The tenants of the building should have the opportunity to take it over. What happened to the promised 'community right-to-buy' for local organisations?	Community based organisations are able to purchase properties that the council is selling. However, the council is bound by S123 of the Local Government Act 1972 to achieve best consideration reasonably obtainable when disposing of its properties unless specific or general consent of the SoS is obtained for disposal at an undervalue. The council has taken property advice on the sale of this property and believes it can obtain the best consideration reasonably obtainable for this property within a reasonable period of time. If the property is placed on the open market community based organisations are able to bid for the property. However, in order to raise sufficient funds to pay off council debt the council will be selling the site at full market value.
Consultation document and process	
10. Further we request that a separate consultation is held for each of the buildings being considered for sale and from which voluntary organisations are currently providing services.	The council did not consider it efficient to undertake a separate consultation on each building included in the report. By grouping buildings under one consultation, residents were able to understand the broader context and overall approach of the council, plus to choose to respond to questions about those buildings they are interested in.
11. How does the council consider a building surplus to requirements? Palingswick House is used 7 days a week by a great number of charities and community services.	The availability of alternative buildings, halls and venues for hire across the borough has been used to determine which buildings are surplus to the council's requirements.

Appendix 2e - 58 Bulwer Street



Summary of H&F Buildings Consultation responses regarding 58 Bulwer Street

Key themes

Impact on local residents
Relocation issues
Consultation process and document
Financial / property issues

From consultation responses	LBHF comments
Impact on local residents	
1. How has the Council decided if a property is under-used or surplus to requirements? The hall is used by approximately 3000 people per month, for seven days a week. It is not under-used. The Village Hall (for both hirers and users) is the tangible and physical embodiment of West London's community.	The availability of other halls and venues for hire across the borough has resulted in the council determining that 58 Bulwer Street is not required to be retained by the council as a community centre.
2. This services are vital to the most vulnerable families in the area. To evict the groups and sell this building to property developers who will build homes for the rich will hit those families who are in need and destroy a wonderful well run group and rip the heart out of the local community.	The council believes that there are sufficient alternative venues for the activities and services currently located at the centre – therefore the support provided to local residents should be able to continue.
3. Getting rid of this building would be catastrophic for the local community and, in particular, for the children of the West London School of Dance and the children from over 50 different schools who come into Shepherds Bush at least once a week to use the Village Hall.	As above, the council believes there are sufficient halls and venues for hire to enable groups currently using 58 Bulwer Street to continue to deliver services to local residents. With regards to the West London School of Dance, according to their website, they operate from a number of venues in West London, including two others within easy reach of Shepherds Bush: 4 Ladbroke Road, London W11 3NG, The Community Centre, 13 Hippodrome Place, London W11 4SF
Relocation issues	
4. Where does the Council intend the groups that use the hall will go?	The council will provide details of other halls and venues for hire in the borough.
5. What will happen to groups leading up to the selling of this property, will they be allowed to stay? Secondly, on 2b page 4; states that groups after their crucial service will be given	Groups will be given as much notice as possible, and the council will strive to ensure that the venue is available for their use for as long as possible prior to sale.

From consultation responses	LBHF comments
help and advice in identifying alternative premises. Will this happen and how will this take place?	The council will provide details of other halls and venues for hire that groups can contract. The Community & Voluntary Sector Association (CaVSA) will also be available to help groups identify alternative venues that can be considered.
6. This would make a much better Hub in the North of the Borough than Edward Woods which I visited and it means going into the Congestion area! Blue Badges are not allowed in K&C only their own. I haven't yet visited.	58 Bulwer Street does not meet the council's criteria for a 3 rd sector hub location, in that it is suitable for disposal. The community hub being developed on Edward Woods Estate is a site that cannot be disposed of, and is unsuitable for development as residential accommodation – therefore would lie unused if it were not being developed for this purpose. Western extension of the congestion charge zone was removed in Jan 11
Consultation process and document	
7. Why is the property disguised in the name of 58 Bulwer Street rather than Shepherds Bush Village Hall?	The property is listed as "58 Bulwer Street" in our asset management register, and is leased under this name.
8. The Council's "people before buildings" suggestion is flawed; as soon as the buildings are taken away the people have no where to go to access the services they need.	The council believes there are alternative venues that services can operate from, therefore the support and activities provided should be able to continue.
9. There has been a real lack of clarity regarding whether the property is to be auctioned. The Council must not sell off the property secretly, without its users having the opportunity to try to raise funds to buy it. It is imperative that The West London School of Dance is offered the opportunity to raise the funds for the building, before it reaches the point of being auctioned off to a developer who has no interest in the community.	The council is bound by S123 of the Local Government Act 1972 to achieve best consideration reasonably obtainable when disposing of its properties unless it has the specific or general consent of the Secretary of State to dispose of at an undervalue.
Financial / property issues	
10. Does the Council own the freehold?	The council holds the freehold title of this property.

Appendix 2f - Irish Cultural Centre



Summary of H&F Buildings Consultation responses regarding the Irish Centre

Key themes:

Consultation document and process
Impact on local residents
Financial / property issues
Relocation issues

From consultation responses	LBHF comments
Financial / property issues	
1. We feel there is a strong case for making an exception for the Irish Cultural Centre. We feel council has an obligation to be faithful to its original agreement to extend the lease to ICCH as previously agreed until October 2017.	The council (like all other councils) is under serious financial pressure. This has been further increased by the Comprehensive Spending Review announcement made in October 2010. The council must therefore consider all available options to reduce our corporate debt in order to preserve as much funding as possible for vital services.
2. The Irish Government has been providing a generous grant to support the Irish Cultural Centre, since the council withdrew its funding in 2007. Due to the state of the Irish economy, the Irish Government is in no position to finance a purchase of the building. Therefore we would ask that you provide us with a further lease extension of three years, in order to enable us to raise the funds for purchase.	The council's difficult financial position has been worsened by the CSR, with significant savings needing to be found within the next three years. Unfortunately, the council has to prioritise this in order to preserve as much funding as possible for key front line services. However, the council recognises the value of the centre to all local residents, and will explore, in the first instance, the possibility for selling this building to its current tenants.
3. It is a very accessible Centre. Could it be shared? Could outreach health services be provided there?	The building is excellent in terms of access, and the council is keen to support the current occupants to be able to purchase the site. If this is successful, the centre will continue to be available to a range of organisations to use.
4. Has an impact assessment been carried out?	Yes – please refer to appendix 3h
5. Is it the council's vision to privatise all services?	The council is keen to ensure that all services deliver value for money – and therefore a large number of services are "market tested" to explore whether they could be provided better by external providers.
6. If the Irish Centre were self supporting and self funded would the council still persist in selling it?	The current tenant; Irish Cultural Centre, Hammersmith Ltd (ICCH) will be offered first refusal when the current lease expires in March 2012 and will have the opportunity to continue on a self supporting and self funding basis at a

From consultation responses	LBHF comments
	market value.
7. What are the council's reasons for adopting such a short-sighted view to debt reduction? What will happen when the money generated from the sale is sold?	Every £1m of debt costs approximately £100,000 in interest payments each year. Therefore, the council views reducing the £133m debt as a high priority, as money spent on servicing the debt would be better spent on providing services to local residents.
8. The council should lease it on a repairing lease for a continuous income and dedicate the income to reducing the debt.	The council wishes to achieve a capital receipt rather than a rental income able to reduce the council's debt in this manner.
9. Does the council own the freehold or is it leasing it and leasing on.	The council owns the freehold title to this property.
10. This would make an ideal hub.	The council hopes that the current tenant of the building will be in a position to purchase the site, therefore continuing its provision as a venue in this part of the borough. However, the building does not meet the council's criteria for a community hub – primarily as it is a building that is suitable for disposal.
Impact on local residents	
11. The sale of the property will severely impact Comhaltas Ceoltóirí Éireann community group and likely cause its West London branch to be closed.	The council will provide details of other halls and venues available for hire, and believes that there is sufficient alternative sites available to local groups to enable them to continue to deliver their services and activities locally.
12. Important educational, social and cultural services will have to be terminated if the property is sold, which will severely impact borough residents.	The council hopes that the current tenant of the building will be in a position to purchase the site, therefore continuing its provision as a venue in this part of the borough. However, should this not be achievable, the council will provide details of other halls and venues available for hire, and believes that there is sufficient alternative sites available to local groups to enable them to continue to deliver their services and activities locally.
13. The services are not solely for the Irish community and are used by borough residents of many communities as well as people from outside of the borough who travel many miles. This shows how valuable the services are and that they are certainly not underused or surplus to requirements.	There are alternative cultural and support services for the Irish community, including the London Irish Centre Camden, Irish in Greenwich, Irish in Britain, Irish Abroad, Lewisham Irish Centre, The South London Irish Club, The Irish Club EC4, The London Irish Women's Centre and London Irish Network.
14. We request that you do everything in your power to reconsider the future of this building and its people. Help to preserve their excellent Cultural Programme, the broad spectrum of support and services it provides, and to maintain a centre for both the Irish in London, and the large number of users from all other backgrounds".	
15. If the Irish Government pays for the centre will there be an impact on Northern Irish residents?	As far as we are aware, the current services and activities held at the Irish Centre do not discriminate between Northern and Southern Irish residents, and we would expect this position to continue.
16. Why has the Irish community been targeted in particular?	The Irish Community as not been targeted in particular. The centre is only one of a number of properties being considered for disposal.

From consultation responses	LBHF comments
	<p>ICCH is not funded by the Council (other than through a rent subsidy) nor does it provide statutory service. Should the centre no longer be available for community use there are a number of other locations that could be hired locally to continue to provide their cultural activities.</p> <p>The POSK Polish Centre, located in King Street also offers a cultural centre for a single community in the borough, however this centre is not resourced by the council and has proved very successful in independently establishing, developing and sustaining the centre.</p>
Relocation issues	
17. Where would the services be relocated to?	Should the centre not be sold to the current tenants and maintained as a local community centre, the council will provide details of other venues/halls for hire to groups who use the building, and support the support services who are based at the building to identify a suitable alternative location.
Consultation document and process	
18. The Centre is not called "The Irish Centre", but the Irish Cultural Centre. If the council does not even know its name how can it assume it knows its use and value to the community.	The building is commonly known as "The Irish Centre", however the council acknowledges the full title of The Irish Cultural Centre and has amended where necessary.
19. What right does a non-resident have to comment on the council's proposals?	The council's main priority in the consultation was to elicit the views of local residents, as these are the people that the council serves. It is expected that a number of people, who are not residents of the borough, but who may use services in buildings included in the consultation may also wish to give their views.
20. How much does the centre actually cost to the council? The centre pays rent and much of its activity is supported by the Irish government. The way the council presents these questions suggests that it would be getting rid of a cost to the council. The council needs to give a much fuller presentation of the facts.	The current tenant does not pay any rent but we estimate the market rent of the property to be in the region of £137,000. As the tenant is responsible for repairs and maintenance and rates the full cost to the council is the loss of rent which it is not receiving.

Appendix 2g – Greswell Street Centre



Summary of H&F Buildings Consultation responses regarding The Greswell Centre

Key themes:

Consultation document and process
Impact on community
Relocation issues
HAFAD

From consultation responses	LBHF comments
Consultation document and process	
1. The consultation should disclose the value the Council is planning to sell the property for so that the public can offer a more informed opinion.	The council is bound by S123 of the Local Government Act 1972 to achieve best consideration reasonably obtainable when disposing of its properties unless the consent of the specific or general consent of the Secretary of State is obtained to dispose at an undervalue. A likely sale price will be determined by a number of factors, including planning permission restrictions, which will not be clarified until later in the disposals process.
Impact on community	
2. Many members of the community use the services provided at the Greswell Centre, in particular the services of HAFAD, which are vital to the community and would be severely impacted if the property was to be sold.	The council proposes to relocate HAFAD to the Collaborative Care Centre in W12, offering co-location with other services provided to disabled residents. The provision to disabled residents would therefore continue.
Relocation issues	
3. The numerous community groups that use the centre have varying needs. The Council must consider where these groups can be rehoused to.	HAFAD is the main user of the Greswell Centre, and will be accommodated by the council elsewhere. Other groups that occasionally use the building will be provided with information on halls and venues available for hire in the borough.
4. Has the council considered moving the adult education from Sands End to the Greswell Centre?	The council has identified alternative options for relocating services currently provided at Sands End Community Centre in the event that it closes – please refer to the Sands End Building Report to Cabinet 11/2/11.
HAFAD	
5. The council should explore the possibility of HAFAD buying the building. If that is not possible then HAFAD should be supported to find a suitable alternative property to rent or buy that will meet all of the organisation's	As detailed above, the council intends to offer HAFAD alternative accommodation in the Collaborative Care Centre in White City.

From consultation responses	LBHF comments
Consultation document and process	
needs.	

Appendix 2h – 20 Hammersmith Broadway



Summary of H&F Buildings Consultation responses regarding the Information Centre

Key themes:

- Impact on local residents
- Financial / property issues
- Relocation issues

From response	LBHF rebuttal/comments
Impact on local residents	
1. The Information Centre is a key resource in the borough, and its sale will mean a loss of vital services and support to many people and businesses.	With Hammersmith Town Hall located nearby, together with the increased availability of information through the internet, the use of this space for an information centre is not considered a sufficiently high priority to continue to provide the space under the current terms.
2. The Council makes a very weak case for the closure of this centre. How many people use the service? Why is the council letting it at a rate that does not recoup the costs? Can residents really get this information easily elsewhere? The internet and the town hall would be highly unlikely to improve accessibility of services to disadvantaged and vulnerable groups. Visitors on holiday or otherwise want immediate information, maps, ideas on what to see etc	LBHF provides town centre maps and guides. These are primarily provided through local venues such as hotels, restaurants, libraries, retail outlets and other visitor attractions provided by the businesses themselves. The council also provides an on-line presence with the three 'visit' websites: www.visitfulham.co.uk ; www.visithammersmith.co.uk ; www.visitshepherdsbush.co.uk . Information is also available to visitors through the council's website: www.lbhf.gov.uk .
3. The services provided at the Information Centre are essential for vulnerable members of the community who cannot afford to pay for some services, such as legal advice.	The centre is primarily a visitor and public information centre. Benefits and legal advice is provided by specialist services in the borough, and will continue, irrespective of the future provision of this site.
Financial / Property issues	
4. The Council should consider an agreement to share the space effectively with a small business or voluntary group, such as a coffee shop or nursery?	The council is likely to seek to re-let the site. Organisations interested in using the space will be able to apply, however the use of the space may restrict some activities. The priority for the council will be to ensure this space is cost neutral.
5. This is a well used centre run by unpaid volunteers that provides free advice to visitors and is used by many community groups for meetings	Visitor advice is available through other sites and through other media. The council will provide information on other halls and venues available for hire.

From response	LBHF rebuttal/comments
<p>6. Your officers have informed me that the total costs to the council for this centre are approximately £50,000 p.a. broken down as follows;</p> <ul style="list-style-type: none"> • Insurance premium - £4,487.96 inc vat • Service Charge (inc water charges) - approx £24,000 inc vat • Business Rates - £21,014 <p>These costs could be reduced by negotiating a reduction in the insurance premium.</p> <p>It is strange that a business rate is applied where this shop unit is a planning gain and forbidden to trade. If it were rated as a community centre, a significant rate reduction would be achieved. Further reductions could be achieved through either the council applying a discretionary waiver, or by passing the licence on to a local registered charity.</p>	<p>The insurance payment does not form part of the council's insurance premium. The landlords of this unit insure the whole shopping centre and pass on a proportion of this premium to the council for this particular unit.</p> <p>With regard to the Rates payable the council has recently concluded negotiations with the Valuation Office Agency which have resulted in the Rateable value for the premises being reduced from £46,000 to £19,000.</p> <p>Should a registered Charity lease the space, they would be eligible for a mandatory 80% reduction in business rates payable.</p>
<p>7. The Conservative Government is committed to 'The Big Society' and the role of the voluntary sector is a fundamental cornerstone of that philosophy. It is therefore counter intuitive to close a centre organised and run by unpaid volunteers for the benefit of Hammersmith residents and visitors to our borough</p>	<p>The Big Society agenda focuses on encouraging and enabling community participation and involvement and also includes strengthening the voluntary sector. However, the provision of a particular building is not considered by the council to be the starting point for this. There a large number of buildings, venues and halls available for local groups and activities, plus innovative and creative ways of working are needed to reach wider communities and enable their participation.</p>
<p>8. Given that we offer no other visitor guidance currently, there will be an Olympic event in Earls Court in 2012 and the desire to attract more businesses and visitors to the borough, I ask that you reconsider and that you extend the lease.</p>	<p>Extensive visitor information is provided through the website, including 3 "visit" websites for each of the town centres. Visitor information regarding the Olympics is being delivered nationally, and it is anticipated that information will be available widely.</p>
<p>9. The Information Centre is far from being badly located. It is situated in the heart of the borough by bus and underground stations and close to attractions.</p>	<p>The information centre is a stand alone service which is located away from the main public concourse in the Broadway shopping centre – consequently the public does not pass its doors as a thorough-fare and the majority are unaware that it is there. We received a number of consultation responses that agreed that the Centre was badly located. If the service relocated to a hub or shared venue it could benefit from increase and diversity in walk-in visitors and partnership working alongside organisations promoting good equal opportunities.</p>
Relocation issues	
<p>10. Has the Council considered relocating the Information Centre to the Lyric or the Hammersmith Library and supporting such a relocation with clear signposting?</p>	<p>The council will explore what other options may be available. Hammersmith Library already provides extensive public information resources to both residents and visitors, including providing internet access and printed media.</p>

From response	LBHF rebuttal/comments
<p>11. The Centre is home of the Hammersmith Community Trust which hosts a number of exhibitions of local interest. It is the delivery address and storage site for the H&F Fairtrade Steering group, similarly for the H&F Local Agenda 21 Forum, which holds its meetings there. Various other local community groups also meet on the premises. It is a popular pick up point for recycling sacks and Age Concern's Fifty Plus newspaper. I would say the Centre is well-used.</p>	<p>No other west London borough invests in a Visitor Centre of this nature – they are reliant on distributing physical leaflets and information via town halls, libraries, hotels, restaurants, retail outlets and other visitor attractions provided by the businesses themselves and on-line information through visitor and local websites. In general there has been a decrease in reliance on printed literature due to the cost, difficulty to update and increased on-line access. There are sufficient alternative meeting, exhibition and storage space for hire in the area.</p> <p>Smart sacks are delivered to all households participating in the Smart Sack Kerbside Recycling scheme four times a year. Additional sacks can be collected from numerous locations across the borough listed on the council web-site.</p> <p>Elderly and registered disabled residents, unable to collect, may order Smart Sacks by calling the Cleaner Greener hotline on 020 8753 1100.</p> <p>Age Concern no longer produce the Fifty Plus newspaper or any similar printed newspaper.</p> <p>The consultation responses for the information centre were 81% neutral or in favour of re-leasing.</p>



Equality Impact Assessment Full Tool – Barclay House

Page 315

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/11, 4 th quarter
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential decant of Barclay House Short summary: It is proposed that the services currently located in Barclay House be decanted and the property handed back to the landlord.
Name of Service Department	Name: Gill Sewell Position: Assistant Director, Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	19.01.2011

Section 02	Scoping of Full EIA				
Plan for completion	Timing: during and post-consultation, using feedback Resources: officer time Lead Officer: Gill Sewell				
What is the policy, strategy, function, project, activity, or programme looking to achieve?	<p>Aims The decant is looking to achieve relocation where possible of services. The building will be returned to the landlord at the end of its lease thus potentially further reducing council deficit.</p> <table border="1"> <tr> <td>Race</td> <td>neutral</td> <td>L</td> <td> <ul style="list-style-type: none"> There are no services aimed at any specific race </td> </tr> </table>	Race	neutral	L	<ul style="list-style-type: none"> There are no services aimed at any specific race
Race	neutral	L	<ul style="list-style-type: none"> There are no services aimed at any specific race 		

				<p>groups using Barclay House at present. Service relocation will potentially take place into similar buildings.</p> <ul style="list-style-type: none"> ▪ Promotion of equal opportunities will continue as services are likely to relocate into similar premises.
	Disability	neutral	L	<ul style="list-style-type: none"> ▪ Promotion of equality of opportunity between disabled persons and other persons will continue as the services will remain the same or offer similar. Any identified sites for relocation will have similar access. ▪ Eliminate discrimination that is unlawful under the Act; N/A as services already operate under the principles of the Act and will continue to do so in future. ▪ Eliminate harassment of disabled persons that is related to their disabilities; N/A there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. Services delivered are run by council departments and are therefore expected to operate within council policies and procedures including Equal Opportunities, DES and SES ▪ Encourage participation by disabled persons in public life; - by moving the services to busier locations where other services are being delivered will give disabled persons increased exposure to additional opportunities that they may wish to take advantage of. ▪ Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons. N/A currently but will consider if it means that a disabled person needs additional provision to enable access to services.
	Gender	neutral	L	<ul style="list-style-type: none"> ▪ Eliminate unlawful sex discrimination and harassment (including for transsexual people): and services as stated above work under the council's policies

				(including equal opportunities) and procedures and this would not change with relocation. <ul style="list-style-type: none"> Promote equality of opportunity between men and women. Again council policies and procedures apply.
	Age	neutral	L	All provision will comply with council policies/guidelines and procedures.
	Sexual Orientation	Neutral	L	The services delivered will in the main continue but in different locations. All work under the council's policies and procedures.
	Religion/belief (including non-belief)	Neutral	L	As previously stated the services will not change.
<p>Will it affect human rights, as defined by the Human Rights Act 1998?</p> <p>No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are: LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>
New research	(no new research)

Section 04	Assess or undertake consultation
Consultation	<p>The consultation asked residents whether they agreed that disposing of buildings surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on Barclay House</p>
Assessment	<p>Consultation responses for Barclay House and Cambridge House</p> <ul style="list-style-type: none"> • Number of responses: 194 • Responses supporting withdrawal from the building: 20% • Responses opposed to withdrawal from the building 13% • No preference: 67% <p>The majority of respondents were either in support of the proposal or did not know the buildings and had no views on the matter. Many felt that as long as the services were still provided it did not matter where council staff were housed. Few were strongly opposed to the proposal.</p> <p>There was a small response to the potential non-renewal of the leases at Barclay House and Cambridge House. Of the 194 responses received 87% were either neutral or positive. The negative responses concerned loss of resources and services. As the services delivered in the buildings are in the main statutory services and there are no plans to reduce any of the services delivered from the current buildings, the loss of the sites will not effect service delivery.</p> <p>Concern was raised about the Disabled Children's team move but as this service is a borough wide service, a central location would better meet the needs of the entire borough.</p> <p>Concern was expressed about not knowing where services will be delivered, so a communication to service users at the earliest opportunity would be important.</p>
Section 05	Assessment of impact and outcomes
Assessment	<p>There is no evidence of discrimination as services will continue and these already operate under the policies and procedures of the council.</p>

Section 06	Reducing any adverse impacts
Outcome of Assessment	No adverse impacts identified

Section 07	Action Plan
Action Plan	<p>Includes and is listed here:</p> <ul style="list-style-type: none"> ▪ Issue identified: There have been no issues identified at this time ▪ Action (s) to be taken: Once alternative locations are identified, they will be inspected to ensure that they are disability compliant ▪ When: Upon identification of the alternative premises ▪ Lead officer: Relevant service head in Children's Services ▪ Expected outcome: Arrangements put into place to adapt buildings to meet disabled access requirements ▪ Date added to business/service plan: The dates will vary depending upon when the moves are scheduled and will vary as services will not be moved until appropriate alternative venues are identified

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	<p>Name: Gill Sewell Position: Assistant Director, Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608</p>
Key Decision Report	<p>Date of report to Cabinet/Cabinet Member: 07 / 02 / 11 Confirmation that key equalities issues found here have been included: Yes</p>
Opportunities Manager	<p>(When EIAs have been determined to be of high relevance) Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430</p>



Equality Impact Assessment Full Tool – Cambridge House

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/11 4 th quarter
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential decant of Cambridge House Short summary: It is proposed that the services currently located in Cambridge House be decanted and the property handed back to the landlord.
Name of Service Department	Name: Gill Sewell Position: Assistant Director: Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	19.01.2011

Section 02	Scoping of Full EIA				
Plan for completion	Timing: during and post-consultation Resources: officer time Lead Officer: Gill Sewell				
What is the policy, strategy, function, project, activity, or programme looking to achieve?	<p>Aims The decant is looking to achieve relocation where possible of services. The building will be returned to the landlord thus potentially further reducing council deficit.</p> <table border="1"> <tr> <td>Race</td> <td>neutral</td> <td>L</td> <td> <ul style="list-style-type: none"> There are no services aimed at any specific race groups using Cambridge House at present. Service </td> </tr> </table>	Race	neutral	L	<ul style="list-style-type: none"> There are no services aimed at any specific race groups using Cambridge House at present. Service
Race	neutral	L	<ul style="list-style-type: none"> There are no services aimed at any specific race groups using Cambridge House at present. Service 		

				<p>relocation will potentially take place into similar buildings.</p> <ul style="list-style-type: none"> ▪ Promotion of equal opportunities will continue as services are likely to relocate into similar premises.
	Disability	neutral	L	<ul style="list-style-type: none"> ▪ Promotion of equality of opportunity between disabled persons and other persons will continue as the services will remain the same or similar offer. The current location is fully accessible with disabled toilets, no lift, signage and the identified sites for relocation will have similar access. ▪ Eliminate discrimination that is unlawful under the Act; N/A as services already operate under the principles of the Act and will continue to do so in future. ▪ Eliminate harassment of disabled persons that is related to their disabilities: N/A there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. Services delivered are run by council departments and are therefore expected to operate within council policies and procedures including Equal Opportunities, DES and SES. ▪ Encourage participation by disabled persons in public life: by moving the services to busier locations where other services are being delivered will give disabled persons increased exposure to additional opportunities that they may wish to take advantage of. ▪ Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons: N/A currently but will consider if it means that a disabled person needs additional provision to enable access to services.
	Gender	neutral	L	<ul style="list-style-type: none"> ▪ Eliminate unlawful sex discrimination and harassment (including for transsexual people): Services as stated

				<p>above work under the council's policies (including equal opportunities) and procedures and this would not change with relocation.</p> <ul style="list-style-type: none"> Promote equality of opportunity between men and women. Again council policies and procedures apply.
	Age	neutral	L	All provision will comply with council policies/guidelines and procedures.
	Sexual Orientation	Neutral	L	The services delivered will in the main continue but in a different location. All work under the council's policies and procedures.
	Religion/belief (including non-belief)	Neutral	L	As previously stated the services will not change.
<p>Will it affect human rights, as defined by the Human Rights Act 1998?</p> <p>No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are:</p> <p>LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained</p> <p>http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support</p> <p>http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>
New research	(no new research)

Section 04	Assess or undertake consultation
Consultation	The consultation asked residents whether they agreed that disposing of buildings surplus to council requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on Cambridge House
Assessment	<p>Consultation responses for Cambridge House and Barclay House</p> <ul style="list-style-type: none"> • Number of responses: 194 • Responses supporting withdrawal from the building: 20% • Responses opposed to withdrawal from the building 13% • No preference: 67% <p>The majority of respondents were either in support of the proposal or did not know the buildings and had no views on the matter. Many felt that as long as the services were still provided it did not matter where council staff were housed. Few were strongly opposed to the proposal.</p> <p>The consultation question addressed both Cambridge House and Barclay House. There was only one minor concern expressed about Cambridge House and potential loss of services that are delivered there. As there are no plans to close front line services this should not be an issue. As with Barclay House services, as soon as practicable, residents should be advised of the new service locations.</p> <p>Several comments stated that they never understood why the services based at Cambridge House were not delivered from council premises in the first place.</p>
Section 05	Assessment of impact and outcomes
Assessment	There is no evidence of discrimination as services will continue and these already operate under the policies and procedures of the council.
Section 06	Reducing any adverse impacts
Outcome of Assessment	No adverse impacts identified

Section 07	Action Plan
Action Plan	<p>Includes and is listed here:</p> <ul style="list-style-type: none"> ▪ Issue identified: There have been no issues identified at this time ▪ Action (s) to be taken: Once alternative locations are identified, they will be inspected to ensure that they are disability compliant ▪ When: Upon identification of the alternative premises ▪ Lead officer: Relevant service head in Children's Services ▪ Expected outcome: Arrangements put into place to adapt buildings to meet disabled access requirements ▪ Date added to business/service plan: The dates will vary depending upon when the moves are scheduled and will vary as services will not be moved until appropriate alternative venues are identified

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	<p>Name: Gill Sewell Position: Assistant Director, Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608</p>
Key Decision Report	<p>Date of report to Cabinet/Cabinet Member: 07 / 02 / 11 Confirmation that key equalities issues found here have been included: Yes</p>
Opportunities Manager	<p>(When EIAs have been determined to be of high relevance) Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430</p>

Equality Impact Assessment Initial Screening Tool - Fulham Town Hall

Section 01	Details of Initial Equalities Impact Screening Assessment
Financial Year and Quarter	2010/11, Q4
Name of policy, strategy, function, project, activity, or programme	Proposal to dispose of Fulham Town Hall. Services currently located at the town hall include; Registrars, South Fulham Area Housing Office, Cemeteries, CCTV and Parking attendants.
Q1 What are you looking to achieve?	<p>Fulham Town Hall is one of two town halls in one of the smallest boroughs in the country. It is very under-used, with 30 – 40% vacant space, and requires major renovation, which the council cannot afford in the current economic climate. Most council services have been moved to other buildings over recent years and the council argues that in this day and age, taxpayers simply cannot afford the luxury of having two town halls in one borough. There is limited level access within the building, with the majority of the building being inaccessible to residents or staff with particular mobility difficulties. The relocation of council services such as registrars, CCTV and parking attendants from Fulham Town Hall to alternative council buildings in the borough will not significantly impact local residents.</p> <p>In addition the relocation of registration services appears to have the potential to impact positively on older and disabled people, as well as men and women registering a birth, since the services will be in an accessible location and be easier for those with mobility impairments and those carrying small children to use.</p> <p>With H&F being such a geographically small borough, with excellent transport links from Fulham to other parts of the borough, officers do not consider it necessary to retain this building for the provision of council services. It is intended to relocate the cemeteries staff to Mortlake Cemetery, where they will be on-site and better located to help customers with walk-in queries. For the tenants and leaseholders who presently get support and advice from South Fulham Housing Office, H&F Homes are already looking at ways to offer more local services to the residents in the South of the borough including</p>

mobile working and/or sharing facilities with the 3rd sector. H&F Homes are surveying users of the housing reception services currently operating at the Town Hall to understand how customers use the service and will use this information in determining how those services would be provided appropriately in the future.

In summary, we are looking to:

- Retain services (e.g. registrars, cemeteries)
- Provide those services in an accessible way

**Q2
Who in the main will benefit?**

Race	/	L	<ul style="list-style-type: none"> ▪ Registrars offer a service for people seeking British citizenship and conduct citizenship ceremonies for those successful in achieving British citizenship, therefore people of different races are likely to be more affected, however, the service will still be provided elsewhere in the borough.
Disability	+	M	<ul style="list-style-type: none"> ▪ Currently there is limited disabled access to the Fulham Town Hall, relocating to another building should lead to better access. ▪ Customers wishing to register births find access is difficult for those with pushchairs as do customers needing to register deaths who are often elderly with restricted mobility.
Gender	+	L	<ul style="list-style-type: none"> ▪ Customers wishing to register births find access is difficult in FTH for those with pushchairs (men and women) ▪ Registrars' services will continue to be offered from another location in the borough, therefore there is unlikely to be any adverse effect on gender.
Age	+	M	<ul style="list-style-type: none"> • Customers needing to register deaths are often elderly. Therefore this age group are more likely to be affected, but the service will continue to be offered elsewhere in the borough. • Customers seeking to register births are often in the 30 – 45 age group, therefore they will be more affected but the service will continue to be offered elsewhere in the borough. • It is expected that the new location of the service will have better access and facilities for these customers than the current location having a positive impact on the customer experience.
Sexual	+	L	<ul style="list-style-type: none"> • Registrars conduct marriage and civil partnerships from Fulham

Appendix 3c EIA Fulham Town Hall

	Orientation			Town Hall so this will affect those using this service, however, this service will be offered from elsewhere in the borough from an accessible location.
	Religion/belief (including non-belief)	/	N/A	<ul style="list-style-type: none"> Registration services are non religious, therefore there is unlikely to be any impact.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No.</p>				
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Yes, by retaining frontline services and providing them in a more accessible building to meet the needs of customers accessing the Registration Service.</p>			
<p>Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>	<p>Consultation has shown that this is not wholly supported (see below)</p> <p>Consultation feedback:</p> <ul style="list-style-type: none"> Number of responses: 320 Responses supporting disposal: 12% Responses opposed to disposal: 49% No preference: 39% <p>The greatest proportion of respondents were against the idea of selling Fulham Town Hall. This was mainly due to the feeling that council services are being moved to Hammersmith, leaving Fulham devoid of services, as well as the hall's heritage and status within the Fulham community. There were also worries that the council would not secure an appropriate sale price. Those in favour of the sale suggested that only one town hall was necessary and the services it currently provides could be offered in alternative buildings. A proportion of respondents were not particularly familiar with the building or had no view regarding its sale. Some respondents suggested keeping this building to house other organisations that would be displaced due to sales of other buildings.</p>			

Appendix 3c EIA Fulham Town Hall

However, the council's "Smart working" programme is enabling LBHF services to make better use of alternative council space, whilst continuing to offer an excellent level of service to borough residents. Given this and that service will not be reduced, but be provided in a more accessible way, there is no negative impact on equality.



Equality Impact Assessment Full Tool – Askham Centre

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/11 4 th quarter
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential decant of Askham Short summary: It is proposed that the services currently located in Askham be decanted and the property be sold.
Name of Service Department	Name: Gill Sewell Position: Assistant Director, Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	19/01/2011

Section 02	Scoping of Full EIA				
Plan for completion	Timing: during and post-consultation, using feedback Resources: officer time Lead Officer: Gill Sewell				
What is the policy, strategy, function, project, activity, or programme looking to achieve?	<p>Aims: The decant is looking to achieve relocation where possible of services. The building will be sold further reducing council deficit.</p> <table border="1"> <tr> <td>Race</td> <td>neutral</td> <td>L</td> <td> <ul style="list-style-type: none"> There are no services aimed at any specific race groups using Askham at present. Service relocation will </td> </tr> </table>	Race	neutral	L	<ul style="list-style-type: none"> There are no services aimed at any specific race groups using Askham at present. Service relocation will
Race	neutral	L	<ul style="list-style-type: none"> There are no services aimed at any specific race groups using Askham at present. Service relocation will 		

				<p>potentially take place into similar buildings.</p> <ul style="list-style-type: none"> Promotion of equal opportunities will continue as services are likely to relocate into similar premises.
	Disability	neutral	L	<ul style="list-style-type: none"> Promotion of equality of opportunity between disabled persons and other persons will continue as the services will remain the same or similar offer. Alternative sites for relocation will have similar access and facilities. Eliminate discrimination that is unlawful under the Act: N/A as services already operate under the principles of the Act and will continue to do so in future. Eliminate harassment of disabled persons that is related to their disabilities: N/A there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. Services delivered are run by council departments and are therefore expected to operate within council policies and procedures including Equal Opportunities, DES and SES. Encourage participation by disabled persons in public life: by moving the services to busier locations where other services are being delivered will give disabled persons increased exposure to additional opportunities that they may wish to take advantage of. Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons: N/A currently but will consider if it means that a disabled person needs additional provision to enable access to services.
	Gender	neutral	L	<ul style="list-style-type: none"> Eliminate unlawful sex discrimination and harassment (including for transsexual people): Services as stated above work under the council's policies (including equal opportunities) and procedures and this would not change with relocation.

				<ul style="list-style-type: none"> Promote equality of opportunity between men and women. Again council policies and procedures apply.
	Age	neutral	L	All provision will comply with council policies/guidelines and procedures. Active engagement of older residents is met with the Age Well opportunities delivered via Adult Education and will continue where possible at alternative venues.
	Sexual Orientation	Neutral	L	The services delivered will in the main continue but in a different location. All work under the council's policies and procedures.
	Religion/belief (including non-belief)	Neutral	L	As previously stated the services will not change.
<p>Will it affect human rights, as defined by the Human Rights Act 1998?</p> <p>No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are:</p> <p>LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>
New research	(no new research)

Section 04	Assess or undertake consultation
Consultation	The consultation asked residents whether they agreed that disposing of buildings surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. During consultation, 72% of respondents were in favour of disposal of this building.
Assessment	There were no comments from the consultation feedback concerning the Askham building. General concern was raised in the consultation about third sector organisations but there was no response from the organisations currently based in the building or from any residents making use of the service offered. The full consultation survey results are available at: http://www.citizenspace.com/local/lbhf/Buildings_Consultation
Section 05	Assessment of impact and outcomes
Assessment	There is no evidence of discrimination as services will continue and these already operate under the policies and procedures of the council.
Section 06	Reducing any adverse impacts
Outcome of Assessment	The initial impact assessment of equality issues was assessed as low and the consultation did not highlight any additional concerns from residents which would alter these findings. Necessary actions to reduce any other adverse impacts are details in the action plan section 7.
Section 07	Action Plan
Action Plan	Includes and is listed here: <ul style="list-style-type: none"> ▪ Issue identified: There have been no issues identified at this time ▪ Action (s) to be taken: Once alternative locations are identified, they will be inspected to ensure that they are disability compliant ▪ When: Upon identification of the alternative premises ▪ Lead officer: Relevant service head in Children's Services ▪ Expected outcome: Arrangements put into place to adapt buildings to meet disabled access requirements ▪ Date added to business/service plan: The dates will vary depending upon when the moves are scheduled and will vary as services will not be moved until appropriate alternative venues are identified

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	Name: Gill Sewell Position: Assistant Director, Children, Youth and Communities Email: gill.sewell@lbhf.gov.uk Telephone No: 020 8753 3608
Key Decision Report	Date of report to Cabinet/Cabinet Member: 07 / 01 / 11 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	(When EIAs have been determined to be of high relevance) Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430



Equality Impact Assessment Initial Screening Tool– Distillery Lane

Section 01	Details of Initial Equalities Impact Screening Assessment			
Financial Year and Quarter	2010/2011 4 th quarter			
Name of policy, strategy, function, project, activity, or programme	Potential sale of the vacant Distillery Road site formerly used to deliver out of school services.			
Q1 What are you looking to achieve?	The building is currently vacant and sits within the children’s services portfolio. As it is surplus to council requirements, it is potentially a site that could be disposed of. The sale of the site would contribute to the council’s objective of reducing debt.			
Q2 Who in the main will benefit?	Consider the impact across the six strands, including where people or groups are represented in more than one strand. Use this to determine whether your policy, strategy, function, project, activity, or programme, or programme is positive, neutral or negative, and of high, medium, or low relevance to equality. (Refer to guidance)			
	Race	N/A	L	This is a vacant building where no services are offered so would have no immediate impact on the local community if sold. Any potential sale would assist in the reduction of the council’s debt and therefore potentially contribute to the continuation of front line services delivered by the council.
	Disability	N/A	L	As stated above this is a vacant building where no services are offered so would have no immediate impact on the local community if sold. Any potential sale would assist in the reduction of the council’s debt and therefore potentially contribute to the continuation of front line services delivered by the council. The building is a single story building with disabled access so could potentially be developed as a site for focused disabled services

Appendix 3e EIA Distillery Lane

	Gender	N/A	L	Again as mentioned previously, this is a vacant building where no services are offered so would have no immediate impact on the local community if sold. Any potential sale would assist in the reduction of the council's debt and therefore potentially contribute to the continuation of front line services delivered by the council
	Age	N/A	L	Vacant building with no service delivery
	Sexual Orientation	N/A	L	There are no goods or services provided from this vacant site.
	Religion/belief (including non-belief)	N/A	L	There are no goods or services delivered from this vacant site.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p>				
<p>Q3 Does the policy, strategy, function, project, activity, or programme make a positive contribution to equalities?</p>	<p>Does this provide an opportunity to promote equality? No</p>			
<p>Q4 Does the policy, strategy, function, project, activity, or programme actually or potentially contribute to or hinder equality of opportunity, and/or adversely impact human rights?</p>	<p>No</p>			

Potential disposal of Palingswick House and services decant: Equality Impact Assessment

Overall Information	Details of Full Equalities Impact Assessment																																										
Financial Year and Quarter	2010/11, Q4																																										
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Potential disposal of Palingswick House and services decant. Short summary: Following a period of consultation with local residents. It is proposed that the services currently located at Palingswick House be decanted and the property offered for disposal. There are approximately twenty organisations who occupy the building:</p> <table border="1"> <thead> <tr> <th>Organisation</th> <th>Funded by LBHF*</th> </tr> </thead> <tbody> <tr> <td>Afghan Council UK</td> <td>No</td> </tr> <tr> <td>Breakaway Holiday Project</td> <td>No</td> </tr> <tr> <td>Caring for Carers</td> <td>No</td> </tr> <tr> <td>CITAS</td> <td>Yes – spot purchased</td> </tr> <tr> <td>Community Transport Project</td> <td>Yes – grant funded until 30.9.11</td> </tr> <tr> <td>Eastern European Advice Centre</td> <td>No</td> </tr> <tr> <td>H&F BME Network</td> <td>No</td> </tr> <tr> <td>Iranian Association</td> <td>No</td> </tr> <tr> <td>Iraqi Association</td> <td>No</td> </tr> <tr> <td>Irish Repertory Theatre and Film Company</td> <td>No (Fast Track small grant)</td> </tr> <tr> <td>KANGA (Kurdish Association for New Generation Abroad)</td> <td>No</td> </tr> <tr> <td>Kurdish Association</td> <td>No</td> </tr> <tr> <td>Multifaith Book Organisation</td> <td>No</td> </tr> <tr> <td>Palingswick House Ltd (leaseholder of the building)</td> <td>No (other than rent subsidy)</td> </tr> <tr> <td>Play Association</td> <td>No</td> </tr> <tr> <td>Rampage Holiday Project</td> <td>Yes – grant funded until 30.9.11</td> </tr> <tr> <td>RASC (Refugee Advice and Support Centre)</td> <td>No</td> </tr> <tr> <td>Western Kurdistan Association</td> <td>No</td> </tr> <tr> <td>Mongolian Culture Centre</td> <td>No</td> </tr> <tr> <td>Upper Room</td> <td>No</td> </tr> </tbody> </table>	Organisation	Funded by LBHF*	Afghan Council UK	No	Breakaway Holiday Project	No	Caring for Carers	No	CITAS	Yes – spot purchased	Community Transport Project	Yes – grant funded until 30.9.11	Eastern European Advice Centre	No	H&F BME Network	No	Iranian Association	No	Iraqi Association	No	Irish Repertory Theatre and Film Company	No (Fast Track small grant)	KANGA (Kurdish Association for New Generation Abroad)	No	Kurdish Association	No	Multifaith Book Organisation	No	Palingswick House Ltd (leaseholder of the building)	No (other than rent subsidy)	Play Association	No	Rampage Holiday Project	Yes – grant funded until 30.9.11	RASC (Refugee Advice and Support Centre)	No	Western Kurdistan Association	No	Mongolian Culture Centre	No	Upper Room	No
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Irish Repertory Theatre and Film Company	No (Fast Track small grant)																																										
KANGA (Kurdish Association for New Generation Abroad)	No																																										
Kurdish Association	No																																										
Multifaith Book Organisation	No																																										
Palingswick House Ltd (leaseholder of the building)	No (other than rent subsidy)																																										
Play Association	No																																										
Rampage Holiday Project	Yes – grant funded until 30.9.11																																										
RASC (Refugee Advice and Support Centre)	No																																										
Western Kurdistan Association	No																																										
Mongolian Culture Centre	No																																										
Upper Room	No																																										

	<i>*3rd Sector Investment Fund or LBHF departmental funding</i>
Name of Service Department	Name: Benedict Hefford Position: Interim Assistant Director: Quality, Commissioning & Procurement, Community Services Department Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	19/01/2011

Section 02	Scoping of Full EIA		
Plan for completion	Timing: Post consultation in order to use public feedback Resources: Officer time Lead Officer: Sue Spiller		
What is the policy, strategy, function, project, activity, or programme looking to achieve?	Aims: to realise the disposal buildings considered surplus to LBHF requirements. The building will become available for disposal thus potentially further reducing council deficit and enabling resources allocated to the council to be used to the maximum benefit of all local residents.		
	Race	Negative (short-term)	M

		Neutral (long-term)	L	<p>Repertory Theatre and Film Company, KANGA, Kurdish Association, Multifaith Book Organisation, RASC (Refugee Advice and Support Centre), Western Kurdistan Association, and the Mongolian Culture Centre offer services to particular BME communities. In that these organisations would have to move and that this would cause some disruption to their services, there would be a medium, negative impact on BME communities in the short-term. There are a range of alternative BME specific services offered pan-London. There is also generic support in the borough to help residents access services (health, housing, social care, education, employment etc.) However, there may be a negative impact in terms of promoting cultural aspects for the immediate H&F resident community.</p> <ul style="list-style-type: none"> • Palingswick House Ltd do not provide a service direct to local residents – they provide a premises service to organisations. The impact on Palingswick House Ltd would be negative, as they would cease to operate. More from service...However they would have the opportunity to bid to manage the Edward Woods Estate hub. • The exception is CITAS who provide community (rather than business) support in cross-cultural translation and interpretation. This is limited nationwide and tends to be ring-fenced to residents of local boroughs. This organisation is frequently used by residents and various council departments. CITAS would therefore be a priority for alternative accommodation. • Alternative accommodation available from the Council (subject to availability and eligibility criteria) will offer accommodation where the promotion of equal opportunities is paramount and where there may be increased opportunities to work in partnership and be located in areas of highest deprivation – thereby locating services more closely to residents who may benefit from them. This may help to promote good relations between people from different ethnic groups. For this reason, officers consider that any medium, negative impacts on BME communities in the short-term will, in the long-term be felt to be low, and become neutral.
	Disability	+	M	Reasoning/comment, including N/A and impact:

				<ul style="list-style-type: none"> • Afghan Council UK, Eastern European Advice Centre, H&F BME Network, Iranian Association, Iraqi Association, Irish Repertory Theatre and Film Company, KANGA, Kurdish Association, Multifaith Book Organisation, Community Transport Offices, RASC, Western Kurdistan Association and the Mongolian Culture Centre, Upper Room and CITAS offices are not currently accessible to staff or residents and would therefore benefit from relocating to fully accessible premises. • Breakaway Holiday Project, Rampage Holiday Project, Play Association, Caring for Carers and Palingswick House Ltd offices are accessible to disabled staff and residents. • Palingswick House is also easy to access via public transport. • However due to the layout of Palingswick House (multiple buildings and rooms off winding corridors) even the organisations who have accessible offices are separated from each other and there is not natural interaction. The organisations may therefore benefit from moving to fully accessible premises designed to encourage partnership working, where this would be more achievable. There are alternative community space / hub options in the borough which would be better set up to offer this option. • The nature of the services offered by Community Transport Project does however encourage interaction between disabled and other persons but not at Palingswick House premises. The vast majority of their service is community based - transferring users from their homes to places of interest. There are limited alternative premises options to Community Transport Project. The organisation would therefore be a priority for alternative accommodation. • CITAS can also offer services to support BSL and blind residents but their current offices are not fully accessible which limits the support they can offer. Disabled residents wanting to use their service would therefore benefit from relocation. • Eliminating discrimination that is unlawful under the Act: N/A The majority of services delivered at Palingswick House are supported by funding streams which operate within Equal 	
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				<p>Opportunities guidelines. This would not change with relocation.</p> <ul style="list-style-type: none"> • Eliminate harassment of disabled persons that is related to their disabilities: N/A there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. • Promote positive attitudes towards disabled persons: This area should be improved by relocation because disabled users and staff will have improved access to premises. This may give rise to opportunities for greater community cohesion. • Encourage participation by disabled persons in public life: by relocating the services to fully accessible locations where other services are being delivered it will increase exposure and opportunities for disabled persons. • Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons: N/A The services would benefit from relocation and greater accessibility - currently the majority of organisations are not fully accessible and they are therefore limited in any additional provision or access they can offer.
	Gender	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • Eliminate unlawful sex discrimination and harassment (including for transsexual people); The majority of services delivered at Palingswick House are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation. • Re-location would not affect the type of support the organisations offer to men and women. Again, equal opportunities guidelines apply.
	Age	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • The following organisations specifically target the young or older people: Caring for Carers, Community Transport, KANGA, Breakaway Holiday Project, Play Association and Rampage. However there are sources of support to help residents access generic services (health, housing, social care, education, employment etc) and alternative services available to the

				<p>community who have a specific focus on age.</p> <ul style="list-style-type: none"> The majority of services delivered at Palingswick House are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation.
	Sexual Orientation	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <p>N/A – None of the organisations at Palingswick House are known to specifically target or exclude individuals from LGB communities.</p>
	Religion/belief (including non-belief)	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> N/A. The only organisation which could be identified as having a specific target relating to beliefs is the Multifaith Book Organisation, however this organisation has stated in the past that it is not a faith based service, nor is it known to support any single belief. As previously stated - The majority of services delivered at Palingswick House are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998?</p> <p>No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are:</p> <p>LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>

New research	<p>Please refer to appendix 3fi for research undertaken:</p> <ul style="list-style-type: none"> • Impact if organisations relocate elsewhere in the borough • Impact if organisations relocate outside of the borough • Impact if organisations cease trading • alternative organisations
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Section 04	Assess or undertake consultation
Consultation	The consultation asked residents whether they agreed that disposing of buildings surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on Palingswick House.
Assessment	<p>Consultation responses</p> <ul style="list-style-type: none"> • 241 responses were received in relation to Palingswick House • Responses supporting disposal: 8% • Responses opposed to disposal: 64% • No preference: 28% <p>There is strong opposition to this proposal, predominantly highlighting the value of the Community Transport Project that enables isolated residents to access local services. A number of respondents voiced fears of becoming lonely and isolated should the Community Transport Project service no longer be available. Some respondents also suggested that Palingswick House would offer a central 3rd Sector Hub. A small number supported the proposal, some suggesting that efforts should be made to sell it to a community group, while others appreciated that it would be economically sensible. Some respondents did not use the services located in Palingswick House themselves but were aware that many others did and therefore thought the services were probably important.</p>

Section 05	Assessment of impact and outcomes
Assessment	<ul style="list-style-type: none"> • The EIA shows that there is no evidence of discrimination. • Due to the high number of BME organisations based at Palingswick House there is a higher impact on Race if they were to cease to operate as a result of being unable to secure suitable alternative premises. However, the council is confident that alternative space would be available across the

	<p>borough (from both council and other landlords) which would be sufficient to accommodate current Palingswick House occupants – even if the location of the alternative may not be their preferred choice.</p> <ul style="list-style-type: none"> • If members recommend disposal Palingswick House Ltd will cease to operate which will be a negative impact. However they will have the opportunity to bid to manage the Edward Woods 3rd sector hub. • The research in appendix 3fi indicated that both CITAS and Community Transport Project offer services that are otherwise in scarce supply and would have a negative impact on age, disability and race if they were to cease to exist. However, these are two services that have been prioritised for support to relocate, given the service that each provides and the impact on local residents should either service cease to function. • No other impact has been identified with regards to race, gender, age, religion/faith, disability or sexual orientation factors. The impact overall therefore is considered medium.
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Section 06	Reducing any adverse impacts
Outcome of Assessment	<ul style="list-style-type: none"> • Officers considered the impact on organisations based in the building should Palingswick House no longer be available for 3rd sector premises. The most likely possible outcome for organisations based in the building would be one of three options: <ul style="list-style-type: none"> • Organisations will relocate to alternative premises in the borough • Organisations will relocate to alternative premises outside the borough • Organisations will not be able to find suitable alternative accommodation and will cease to operate. • For many organisations based in Palingswick House, alternative accommodation in other local authority premises is most likely to be available through the local hubs – however, all organisations seeking space in this location will need to demonstrate that their service will meet local priorities, including delivering services that benefit local residents. • CITAS and Community Transport Project would be a priority for alternative accommodation based on the specific niche services they provide. • A number of PH based organisations have stated that their service users would be unable to access their services if they were to relocate to other parts of the borough. The council does not agree with this position. H&F is a geographically small borough, with excellent transport links to both the north and south. The council would expect that a high proportion of service users are from deprived households – with local deprivation data indicating that the majority of these households are located

	<p>in the W12 and north Fulham areas of the borough. The majority of 3rd sector organisations known to LBHF are based in the Hammersmith area, with few organisations directly located within those communities where needs are known to be highest.</p> <ul style="list-style-type: none"> • Relocation is considered beneficial to the BME organisations currently based at Palingswick House because the highest proportion of BME and refugee communities live in the borough’s highest areas of deprivation (most notably in the north of the borough). Therefore relocating closer to areas of deprivation could benefit the local residents and BME organisations. • Palingswick House is not considered to be required for 3rd sector premises on the basis of: <ul style="list-style-type: none"> • A reasonable level of space will continue to be available elsewhere • The likely cost of improving Palingswick House accessibility is prohibitive • Full market rent is unlikely to be achieved in the current circumstances • Palingswick House does not meet the criteria of a 3rd sector hub location - it is not a sustainable or cost-effective environment to run, it is not a fully accessible or flexible space, and it is a property that could potentially achieve a sale). • Reducing the council’s level of debt is a key issue that must be given a high level of priority • Therefore the council can no longer afford to keep and maintain Palingswick House and it should be released for disposal in order to preserve as much funding as possible for vital services for vulnerable residents
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Section 07	Action Plan
Action Plan	<p>Includes and is listed here:</p> <ul style="list-style-type: none"> ▪ Issue identified: Commission CaVSA to provide premises support, helping groups to identify alternative community / office space. ▪ CITAS and Community Transport priority for assistance securing alternative accommodation ▪ Action (s) to be taken: CaVSA to help to promote availability of space, contact potential landlords and assist groups to access premises resources ▪ CIT team to work closely with CITAS and Community Transport to help identify priority accommodation provision ▪ When: Upon announcement of buildings consultation decision ▪ Lead officer: Sue Spiller ▪ Expected outcome: Alternative accommodation research in place ▪ Date added to business/service plan: Not applicable

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	Name: Benedict Hefford Position: Acting Assistant Director, Quality, Commissioning & Procurement, CSD Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 2483
Key Decision Report	Date of report to Cabinet/Cabinet Member: 07/02 /11 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	(When EIAs have been determined to be of high relevance) Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430

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Appendix 3fi: EIA Palingswick House organisation impact

IMPACT ON RACE, DISABILITY AND GENDER - PALINGSWICK HOUSE ORGANISATIONS (direct service provision to H&F residents)

Organisation	If relocate elsewhere in the borough	If relocate outside of the borough	If cease to operate	How Negative Impact will be addressed	Alternative Support Services
Afghan Council UK RACE	Low - The numbers of Afghan residents in the Borough is low and re-location within the Borough would not affect the type of support the organisation offers to the community.	Low - The organisation offers support to Afghan residents across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.	Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.	Make details of alternatives available - LBHF website etc	www.afghanstudents.co.uk www.southernafghanclub.org.uk www.afghana.com/GetLocal/World/UK.htm www.afghan-association.org.uk www.afghanaction.co.uk www.afghanistanembassy.org.uk http://www.taha.org.uk
Afghan Council UK DISABILITY	Low - The organisation's current offices in Palingswick House are not accessible.	Low - The organisation offers support to Afghan residents across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.	Low - There are alternative organisations offering similar services and disability focussed services.	None	www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bid.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk
Afghan Council UK GENDER	Low - Re-location within the borough would not affect the type of support the organisation offers to the community.	Medium - The organisation offers support to Afghan residents across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community. However women restricted to travel with a Mehram may be limited.	Medium - There are alternative organisations offering similar services. However women restricted to travel with a Mehram may be limited in accessing alternatives.	Make details of alternatives available - LBHF website etc	www.mowla.gov.af/ http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.women4change.net/ http://www.fatherhoodinstitute.org
Afghan Council UK POSITIVE IMPACT	Medium - potentially could relocate closer to their target beneficiaries.	Medium - as before	Low		

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<p>Breakaway Holiday Project RACE</p>	<p>Low - the service is offered to disadvantaged families across the borough.</p>	<p>Low - the service is exclusively for disadvantaged families in the borough which are likely to include a significant percentage of BME. However residents may not need to visit the offices to access the services. Relocating to outside of the borough would not disproportionately affect BME service users in comparison to all service users.</p>	<p>Medium - There are alternative and well-established organisations offering reliable holiday scheme support nationwide. However unless residents are given information on these there may be a negative impact.</p>	<p>Ensure alternatives are communicated - family support service.</p>	<p>http://www.lbhf.gov.uk/Directory/Education_and_Learning/Pre-Schools/Early_years/93361_Family_Support_Team.asp http://www.familyholidayassociation.org.uk/ www.fhaonline.org.uk www.giveabreak.org.uk www.cchf-allaboutkids.org.uk www.familyfriend.org.uk www.calvert-trust.org.uk/kielder www.bruce-trust.org.uk www.trusthousecharitablefoundation.org.uk http://www.pearsonsholidayfund.org/</p>
<p>Breakaway Holiday Project DISABILITY</p>	<p>Low - The service is offered to disadvantaged families across the borough. Residents may not need to visit the offices to access the services</p>	<p>Medium - Residents may not need to visit the offices to access the services. If they did it may impact on use if the increase costs were incurred and difficulty if disabled when travelling out of the borough.</p>	<p>Medium - There are alternative and well-established organisations offering reliable holiday scheme support and with a specific disability targets. However unless residents are given information on these there may be a negative impact.</p>	<p>Ensure alternatives are communicated</p>	<p>www.break-charity.org http://www.disaway.co.uk www.handicappedaidtrust.org.uk http://www.3hfund.org.uk/ www.holidaycare.org.uk www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johnrooms.org.uk www.onespace.org.uk www.holidaysforingleparents.com Holiday Endeavour For Lone Parents (Help) http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Breakaway Holiday Project GENDER</p>	<p>Low - the service is offered to disadvantaged families across the borough.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support nationwide.</p>	<p>None</p>	
<p>Breakaway Holiday Project POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries.</p>	<p>Neutral</p>	<p>Neutral</p>		

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<p>Caring for Carers RACE</p>	<p>Low - the service is offered to BME carers across the borough.</p>	<p>Low - the service is for BME carers in the borough and does provide home support as well as on-site services. However there is a range of support networks for local carers.</p>	<p>Low - there are organisations offering similar support nationwide.</p>	<p>None - The council publicises the local support groups for carers.</p>	<p>www.afiya-trust.org www.carers.org.uk www.carers.gov.uk www.blackmentalhealth.org.uk www.nhs.uk/Carersdirect www.carersuk.org www.cafamily.org.uk www.mhcsa.org www.respond.org.uk www.carersonline.org.uk www.caringmatters.dial.pipex.com www.doh.gov.uk/carers www.carersfederation.co.uk www.bubblycrew.org.uk/</p>
<p>Caring for Carers DISABILITY</p>	<p>Medium - the service is offered to residents across the borough. They are currently in accessible offices and would need to find similar accessible offices if relocating within the borough to meet service needs.</p>	<p>Medium - the service is for residents of the borough, a proportion of whom will need disability support. The organisation provides home support as well as on-site services. However there are alternative organisations offering related support within the borough.</p>	<p>Medium - there are organisations offering similar support nationwide but not with a local focus.</p>	<p>Make details of alternatives available - LBHF website etc. The council publicises the local support groups for carers.</p>	<p>www.face2facenetwork.org.uk www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bidf.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johnrooms.org.uk</p>
<p>Caring for Carers GENDER</p>	<p>Low - the service is offered to residents across the borough irrespective of gender.</p>	<p>Medium - the majority of carers are female providing support within the borough. However there are alternative organisations providing support.</p>	<p>Low - there are organisations offering similar support nationwide.</p>	<p>None - The council publicises the local support groups for carers.</p>	<p>http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Caring for Carers POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>		

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<p>CITAS RACE</p>	<p>Low - the service is offered to residents across the borough.</p>	<p>High - the service is for residents of the borough. Outreach locations should enable local access.</p>	<p>Medium - Community (rather than business) support in cross-cultural translation and interpretation is limited nationwide and tends to be ring-fenced to residents of local boroughs. This organisation is frequently used by various LBHF departments.</p>	<p>Priority for alternative LBHF accommodation</p>	<p>http://www.multikulti.org.uk/ www.languageline.co.uk www.emasuk.com Council provides if contacting on council matters (but sometimes uses CITAS)</p>
<p>CITAS DISABILITY</p>	<p>Low - The organisations current offices in Palingwick House are not accessible.</p>	<p>High - the service is for residents of the borough. Outreach locations should enable local access.</p>	<p>High - Community (rather than business) support is limited nationwide and tends to be ring-fenced to residents of local boroughs. Services include BSL and support for blind and disabled residents.</p>	<p>Priority for alternative LBHF accommodation</p>	<p>www.britishsignlanguage.com www.BrailleVersion.co.uk www.rnib.org.uk www.braille.org www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org</p>
<p>CITAS GENDER</p>	<p>Low - the service is offered to residents across the borough.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Medium - Support is limited nationwide. There are alternative interpretation and translation services available, but are often telephone based rather than face-to-face.</p>	<p>Priority for alternative LBHF accommodation</p>	<p>http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>CITAS POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries.</p>	<p>Low</p>	<p>Low</p>		
<p>Community Transport RACE</p>	<p>Low - Provides a service to residents across the borough, primarily collecting from homes and community locations.</p>	<p>Low - the service is likely to include a percentage of disadvantaged BME. The transport collects people from home and community locations, but it is possible that costs could increase to cover longer journeys into the borough.</p>	<p>Medium - This is the only such service in the borough. There are limited alternatives - similar services in neighbouring boroughs do not currently operate in H&F.</p>	<p>Priority for alternative LBHF accommodation</p>	<p>Dial a Ride: http://www.tfl.gov.uk/gettingaround/3222.aspx If disabled and can't use public transport: GP, Jobcentre Plus, day centre manager or school administrator can arrange transport www.shopmobilityuk.org www.ctauk.org www.lbhf.gov.uk/Directory/Health_and_Social_Care/Community_Transport www.lbhf.gov.uk/Directory/Health_and_Social_Care/Services_for_the_elderly/Mobile_meals_meals_on_wheels/30852_Meals_on_Wheels_Service.asp</p>

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<p>Community Transport DISABILITY</p>	<p>Low - Provides a service to residents across the borough, primarily collecting from homes and community locations.</p>	<p>Low - The transport collects people from home and community locations but it is possible that there would be an impact on costs which could increase to cover longer journeys into the borough.</p>	<p>Medium - This is the only such service in the borough. There are limited alternatives - similar services in neighbouring boroughs do not currently operate in H&F.</p>	<p>Priority for alternative LBHF accommodation</p>	<p>http://www.mobilise.info http://www.motability.co.uk www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bid.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johnrooms.org.uk http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Community Transport GENDER</p>	<p>Low - Provides a service to residents across the borough, primarily collecting from homes.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Medium - This is the only service in the borough. There are limited alternatives - neighbouring boroughs do not currently operate in H&F.</p>	<p>Priority for alternative LBHF accommodation</p>	<p>Priority for alternative LBHF accommodation</p>
<p>Community Transport POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Priority for alternative LBHF accommodation</p>	<p>Priority for alternative LBHF accommodation</p>

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<p>Eastern European Advice Centre RACE</p>	<p>Low - EEAC offer a service across Greater London - their relocation within the borough should not have an adverse affect.</p>	<p>Low - The organisation offers support to Eastern European residents across Greater London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative organisations offering similar services. This suggests that support is available to the community should this service not be available. However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.easterneuropeans.co.uk http://www.easteurope.org.uk/ www.hfcab.org.uk www.moda.org.uk www.jcwi.org.uk www.evelynoldfield.co.uk</p>
<p>Eastern European Advice Centre DISABILITY</p>	<p>Low - The organisation's current offices in Palingswick House are not accessible.</p>	<p>Low - The organisation offers support to Eastern European residents across Greater London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative and well-established organisations offering reliable support and additional disability focussed services.</p>	<p>None</p>	<p>www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.tabledtalk.com.org.uk http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Eastern European Advice Centre GENDER</p>	<p>Low - EEAC offer a service across Greater London - their relocation within the borough should not have an adverse affect.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support Nationwide.</p>	<p>None</p>	
<p>Eastern European Advice Centre POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries.</p>	<p>Neutral</p>	<p>Neutral</p>		
<p>H&F BME Network RACE</p>	<p>Low - the service is offered to BME residents and organisations across the borough.</p>	<p>Low - the service is for BME residents and organisations within the borough. Alternative generic services are available, plus outreach and virtual services could be offered.</p>	<p>Low - Although this is a service which supports BME communities, there are other local generic, and London wide specialist support services available.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>http://www.lvstc.org.uk www.cemvo.org.uk www.rota.org.uk Cavsa - www.vusra.org.uk www.ben-network.org.uk www.raceequalityfoundation.org.uk/ www.bmehf.org.uk http://afiyatrust.org.uk/ www.hfrf.org www.naz.org.uk http://www.catchafiya.org www.blackmentalhealth.org.uk http://www.shakaservices.org.uk/ http://www.taha.org.uk</p>

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H&F BME Network DISABILITY	Low - The organisation's current offices in Palingwick House are not accessible.	Low - the service is for residents of the borough. However residents may not need to visit the offices to access the services.	Low - There are alternative and well-established organisations offering reliable support and additional disability focussed services.	None	www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johnnrooms.org.uk
H&F BME Network GENDER	Low - the service is offered to residents across the borough.	Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.	Low - There are alternative and well-established organisations offering reliable support nationwide.	None	http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk http://www.women4change.net/ http://www.fatherhoodinstitute.org http://www.ikwro.org.uk/
H&F BME Network POSITIVE IMPACT	Neutral	Neutral	Neutral		

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<p>Iranian Association RACE</p>	<p>Low - The numbers of Iranian residents in the borough is relatively low and re-location within the borough would not affect the type of support the organisation offers to the community.</p>	<p>Low - The organisation offers support to Iranian residents across London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as the London-wide community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.iranianuk.com www.iran-embassy.org.uk www.persianstudents.org http://www.taha.org.uk</p>
<p>Iranian Association DISABILITY</p>	<p>Low - The organisation's current offices in Palingswick House are not accessible.</p>	<p>Low - The organisation offers support to Iranian residents across London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as the London-wide community.</p>	<p>Low - There are alternative and well-established organisations offering reliable support and additional disability focussed services.</p>	<p>None</p>	<p>www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bid.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk</p>
<p>Iranian Association GENDER</p>	<p>Low - the service is offered to residents across London.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support nationwide.</p>	<p>None</p>	<p>http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/ http://www.ikwro.org.uk/</p>
<p>Iranian Association POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p></p>

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<p>Iraqi Association RACE</p>	<p>Low - The numbers of Iraqi residents in the borough is relatively low and dispersed across the borough. Re-location within the Borough would not affect the type of support the organisation offers to the community.</p>	<p>Low - The organisation offers support to Iraqis across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.iraqbassay.org.uk http://www.taha.org.uk</p>
<p>Iraqi Association DISABILITY</p>	<p>Low - The organisations current offices in Palingswick House are not accessible.</p>	<p>Low - The organisation offers support to Iraqi residents across London and not exclusively to H&F. Residents would have the same access to support from the organisation as the London-wide community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional disability focussed services.</p>	<p>None</p>	<p>www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bid.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk</p>
<p>Iraqi Association GENDER</p>	<p>Low - the service is offered to residents across London.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support nationwide.</p>	<p>None</p>	<p>http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Iraqi Association POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries.</p>	<p>Neutral</p>	<p>Neutral</p>		

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<p>Irish Repertory Theatre and Film Company RACE</p>	<p>Low - Re-location within the borough would not affect the work undertaken by the company which aims to promote Irish community theatre to residents across H&F.</p>	<p>Low - The organisation promotes work across H&F. If relocated out of the borough the organisation might consider extending their reach to residents in neighbouring boroughs. Residents would be able to continue use provided the organisation travels into the borough.</p>	<p>Low - There are alternative organisations in London and Nationwide, offering similar services. This suggests that residents would be able to find substitute options should this service not be available.</p>	<p>None</p>	<p>www.londonirishtheatre.com/ www.triskellion.org.uk</p>
<p>Irish Repertory Theatre and Film Company DISABILITY</p>	<p>Low - The organisation's current offices in Palingwick House are not accessible.</p>	<p>Low - the service is for residents of the borough. However residents may not need to visit the offices to access the services.</p>	<p>Low - There are alternative and well-established organisations offering reliable support and additional disability focussed services.</p>	<p>None</p>	<p>www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johnrooms.org.uk</p>
<p>Irish Repertory Theatre and Film Company GENDER</p>	<p>Low - the service is offered to residents across the borough.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support nationwide.</p>	<p>None</p>	<p>http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Irish Repertory Theatre and Film Company POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	

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<p>KANGA (Kurdish Association for New Generation Abroad) RACE</p>	<p>Low - Re-location within the borough would not affect the type of support the organisation offers to the London-wide community</p>	<p>Low - The organisation offers support to the Kurdish youth community across London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as the London-wide community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.kssso.org.uk www.keag96.org/ www.khrp.org http://www.daymer.org/http://kurdishrights.org www.reap.org.uk www.hfrf.org http://www.connexions-direct.com/ http://www.asylumaid.org.uk/ www.ein.org.uk www.ircuk.org www.migrantsrights.org.uk www.jackpetcheyfoundation.org.uk www.kccolondon.org.uk www.kurdishhousing.org www.kurdishcentre.org http://www.taha.org.uk</p>
<p>KANGA (Kurdish Association for New Generation Abroad) DISABILITY</p>	<p>Low - The organisation's current offices in Palingswick House are not accessible.</p>	<p>Low - The organisation offers support to the Kurdish youth community across London and not exclusively to H&F. Residents would have the same access to support from the organisation as the London-wide community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional disability focussed services.</p>	<p>None</p>	<p>Kurdish Disability Organisation (KDO), Manor Gardens N7 www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk http://rojwomen.com http://www.ikwro.org.uk/ http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>KANGA (Kurdish Association for New Generation Abroad) GENDER</p>	<p>Low - the service is offered to residents across London.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support nationwide.</p>	<p>None</p>	
<p>KANGA (Kurdish Association for New Generation Abroad) POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries</p>	<p>Neutral</p>	<p>Neutral</p>		

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<p>Kurdish Association RACE</p>	<p>Low - Re-location within the Borough would not affect the type of support the organisation offers to the UK community.</p>	<p>Low - The organisation offers support to Kurdish refugees across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.kurdishcentre.org www.reap.org.uk www.keaf96.org/ www.khrp.org www.hfrf.org http://www.asylumaid.org.uk/ www.ein.org.uk www.iasuk.org www.migrantsrights.org.uk www.kcclondon.org.uk www.kurdishhousing.org http://www.taha.org.uk</p>
<p>Kurdish Association DISABILITY</p>	<p>Low - The organisation's current offices in Palingwick House are not accessible.</p>	<p>Low - The organisation offers support to the Kurdish community across the UK and not exclusively to H&F. Residents would have the same access to support from the organisation as the UK community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional disability focussed services.</p>	<p>None</p>	<p>Kurdish Disability Organisation (KDO), Manor Gardens N7 www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk http://rojwomen.com http://www.ikwro.org.uk/ http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Kurdish Association GENDER</p>	<p>Low - the service is offered to residents across the UK.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative and well-established organisations offering reliable support nationwide.</p>	<p>None</p>	
<p>Kurdish Association POSITIVE IMPACT</p>	<p>Medium - potentially could relocate closer to their target beneficiaries</p>	<p>Neutral</p>	<p>Neutral</p>		

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Multifaith Book Organisation RACE	Low - The Multifaith Book Organisation is primarily an international on-line support service. Re-location within the borough would not affect the type of support the organisation offers to residents.	Low - The Multifaith Book Organisation is primarily an international on-line support service. Re-location outside the borough would not affect the type of support the organisation offers to residents.	Low - There is a wide range of online resources offering similar activities.	None	adamaandeviteit.net http://londoninterfaith.org.uk http://www.lbfm.org/ http://www.interfaith.org.uk/ http://www.interact-uk.org.uk/ http://www.londoncivicforum.org.uk/
Multifaith Book Organisation DISABILITY	Low - The organisations current offices in Palingswick House are not accessible.	Low - The Multifaith Book Organisation is primarily an international on-line support service. Re-location outside the borough would not affect the type of support the organisation offers internationally.	Low - There are sufficient alternative organisations offering similar on-line support and additional disability focussed services.	None	www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbfm.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk
Multifaith Book Organisation GENDER	Low - The Multifaith Book Organisation is an international online service.	Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.	Low - There are alternative organisations offering reliable support internationally.	None	http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/
Multifaith Book Organisation POSITIVE IMPACT	Neutral	Neutral	Neutral	None	
Palingswick House Ltd (IMPACT ON ALL EQUALITIES STRANDS)	Low - PHL do not provide a direct service to local residents, as their service is the provision of office accommodation and hall hire for meeting and event purposes.	Neutral - PHL do not provide a direct service to local residents, as their service is the provision of office accommodation and hall hire for meeting and event purposes.	Low - PHL do not provide a direct service to local residents, as their service is the provision of office accommodation and hall hire for meeting and event purposes.	None	

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<p>Play Association RACE</p>	<p>Low - The Play Association is a borough-wide support service to play providers and much of the support is remote, not requiring a specific location.</p>	<p>low - As a support service exclusively for H&F play providers, it is logical although not essential that it is based in the borough. Relocating out of the borough would not disproportionately affect BME users of the service</p>	<p>Low - Not all boroughs consider it necessary to have a borough-specific Play Association. There are alternative London-wide services which play providers can access for support, including racial relations support.</p>	<p>None</p>	<p>www.londonplay.org.uk http://www.ncb.org.uk http://www.playengland.org.uk/ http://www.playlink.org/</p>
<p>Play Association DISABILITY</p>	<p>Low - The Play Association is a borough-wide support service to play providers and much of the support is remote.</p>	<p>Low - the service is for residents of the borough. However residents may not need to visit the offices to access the services.</p>	<p>Low - There are alternative and well-established organisations offering reliable support and additional disability focussed services.</p>	<p>None</p>	<p>http://www.kids.org.uk www.TheChildrensTrust.org.uk www.FriendsOfBrightEyes.co.uk www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johnrooms.org.uk http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Play Association GENDER</p>	<p>Low - The Play Association is a Borough-wide support service to play providers and much of the support is remote.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are alternative organisations offering support in London and nationwide.</p>	<p>None</p>	<p>http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Play Association POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p></p>

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Rampage Holiday Project RACE	Low - The Rampage Holiday Project is a holiday project for H&F pensioners.	Low - As a support service offering holidays for H&F older people, it is not essential for a borough based office as outreach could ensure that local residents are able to see staff if necessary. This would not disproportionately affect older BME residents.	Low - There are alternative organisations in London and nationwide, offering similar services. This suggests that support is available to the community should this service not be available.	None	www.nbfa.org.uk http://www.ageuk.org.uk/buy/holidays/ http://www.holidaycare.org.uk
Rampage Holiday Project DISABILITY	Low - The Rampage Holiday Project is a borough-wide holiday project for H&F pensioners.	Low - As a support service offering holidays for H&F older people, it is not essential for a borough based office as outreach could ensure that local residents are able to see staff if necessary. This would not disproportionately affect disabled residents.	Low - There are alternative organisations offering support and additional disability focussed services.	None	www.break-charity.org www.qef.org.uk www.3fund.org.uk Disaway Trust Handicapped Aid Trust Holidays For All Vitalise www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbfh.gov.uk/directory/health_and_s ocial_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johnrooms.org.uk
Rampage Holiday Project GENDER	Low - the service is offered to residents across the borough.	Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.	Low - there are organisations offering similar support nationwide.	None	http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/
Rampage Holiday Project POSITIVE IMPACT	Neutral	Neutral	Neutral		

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<p>RASC (Refugee Advice and Support Centre) RACE</p>	<p>Low - Re-location within the borough would not affect BME residents being able to access the service.</p>	<p>Low - The organisation offers support to refugees across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.).</p>	<p>None</p>	<p>www.hfrf.org www.refugees-online.org.uk www.migrantsrights.org.uk http://www.asylumaid.org.uk/ www.iasuk.org www.irco.uk www.ein.org.uk www.hflaw.org.uk/ www.reap.org.uk Hammersmith & Fulham Refugee Forum London Asylum Seekers Consortium (LASC) www.refugeecouncil.org.uk/ Refugee Education and Training Advisory Service (RETAS) Refugee Support Centre http://www.taha.org.uk</p>
<p>RASC (Refugee Advice and Support Centre) DISABILITY</p>	<p>Low - The organisation's current offices in Palingwick House are not accessible.</p>	<p>Low - The organisation offers support to refugees across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.) and additional disability focussed services.</p>	<p>None</p>	<p>www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johnngrooms.org.uk</p>
<p>RASC (Refugee Advice and Support Centre) GENDER</p>	<p>Low - Re-location within the borough would not affect the type of support the organisation offers to the UK community.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are organisations offering similar support nationwide.</p>	<p>None</p>	<p>Bridge Counselling (women only) http://rojwomen.com http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>RASC (Refugee Advice and Support Centre) POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	

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<p>Western Kurdistan Association RACE</p>	<p>Low - Re-location within the borough would not affect the type of support the organisation offers to the UK community.</p>	<p>Low - The organisation offers support to Kurdish refugees across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.kurdishcentre.org www.keag96.org/ www.reap.org.uk /www.khrp.org www.hfrf.org http://www.asylumaid.org.uk/ www.ein.org.uk www.iasuk.org www.migrantsrights.org.uk www.kcclondon.org.uk www.kurdishhousing.org http://www.taha.org.uk</p>
<p>Western Kurdistan Association DISABILITY</p>	<p>Low - The organisation's current offices in Palingwick House are not accessible.</p>	<p>Low - The organisation offers support to the Kurdish community across London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are alternative sources of support to help residents access generic services (health, housing, social care, education, employment etc.) and additional disability focussed services.</p>	<p>None</p>	<p>Kurdish Disability Organisation (KDO), Manor Gardens N7 www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk http://rojwomen.com http://www.ikwro.org.uk/ http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Western Kurdistan Association GENDER</p>	<p>Low - Re-location within the borough would not affect the type of support the organisation offers to the UK community.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are organisations offering similar support nationwide.</p>	<p>None</p>	
<p>Western Kurdistan Association POSITIVE IMPACT</p>	<p>Medium - potentially positive impact should the service be closer located to target beneficiaries</p>	<p>Neutral</p>	<p>Neutral</p>		

**Buildings Consultation
Palingswick House**

<p>Mongolian Culture Centre RACE</p>	<p>Low - The numbers of Mongolian residents in the borough is low and re-location within the borough would not affect the type of support the organisation offers to the UK community.</p>	<p>Low - The organisation offers support to Mongolian residents across the UK and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.</p>	<p>Low - There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>http://www.mongolchuud.co.uk www.embassyofmongolia.co.uk www.lingvamongolia.com http://www.taha.org.uk</p>
<p>Mongolian Culture Centre DISABILITY</p>	<p>Low - The organisation's current offices in Palingswick House are not accessible.</p>	<p>Low - The organisation offers support to Mongolian residents across the UK and not exclusively to H&F. There is no identified a need to provide support in the local area due to disability requirements.</p>	<p>Low - There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.) and additional disability focussed services.</p>	<p>None</p>	<p>www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bid.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.rnid.org.uk www.johngrooms.org.uk</p>
<p>Mongolian Culture Centre GENDER</p>	<p>Low - Re-location within the borough would not affect the type of support the organisation offers to the UK community.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Low - There are organisations offering similar support nationwide.</p>	<p>None</p>	<p>http://www.ikwro.org.uk/ http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Mongolian Culture Centre POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>		

**Buildings Consultation
Palingwick House**

<p>Upper Room RACE</p>	<p>Low - Re-location within the borough would not affect the range of support the organisation offers to the community. Their services are currently spread across a number of premises and are available to all residents.</p>	<p>Low - The organisation offers support to people across London, including ex offenders, homeless and BME communities, though not exclusively to H&F. The service located in PH is a driving tuition scheme for ex offenders. Relocation to outside of the borough would not disproportionately affect BME service users.</p>	<p>Medium - There are other organisations offering support services to ex offenders, and additional BME focussed services. However they may not have the opportunity to develop localised community-building events on the same scale.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.thamesreach.org.uk www.mungos.org/careers www.shelter.org.uk http://www.crisis.org.uk/ http://www.sbhq.co.uk http://www.depauluk.org www.tomorrows-people.org.uk www.homelesspages.org.uk www.homeless.org.uk www.homelessdirect.org.uk www.homelesslondon.org www.homelessuk.org www.porchlight.org.uk www.lhf.org.uk/ Job Centre Plus www.good4you.org.uk www.hafad.org.uk http://www.access2info.org.uk/ http://www.lbhf.gov.uk/directory/health_and_social_care/disabilities/ www.disabilityalliance.org www.bild.org.uk www.disabilitynow.org.uk http://www.icdisability.org www.scope.org.uk www.rnid.org.uk www.johnnrooms.org.uk http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Upper Room DISABILITY</p>	<p>Low - The organisation's current offices in Palingwick House are not accessible. Their services are currently spread across a number of premises.</p>	<p>Low - The organisation offers support to people across London, The service located in PH is a driving tuition scheme for ex offenders. Relocation to outside of the borough would not disproportionately affect disabled service users.</p>	<p>Medium - There are other organisations offering support services to ex offenders, and additional disability focussed services. However they may not have the opportunity to develop localised community-building events on the same scale.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>Make details of alternatives available - LBHF website etc</p>
<p>Upper Room GENDER</p>	<p>Low - Re-location within the borough would not affect the type of support the organisation offers to the community.</p>	<p>Low - Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.</p>	<p>Medium - There are other organisations offering support services to ex offenders, and additional gender focussed services. However they may not have the opportunity to develop localised community-building events on the same scale.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>Make details of alternatives available - LBHF website etc</p>
<p>Upper Room POSITIVE IMPACT</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>	<p>Neutral</p>

Area 1d: ADDITIONAL AREAS		How Negative Impact will be Addressed
Impact on ADDITIONAL AREAS		
Sexual Orientation	No organisations specifically target or exclude individuals from LGBT communities.	None
Age	The following organisations specifically target the youth or elderly community - Caring for Carers (low), Community Transport (Medium), KANGA (Medium), Breakaway Holiday Project (low), Play Association (low), Rampage (Medium). There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional services with a focus on age.	Make details of alternatives available - LBHF website etc www.achf.org.uk www.ageuk.org.uk http://www.independentage.org.uk www.aclondon.org.uk www.taen.org.uk
Belief	The only organisation which may have specific targets relating to beliefs is the Multifaith Book Organisation, however this does not support any single belief (low). There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional services with a focus on beliefs.	None adamaandevit.net http://londoninterfaith.org.uk http://www.lbfm.org/ http://www.interfaith.org.uk/ http://www.interact-uk.org.uk/ http://www.londoncivicforum.org.uk/
Socio-economic	The following organisations have specific socio-economic targets - Breakaway Holiday Project (medium), Community Transport (medium), Rampage (medium), Upper Room (medium). There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional services with a socio-economic focus.	Make details of alternatives available - LBHF website etc http://www.turning-point.co.uk http://www.personalbestprogramme.co.uk/find_out_more/news/HammersmithandFulham www.familyfriend.org.uk www.thamescommunityfoundation.org.uk http://www.lcrn.org.uk

Bulwer Street Equality Impact Assessment

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/11, Q4
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential disposal of 58 Bulwer Street and services decant. Short summary: Following a period of consultation with local residents. It is proposed that the services currently located at 58 Bulwer Street be decanted and the property offered for disposal. There are three organisations who lease the building – Shepherds Bush Community Centre, Shepherds Bush Families Project and The West and North West London Vietnamese Association.
Name of Service Department	Name: Benedict Hefford Position: Interim Assistant Director: Quality, Commissioning & Procurement, Community Services Department Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	13 Jan 2011

Section 02	Scoping of Full EIA
Plan for completion	Timing: during and post-consultation, using feedback Resources: officer time Lead Officer: Sue Spiller
What is the policy, strategy, function, project, activity, or programme looking to achieve?	Aims - The decant of services is looking to achieve relocation where possible of services which will not disadvantage borough residents who currently receive/make use of services. The building will become available for disposal thus potentially further reducing council deficit and enabling resources allocated to the council to be used to benefit residents.

	Race	Neutral	L	<p>Reasoning/comment, including N/A and impact;</p> <ul style="list-style-type: none"> • Shepherds Bush Community Association and Shepherds Bush Families Project services are not aimed at any specific groups therefore the proposals will have a neutral impact on race. • The Vietnamese Association offers services to West and North West London Vietnamese community and to residents of Chinese decent. There are alternative Vietnamese and Chinese services offered pan-London. There is also generic support in the borough to help residents access services (health, housing, social care, education, employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for the immediate H&F resident community. • Service relocation will potentially take place in alternative buildings or hubs where the promotion of equal opportunities is paramount and where there may be increased opportunities to work in partnership or reach residents who have not accessed services previously, thereby promoting good relations between people from different ethnic groups.
	Disability	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • The majority of the space utilised by Shepherds Bush Community Association is accessible. The community centre operates on a hall hire basis. However Shepherds Bush Families Project and the Vietnamese Association space is not fully accessible based on the first and second floors without any lift access. • Bulwer Street is easy to access via public transport. The service users of organisations based on the upper floors will benefit from moving to fully accessible premises. There are alternative community space / hub options in the local area and borough-wide which are fully accessible. • Eliminate discrimination that is unlawful under the Act: N/A Services delivered are expected to operate within council guidelines for Equal Opportunities. • Eliminate harassment of disabled persons that is related to their disabilities: N/A there is no evidence of discrimination in the

				<p>services that are being delivered currently and no reason to assume that by changing location this will alter. The services funded by the council are therefore expected to operate within council guidelines for Equal Opportunities.</p> <ul style="list-style-type: none"> • Promote positive attitudes towards disabled persons: This area should be improved for the services currently located on the upper floors of Bulwer Street by relocation because disabled users will have access to services previously not fully accessible. This may give rise to opportunities for greater community cohesion. • Encourage participation by disabled persons in public life: by relocating the services on the upper floors to fully accessible locations where other services are being delivered it will increase exposure and opportunities for disabled persons. • Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons: The services on the upper floors would benefit from relocation and greater accessibility. Currently the SBFP and Vietnamese Association are not accessible and therefore limited in any additional provision or access they can offer. The ground floor hall operates on a hall hire basis only and does not offer any specific support to disabled persons or hirers.
	Gender	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • Eliminate unlawful sex discrimination and harassment (including for transsexual people); The majority of services delivered at Bulwer Street are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation. • Promote equality of opportunity between men and women: again council equality guidelines would apply.
	Age	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • Shepherds Bush Families Project actively engages families with young children. The Vietnamese association actively engages the older Vietnamese and Chinese community. There are however alternative sources of support to help residents access

				<p>generic services (health, housing, social care, education, employment etc.), and additional services across the borough with a focus on age and related support.</p> <ul style="list-style-type: none"> • The Shepherds Bush Families Project would also benefit from relocation to enable them to provide an outdoor play area for children. • The majority of funded services delivered at Bulwer Street are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation.
	Sexual Orientation	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <p>The majority of funded services delivered at Bulwer Street are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation.</p>
	Religion/belief (including non-belief)	Neutral	L	<p>Reasoning/comment, including N/A and impact on:</p> <p>The majority of funded services delivered at Bulwer Street are supported by funding streams that operate within Equal Opportunities guidelines. This would not change with relocation.</p>
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are:</p> <p>LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>

New research	<p>Please refer to appendix 3gi for research undertaken:</p> <ul style="list-style-type: none"> • Impact if organisations relocate elsewhere in the borough • Impact if organisations relocate outside of the borough • Impact if organisations cease trading • alternative organisations
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Section 04	Assess or undertake consultation
Consultation	The consultation asked residents whether they agreed that disposing of building surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on 58 Bulwer Street.
Assessment	<p>Consultation feedback</p> <ul style="list-style-type: none"> • 271 responses received (not including the signatories to a petition) • Responses supporting disposal: 5% • Responses opposing disposal: 44% • No preference: 51% <p>The majority of respondents expressed neutral or no views regarding the proposal. More respondents were opposed to it than in support of it, asserting that a range of valuable and popular services are provided, and it forms a focal point for White City/Shepherds Bush residents. A relatively large proportion were not aware of the property or had never used it. Few were supportive of the sale.</p>

Section 05	Assessment of impact and outcomes
Assessment	<ul style="list-style-type: none"> • The EIA shows that there is no evidence of discrimination. • However, there may be a negative impact in terms of promoting cultural aspects for the older local Vietnamese resident community, although it is noted that the majority of service provision to older Vietnamese/Chinese residents (who would most likely reap most benefit from the services) are delivered from other locations in the borough. . • There may be a negative impact on young children and families affected by changes to the Shepherds Bush Families Project, particularly those from low income households. However, the proposal to relocate to a more accessible location will deliver a positive impact for service users.

- No other impact has been identified with regards to race, gender, age, religion/faith, disability or sexual orientation factors. The impact overall therefore is considered low.

Section 06	Reducing any adverse impacts
Outcome of Assessment	<ul style="list-style-type: none"> • Shepherds Bush Families Project As the provider of a Children’s Centre, the council would undertake to identify another suitable location in the area for this service to move to. Officers are exploring a number of options including a space close to Shepherds Bush Green, and a venue on the nearby Edward Woods Estate. As an alternative space would be available within the local area, no negative impact has been identified. Any alternative accommodation will be fully accessible, offering a positive impact in terms of disability. • Shepherds Bush Community Association: The hall is well used by a number of organisations on a hall hire basis, including dance and sports groups, health and wellbeing providers and faith groups. The council has identified a number of alternative venues in the borough that users of the hall could potentially use to deliver their activities. A few respondents to the consultation have commented that a high number of people from outside of the immediate area access the faith, dance and sports activities in the centre. The impact on residents regarding these services is assessed as low. Users of alternative therapy services which operate from the hall are thought more likely to be local residents. There is a possible low to moderate negative health and wellbeing impact for local residents, particularly those from low income households, should the alternative therapy services no longer continue to be available in the immediate area. However, mitigating factors include the range of alternative locations that are available across the borough. The details of these would be provided to groups who would be displaced from this venue should the council decide to dispose of the building. • West & North West London Vietnamese Association The WNLVA group activities are based at other locations in the borough, with the office space at Bulwer Street. Alternative office space can be offered to this organisation, thus resulting in no negative impact for the community this organisation serves. Alternative accommodation will be accessible, and therefore offers a positive impact in terms of disability access.

Section 07	Action Plan
Action Plan	Includes and is listed here:

	<ul style="list-style-type: none"> ▪ Issue identified – commission CaVSA to provide premises support to organisations affected by this proposal. ▪ Action (s) to be taken – Make available details of alternative space ▪ When – Upon announcement of buildings consultation decision ▪ Lead officer – Sue Spiller ▪ Expected outcome – Alternative space research in place ▪ 3rd Sector Premises Plan was added to QCP Business Plan 2010 – 2013 dated 6 April 2010. If agreed at Cabinet the above actions will be added subsequent business plan.
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Section 08	Agreement, publication and monitoring
Chief Officer sign-off	Name: Benedict Hefford Position: Acting Assistant Director, Quality Commissioning & Procurement, CSD. Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 2483
Key Decision Report	Date of report to Cabinet/Cabinet Member: 07 / 02 / 10 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430

APPENDIX 3G I/EIA Bulwer Street Organisation Impact

Organisation	If relocate elsewhere in the borough	If relocate outside of the borough	If cease to operate	How Negative Impact will be addressed	Alternative Support Services
Shepherds Bush Community Association RACE	Low - The organisation offers a hall hire service to groups and local residents. Alternative community space is available locally to groups who use the hall. Should groups that hire the hall relocate to alternative location in the borough, this would not disproportionately affect BME users of their services.	medium - The organisation offers hall hire facilities to groups and to residents who may not want to travel outside of the borough. However there are alternative community spaces for hire in the borough. Should groups that hire the hall relocate out of the borough, this would not disproportionately affect BME users of the services.	Low - There are alternative organisations offering community space. This suggests that support is available, but it would need to be affordable.	Make list of community halls for hire available on LBHF website, Cavesa and additional community databases	Community Space Database can be supplied
Shepherds Bush Community Association DISABILITY	Low - The organisation offers a hall hire service to the community. Alternative community space is available locally. The hall is reasonably accessible to disabled people. Should groups that hire the hall relocate to alternative sites in the borough, this would not disproportionately affect disabled people as long as the alternative site offers good disabled access.	medium - The organisation offers hall hire to groups and to residents who may not want to travel outside of the borough. However there are alternative community spaces for hire in the borough. Should groups that hire the hall relocate out of the borough, this would not disproportionately affect disabled users of the services as long as the alternative venues identified offer good disabled access.	Low - There are alternative organisations offering community space. This suggests that support is available, but it would need to be affordable.	Make list of community halls for hire available on LBHF website, Cavesa and additional community databases	Community Space Database can be supplied
Shepherds Bush Community Association GENDER	Low - The organisation offers a hall hire service to groups and residents. Alternative community space is available locally. Should groups that hire the hall relocate to alternative venues, this would not disproportionately affect users of any gender in comparison to all users of the services.	medium - The organisation offers hall hire to groups and to residents who may not want to travel outside of the borough. However there are alternative community spaces for hire in the borough. Should groups that hire the hall relocate out of the borough, this would not disproportionately affect users of any gender in comparison to all users of the services.	Low - There are alternative organisations offering community space.	Make list of community halls for hire available on LBHF website, Cavesa and additional community databases	Community Space Database can be supplied
Shepherds Bush Community Association POSITIVE IMPACT	Neutral	Neutral	Neutral		

<p>Shepherds Bush Families Project RACE</p>	<p>Low - The Shepherds Bush Families Project provides parental support to families across the borough and a Children's Centre specifically for families in the local area. Relocation to alternative premises within the borough would disproportionately affect BME users of the service.</p>	<p>High - The service is for families in the borough and provides on-site support. Families with young children may not want to travel out of the borough. Relocating out of the borough would not disproportionately affect BME users of the service.</p>	<p>medium - There are alternative organisations offering services. This suggests that some support is available to the community should this service not be available.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>http://www.lbhf.gov.uk/Directories/Education_and_Learning/P/Schools/Early_years/93361-Family_Support_Team.asp www.familyfriend.org.uk www.trusthousecharitablefoundation.org.uk</p>
<p>Shepherds Bush Families Project DISABILITY</p>	<p>Low - The Shepherds Bush Families Project provides parental support to families across the borough and a Children's Centre specifically for families in the local area. Relocation to alternative premises within the borough would not adversely affect the type of support the organisation offers to disabled residents.</p>	<p>medium - The service is for families in the borough and provides on-site support. Families with disability requirements may find it difficult to travel out of the borough.</p>	<p>medium - There are alternative organisations offering services. This suggests that some support is available to the community should this service not be available.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.handicappedadtrust.org.uk http://www.3fund.org.uk/ www.hatad.org.uk http://www.accessinfo.org.uk/ http://www.lbhf.gov.uk/directories/health_and_social_care/disabilities/ http://www.kids.org.uk/ http://www.thechildrenstrust.org.uk/page.asp?section=25&sectionTitle=About-us www.disabilityalliance.org www.blid.org.uk www.disabilitynow.org.uk http://www.lcdisability.org www.scope.org.uk www.mtd.org.uk www.johnsgrooms.org.uk</p>
<p>Shepherds Bush Families Project GENDER</p>	<p>Low - The Shepherds Bush Families Project provides parental support to families across the borough and a Children's Centre specifically for families in the local area. Relocation to alternative premises within the borough would not affect the type of support the organisation offers to the community.</p>	<p>medium - The service is for families in the borough and provides on-site support. Families, particularly mothers, may not want to travel out of the borough.</p>	<p>medium - There are alternative organisations offering services. This suggests that some support is available to the community should this service not be available.</p>	<p>Make details of alternatives available - LBHF website etc</p>	<p>www.onespace.org.uk http://www.equalitynow.org www.equalityhumanrights.com www.equalitybrian.co.uk WomenForWomen.org http://www.fatherhoodinstitute.org http://www.women4change.net/</p>
<p>Shepherds Bush Families Project POSITIVE IMPACT</p>	<p>medium - relocation could result in better access and facilities - particularly for disabled residents, parents/carers with buggies/prams etc.</p>	<p>Low</p>	<p>Low</p>		

Vietnamese Association RACE	Low - The service is offered to Vietnamese and Chinese people across North and North West London and does not need a specific H&F location.	Low - The organisation offers support to Vietnamese in London and not exclusively to H&F. H&F residents would have the same access to support from the organisation as their wider community.	medium - There is alternative but limited support to Vietnamese specific to the Vietnamese community. There is generic support to help residents access services (health, housing, social employment etc.). However, there may be a negative impact in terms of promoting cultural aspects for this community.	Make details of alternatives available - LBHF website etc	http://www.vietnameseassociation.org.uk/ http://www.vietnameseassociation.org.uk/uklist.htm http://www.lienviet.org.uk http://www.vietuk.org.uk/ Vietnamese Community Association TM8 Vietnamese Refugee National Council, CRO Vietnamese Refugee Project In Greenwich Community Centre For Refugees from Vietnam, Laos & Cambodia, London E2 Islington Vietnamese Community, NI Lambeth Community Of Refugees From Vietnam, SW8 Southwest Vietnamese Refugee Association, SE1 5 National Federation of Vietnamese Refugees, Chinese Association SE24 http://www.laha.org.uk www.hicab.org.uk www.naz.org.uk http://www.britishecouncil.org.uk/ http://www.uk-vietnam.org www.vmh3.org.uk http://www.lvcic.org.uk www.ceruo.org.uk www.rota.org.uk Causa - www.usra.org.uk www.ben-network.org.uk www.acequalityfoundation.org.uk/ www.bmeht.org.uk http://atyratrust.org.uk/ www.naz.org.uk http://www.catchya.org www.blackmentalhealth.org.uk http://www.shakeservices.org.uk/ http://www.laha.org.uk
Vietnamese Association DISABILITY	Low - the service is offered to Vietnamese and Chinese people across North and North West London and does not need a specific H&F location. Relocating to an alternative location within the borough would not disproportionately affect disabled users of the service.	Low - The organisation offers support to Vietnamese in London and not exclusively to H&F. Relocating out of the borough would not disproportionately affect disabled users of the service	medium - There is alternative but limited support Nationwide specific to the Vietnamese community. There is generic support to help residents access services (health, housing, social care, education, employment etc.).	None	www.vmh3.org.uk http://www.lvcic.org.uk www.ceruo.org.uk www.rota.org.uk Causa - www.usra.org.uk www.ben-network.org.uk www.acequalityfoundation.org.uk/ www.bmeht.org.uk http://atyratrust.org.uk/ www.naz.org.uk http://www.catchya.org www.blackmentalhealth.org.uk http://www.shakeservices.org.uk/ http://www.laha.org.uk
Vietnamese Association GENDER	Low - Re-location within the borough would not affect the type of support the organisation offers to the community it serves, and would not disproportionately affect either gender.	Low - The organisation offers support to Vietnamese and Chinese people in London and not exclusively to H&F. Relocating outside of the borough would not disproportionately affect service users of any gender in comparison to all service users.	medium - There is alternative but limited support Nationwide specific to the Vietnamese community. There is generic support to help residents access services (health, housing, social care, education, employment etc.).	None	http://www.equalitynow.org http://www.equalityhumanrights.com www.equalitybritain.co.uk WomenForWomen.org http://www.womenchange.net/
Vietnamese Association POSITIVE IMPACT	Neutral	Neutral	Neutral		

Area 1d: ADDITIONAL AREAS Impact on ADDITIONAL AREAS		How Negative Impact will be Addressed
Sexual Orientation	No organisations or current users of the community hall are known to provide a service that would specifically target or exclude individuals from LGBT communities.	None
Age	The following organisations specifically target the youth or elderly community - Shepherds Bush Families Project (medium), Vietnamese Association (medium). There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and additional services with a focus on age.	Make details of alternatives available - LBHF website etc

Belief	<p>Sheperds Bush Families Project and the Vietnamese Association do not provide a service which specifically targets or excludes community beliefs. Some of the groups which hire the hall on the ground floor are religious in nature. The Church groups which hire the hall are not based in the borough - but it is likely that a reasonable number of their service users are H&F residents. There are sources of support to help residents access generic services (health, housing, social care, education, employment etc.), and these services take account of faith and belief in their service provision.</p>	<p>Make details of alternatives available - LBHF website etc</p>
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**Equality Impact Assessment: H&F Buildings Consultation
THE IRISH CULTURAL CENTRE: 5 BLACKS ROAD**

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/12, Q4
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Potential disposal of The Irish Cultural Centre, 5 Blacks Road, London W6</p> <p>Short summary: Following a period of consultation with local residents it is proposed that Cabinet revoke its decision made in January 2009 to extend the lease of the Irish Cultural Centre to Irish Cultural Centre Hammersmith Ltd (ICCH). The building is also used by the Irish Support & Advice Service. The recommendation to Cabinet is that the property to be released for disposal at best consideration with ICCH being offered the site first when the current lease expires in March 2012.</p>
Name of Service Department	<p>Name: Benedict Hefford Position: Interim Assistant Director: Quality, Commissioning & Procurement, Community Services Department Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 3608</p>
Date of completion of final EIA	27/01/2011

Section 02	Scoping of Full EIA
Plan for completion	<p>Timing: Post consultation, in order to use public feedback. Resources: Staff time Lead Officer: Sue Spiller</p>
What is the policy, strategy, function,	<p>Aims: The Irish Cultural Centre building is a valuable resource which the council must seek to realise. This will enable the council to further reduce council deficit and enable resources allocated to the</p>

project, activity, or programme looking to achieve?

council to be used to the maximum benefit of all local residents.

Race	Negative (Short term)	M	Reasoning/comment, including N/A and impact: <ul style="list-style-type: none"> The proportion of white Irish residents in Hammersmith & Fulham’s population was 4.8% in 2001, with residents from Black ethnic origins at 11%, Asian/Chinese at 5% of the population, and a further 15% from “other white” groups, made up principally of people from both Western and Eastern Europe, Australia and New Zealand. The service offered by the Irish Cultural Centre Hammersmith Ltd is to Irish and people from any background who want to learn about Irish culture. Irish Support & Advice Service (ISAS) offer a support, advice and information service to the Irish community. The building offers an accessible venue for ICCH activities and services to the Irish community across London and not exclusively to H&F. If ICCH are in a position to purchase the building at the end of the current lease term, it is anticipated that this position would remain unchanged. If this is not possible and ICCH and ISAS services were to relocate to alternative sites, it is likely that H&F residents would have the same access to support as is available to the wider Irish community. There are alternative cultural and support services for the Irish community, including the London Irish Centre Camden, Irish in Greenwich, Irish in Britain, Irish Abroad, Lewisham Irish Centre, The South London Irish Club, The Irish Club EC4, The London Irish Women’s Centre and London Irish Network. Should the building no longer be available, services and activities currently delivered at the centre (both by ICCH and ISAS plus external groups who use the hall hire aspect of the building) could potentially relocate to a number of local venues, and it would be expected that the promotion of equal opportunities would continue to be a cornerstone of the services provided. Locating services and activities of ICCH and Irish Support & Advice to other locations may enhance opportunities for residents who have not previously accessed services at the centre.
	Neutral (Long term)	L	

				<ul style="list-style-type: none"> • ICCH and ISAS both actively promote equal opportunities and relocation should not adversely affect this. • ICCH is not funded by the Council (other than through a rent subsidy) nor does it provide a statutory service. Other groups and communities also use the centre on a hall hire basis from ICCH. Should the centre no longer be available for community use, there are a number of other locations that current users including ICCH could use to continue to provide their cultural activities. • ISAS are grant funded by the council to provided support to 1st generation Irish older residents, and would thus be prioritised for alternative available council premises. • A point raised in support of The Irish Cultural Centre petition to Full Council on 26/1/11 was that the centre fosters good relations between Britain and Ireland. The charitable object of the centre, detailed on the charity commission web-site is “to advance the public’s education in the history and culture of Ireland by maintaining an Irish Cultural Centre which provides an open access programme of the Irish arts and music and community activities of the highest quality and attracts people of all ages, different interests and diverse heritages”. While good relations may be a potential outcome if British residents were to use the services it is not a specific target. • Therefore relocation of these services should not have an adverse affect on current service users. For this reason, officers consider that any medium, negative impacts on BME communities in the short-term will, in the long-term be felt to be low, and become neutral.
	Disability	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • Should ICCH be in a position to purchase the building at the end of the current lease term, promotion of equality of opportunity between disabled persons and other persons will continue as the services will remain the same or similar offer. The building is fully accessible with disabled toilets, lift and clear signage. • Should ICCH not be in a position to purchase the building and

				<p>both ICCH and ISAS be required to relocate, it would be expected that any alternative premises identified offer excellent disabled access.</p> <ul style="list-style-type: none"> • Should ICCH not be able to identify an alternative site within the borough, disabled residents with high mobility difficulties may have to travel further to access the cultural activities currently offered at the Irish Cultural Centre – although ISAS services would be prioritised by the council for re-accommodating within the borough. • Eliminate discrimination that is unlawful under the Act: N/A as services already operate under the principles of the Act and will continue to do so in future. • Eliminate harassment of disabled persons that is related to their disabilities: N/A there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. • Promote positive attitudes towards disabled persons: N/A as both ICCH and ISAS already operate under the principles of the Act and will continue to do so in the future. • Encourage participation by disabled persons in public life: N/A as both ICCH and ISAS already operate under the principles of the Act and will continue to do so in the future. • Take steps to take account of disabled persons’ disabilities, even where that involves treating disabled persons more favourably than other persons: N/A currently but will consider if it means that a disabled person needs additional provision to enable access to services.
	Gender	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • With regards to the duty to promote equality of opportunity between men and women - services delivered by ICCH and ISAS do not particular target either male or female residents and this is not anticipated to change should either organisation be required to relocate.
	Age	Neutral	M	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • Services delivered by ICCH attract users of all ages. Some services are targeted at different age groups (children and older

				<p>people), but it is not anticipated that relocation would disproportionately affect any particular age group.</p> <ul style="list-style-type: none"> ISAS are grant funded by the council to provide a specific support service to 1st generation Irish older residents – and would be a priority to accommodate (during its funding term) should the centre no longer be available.
	Sexual Orientation	Neutral	L	<ul style="list-style-type: none"> Reasoning/comment, including N/A and impact : N/A – The centres services do not specifically target or exclude individuals from LGB communities.
	Religion/belief (including non-belief)	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> N/A. The services delivered by the centre are supported by council departments that operate within Equal Opportunities guidelines. This would not change with relocation.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are: LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>
New research	No research undertaken

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Section 04	Assess or undertake consultation
Consultation	The consultation asked residents whether they agreed that disposing of buildings surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on The Irish Cultural Centre.
Assessment	<p>Consultation responses</p> <ul style="list-style-type: none"> • 497 responses received • Responses supporting disposal 4% • Responses opposed to disposal 79% • No preference 17% <p>The majority of respondents feel strongly that the Centre should not be sold (including individuals who state they are not Irish), suggesting that it is a somewhat unique resource for the Irish Community in this area and that beneficiaries travel from beyond the Borough to make use of its services. Some also say that it offers services beyond the Irish community and to residents of other groups. There is also concern that the Irish community is being targeted unfairly.</p>

Section 05	Assessment of impact and outcomes
Assessment	<ul style="list-style-type: none"> • The EIA shows that there is no evidence of discrimination. However if the ICCH (or another body) is not in a position to purchase the site and continue to offer community space for the Irish Community, it is likely that the Irish community will experience a negative impact in terms of no longer having a local dedicated venue for Irish cultural activities. However cultural activities could continue in alternative spaces available across the borough and there may be a positive impact if they benefit from the diversity of visitors that relocation could encourage. • ICCH is not funded by the council (other than through a rent subsidy) nor does it provide statutory services. • The Irish Support & Advice Service is funded by LBHF to provide a specific support service to 1st generation Irish older residents – and would be a priority to accommodate (during its funding term) should the centre no longer be available.

	<ul style="list-style-type: none"> No specific impact has been identified with regards to gender, religion/faith, disability or sexual orientation factors. The impact overall therefore is considered low.
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Section 06	Reducing any adverse impacts
Outcome of Assessment	<ul style="list-style-type: none"> As noted above, the Irish Support & Advice Service is funded by LBHF to provide a specific support service to 1st generation Irish older residents – and would be a priority to accommodate (during its funding term) should the centre no longer be available. Although other groups and communities also use this space, should the centre no longer be available for community use, there are a number of other locations that current users including ICCH could use to continue to provide their cultural activities. Therefore relocation of these services should not have a negative impact in term of equality law.

Section 07	Action Plan
Action Plan	<p>Includes and is listed here:</p> <ul style="list-style-type: none"> Issue identified: Need to identify priority alternative accommodation for Irish Support & Advice service. Commission CaVSA to provide premises support to organisations affected by the proposal. Action (s) to be taken: Make available details of alternative space When: Upon announcement of buildings consultation decision Lead officer: Sue Spiller Expected outcome: Alternative space research in place Date added to business plan: 3rd Sector Premises Plan was added to QCP Business Plan 2010 – 2013 dated 6 April 2010. If agreed at Cabinet the above actions will be added subsequent business plan.

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	<p>Name: Sue Spiller Position: Head of Community Investment Email: sue.spiller@lbhf.gov.uk Telephone No: 020 8753 2483</p>

Key Decision Report	Date of report to Cabinet/Cabinet Member: 07 / 02 / 10 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	(When EIAs have been determined to be of high relevance) Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430

Equality Impact Assessment Full Tool with Guidance – Greswell Centre

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2010/11 4 th quarter
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential disposal of The Greswell Centre and services decant. Short summary: Following a period of consultation with local residents, it is proposed that the services currently located at The Greswell Centre be decanted and the property offered for disposal. The Greswell Centre is a large single storey building. The current occupants (Hammersmith & Fulham Action on Disability (HAFAD)) are commissioned by Community Services and by Children's Services departments to provide a range of services for disabled residents.
Name of Service Department	Name: Benedict Hefford Position: Interim Assistant Director: Quality, Commissioning & Procurement, Community Services Department Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	21/01/2011

Section 02	Scoping of Full EIA
Plan for completion	Timing: during and post-consultation, using feedback Resources: officer time Lead Officer: Benedict Hefford
What is the policy, strategy, function, project, activity, or programme looking	Aims: to realise the disposal buildings considered surplus to LBHF requirements. The building will become available for disposal thus potentially further reducing council deficit and enabling resources allocated to the council to be used to the maximum benefit of all local residents.

to achieve?

Objectives
Who is intended to benefit from it from across the six strands (including where people or groups are represented in more than one strand)?

Race	Neutral	L	<ul style="list-style-type: none"> • A range of services for disabled residents is offered to people from any background. • There is alternative support and information available specifically for disabled BME residents (including Black Disabled People Assoc, BME Health Forum, TAHA, ACMHC, MBMEMHN, Black Mental Health Organisation). • HAFAD services are not aimed at any specific racial groups. There isn't any data analysis of users to show that there will be a negative impact on race if relocated. Therefore the proposals will have a neutral impact on race. • It has been proposed that HAFAD could be relocated to the White City Collaborative Care centre when it opens (anticipated in 2013), where the promotion of equal opportunities is a cornerstone of the services currently delivered and there may be enhanced opportunities for residents who have not previously accessed services at the centre. • Relocation to a shared building could also offer the benefit of working alongside organisations promoting good relations between ethnic groups.
Disability	Negative in short-term Positive in long-term	High in short-term Low in long-term	<ul style="list-style-type: none"> • The Greswell Centre is currently mostly accessible (with the exception of one office). However the building is not ideal in terms of access by public transport, as the site is located some distance from Fulham Palace Road which can be difficult for some disabled people to negotiate. Relocation to the White City Collaborative Care centre would offer a highly accessible building, with two bus routes serving the area. • HAFAD deliver a range of services to disabled people from the Greswell Street Centre – including a range of 1-2-1 advice and support services, plus a number of group activities for disabled young people which take place after school hours and during

				<p>school holidays in the centres halls and outside space. HAFAD specifically promotes equality of opportunity between disabled persons and other persons and will continue to do so if relocated. HAFAD may benefit further by moving to shared premises which encourage partnership working and joined up services to residents that minimises the need to visit multiple sites to access support.</p> <ul style="list-style-type: none"> • Eliminate discrimination that is unlawful under the Act: N/A HAFAD exists to support and operates within Equal Opportunities guidelines. This would not change with relocation. • Eliminate harassment of disabled persons that is related to their disabilities: N/A There is no evidence of discrimination at HAFAD in the services that are being delivered currently and no reason to assume that by changing location this will alter. • Promote positive attitudes towards disabled persons and encourage participation by disabled persons in public life: HAFAD actively seeks to provide this support. This area should be improved further by relocation to a shared building where integration and increase in exposure may give rise to opportunities for greater community cohesion. • Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons: N/A HAFAD already operate on this basis and will continue to do so if relocated. • In the short term there may be a negative impact due to the need to re-locate to a shared building and find additional space for group activities. However in the long term there will be a positive impact from the benefits of the new building whether this is at the White City Collaborative Care Centre or an alternative property for group activities if this is identified as necessary. Benefits would include newer facilities requiring less maintenance, improved location and joined up services.
	Gender	Neutral	L	<ul style="list-style-type: none"> • Eliminate unlawful sex discrimination and harassment (including for transsexual people); The services delivered by HAFAD are supported by council departments that operate within Equal

				<p>Opportunities guidelines. This would not change with relocation.</p> <ul style="list-style-type: none"> Promote equality of opportunity between men and women; Again equal opportunities guidelines apply. Re-location would not affect the type of support the organisation offers to the community.
	Age	Neutral	L / M	<ul style="list-style-type: none"> The services delivered by HAFAD include specific support for older residents and the 'agenda for youth' programme. These services would continue to be offered with relocation.
	Sexual Orientation	Neutral	L	N/A – HAFAD services do not specifically target or exclude individuals from LGBT communities.
	Religion/belief (including non-belief)	Neutral	L	N/A. The services delivered by HAFAD are supported by council departments that operate within Equal Opportunities guidelines. This would not change with relocation.
<p>Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p>				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	<p>Documents reviewed are: LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/</p> <p>LBHF 3rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf</p>
New research	(no new research)

Section 04	Assess or undertake consultation
Consultation	<p>The consultation asked residents whether they agreed that disposing of buildings surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on The Greswell Centre.</p>
Assessment	<p>Consultation responses</p> <ul style="list-style-type: none"> • Responses to this building 208 • Responses supporting disposal: 8% • Responses opposed to disposal: 22% • No preference: 70% <p>The majority of respondents either were unaware of the property or had no view regarding its sale. Those who were opposed to the sale expressed significant concern for the effect it would have on HAFAD. They worried that the needs of HAFAD are relatively specific and therefore it may be hard to find an alternative suitable accommodation. Some of those who supported the sale suggested that they would only do so if HAFAD were suitably re-housed.</p>

Section 05	Assessment of impact and outcomes
Assessment	<ul style="list-style-type: none"> • The EIA shows that there is no evidence of discrimination. • However, there is a possible negative impact should HAFAD need to split its services over several sites (office and 1-2-1 space vs group activity locations), where group activities are often delivered with service staff and managers from other HAFAD services contributing to service delivery. HAFAD is a user led organisation, with a high number of disabled staff and volunteers. The ability for staff and volunteers to work across different services and activities is extremely important, and services spread across several locations may impact on the organisation's ability support staff to work in this way. • The council proposes to offer HAFAD accommodation in the Collaborative Care Centre on White City Estate, plus provide space for the group activities in other locations in the borough – for those services commissioned by the Council. For the additional services not funded by the council that HAFAD currently provides, it is not yet known whether additional space would be available to

	<p>HAFAD to rent at the Collaborative Care Centre, as plans for the building are not yet complete. However, should this additional space not be available, the council will work with HAFAD to identify suitable alternative accommodation available in the borough that HAFAD could lease.</p> <ul style="list-style-type: none"> • HAFAD are likely to have some understandable concerns regarding the negative impact of relocation to a building which would be shared with other organisations – including the council, health and other providers. These concerns are likely to be in relation to confidentiality, maintaining organisational identify, and that a co-located service where staff would expect to share offices and space with other organisations may be off putting to service users who would prefer a separate and distinct space at which to access HAFAD services. • No other impact has been identified with regards to race, gender, age, religion/faith, disability or sexual orientation factors. The impact overall is assessed as high in the short-term for disabled people and low in the long-term over all equality groups.
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Section 06	Reducing any adverse impacts
Outcome of Assessment	<ul style="list-style-type: none"> • As the proposal is to offer HAFAD accommodation in the Collaborative Care Centre, plus identify suitable space for the group services/activities commissioned by LBHF, the majority of HAFAD’s service users would feel little impact of this decision – so long as the alternative site offers good access. • Relocating to a site better served by public transport would offer a positive impact for disabled people in terms of easier access to HAFAD services. • The Greswell Centre has had a number of maintenance issues in recent years, some of which have affected HAFAD’s ability to run a full service. The Collaborative Care Centre will offer new facilities and much less maintenance issues - therefore there will be a positive impact for staff and users in relocating. • For the additional services not funded by the council that HAFAD currently provides, it is not yet known whether additional space would be available to HAFAD to rent a the Collaborative Care Centre, as plans for the building are not yet complete. However, should this additional space not be available, the council will work with HAFAD to identify suitable alternative accommodation available in the borough that HAFAD could lease that will enable HAFAD to deliver its added value services that benefit local disabled residents. • There would be a possible positive impact in identifying accommodation for the group activities – accommodation could be identified that provides the benefit of newer facilities requiring less maintenance, improved location for travel or specific locations for outreach work, and joined up

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	<p>services.</p> <ul style="list-style-type: none"> • Examples of local shared sites demonstrate that co-location can be managed and offers distinct benefits to service users. Co-locating also offers opportunities for organisations to work more closely together, providing a joined up service to residents that minimises the need to visit multiple sites to access support. • The White City Collaborative Care Centre offers a fantastic opportunity to co-locate services that disabled people access. By relocating HAFAD's main office to the CCC, disabled residents will have the opportunity to access both statutory and voluntary sector services, offering a joined up service, less duplication and easier customer access journeys. • Cabinet is asked to agree that the Greswell Centre is no longer required by the council, and can be released for disposal on condition of space being offered in the White City Collaborative Care Centre and suitable premises identified for commissioned group activities...
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Section 07	Action Plan
Action Plan	<p>Includes and is listed here:</p> <ul style="list-style-type: none"> ▪ Issue identified: Identify alternative space for group services / activities. Time frame to availability of CCC ▪ Action (s) to be taken: Make available details of alternative space for groups service / activities. Set up regular reports re. availability of CCC. ▪ When: Upon announcement of buildings consultation decision ▪ Lead officer: Sue Spiller ▪ Expected outcome: Alternative space research in place. CCC completed and available to deadlines. ▪ 3rd Sector Premises Plan was added to QCP Business Plan 2010 – 2013 dated 6 April 2010. If agreed at Cabinet the above actions will be added subsequent business plan.

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	<p>Name: Sue Spiller Position: Head of Community Investment Email: sue.spiller@lbhf.gov.uk Telephone No: 020 8753 2483</p>

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Key Decision Report	Date of report to Cabinet/Cabinet Member: 07 / 02 / 10 Confirmation that key equalities issues found here have been included: Yes
Opportunities Manager	(When EIAs have been determined to be of high relevance) Name: Position: Email: Telephone No:

Unit 20, The Broadway – Information Centre Equality Impact Assessment

Overall Information	Details of Full Equalities Impact Assessment
Financial Year and Quarter	2011/Q4
Name and details of policy, strategy, function, project, activity, or programme	Title of EIA: Potential disposal of Unit 20, The Broadway - The Information Centre and services decant. Short summary: Following a period of consultation with local residents, it is proposed that the services currently located at The Information Centre be decanted and the property offered for disposal. Unit 20 The Broadway, is a ground floor shop unit situated in Hammersmith Broadway Shopping Centre, leased to a voluntary service who provide an information service to local residents and visitors
Name of Service Department	Name: Benedict Hefford Position: Interim Assistant Director: Quality, Commissioning & Procurement, Community Services Department Email: Benedict.hefford@lbhf.gov.uk Telephone No: 020 8753 3608
Date of completion of final EIA	19 Jan 2011

Section 02	Scoping of Full EIA
Plan for completion	Timing: During and post-consultation, using feedback Resources: Officer time Lead Officer: Benedict Hefford
What is the policy, strategy, function, project, activity, or programme looking to achieve?	Aims: to realise the disposal buildings considered surplus to LBHF requirements. The building will become available for disposal thus potentially further reducing council deficit and enabling resources allocated to the council to be used to the maximum benefit of all local residents. Objectives

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Who is intended to benefit from it from across the six strands (including where people or groups are represented in more than one strand)?

Race	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • The service is offered to people from any background who want to obtain information about events, services and visitor attractions in Hammersmith. • There are alternative information points available across Hammersmith – e.g. libraries, arts & cultural venues, civic venues, web-sites etc. • There are no services aimed at any specific racial groups using the centre at present or data analysis of users to show that there will be a negative impact. Therefore the proposals will have a neutral impact on race. • Service relocation will potentially take place in alternative buildings or hubs where there may be enhanced opportunities for residents who have not accessed services at the centre. • Currently the information centre is a stand alone service. If the service was relocated to an alternative shared venue it could benefit from working alongside organisations promoting good relations between ethnic groups.
Disability	Neutral	L / M	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • The information centre is currently fully accessible with excellent transport links. However it is set away from the main Broadway concourse and does not therefore benefit easily from passing footfall. • The centre has not specifically promoted equality of opportunity between disabled persons and other persons. The organisation may benefit from moving to alternative premises designed to encourage partnership working, where this would be more achievable. There are alternative spaces in the local borough which may be better set up to offer this option. • Eliminate discrimination that is unlawful under the Act; N/A The

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				<p>information service delivered at Unit 20 The Broadway is understood to operate within Equal Opportunities guidelines. This would not change with relocation.</p> <ul style="list-style-type: none"> • Eliminate harassment of disabled persons that is related to their disabilities; N/A there is no evidence of discrimination in the services that are being delivered currently and no reason to assume that by changing location this will alter. • Promote positive attitudes towards disabled persons and encourage participation by disabled persons in public life; This may be improved by relocation to a more visible community space where integration and increase in exposure may give rise to opportunities for greater community cohesion. • Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons; N/A currently but will consider if it means that a disabled person needs additional provision to enable access to services.
	Gender	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • Eliminate unlawful sex discrimination and harassment (including for transsexual people); The services delivered by the Information Centre are supported by council departments that operate within Equal Opportunities guidelines. This would not change with relocation. • Promote equality of opportunity between men and women; Again equal opportunities guidelines apply. Re-location would not affect the type of support the organisation offers to the community.
	Age	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <ul style="list-style-type: none"> • The services delivered at the Information Centre are understood to operate within Equal Opportunities guidelines. This would not change with relocation.
	Sexual Orientation	Neutral	L	<p>Reasoning/comment, including N/A and impact:</p> <p>The services delivered at the information Centre are understood to operate within Equal Opportunities guidelines. This would not</p>

Appendix 3j EIA Information Centre

				change with relocation.
	Religion/belief (including non-belief)	Neutral	L	Reasoning/comment, including N/A and impact: N/A. As previously stated - The services delivered from The Information Centre are understood to operate within Equal Opportunities guidelines. This would not change with relocation.
Will it affect Human Rights, as defined by the Human Rights Act 1998? No				

Section 03	Assessment of relevant data and/or undertake research
Documents and data reviewed	Documents reviewed are: LBHF policies and procedures – outlines staff and council conduct to ensure due regard is given to equality and highest service standards are maintained http://www.lbhf.gov.uk/Directory/Community_and_Living/Equality_and_Diversity/ LBHF 3 rd Sector Strategy - sets out the Council's aspirations for its investment programmes and premises provision, and the parameters of this support http://www.lbhf.gov.uk/Images/LBHF%203rd%20Sector%20Strategy_tcm21-154769.pdf
New research	no new research

Section 04	Assess or undertake consultation
Consultation	The consultation asked residents whether they agreed that disposing of buildings surplus to requirements is the best way to address the council's debt mountain, and preserve as much funding as possible for front line services. The consultation asked for specific feedback on The Information Centre.
Assessment	Consultation responses <ul style="list-style-type: none"> • Responses regarding this property: 227 • Responses supporting re-leasing: 25%

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	<ul style="list-style-type: none"> • Responses opposed to re-leasing: 19% • No preference: 56% <p>The proportion of responses for and against this proposal is far more evenly spread than with other properties. Many feel that the centre is not used due to its bad location and so see no reason in keeping it, also suggesting that the property may be attractive to other businesses as a retail space. However, others say that it is a well-used centre and should not be let go.</p>
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Section 05	Assessment of impact and outcomes
Assessment	<ul style="list-style-type: none"> • The EIA shows that there is no evidence of discrimination. • There is no direct negative impact identified in terms of race, disability, gender religion/faith, sexual orientation or age factors. The impact overall therefore is considered low.

Section 06	Reducing any adverse impacts
Outcome of Assessment	<ul style="list-style-type: none"> • The availability of on-line information for visitors is extensive, and is often better in terms of disabled access than printed documents or information that needs to be accessed from a physical location. • There may be a low economic impact, if local events, visitor attractions and businesses are overly reliant on the Information Centre to publicise their services or activities. However, the availability of alternative sites (libraries, community centres, local media, the internet, church halls and through local organisations), this impact is not considered to be significant. • This centre costs the council approx £40k per year in business rates and service charges – a position that simply does not make good financial sense to continue. • There is not a strong business case for continuing to support a visitor information centre in the borough. The council's market centre management uses the internet to publicise local opportunities and activities, and certainly it would be expected that the majority of visitors to the borough are able to access on-line information regarding tourism, hospitality and related services. • The council does not own the information centre - it is leased. The lease on the premises allows the council to use the shop for general shop uses and also Financial and Professional Services and is therefore not restrictive. • The council's intention would either be to offer the premises back to the landlord or sub let the

Appendix 3j EIA Information Centre

	premises to a retailer paying a market rent. At the very least the council should strive to achieve £29,000 a year income to ensure the retention of the space is cost neutral, with any new tenant responsible for business rates directly.
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Section 07	Action Plan
Action Plan	<p>Includes and is listed here:</p> <ul style="list-style-type: none"> ▪ Issue identified –Identify users who advertise their information via the centre and find alternatives for communication ▪ Action (s) to be taken –Contact users with alternatives ▪ When – Upon announcement of buildings consultation decision ▪ Lead officer – Sue Spiller ▪ Expected outcome – mailout and subsequent increase in information via alternatives including council web-site ▪ 3rd Sector Premises Plan was added to QCP Business Plan 2010 – 2013 dated 6 April 2010. If agreed at Cabinet the above actions will be added subsequent business plan.

Section 08	Agreement, publication and monitoring
Chief Officer sign-off	<p>Name: Sue Spiller Position: Head of Community Investment Email: sue.spiller@lbhf.gov.uk Telephone No: 020 8753 2483</p>
Key Decision Report	<p>Date of report to Cabinet/Cabinet Member: 07 / 02 / 10 Confirmation that key equalities issues found here have been included: Yes</p>
Opportunities Manager	<p>(When EIAs have been determined to be of high relevance) Name: Carly Fry Position: Opportunities Manager Email: PEIA@lbhf.gov.uk Telephone No: 020 8753 3430</p>

Venue Name	Address	Postcode	Contact Name	Tel:	Email:	Web:
Corinthian Sailing Club	66 Upper Mall	W6 9TA	Contact:	Tel: 020 8748 1841	Email: admin@lscs.org.uk	www.linden-house.org
Society of Friends (Hammersmith Preparative Meeting)	20 Nigel Playfair Avenue	W6 9JY	Contact: John Marshall (Clerk)	Tel: 020 8255 4328		
Hammersmith Town Hall	King Street	W6 9JU	Contact: Hall Hire	Tel: 0845 337 0314	Email: events@lbhf.gov.uk	Website: www.lbhf.gov.uk (Hall Hire)
Rivercourt Methodist Church	King Street	W6 9JT	Contact: The Administrator	Tel :020 8 741 1348	Email: office@rivercourt.org.uk	Website: www.rivercourt.org.uk
Shaftesbury Centre	Macbeth Street	W6 9JJ		Tel: 020 8741 0996		
Nye Bevan Hall	Aspen Gardens Estate (Tenant's Association), Down Place	W6 9JH	Contact: Rose Whittock	Tel: 020 8748 8901		

Dorset Wharf Community Hall A27	158 Rainville Road	W6 9HN	Contact: Mrs D Allen	Tel: 07941 649 193		
Auriol Kensington Rowing Club	14 Lower Mall	W6 9DJ	Contact: Ramsay Ismail Consession Manager	Tel: 07785 247 263	Email: ramsay.ismail@btinter net.com	
Hammersmith Club Society Ltd	10 Rutland Grove	W6 9DH		Tel: 020 8748 5760	Email: info@hammersmithclub.co.uk	Website: www.hammersmithclub.co.uk/private_hire.html
Queen Caroline Estate Community Hall	Worldge Street	W6 9BP	Contact:	Tel: 020 8846 9032		
St Peter's Church	Black Lion Lane	W6 9BE	Contact: Rosalind Barda (Parish Administrator)	Tel: 020 8741 4848	Email: office@stpetersw6.org	
Matthews Community Hall	Margravine Road	W6 8HN	PLEASE CONTACT AFTER 1.30PM - MON, TUES, WED, THURS AND AFTER 4.30PM FRI	Tel: 020 7385 3101 / 020 8740 3146		
St Albans with St Augustines Parish Church	4 Margravine Road, Hammersmith	W6 8HU	Contact:	Tel: 020 7385 0724		

Novotel London West & Convention Centre	1 Shortlands	W6 8DR	Contact: Novotel West London	Tel: 020 8 741 1555		<u>Website:</u> www.novotel.com/gb/business-meeting-hotel/index.shtml
St Augustines R C Church	55 Fulham Palace Road	W6 8AU	Contact: Rose	Tel: 020 8748 3788		
Princess Louise House	190 Hammersmith Road, London, W6 7DL	W6 7DL		Tel: 020 7384 4670	info@alternativelondonvenues.com	
Holy Trinity Parish Centre	41 Brook Green	W6 7BL	Contact: Mrs Anja Huynh	Tel: 0207 603 3832	<u>Email:</u> brookgreen@rcdow.org	<u>Website:</u> www.trinityfocus.org
Holy Innocents	Paddenswick Road, Hammersmith	W6 0UB	Contact: Sally Munton	Tel: 07817 783 051 (Monday to Friday 9.30 – 12.30)	<u>Email:</u> bookings@hisi.co.uk	<u>Website:</u> www.hisi.co.uk
Polish Social & Cultural Association	238-246, king street	W6 0RF	Contact: The Manager	Tel: 020 8741 1940	<u>Email:</u> manager@posk.org	<u>Website:</u> www.posk.org/index.php/pl/oferta

Express by Holiday Inn London	124 King Street, Hammersmith	W6 0QU	Conference contact: Susie Hall	Tel: 020 8 746 5100			<u>Website:</u> www.expresshammersmith.co.uk/Express-by-Holiday-Inn-Hammersmith-Meetings/meetings.html
Lyric Theatre Hammersmith	Lyric Square, King Street	W6 0QL	Contact: Claire Freeman (House Manager)	Tel: 020 8741 6834		<u>Email:</u> events@lyric.co.uk	<u>Website:</u> www.lyric.co.uk
Britannia House Grove Neighbourhood Centre	11 Glenthorne Road, London 7 Bradmore Park Road, Hammersmith	W6 0LH W6 0DT	Jo Oram Contact: Anna Williams	Tel: 020 8753 6500 Tel: 020 8741 3321		jooram@btconnect.com <u>Email:</u> gnc@groveneighbours.plus.com	www.britanniahouse.co.uk
Emerald 2	2 Beadon Road	W6 0DA		Tel: 020 8748 5863		<u>Email:</u> hammersmithcomtrust@runbox.com	
Kids and Co Adventure Playground	Distillery Lane	W6	Contact:	Tel: 020 8748 9224			
Riverside Studios	Crisp Road	W6	Contact: Riverside Studios	Tel: 020 8237 1000			<u>Website:</u> riversidestudios.co.uk

Ruskin Hall	16 Church Road	W3 8PP			Tel: 020 8993 1603		
St Andrews Church	Star Road	W14 9SX			Tel: 020 7385 5023		
Forward Project	Unit 1 Bramber Court, 2 Bramber Road	W14 9PW	Contact: Pauline Hutchison		Tel: 020 7385 6695	Email: paulinehutchison123 @hotmail.com	
Bhavan Centre	4a Castletown Road	W14 9HE	Contact: Curator		Tel: 020 7381 3086/4608	Email: curator@bhavan.net	Website: www.bhavan.net
Queens Club	Palliser Road, Barons Court	W14 9EQ			Tel: 020 7385 3421		
Ealing, Hammersmith & West London College	Giddons Road, Barons Court	W14 9BL	Contact: Ealing, Hammersmith & West London College		Tel: 020 7565 1384		
St Mary's West Kensington	Edith Road, West Kensington	W14 9BA	Contact: Jane		Tel: 020 7603 4137	Email: hire@smwk.org	
St Mary's Church Hall	2 Edith Road	W14 9BA			Tel: 020 7602 1996		
St Barnabas Church	23 Addison Road	W14 8LH	Contact: Helen Holmberg		Tel: 020 7471 7005		
Lytton Estate Community Hall / West Kensington	North End Crescent, West Kensington	W14 8ET	Contact:		Tel: 020 7385 3836		

Springvale Tenants and Residents Association	25 Thackeray Court, Blythe Road	W14 0PW	Contact:	Tel: 020 7603 9881		
Masbro Centre	87 Masbro Road	W14 0LR	Contact: Max Wallis	Tel: 020 7605 0804		
Brook Green	Addison Gardens	W14 0D		Tel: 020 7603 2375		
Gibbs Green Hall	Beaumont Crescent	W14	Contact: Sally Hutchinson	Tel: 020 8753 5648	Email: sally.hutchinson@lbhf.gov.uk	
	Priory Mews, 2B Bassein Park Road, Bassein Park Road, London W12 9RY	W12 9RY		Tel: 020 85766278		
Kite Studios	Junction of Bassein Park Road	W12 9RN	Contact: Roy Murray	Tel: 07930 571146	info@kitestudios.org	http://www.kitestudios.org
Askew Road Church (Methodist/United Reformed)						Website: www.askewroadchurch.org.uk
Elgin Close Resource Centre	1 - 3 Elgin Close (off Goldhawk Road), Shepherds Bush	W12 9NH		020 8762 3007	pbarron@nhhg.org.uk	

Holy Ghost & St Stephen Catholic	44 Ashchurch Grove	W12 9BU	Contact: Chris	Tel: 020 8723 6709		
Charcroft Community Hall	Rockley Road, Shepherds Bush	W12 8PQ	Contact: Diana Hudson	Tel: 020 8740 4964	Diana.hudson@imperial.ac.uk	
London Skills Academy	123 Godolphin Road, Shepherds Bush	W12 8JN	Contact: Enid Lawrence	Tel: 020 8222 6791	Email: enid@lisa-edu.org	
Sulgrave Club	287 Goldhawk Road	W12 8EU	Contact: Phillip wilkinson	Tel: 020 8748 3561	Email: info@thesulgraveclub.org.uk	
Horn of Africa Community Centre	Cocoon House, Market Approach, Off Lime Grove, Shepherds Bush	W12 8EE	Contact: Helena Ismail	Tel: 020 8743 8246 / 07931 743 337	Hacg86@hotmail.com	
Niel Valley Community Centre		W12 8DD		Tel: 020 8740 3146		
TA Centre	South Africa Road, White City, London, W12 7RW	W12 7RW		Tel: 020 7384 4670	info@alternativelondonvenues.com	

White City Community Centre	India Way, White City	W12 7QT	Contact: Mary Hennessy	Tel: 020 8743 4545	Email: mary.hennessy@lbhf.gov.uk	
Fatima Community Centre	Commonwealth Avenue	W12 7QR	Contact: Manny Ahdan	Tel: 020 874 00477		
Our Lady of Fatima RC Church	Commonwealth Avenue, White City Estate	W12 7QR	Contact:			
St Michael & St George C of E Church	1 Commonwealth Avenue	W12 7QR	Contact: Stephanie Agunpopo	Tel: 079433 258 295	Website: www.stmg.org.uk	
New Testament Church of God	Loftus Road, Shepherds Bush	W12 7 EH		Tel: 020 8693 9435 / 020 8743 0408		
Phoenix High School	The Curve	W12 0RQ	Contact:	Tel: 020 8735 1506		
St Lukes Church	450 Uxbridge Road	W12 0NS		Tel: 020 8743 6552		
Pioneer Way Community Centre	Du Cane Road	W12 0EZ		Tel: 020 8749 7112		
Old Oak Centre	76 Braybrook Street	W12 0AP	Contact: Jackie Feeney	Tel: 020 8740 8008	Email: Jackie.feeney@familymosaic.co.uk	

White City Drop In Centre	New Zealand Way, White City Estate	W12	Contact:	Tel: 020 8743 2807		
Wood Lane Community Centre	78 White City Close	W12		Tel: 020 8749 2164		
Edward Woods Community Centre	60-70 Norland Road, Shepherds Bush	W11 4TH	Contact: Jacqui Boyce	Tel: 020 7603 2324	<u>Email:</u> edwardwoods@btopenworld.com	
Harrow Club W10	187 Freston Road	W10 6TH	Contact: Michael, Wayne or Tashava	Tel: 020 8969 2528	<u>Email:</u> michaelasare@harrowclubw10.org	<u>Website:</u> www.harrowclubw10.org
Latymer Christian Centre	116 Bramley Road	W10 6SU	Contact:	Tel: 020 8969 2290	<u>Email:</u> latymer@fish.co.uk	
Clem Attlee Tenants Hall	Len Freeman Place, Clem Attlee Court	SW6 7TN	Contact: Joan English	Tel: 020 7385 9032		
Twynholm Baptist Church	324 Lillie Road	SW6 7PP		Tel: 0207 381 1469	<u>Email:</u> info@twynholm.org	

Bishop Creighton House	378 Lillie Road, Fulham	SW6 7PH	Contact: Doreen Gilbert	Tel: 020 7385 9689	dgilbert@creightonhouse.org	www.creightonhouse.co.uk
St Peters Church	St Peters Terrace	SW6 7JS		Tel: 07831 600 400		
Brunswick Club	34 Haldane Road, Fulham	SW6 7EU	Contact: Danny Volino (Manager)	Tel: 020 7385 4856	Email: info@thebrunswickclub.org.uk	www.thebrunswickclub.org.uk
Dr Edwards & Bishop Kings	Percy Barton House, 33 - 35 Dawes Road	SW6 7DT	Contact: Vivian Robb	Tel: 020 7 386 9387		www.debk.org.uk
St Clements	286 Fulham Palace Road	SW6 6DS	Contact: Gwen	Tel: 020 7385 4036	Email: allsop@allsop-group.plus.net	Website: stetheldredawithstclementfulham.org
St Etheldreda	Cloncurry Street	SW6 6DS	Contact: Martin	Tel: 020 7736 5722	Email: martinchapple@go-plus.net	Website: stetheldredawithstclementfulham.org
Fulham Court Community Hall	Shottendane Rd, Fulham	SW6 5TJ		Tel: 0207 736 1362		
Lancaster Court	23 Swan Court	SW6 5NW				
Lancaster Court Tenants' Hall	8 Lancaster Court, Fulham Road	SW6 5BT			Email: dickferne42-lancastercourt@yahoo.co.uk	

Royal British Legion Club Fulham	247-249 New King's Road	SW6 4XG	John Fellows	Tel: 020 7736 1856		
Mission Hall (St Dionis Church)	St Dionis Road, Parsons Green	SW6 4TS	Contact: Bookings Manager	Tel: 020 7348 7325	Email: bookings@cas-hall.org.uk	
Fulham House	87 Fulham High Street	SW6 3JS		Tel: 020 7384 4670	info@alternativelondonvenues.com	
Colebrooke Social Cultural and Welfare Association	51 Hugon Road	SW6 3ER		Tel: 020 7736 8329		
Parsons Green Club	Broomhouse Lane, Fulham	SW6 3DP		Tel: 020 8603 2324		
St Matthews Church Hall	Wandsworth Bridge Road, Fulham	SW6 3BA		Tel: 020 7736 1724		
St Matthew's Church	Wandsworth Bridge Road, Fulham	SW6 2TZ	Contact: Sue Pierson	Tel: 020 7731 6544	Email: sue@lancepierson.org	
Our Lady's Parish	2 Tynemouth Street	SW6 2QT	Contact: Church Office	Tel: 020 7736 4864	Email: stephendaleroad@rdow.org.uk	

Wharf Rooms	Imperial Road	SW6 2QD	Contact :	Tel: 020 7731 8611	Website: www.imperialwharf.com
Manor Court	Bagleys Lane	SW6 2BN		Tel: 020 7731 6744	
ILEC Conference Centre Cockpit Hotel (London) Ltd / Ibis London Earls Court St John's Church	47 Lillie Road SW6 1UD North End Road, Fulham	SW6 1UD SW6 1PB	Contact: Church Office	Tel: 020 7610 7385 7634	www.ibishotel.com

Fulham Broadway Methodist Church	452 Fulham Road	SW6 1BY			Tel: 020 7381 3806		Email: fbmethodistchurch@tiscali.co.uk
Southern Housing Group / Vanston Place Community Centre	Fulham	SW6 1BU	Lisa Haigh		Tel: 0300 303 1771		lisa.haigh@shgroup.org.uk
Fulham Palace	Bishops Avenue, Fulham	SW6	Contact: Matthew Bates (Hospitality Manager) or Arlene Fraser (Assistant Hospitality)		Tel: 020 7610 7162/7163 or 07887 635 209		Email: matthew.bates@lbhf.gov.uk Website: www.fulhampalace.org
West Kensington Estate Tenants'	Lillie Road	SW6	Contact: Sally Hutchinson		Tel: 020 8753 5648		Email: sally.hutchinson@lbhf.gov.uk
St Lukes	Adrian Mews, Ifield Road	SW10 9AE	Contact:		Tel: 020 7373 3705		
St Michael & All Angels C of E Church	Stonebridge, Hillside	NW10 8LB	Contact: Rev Ron Herbert		Tel: 020 8965 7443		

College Park Community Centre	14 Letchford Gardens, College Park	NW10 6AN			Tel: 020 8968 4408		
St Mark's Church	All Souls Avenue	NW10 5AL	Contact: Church Office		Tel: 020 890 3929		
All Souls Church	Station Road, Harlesden	NW10 4UJ			Tel: 020 8965 4988	Website: www.allsoulsharleaden.com	
Salvation Army	Manor Park Road	NW10 4JJ	Contact: Mark Cozens		Tel: 020 8961 8033		
St Mary Magdalen R C Church	Peter Avenue	NW10 2DD	Contact: Sinead Secretary		Tel: 020 8451 4677		
Chealsea Football Club	Stamford Bridge		Contact: Events Team		Tel: 0871 984 1955	Email: events@chelseafc.com	Website: bluewing.chelseafc.com/meeting-events
Tasso Baptist Church			Contact: Reverend Steve Gordon		Tel: 020 7381 1951 or 07866 556575	Email: stevegordon@clara.or.uk	

Description & Capacity	Accessibility / Notes	Cost of hire	Venue Type: Council Owned Commercial Church Tennants Hall
Ballroom (max 80 people) - Captain's Room (20 people) - Commodore's Room (20 people) - Boardroom (15 people)	For hire to community groups and the public sector for meetings and events.	Ballroom £55 ph weekday & £70 ph weekends - Captain's & Commodore's Room £50 ph weekday & £55 ph weekends - Boardroom £30 ph weekday & £35 ph weekends	Commercial
Main room - 60 people, small room - 20 and small room - 12.	Disabled access. Catering and kitchen facilities. No smoking or alcohol. No stiletto heels permitted	Hire charges by enquiry	
Range of rooms for meetings, training sessions and conferences Can accommodate up to 900 people depending on which room is being hired.	Building has disabled access	Cost dependant on requirement	Council owned
Largest space will accommodate 300 people depending on which room is being hired	Building has disabled access	Community Rate - £53 - £105 Business Rate - £63 - £200	Church
	Meetings only	£15 per hour	Community

Small community hall run by a voluntary management committee. Hall on ground floor and small room on first floor	Ground floor rooms and toilets are accessible. Available for meetings, activities, training events etc. Private functions not catered for except small childrens' parties	Rental charge £5 - £8 hourly on weekdays. £10 hourly at week-ends (upstairs room £5). Deposit required + £10 fee for opening, closing, inspection and admin for one-off bookings. Hours available: 8am-10pm Mon-Sat and 9am-8pm Sun	Community
		Tailor made requirements no standard rates.	Commercial
Can accommodate up to 200 people depending on which room is being hired		Cost dependant on requirement	
Hold 70 people (seated and standing). Lounge area and kitch with cooker and fridge.	Accessible. Alcohol permitted. Available for parties	£8 per hour and £55 for parties	Community
Parish Room (max 50 people		£30 per hour	Church
Hall seating 80 people.	Receptions and parties Saturdays only. Music to stop at 11.45pm sharpe. Catering and bar facilities. Disabled access.		Community
45 Octagonal 150-200 people on first floor	Full kitchen facilities. No parties. Available 9am - 11pm weekends		Church

Cost dependant on requirement		Tailor made requirements no standard rates	Commercial
Church Hall - Capacity up to 150 people		Cost dependant on requirement	Church
Hall Classroom Industrial kitchen max 250			
Upper Hall (80 - 100 people) Lower Hall (100 - 170 people) Carini Room (max 40 people)	Building has disabled access.	Charitable - Upper Hall Donation (£100+) - Main Hall Donation (£150+) - Carini Room Donation	Church
Upper Hall (max 100 people) Lower Hall (max 40 people) Church worship space (max 250 people)		Upper Hall - £35 per hour/part hour / £200 all day Lower Hall £25 per hour / part hour / £160 all day Church Worship space £50 per hour	Church
Largest space will accommodate 300 people depending on which room is being hired	Building has disabled access	Cost dependant on requirement	

4 rooms available: can accommodate up to 40 pax			Commercial
	Building has disabled access	Cost dependant on requirement	
Conference rooms	24hr access	£10 per hour or £60 per day	
Downstairs Hall Upstairs meeting room	Building has disabled access. Not available for evening bookings with disco music or live bands	£15 per hour	Community
Hall accommodates up to 150	Building has disabled access	£15 per hour	Community
Adventure playground for 5 - 16 year olds. A hall is available for hire - ideal for childrens parties, christenings, morning creches, exercise classes, group meetings			
Largest space will accommodate 300 people depending on which room is being hired	Building has disabled access	Cost dependant on requirement	Commercial

1st floor room. Ground floor hall. Max 100 people. Small kitchen available	Disabled access ground floor only. Room and hall available during the day, evenings and Saturdays. Not available for parties		Community
Small Meeting Room 8-10 people	Building fully accessible but no disabled toilet	Cost dependant on requirement	Community
Theatre, Art Gallery and Hathi Hall are available to hire plus kitchen	Building has disabled access	Cost dependant on requirement	
			School / College
Church Hall		Single or Monthly - £60 minimum up to 3 hours and £15 each extra hour Weekly - £30 per hour, £45 for two hours and £60 for three hours	Church
Church Hall - Capacity up to 160 people		£160 per four hours	Church
Hall can hold up to 50. Kitchen facilities	Open 10am - 11pm	Price on request	Community

Hall	Available for children's parties (up to 10 years old) and meetings	Community	
Hall/Studio Large multi-purpose room	9am - 9pm	Community	Hall/Studio - 9am - 6pm £25 per hour (Business use £40 ph, Parties £30ph + set up costs) 6pm - 9pm - £20per hour (Business use £35 ph)
		Community	
		Community	
Art studio providing art education for all ages. A range of alternative health therapies are also available on this site, space available to rent.			
First Floor - Conference Room max 40 - Upper Ground Floor - Large Meeting Room - aka The Coffee Bar max 80 - Lower Ground Floor - Lower Hall max 300 - Meeting Rooms 1 and 2 max 20	Building is fully accessible	Church	Please note that prices may vary due to time being booked. Conference Room £24 per hour - The Coffee Bar £30 per hour - Lower Hall £40 per hour - Meeting Room 1 & 2 £30 per hour
various room available subject to availability details tbc	Open 365 days a year from 9am - 5pm Elgin Close Resource Centre caters for people 55+ therefore similar groups will be given priority.	Community	tbc

Hall (max 250 people)	Conference / meetings only	£15 per hour	Church
Ground floor hall for hire, split into two sections consisting of purpose built creche area and main hall area. Hall available for hire separately or combined. Official capacity 80 people seated	Disabled access with toilets. Garden area for creche and adults. Fully equipped kitchen for heating food but no cooking allowed. Suitable for conferences, workshops, meetings, functions, parties and weddings. Alcohol permitted but not to sell.	Hiring charges for £15 per hour if resident. £20 per hour if not resident. Hall available 9.00am - 11.00pm Mon-Sun functions must end by 10,00pm, then the extra hour is for cleaning up. No caretaker. Keyholders will open and lock up. Deposit of £50.00 required	Community
ICT suites and meeting room available:	Building has disabled access	Cost dependant on requirement	
Gym, multi-gym and conference room.	Halls/venues are available for hire on Tuesdays and Saturdays		
	The Shepherds Bush Hall is available on a daily basis from 9am to 10pm. Minimum hire for the conference hall is 2 hours and you have the extension that leads to our smaller section on some occasions that are pre booked three months in advance. Minimum hire on hall on weekend is 4 hrs.	Prices start at £25 per hour for local groups.	Community
Large conference room that can sit 40 delegates comfortably. Various lecture/syndicate facilities Large bar and function room	ample parking space		

Large hall 2 Conference rooms	For hire to community groups and the public sector for meetings and events Not licensed to hold private parties.	£35 per hour £15 per hour for 1 conference room; £25 per hour for both	Community
Meeting room accommodates 10 Hall Accommodates 30 - 50			Community
SEE UNDER FATIMA COMMUNITY CENTRE			Church
Hall	Available for wedding receptions. No private parties	Cost dependant on requirement	Church
There are various facilities within the school which are available for hire to the public. These include a 200-seat theatre, a 450-seat Great Hall, classrooms and a large variety of quality sporting facilities.	The facilities are available all year round		School / College
Large hall with kitchen servery seats 80-100 Small hall with kitchen servery seats 50. Bar facilities available by arrangement	Building has disabled access	£15 per hour	Community

Room max 60 people.	Disabled access to whole building. Available Mon - Fri after 5pm and weekends. Kitchen, garden, parking and Caretaker.	For hire to childrens groups, pensioners and community groups	Community
	Available for private hire on Saturdays	£41.60 per hour	Community
Sports Hall (130 max) - Dance Studio (60 max) - Education (30 max) - IT Suite (15 max) Café Area (90 max) - Dark Room (includes chemicals)		Sports hall - Local Rate £36, Not for Profit £60, Commercial £120. Dance studio - LR £26, NFP £35, C £65. Education - LR £18, NFP £30, C £54. IT suite - LR £31, NFP £60, C £120. Café area - LR £36, NFP £60, C £120. Dark room - LR £8, NFP £15, C £33	
Meeting rooms for groups from 20 - 200		Special rates for charity and community groups	
Hall holds 120 people, kitchen/catering facilities available - deposit of £50-£200 returnable may be charged for some functions. The venue can be hired out for conferences, childrens parties, keep fit activities and community groups.	Building is fully accessible. Alcohol permitted but not to sell.	£25 per hour on Saturday + £200 refundable deposit £15 per hours on Tuesday, Wednesday & Thursday	Community
			Church

Main Hall – up to 50 people Wickham Room – up to 15 people Reading Room – up to 30 people	No parties/social events - Ground floor is fully accessible with disabled access toilets. Our basement room is accessed via a flight of stairs.	Main Hall £10 - Voluntary Groups / £16 - Statutory/Private Groups Wickham Room £8 - Voluntary Groups / £13 - Statutory/Private Groups	Community
Children's Parties: Indoor activity area, Kitchen, Gym and Outdoor football pitch Conference/Training room hire: Training/Lectures 20-30,		Indoor activity area / gym / football pitch - £200 for up to 4 hours Conference / Training Room - £40 per hr or £150 9am - 3pm	Church Community
Small room upstairs 15 people – no disabled access Ground floor hall 50 people with disabled access Church Hall - Capacity up to 80 people	(No Parties or social events). Disabled access ground floor none on upper floor	£10 per hour Available for evening use with a one-off charge of £15. Available: Mon-Sat 9am-10pm	Community Church
Church Hall - Capacity up to 200 people			Church
	No private parties		Community

Listed Georgian house. The main hall (an extension) is a flexible space with a glass-canopied ceiling.					
Upper Hall Lower Hall	Building has disabled access (lift to all floors)	Parties / one-off events - £100 for 3 hours (deposit £200) Regular Weekly bookings - £40 per hour (concessions £30)	Church		
Max 160 standing 100 seated					
The centre has office space to rent, hall and classroom for hire and a mini-bus for hire.	These can be used for parties, receptions, christenings, conferences and meetings. There is wheelchair access and toilets for people with disabilities.		Community		
Church Hall – Children's Parties Small room up to 12 people		Church Hall - £25 per hour Small room - £25 per hour	church		
Hall Upstairs & downstairs (max 40 people)	Disabled access downstairs hall only	£25 per hour	Church		

<p>Wharf rooms can be subdivided into two individual rooms to accommodate smaller groups</p>	<p>The community facilities at Imperial Wharf are now available to residents of Imperial Wharf, residents living within the catchment area, and groups or bodies involving or servicing the local community operating in the catchment area can use these facilities free of charge. The facility can be used for a range of events including meetings, exhibitions, community events and community facilities and can be subdivided into two individual rooms to accommodate smaller groups. The Wharf rooms have a music licence, seating and table facilities, WC facilities, a tea room and parking available at Imperial Wharf (charges apply).</p>	<p>The Wharf Rooms are available free of charge to the local community weekdays from 9am - 5.30pm. Outside of these hours a small charge per hour will be applicable.</p>	
<p>The ballroom can cater for up to 1200 delegates for conferences, exhibitions and dinner dances. 5 syndicate rooms suitable for groups from 10 to 50 delegates Upper & Lower Hall - 40-50 people</p>			
		<p>Community £20 per hour</p>	<p>Church</p>

<p>Ground floor Sanctuary seats 150</p> <p>Lower ground floor/large hall seats 150</p> <p>Lower ground floor/Medium hall seats 120</p> <p>Lower ground floor/small room seats 30</p> <p>Lower ground floor/smallest room seats 10</p>	<p>Building is fully accessible</p> <p>Room can be booked for full or half days:</p> <p>Full day = 8hrs 9am to 5pm</p> <p>Half day = 4hrs 9am to 1pm or 1.30pm to 5.30pm</p>	<p>Ground Floor Sancturay - Community £280, Charity £220, Business £380</p> <p>Lower Ground Large Hall - Community £250, Charity £210, Business £350</p> <p>Lower Ground Medium Hall - Community £220, Charity £180, Business £320</p> <p>Lower Ground Small room - Community £80, Charity £60, Business £160</p> <p>Lower Ground smallest room - Community £50, Charity £40, Business £90</p>	<p>Church</p>
<p>Range of rooms Available.</p> <p>Can accommodate up to 180 people depending on which room is being hired.</p>		<p>Cost dependant on requirement</p>	<p>Council owned</p>
			<p>Community</p>
<p>Large hall 60 people. Meeting room</p>	<p>Kitchen facilities. Available evening Mon to Fri. Not available for wedding receptions</p>		<p>Church</p>
		<p>Occasional Saturday's - Evenings Only</p>	<p>Church</p>

Small community centre run via the local College Park residents' association, housing independent after-school and holiday schemes, drop-in under 5s and pensioner groups, as well as local hire of venue for the community.	Opening times: Monday - Sunday (varied hours). Fully equipped kitchen, toilet facilities (disabled access)	Community	
Hall (max 100 people)		Church	£25 per hour
Church Hall - Main hall capacity up to 200 and committee room up to 20 The Hub - capacity up to 40		Church	Church Hall - £45 per hour The Hub - £60 for 3 hrs
Upper hall (max 40 seated) & Lower hall (max 25 people)	Disabled access downstairs hall only		Upper Hall - £15 per hour or £20ph with option of Kitchen Lower Hall £10ph
Small Annes (max 15 seated)	Building has disabled access	Church	Donations
Cost dependant on requirement		Commercial	Tailor made requirements no standard rates
Spacious room, ground floor	Wheel chair accessible. Attached kitchen	Church	Hire charge on enquiry

Description	Address	Post Code	Description	Site Area (hectares)
Youth Centres: Avonmore Youth Centre	Gorleston Street	W14 8XS	Single storey brick building with playground adjacent	0.020
Youth Centres: Castle Youth Club	Broomhouse Lane	SW6 3DP	Two storey building with tower (Land value includes South Lodge and Thames Lodge - Asset Nos 89 and 90)	0.210
Youth Centres: Fulham Cross Youth Centre	Caroline Walk	W6 8PR	Large part single storey, part two storey building	0.130
Youth Centres: Paragon Centre	Australia Road	None	Single storey building used for the White City youth project	0.030
Youth Centres: West Kensington	80 Lillie Road	SW6 1TN	Single storey building	0.030
Youth Service: Young Adults Service Team	145 Hammersmith Road	W14 0QL	Residence converted to office accommodation	290 sq m
Community Centres: Edward Woods	60-70 Norland Road	None	Part single, part two storey building housing a community centre and a creche	0.050
Community Centres: Numeracy Centre	22 Exhibition Close	W12 7EE	Two storey building used as a Community Learning and Service Centre	0.007
Community Centres: Wormholt Children's Information Centre	2A The Curve	W12 0RH	Part single, part two storey building	0.130
Community Centres: College Park Community Hall	12/14 Letchford Gardens	NW10 6AN	Two storey house converted into a community centre with a single storey extension	0.020
Libraries: Barons Court	North End Crescent	W14 8TG	Three storey octagonal building with first floor flat rented to tenant	0.010
Libraries: Fulham Central	598 Fulham Road	SW6 5NX	Two storey building with tower	0.010
Libraries: Hammersmith Central	Shepherds Bush Road	W6 7AT	Not applicable	Not applicable
Libraries: Shepherds Bush	7 Uxbridge Road	W12 8LJ	Three storey building with a single storey extension	0.070
Libraries: Sands End - (also known as Community Centre)	59/61 Broughton Road	SW6 2LA	Two storey building	0.020
Libraries: Askew Road	87-91 Askew Road	None	Single storey building with residential flats above	0.050
Archives: Lilla Huset House	191 Talgarth Road	W6 8BJ	Two storey building used as an Archive and Local History Centre	0.090
Adult Education: Dawes Road Centre (Sold in 09/10)	Dawes Road	W12 9AS	Two storey building plus a store building	0.100
Adult Education: Macbeth Community Education Centre	Macbeth Street	W6 9JJ	Two storey building with additional single storey workshops attached	0.110
Masbro Centre	87 Masbro Road	W14 0LR	Three storey adult education and exhibition centre, comprising offices and workshop	0.203
Adult Education: Bryony Centre	61 Bryony Road	W12 0SP	Two storey building	0.330
Adult Education: Munster Centre	Filmer Road	SW6 7BW	Part four and part five storey building	0.550
Play Facilities: Addison Play Group (See Asset No 244)	49 Queen Caroline Street	W6	Former convent building previously used as an old persons' home and rough sleepers' shelter - licenced to tenant	1,390 sq m
Play Facilities: Sands End Adventure Playground	Marinefield Road	SW6 2LN	One storey brick building	0.080
Play Facilities: Sands End Playhouse	William Parnell Park Pearscroft Road	None	One storey building and playground	0.080
Play Facilities: Coningham Centre	Coningham Road	W12 8BY	Single storey building with a playground to the rear	0.080
Play Facilities: Kids and Company Play Group	Distillery Lane	W6 9	Single storey building with playground adjacent	0.180
Play Facilities: White City Adventure Playground	Canada Way	W12 7PT	Single storey building with playground	0.350
Play Facilities: Bradmore Children's Centre	Bradmore Park Road	W6 0DT	Single storey building with playground	0.060
Play Facilities: Rainbow Playhouse	Bishops Park Stevenage Road	SW6 6ES	Single storey building with playground	0.160
Play Facilities: Ravenscourt Under 5's Play Group	29 Ravenscourt Park Road	W6 0UJ	Single storey building with playground	0.240
Play Facilities: Play Hut - Little Wormwood Scrubs	Mitre Way	None	Single storey building in Wormwood Scrubs adjacent to playground	0.150
Nurseries: Brook Green	50 Brook Green	W6 7BX	Single storey building	638 sq m
Nurseries: Harmony Community Day Nursery (Voluntary Organisation) White City - Australia House	Australia Way	W12 7PT	Single storey building on a small plot	Not Given
Nurseries: The Haven Day Nursery/Family Centre	1 Olgar Close, Uxbridge Road	W12 0NF	Single storey building	292 sq m

Nurseries: Askham Family Centre	1 Askham Road, off Uxbridge Road	W12 0NW	Two storey building	599 sq m
Nursery Schools: Bayonne	50 Paynnes Walk	W6 8PF	Single storey building with large playground in the grounds	0.110
Nursery Schools: James Lee	Gliddon Road	W14 9BH	Single storey building with partially covered play area	0.090
Nursery Schools: Randolph Beresford	Australia Road	W12 7PH	Mostly single storey, part two storey building with car park and play area	0.780
Nursery Schools: Vanessa	Cathnor Road	W12 9JA	Three single storey buildings linked by covered walkways	0.210
Nursery Schools: The Hut	59 Godolphin Road	W12 8JF	Two storey semi-detached building	0.010
Primary Schools: Addison	Addison Gardens	W14 0DT	Three two and three storey buildings with a large playground	0.710
Primary Schools: Avonmore	Avonmore Road	W14 8SH	Two storey building with single storey extension, plus a two storey house	1.380
Primary Schools: Bentworth	Bentworth Road Westway	W12 7AJ	Two storey building with single storey extension	0.350
Primary Schools: Brackenbury	Dalling Road	W6 0BA	Part three and four storey building plus several one storey buildings	0.570
Primary Schools: Canberra	Australia Road	W12 7PT	Two storey building with large playground and tennis courts	1.440
Primary Schools: Flora Gardens	Dalling Road	W6 0DU	Single storey building plus detached two storey house	0.900
Primary Schools: Fulham	Halford Road	SW6 1JU	Four storey building with two storey house within the playground	0.460
Primary Schools: Greenside	Westville Road	W12 9PT	Part single storey, part two storey building	0.600
Primary Schools: Kenmont	Valliere Road	NW10 6AL	Four storey building with an additional single storey building in playground	0.600
Primary Schools: Langford	Gilstead Road	SW6 2LL	Part three storey, part five storey building	0.490
Primary Schools: Lena Gardens	Lena Gardens	W6 7PZ	Two storey building	0.580
Primary Schools: New Kings	New Kings Road	SW6 4RN	Four storey building with two towers	0.910
Primary Schools: New Kings	New Kings Road	SW6 4RN	Four storey building with two towers	0.910
Primary Schools: New Kings	New Kings Road	SW6 4RN	Four storey building with two towers	0.910
Primary Schools: Normand Park	Lillie Road	SW6 7SR	Part two storey, part single storey building	0.670
Primary Schools: Old Oak	Mellitus Street	W12 0AS	Two storey building with playground and car park	0.560
Primary Schools: Peterborough	Clancarty Road	SW6 3AA	Part three, part four, part five storey building with single storey nursery	0.520
Primary Schools: Queens Manor	Lysia Street	SW6 6ND	Four storey building plus several other buildings	1.430
Primary Schools: Sir John Lillie	Lillie Road	SW6 7LN	Four storey building plus two further buildings and a large playground	0.460
Primary Schools: Sullivan	Broomhouse Lane	SW6 3BN	Single storey building	1.050
Primary Schools: Wendell Park	Cobbold Road	W12 9LB	Part three, part four storey building plus several single and two storey buildings	0.550
Primary Schools: Wormholt Park	Bryony Road	W12 0SR	Three storey building plus a separate single storey building	1.280
Secondary Schools: Fulham Cross	Munster Road	SW6 6BP	Five storey building plus additional single and two storey buildings and a large playground	1.570
Secondary Schools: Phoenix High	The Curve	W12 0RG	Several buildings of one, two and three storeys	4.180
Secondary Schools: Henry Compton	Kingwood Road	SW6 6SN	Three storey building plus several single and two storey buildings	1.550
Secondary Schools: Hurlingham and Chelsea	Peterborough Road	SW6 3ED	Two storey building	1.300
Special Schools: Cambridge	Cambridge Grove	W6 0LB	Two storey building	0.560
Special Schools: Cambridge	Cambridge Grove	W6 0LB	Two storey building	0.560
Special Schools: The Bridge Academy	Finlay Street	SW6 6HB	Part single, part two storey building	0.510
Special Schools: Gibbs Green	Mund Street North End Road	W14 9LY	Part single, part two storey building	0.900
Special Schools: Jack Tizard	Finlay Street	W12 7PA	Part single, part two storey building	0.500
Special Schools: Queensmill	Lysia Street	SW6 3AA	Part three, part four and part five storey building plus further single storey building	0.260
Special Schools: Wood Lane	Du Cane Road	W12 0TN	Part single, part two storey building plus a separate two storey house	0.460
Adult Education Centre	Macbeth Street	None	Part two, part three storey building used as a Pupil Referral Unit	0.020
Children's Homes: Dalling Road	120 Dalling Road	W6	Two storey residential building	624 sq m
Children's Centre: Conningham (Sure Start Scheme)	Goodwin Road	W12 9JB	Part single, part two storey building	0.090
Sports Centres: Janet Adegoke Centre	Bloemfontein Road	W12 7DD	Swimming pool complex with three gym / fitness centre blocks	0.458

Sports Centres: Broadway Squash and Sports Centre	Chalkhill Road	W6 8DW	Squash club and gymnasium - part three and part four storey building	0.030
Sports Centres: Fulham Pools	Lillie Road	SW6 7ST	Two storey building containing a swimming pool and gymnasium facilities part rented to tenant - 44 years unexpired	0.990
Sports Centres: Linford Christie Stadium	Du Cane Road	None	Sports stadium with running track and field in centre, plus spectator seating and stands	None Given
Ground Floor Shop	602 Fulham Road	SW6 5PA	Part of a storey terraced property with a shop at ground level with a return frontage - shop is leased to a tenant with three years unexpired	Not applicable
Residential: School Keeper's House	Adjacent to No 80 Bloemfontein Road	None	Two storey detached house with front and rear gardens	0.020
Residential: School Keepers House	56 Thornfield Road	W12 8J	Three storey terraced house with front and rear gardens	0.020
Offices: Library Loans (former Clem Attlee Library)	Lillie Road	None	Community offices let out - comprised of ground floor of residential tower block	0.020
Arts Facilities: Riverside Studios	Crisp Road	W6 9RL	Industrial building plus several extensions housing an Arts Centre comprising many rooms, studios and theatres	0.320
Arts Facilities: Lyric Theatre	King Street	None	Theatre building sublet to the Lyric - 24 years unexpired	Not known
Youth Service - Adolescent Service Team/Residential House/Hostel	2 Coverdale Road	None	Four storey end terrace building with office and garden	135 sq m
Careers Service: (Ground Floor and Basement) - See Asset No 222	182A Hammersmith Road	W12 8BE	Corner terrace property	290 sq m
Day Centres: Age Concern	105 Greyhound Road, Fulham	SW6	Single storey building	279 sq m
Day Centres: Sunberry Centre	147 Stevenage Road	SW6	Mainly two storey building with single storey extremities	504 sq m
Day Centres: Nubian Life Elders/Day Nursery	50 Commonwealth Avenue	W12	Two storey building in the White City Estate	191 sq m
Day Centres: Mental Health Day Centre	50 Ellerslie Road	W12	Two storey building near Loftus Road Stadium	557 sq m
Drop in Play Centre	South Park Cricket Pavilion	None	Further detail being sought	Further detail being sought
Community Hall: Shepherds Bush Village Hall - First Floor	58 Bulwer Street	W12 8AP	Further detail being sought	Further detail being sought
Community Hall: Shepherds Bush Village Hall - Ground Floor	58 Bulwer Street	W12 8AP	Further detail being sought	Further detail being sought
Community Hall: Shepherds Bush Village Hall - Second Floor	58 Bulwer Street	W12 8AP	Further detail being sought	Further detail being sought
Vol.Sec/HA Premises/Hostel	17 Rivercourt Road	W6	Two storey building with single storey extension and a small garden	159 sq m
Vol.Sec/HA Premises/Offices/Blackiners/Let as doctor's surgery	111 Devonport Road, Shepherds Bush	W12	Three storey attached building	100 sq m
Vol.Sec/HA Premises/Hostel/Let to SBHA	62 Burnthwaite Road, Fulham	SW6	Two storey terraced house	122 sq m
Vol.Sec/HA Premises/Hostel/Let to SBHA	60 Chaldon Road, Fulham	SW6	Two storey terraced house	147 sq m
Hostel let to SBHA	53 Moore Park Road, Fulham	SW6	Four storey terraced house	417 sq m
Residential Care Home - Let to NHHT	90 Barons Court Road	W14	Four storey terraced house	362 sq m
Vol.Sec/HA Premises/Residential/Let to NHHT	40 Charleville Road, West Kensington	W14	Four storey mid terrace house	288 sq m
Vol.Sec/HA Premises/Hostel/Let to NHHT	160- 164 Coningham Road, Shepherds Bush	W12	Three substantial houses merged into one unit	600 sq m
Vol.Sec/HA Premises/Residential/Let to NHHT	11 Perham Road, West Kensington	W14	Four storey mid terrace house	268 sq m
Community Centre (Vol Org)	7 Gayford Road	TBC	Further detail being sought	Further detail being sought
Industrial Estates: Townmead Business Centre	William Morris Way	SW6 2RZ	Industrial Starter Units - administered by Community Services	Further detail being sought
Industrial Estates: Sullivan Enterprise Centre	Sullivan Road, Fulham	TBC	Industrial Starter Units - administered by Community Services	Further detail being sought
Offices: 182 Hammersmith Road - 1st Floor - See Asset No 200	182 Hammersmith Road	W12 8BE	Corner terrace property	290 sq m

Stamford House, Secure Training Centre (To be demolished - retain in asset register until Academy is opened)	25 Cathnor Road	W12 9PA	Specialist secure remand home with high security fence	0.775
Highmasters House	153 Hammersmith Road	W14 0QL	Further detail being sought	Further detail being sought
The Pavilion	1 Mund Street	TBC	Further detail being sought	Further detail being sought
Central Stores - Storage Warehouse	50 Ravenscourt Gardens	W6 0TU	Purpose built warehouse / store building	910 sq m
Offices: Area Team Office	Adjacent to 1 Sawley Road	None	Office building	207 sq m
Cobbs Hall - Ground and First Floors Offices	Fulham Palace Road	SW6	Lower two floors of a residential flat block	142 sq m
Old Peoples' Homes: Residential and Day Centre for the Elderly	282/284 Goldhawk Road	W12	Single storey building	1,297 sq m
Luncheon Clubs: White City - drop in centre let to White City Senior Group	New Zealand Way	W12	Single storey building on the White City estate	201 sq m
Hostels: Lime Grove	87 Lime Grove, Shepherds Bush	W12	Four storey terraced house split into two units	98 sq m
Hostels: Goldhawk Road	280 Goldhawk Road	W12	Detached two storey house with a large single storey extension and gardens	128 sq m
Hostels: King Street	229 King Street	W6	First floor above retail - dilapidations	Not applicable
Former Blakes / Link Employment Centre	61 Munster Road	SW6	Two storey house with large single storey extension	102 sq m
Day Centre: Shanti	89 Askew Road	W12 9AS	Ground floor suite of a building containing library and residences	128 sq m
Former Blakes / Link Employment Centre	677A and 679 Fulham Road	SW6	Lock up shop let to tenant	Not Given
Day Nurseries: Gresswell Buildings let to HAFAD	Gresswell Street, Fulham	SW6	Single storey building which is part of a school	543 sq m
Pallingswick House	241 King Street	W6 9LP	Further detail being sought	Further detail being sought
The Cottage (also known as Drivers Mess) - See Asset No 24	49 Queen Caroline Street	W6	Single storey cottage on part of the convent site	Not applicable
Hostels: Day Centre and Residential Home for Mental Health - Tamworth Project	11, 11A and 11B Farm Lane	SW6	Three storey former childrens home	340 sq m
117 Goldhawk Road 2005/06 - former residential house / hostel	117 Goldhawk Road	W12	Four storey end terrace building with office and garden	210 sq m
Normand Park Playhouse	Normand Park	TBC	Further detail being sought	Further detail being sought
Coningham Road Depot	182 Coningham Road	W12 8BY	Office and stores building adjoining Stowe Road depot site	0.021
Bagleys Lane Depot	25 Bagleys Lane	SW6 2QA	Large site with office and ancillary blocks plus garage/workshop	0.797
Galena Road Depot	Galena Road	W6 0LT	Small depot/parking area	0.028
Townmead Road Mortuary	200 Townmead Road	SW6 2AG	Mortuary with parking/yard area	0.136
The Lodge, Fulham Cemetery	Fulham Palace Road	SW6 6UB	Former house plus amenity/storage block forming part of cemetery	0.049
Staff Accomodation	31 Paddenswick Road	W6 0UA	Semi-detached house adjoining Ravenscourt Park	0.016
Normand Park Depot	Normand Road	W14 9PA	Former lodge use as office building with enclosed yard and garages/stores	0.065
The Lodge	Bishops Avenue	SW6 6EE	Detached house	0.032
Timber Lodge (Gardeners Cottage)	Fulham Palace, Bishops Avenue	SW6 6EE	Detached house within Fulham Palace Gardens	0.134
West Lodge, Hammersmith Cemetery (Ground Floor)	Margravine Road	W6 8HA	Detached house with ground floor let for residential purpose and first floor used as an amenity for parks staff	0.034
White Lodge, Ravenscourt Park	Paddenswick Road	W6 0UB	Small house at the entrance to Ravenscourt Park	0.012
Fulham Lodge, North Sheen Cemetery	Lower Richmond Road	TW9 4LL	Detached house adjacent to cemetery entrance	0.035
Hugon Lodge, South Park	Hugon Road	SW6 3EW	Detached house within South Park accessed vis the Park entrance from Hugon Road	0.038
The Lodge, Hammersmith Cemetery	Mortlake Road (A205)	TW9 4EW	Detached house at entrance to cemetery	0.027

Clancarty Lodge, South Park	Peterborough Road	SW6	Lodge house (disused) with with amenity and stores block for parks staff	0.041
Hammersmith Town Hall	189-207 King Street	W6 9JA	Town Hall with Council Chamber, canteen and offices	0.450
Fulham Town Hall	553-561 Fulham Rd	SW6 1ET	Town Hall with Council Chamber, public halls, offices and Registry Office	0.160
Hammersmith Town Hall Extension (Floors 1 to 3)	189-207 King Street	W6 9JA	Office Accommodation	0.280
Offices - 51-55 Glenthorne Road	51-55 Glenthorne Road	Not given	Not given	Not given
Car Park, Nigel Playfair Avenue (West of Town Hall), 70 Spaces	Nigel Playfair Avenue	W6 9JY	Surface car park	0.215
Office Building occupied by TGWU and GMB (former Retail/ Residential Unit)	34 Fulham Palace Road	W6 9PH	Office Accommodation	0.007
Area Housing Office (was previously Sands End Baths and Laundry) (See Asset Nos 479 and 490)	132 Wandsworth Bridge Rd	SW6 2UL	Office Accommodation	0.085
Car park, rear of Fulham Town Hall, 10 Spaces	Rear of 11-43 Harwood Road	SW6	Surface car park	0.0125
Coroners Court, Bagleys Lane Depot (See Asset No 450)	Bagleys Lane	SW6 2QA	Part of second floor of main Bagleys Lane Depot Building	Part of Bagleys Lane Depot Site
Sands End Laundry (See Asset Nos 472 and 490)	132 Wandsworth Bridge Rd	SW6 2UL	Basement laundry plus ground floor retail shop - part of Asset No 472	0.085
Hurlingham Park Pavilion	Ranelagh Gardens	SW6 3PA	Park pavilion	0.080
Lilla Huset Part of 1st Floor (Community Organisations)	191 Talgarth Rd	W6 8BJ	First floor office accommodation	Part of larger building
Bishop's Park Café:	Bishop's Avenue	SW6 6EE	Café building - under 3 year lease to operator	0.035
Shop on Hammersmith Road	97 Hammersmith Road	W14 0QH	Ground floor shop plus residential accommodation above - under 15 lease to operator	0.013
Shop on King Street (formerly Public Conveniences)	243 King Street	W6 9LP	Restaurant converted from former public conveniences - under 20 year lease to operator	0.032
Snooker Club, Shepherd's Bush (formerly Public Conveniences)	Shepherd's Bush Green	W12 8PP	Club converted from former public conveniences - operator's lease has expired	0.077
Café, Putney Bridge, (formerly Public Conveniences)	Putney Bridge Approach	SW6 3JD	Café converted from former public conveniences - under 20 year lease to operator	0.009
Plant Shop, Garden Centre, Ravenscourt Park, off Ravenscourt Road	Arches 112-116 Ravenscourt Park	W6 0JJ	Terrace of railway arches and large yard -under 12 lease to operator	0.114
Fulham Palace Garden Centre, Bishop's Park Road	Bishop's Park, Fulham Palace Road	SW6 6EE	Glasshouse buildings with open plant sales area - under 8 year lease to operator	0.105
Shop, Sands End (See Asset Nos 472 and 479)	132 Wandsworth Bridge Rd	SW6 2UL	Ground floor shop, part of larger property	0.085
Café, Ravenscourt Park	Paddenswick Road	W6	Building used as café within Ravenscourt Park - lease expired	0.018
Day Nursery, Ravenscourt Park (formerly Public Conveniences)	Ravenscourt Road	W6 0UJ	Day Nursery converted from former public conveniences plus large garden - lease expired	0.237
Careers Service Offices (former Arts Centre)	181-187 King Street	W6 9JT	Office Accommodation	Not applicable
Ground Floor and Basement Shop - the upper residential storeys have been sold on a long lease	30 Fulham Palace Road	W6 9PH	Mid terrace shop - under 16 year lease to operator	0.007
Ground Floor and Basement Shop - the upper residential storeys have been sold on a long lease	28 Fulham Palace Road	W6 9PH	Mid terrace shop - under 10 year lease to operator	0.005
Ground Floor and Basement Shop with upper residential storeys used as Offices	24 Fulham Palace Road	SW6 6HP	End terrace shop used as retail and residential accommodation used as offices - under 10 year lease to operator	0.007
Hartwood Lawn Tennis Club Premises	Hartwood Road	W12 9NE	Premises comprise clubhouse, courts, and parking area - under 15 year lease to operator	0.300
Triangle Business Centre	Salter Street	NW10 6UN	Business estate comprising 39 light industrial/warehouse units	0.947
Mitre Bridge Industrial Estate	Mitre Way	W10 6AT	Industrial estate comprising 22 units	1.130
Ground Floor and Basement Shop - with Residential Accommodation above	36 Fulham Palace Road	W6 9PH	Mid terrace shop with residential part let to council tenant	0.007

Surgery	Ollgar Close, Uxbridge Road	W12 0NF	Self-contained ground and first floor medical centre within a residential block	Not applicable
Telcommunications Aerial, Hammersmith Town Hall Extension	189 - 207 King Street	W6 9JA	Mobile telecommunications base station and aerial situated on the roof	Not applicable
Affordable Housing	99 - 115 Glenthorne Road	W6	Terrace of houses and flats let on a ground lease - 235 years unexpired	0.092
Affordable Housing	Olaf Street/Freston Road	W11	Terrace of houses and gardens let on a ground lease - 239 years unexpired	0.079
Shop Cellar	114 Goldhawk Road	W12 8QD	Cellar beneath a terrace shop	Not applicable
Shop Cellar	68 Goldhawk Road	W12 8HA	Cellar beneath a terrace shop	Not applicable
Shop Cellar	94 Goldhawk Road	W12 8HA	Cellar beneath a terrace shop let under lease - 5 years unexpired	Not applicable
Shop Forecourt and Basement	96 Goldhawk Road	W12 8HA	Cellar beneath a terrace shop let under lease - 9 years unexpired	Not applicable
Shop Ground Floor (part)	95 Hammersmith Road	W14	Single storey front part of terrace shop let under lease - 59 years unexpired (acquired for road scheme)	0.001
Gas Governor (underground)	Brook Green	W6	Underground chamber let on an annual lease	Not applicable
Sub Station Site	Bishops Park	SW6 6EE	Site is let - 1 year unexpired	0.003
Sub Station Site	Brook Green	W6	Site is let by way of an annual licence	0.002
Sub Station Site	Eelbrook Common	SW6	Site is let by way of an annual lease	0.004
Sub Station Site	Fulham Cemetery	SW6	Site is let by way of lease - 36 years unexpired - at nil rent	0.002
Sub Station Site	Recreation Ground Lillie Road	SW6	Site is let by way of lease - 15 years unexpired	0.004
Sub Station Site	Rear of 95 Gayford Road, Wendell Park	W12	Site is let under lease - term expired	0.006
Pryors Bank Pavilion (Community Centre)	Putney Bridge Approach	SW6	Building is leased for 5 years - tenant undertaking repairs	0.046
Centre West Information Centre	20 Broadway Centre	W6	Ground floor retail unit leased in Broadway Shopping Centre - 7 years unexpired	Not applicable
Welfare Centre (former Community Centre)	67-68 Becklow Gardens	W12 9HD	Community Centre (former ground floor residential dwelling in Edwardian Block)	Not applicable
Car Park (27 Spaces)	Coomer Place	SW6 7EX	Public pay and display car park	0.072
Sub Station Site	Bagleys Lane Depot	SW6 2QA	Site is let to a tenant under lease - 90 years unexpired	0.006
Right of Way	52 North Eyot Gardens	W6	Pedestrian right of way across landscaped area from North Eyot Gardens to No 52's entrance	Not applicable
Irish Community Centre	Blacks Road	W6 9DT	Not given	Not given
Registry Office - used as a store	40 Cromwell Avenue	W6 9LA	Not given	Not given
Shepherds Bush Advice Centre	338-340 Uxbridge Road	W12 7LL	Not given	Not given

Agenda Item 16

28/01/2011 V9



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

CABINET MEMBER FOR RESIDENTS SERVICES

Councillor Greg Smith

CONTRIBUTORS

CSD, CHS, H&FH,
ENV.
DFCS
ADLDS

HAS A EIA BEEN COMPLETED?

Yes. This is available electronically.

HAS THE REPORT CONTENT BEEN RISK ASSESSED?

yes

SANDS END COMMUNITY CENTRE

Ward:

Sands End

This sets out the consultation undertaken regarding the Sands End Community Centre. This was originally part of the Buildings Consultation and is now a separate report, following extended consultation with the community. The report presents recommendations for the future of this property. Cabinet is asked to note the financial position of the council, with around £60m of savings needing to be achieved in the next three years. In light of this it is recommended to dispose of buildings, such as Sands End Community Centre, which are no longer required or which can no longer be economically retained by the council, in order to preserve as much funding as possible for vital services to vulnerable residents. Cabinet is asked to consider the recommendations as set out in this report.

Recommendations:

1. That the services currently located within the Centre be relocated at suitable alternative venues within the Sands End Ward.
2. That all services be relocated before the Centre is closed.
3. That any shortfall in capital funding required to relocate services will be met from the capital receipt for the Centre.
4. That, subject to recommendations 1-3 above, the Council can no longer afford to keep and maintain the Sands End Community Centre (or subsidise others to do so) and that it is disposed of on terms which the Assistant Director (Buildings and Property) and the Assistant Director (Legal and Democratic Services) consider appropriate.
5. That the Cabinet Member for Children's Services be authorised to take all necessary steps to give effect to the above matters.

1. Introduction

1.1 Council's portfolio of premises:

- 1.2 The council owns an extensive range of properties – 18,215 residential dwellings (a combination of tenanted and leasehold) and 836 non residential buildings, including civic buildings, schools and electrical substations.
- 1.3 The council has sold 58 buildings since 2006, achieving over £56million in capital receipts.
- 1.4 **Financial pressure:** It is well known that local authority funding is facing a very tough future, with unprecedented levels of savings needing to be found over the next 3 years.
 - 1.4.1 Cabinet is asked to note the financial position facing the council, since the H&F Buildings Consultation was undertaken. The Comprehensive Spending Review has been further clarified and the Borough is now required to identify around £60 million savings by 2013/14 with in excess of £28 million in the next financial year. Disposal of assets is therefore required to help the council achieve the necessary savings.
- 1.5 In addition to this, the council has a corporate debt of £133 million, which costs £5 million a year in interest payments alone – money which could otherwise be spent on vital services.
- 1.6 The council is making every effort to reduce costs and the council's level of debt. The council's priority is to protect the quality of front-line services and it will continue to achieve efficiencies wherever possible
- 1.7 However, the size of the debt and the economic position we are in means that these activities alone will not be enough. The council's priority has to be people and services, not buildings per se. Therefore, from July to September 2010, the council consulted local residents and organisations on a proposal to consider 9 buildings for disposal, including Sands End Community Centre, plus withdrawal from 3 other leased buildings that are no longer needed and a proposed alternative use of another building.

2. H&F Buildings Consultation

- 2.1 Officers have carried out a substantial programme of consultation using a variety of means as explained later in this report. The essentials of a lawful consultation process are that consultation is carried out when proposals are at a formative stage, sufficient time and information is given to those with a reasonable expectation of being consulted to permit intelligent consideration and response and the product of the consultation is conscientiously taken into account by Cabinet in reaching a decision. Officers are of the view that a fair and lawful process has been carried out and that the product of the consultation has been accurately reported and summarised in the report for Cabinet's consideration.

- 2.2 The H&F Buildings Consultation asked residents for their views on the possibility of disposing of LBHF owned assets including the Sands End Community Centre, Broughton Road, SW6 5LE. The consultation was launched on 17th June 2010, and initially closed on 30th September.
- 2.3 The consultation, on SECC only, was extended to 10th November 2010 following representations by residents to the effect that more detailed proposals in relation to the future provision of services if the centre was to be close, be provided. Residents or interested parties could submit feedback via the online questionnaire, or by post, hand delivery or attend one of the two open consultation days at the Hammersmith Town Hall on 12th August and the 10th September 2010.
- 2.4 The consultation was promoted through H&F News, local newspapers and on the council's website. Hard copies of the consultation were sent directly to the building, local libraries across the borough, including that at Sands End, and local community organisations. Notices were also put up in the Community Centre by the Centre Manager.
- 2.5 Sands End Community Centre (library provision) and Hammersmith Library were also included in a separate consultation on local library services. The library consultation covered the whole borough strategy for library services and could be accessed:
- online
 - via hard copy from any of the libraries, including Sands End and
 - via 3 open days on 24th August at Hammersmith Library, on Thursday 2nd September at Fulham Library and on 7th September 2010 at Shepherds Bush Library. These sessions provided opportunities for people to come in, chat to senior staff and find out more about the proposals and to tell us what they think about the proposals.
- 2.6 A separate report (dated 10th January 2011) from Residents Services regarding a library strategy for the borough should be referred to in relation to the Sands End library service. The H&F Libraries Report was considered and its recommendations agreed by Cabinet on 10th January 2011. It should be further noted that there is a potential £80K overspend within Residents Services if there is a delay in the implementation of the Libraries report recommendations.
- 2.7 In addition to the council's formal consultation officers have also taken account of:
 The letter received from Leigh Day & Co Solicitors.
 The letters from Langford Primary School pupils.
 The Petition and response document from Sands End Action Group (SEAG).
 Feedback from meetings between the Leader and the SEAG.
 Feedback from meetings between the Cabinet Member for Residents Services and the SEAG.
 Finance submission from the SEAG.

3. The Sands End Community Centre

- 3.1 The Sands End Community Centre, formerly a public laundry, is a vast building housing a gym, dance studios, library, jewellery workshop, pottery studio, crèche, two classrooms, offices, large meeting room and caretakers flat, amongst others.

- 3.2 A range of council services operate from the premises: public library, pay-as-you-go gym, children's centre, adult education. General lettings at the community centre have been minimal in the last several years mainly due to the location of the centre and its accessibility. This year there was only one core letting to the PCT, which was short term. Other lettings e.g. of dance space have generated a small income stream for the relevant team (against a budget target) but these lettings have generated no income for the core costs of the premises.
- 3.3 The Sands End Community Centre has been under utilised for many years. Officers have tried to generate more activity particularly via the appointment of a part time centre manager whose brief was to generate more letting activity and income. The under utilisation has continued across all the many services in the building and none offer good value for money. Some services are due to be considered, in any event, for relocation as part of service redesign programmes (e.g. the children's centre and the library). Other services can be relocated and the asset freed for disposal.
- 3.4 The proposed new locations offer the potential for efficiencies in overheads and improved customer footfall (due to increased profile and opening hours which may be more flexible to customer demand). Hurlingham & Chelsea Secondary School is willing to host adult learning (including the pottery and jewellery), community library and, if required, sports provision.
- 3.5 Two consultations were undertaken which relate to the proposals for Sands End Community Centre:
- a) The buildings consultation covered the list of all the buildings the council is currently considering for disposal.
 - b) The library consultation which covered the whole borough strategy for library services.
- 3.6 Ward councillors, a Cabinet Member, Director of Children's Services and the Leader of the Council have also met, variously, with concerned local residents in the Sands End Ward, on at least three occasions.
- 3.7 A number of prerequisites have been agreed, were the Cabinet to decide to close and sell the Centre, following the consultation process:
- ❖ All services within the Sands End Community Centre will be relocated before the Centre is closed. This will minimise any adverse impact on service users, the community and protected groups.
 - ❖ All services within Sands End Community Centre will be relocated/reconfigured within Sand End Ward. None of the services currently provided will cease as a result of the relocation.
 - ❖ Any shortfall in capital funding required to relocate services will be met from the capital receipt for the Centre.
- 3.8 The Council received a comprehensive report from the Sands End Action Group – some of whom are regular users of the centre. Their issues are listed on the left and the Council officers' response on the right.

<p>1. What criteria, reasoning and figures were used to identify Sands End Community Centre as “under-used”.</p>	<p>The figures used were actual library usage and a comparison made to other libraries in the borough, gym take up and average daily usage, adult learning take up in comparison to other centres borough wide. The children’s centre is well used but is a multi area model with services currently being delivered both at Sands End and at three venues in central Fulham.</p>
<p>2. The Centre provides an extensive range of very valuable, well-used, popular services for all sectors of society. To sell Sands End would be to terminate these services and severely damage the quality of life for all those who used them.</p>	<p>Termination of services has not been proposed; suitable alternative premises in the ward will be secured for service delivery</p>
<p>3. Is the building listed and if so to what level and would it be sold for development? Would any buyer have to keep the facade?</p>	<p>The building is not listed nor is it a local ' Building of Merit'. There would be no need to retain the façade in any redevelopment. The design of any new development would need to be considered on its individual merits, having regard to its impact on the appearance of the street scene and its likely impact on the amenities of the occupiers of the adjoining properties.</p>
<p>4. Sands End Centre has been labelled by the Council as being surplus to requirements and on these grounds is to be put up for sale. We are being consulted on the proposition that the Council needs this sale in order to raise capital to repay long term debt and thus interest payments, which would help enable it in its aim of lowering council taxes.</p>	<p>Rationale is to decrease debt to be able to focus resources on front line service. Lowering council tax was not an aim of the proposal. Council tax has been frozen this year.</p>
<p>5. In essence, on behalf of the 6900 signatories to our petition, we argue that the Council would seem for some years to have been creating a case that the Centre is underused in order to justify its sale; we challenge the assumptions in the pages which follow and many assertions made in the Council’s consultation document.</p>	<p>This is not accepted. We have employed a centre manager to assist with increasing usage of the property. Unfortunately the location of the site has meant that organisations are not interested in the location because of its accessibility for borough residents. All individual service providers market their provision to local residents and service information is available on the LBHF WebPages. An earlier proposal to close the library in May 2006 was overturned to give the service a chance to meet perceived local needs, but usage has not significantly increased. In officers opinion the Centre is not viable particularly in the current economic climate.</p>
<p>6. A substantial number of local residents of all ages are likely to be adversely affected by the closure proposed by the Council and the opportunity for support for an even greater number would be reduced by its demise. Those currently impacted range from 705 families using the children’s services, up to 40-50 residents a day coming in off the streets into the library to use computers, to a number of elderly who would otherwise be asking for home services for mutual support</p>	<p>The council is committed to ensuring that children’s centre activities are delivered in the area. The reach for this particular centre is a two area model in any event and residents of central Fulham also access services which are delivered in satellites in the central Fulham area. Registered users are both from central Fulham and the Sands End area. There has been a reduction in learners using our adult education facilities at Sands End, with 554 enrolments in 2009-10, to currently 301 in-year enrolments to date in 2010-11. The number of actual participants is lower than the number of enrolments, but we envisage that we can accommodate the majority of learners accessing pottery, jewellery and stained glass at both our Macbeth site and at</p>

	other sites in the community, such as Hurlingham and Chelsea school.	
7.	<p>Of note in any comparison with other Wards is that Sands End with its back to the river has a customer base over an arc of 120 degrees, whereas others areas of the borough which it has used as comparators have 360 degree coverage, the transport facilities to match and the Council's intention through advertising, actively to encourage their use - which has been denied to Sands End. Little has been spent on raising the profile of the Sands End Centre and no brief seems to have been given to the current manager actively to increase its footfall. The individual units in the centre are separately managed, almost in competition it seems.</p>	<p>The centre manager has been tasked with raising the profile of the building ensuring that all locally delivered services have publicity materials available for residents. The manager also coordinates a service users group to ensure mutual cooperation. Children's Centre staff have been fully informed of potential relocation particularly as the current centre does not offer access to outdoor play space deemed essential for child development. Centre staff have been active in advertising the consultation and have been encouraged to complete consultation documents themselves. Our assessment is that we are very unlikely to improve usage of the centre even were funds available, because we have looked at usage and the financial context.</p>
8.	<p>To emphasise the assumed policy of neglect, during the collection of the signatures, we heard comment from citizens that they were unaware of the Centre, the Library and the various services on offer. We note that at no time in the recent past has the Council taken any step to correct this apparent lack of awareness, nor have any moves been taken to save this valuable community asset. Indeed one could easily go as far as suggesting that, in this respect, the Council has been negligent.</p>	<p>There is no policy of neglect, assumed or otherwise. The centre users (the Children's Centre, adult learning, and Library Service) all advertise their services on the LBHF web pages and via leaflets and training guides. There is also a generic children's centre leaflet which maps all centres – this too is available via the Family Information Service and in line with current practice for all other Children's Centres. Activities for children and families have also been advertised in the Extended Services newsletter (e.g. Fulham Cluster January 2010 page 5) which goes out to all school pupils in the South Fulham Cluster (one of the 6 across the borough). We strenuously deny that there has been any policy of neglect.</p>
9.	<p>There is absolutely no guarantee that any of the services at the Centre will be provided to the same standard in terms of space, quality, availability and accessibility. This is, especially the case for those catering for the elderly and less mobile. Also lost will be the community support, cohesion and networking coming from the provision of a multitude of facilities under one roof.</p>	<p>In terms of children's centre activity, we would expect to locate activity where children would have the ability to have open access outdoor play space which currently is unavailable to them at Sands End Community Centre.. The children's centre is located in two separate areas of the centre; up on the first floor and on the ground floor in a room with no windows and therefore very limited natural light. The importance of outdoor play in children's health and well being and physical development is well documented in the Early Years Foundation Stage documentation. A separate consultation has been launched on proposals for a borough wide network of 16 Sure Start Children's Centres to provide targeted support for vulnerable children and their families. In the Sands End ward it is proposed to commission a Sure Start service to be delivered from council premises in William Parnell Park.</p>
10.	<p>The Consultation document is quite unsure as to the provision of substitute facilities at all, using expressions like - "it is hoped that", "...the head has kindly agreed to make every effort..", "if</p>	<p>All services inside the Sands End Centre will be relocated before the centre is closed. All services will be relocated within the Sands End ward. Capital funding to assist relocation to Hurlingham & Chelsea School has been identified.</p>

<p>it is decided to continue the provision... alternative accommodation would have to be found." En passant the paper suggests that relocating and splitting services and amenities would "offer the potential for efficiencies in overheads..." but with no substitution guaranteed and at a hidden and actual cost in both financial and social terms to the voters of Sands End.</p>																			
<p>11. When it comes to expanding the use of the Centre we have found that the current officially-sanctioned timetables and opening hours are not suitable for working users (unlike hours prevailing at centres in other parts of the Borough). Demand is growing with greater publicity following the recent efforts of the Action Group and other residents - for example in the past couple of months Fencing and Tai Chi clubs have been formed. However, we hear that while there is demand for other classes, especially in the Arts and Craft subject areas, the hours offered are incompatible with the demand. What a waste.</p>	<p>This is not correct. In terms of adult learning classes the full range of times have been offered. Monday to Friday From 10am to 12.30pm; 1pm to 3.30pm and 6-8pm or 6.30pm to 9pm. Including Saturday stained glass 10am to 4pm. The classes include pottery, stained glass, jewellery and Amici Dance group which will potentially relocate to the Wharf Rooms along with other dance and exercise classes. The adult learning service across the borough operates for 36 weeks per annum. Broad timetable e.g. pottery (see course guide for current classes offered). Enrolments for term 1 2010/11</p> <table border="1" data-bbox="708 958 1474 1196"> <thead> <tr> <th>Code</th> <th>Class</th> <th>Enrolments</th> </tr> </thead> <tbody> <tr> <td>AF1500 Mon pm</td> <td>Pottery beginners</td> <td>10</td> </tr> <tr> <td>AF1510 Mon am</td> <td>Pottery mxd ability</td> <td>11 (inc. 5 non starts)</td> </tr> <tr> <td>AF1511 Wed am</td> <td>Pottery beginners</td> <td>12</td> </tr> <tr> <td>AF1512 Wed pm</td> <td>Pottery beginners</td> <td>13</td> </tr> <tr> <td>AF1513 Wed eve</td> <td>Pottery beginners</td> <td>14</td> </tr> </tbody> </table> <p>(no waiting list for any classes) Friday morning pottery club for those with experience. The gym opening hours are limited by funding for staff.</p>	Code	Class	Enrolments	AF1500 Mon pm	Pottery beginners	10	AF1510 Mon am	Pottery mxd ability	11 (inc. 5 non starts)	AF1511 Wed am	Pottery beginners	12	AF1512 Wed pm	Pottery beginners	13	AF1513 Wed eve	Pottery beginners	14
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<p>12. Offices lie empty that could easily accommodate Council offices should other buildings be sold. Or commercial users. Given the country's economic circumstances we can expect a greater need for retraining to fill the capital's many skills gaps; for those unskilled workers who may soon be losing benefits and for older people to allow them to remain in work as the retirement age advances. Such training could be carried out here as it has been in the past. So could training for teenagers unable to access universities.</p>	<p>The council is relocating all of their back office staff to central Hammersmith for efficiency purposes. Lettings to commercial users have not previously been successful.</p>																		
<p>13. We question too the capital gain argument. The current property market is at least uncertain. To judge by the precedent of other Council buildings in the Borough we, the council tax payers, may be landed for years with a mothballed building which cannot attract a buyer and be left with costs</p>	<p>The Council has taken property advice on this property and believes that a sale can be achieved within a reasonable timescale. The Council believes that a good range of services will continue to be available to local residents – including local youth centres, older people's sheltered housing schemes and other community based services that are available in this part of the borough.</p>																		

<p>associated with the needless and hugely unpopular relocation of services. There are too all the many hidden costs, as the lives of the elderly, the infirm and our young people are deprived of opportunities for self development and the social and community health benefits associated with having all these facilities under one roof and in the very heart of their community.</p>	<p>We reiterate the intention to reprovide services within the ward – i.e. the library and adult learning at Hurlingham & Chelsea secondary school, gym provision at a local gym club and children’s centre services in the local Playhouse.</p>
<p>14. Properly managed the Centre could and should be once more a force for good, for mutual support and a source of practical help, education and skills training for our community - not only in these present difficult times but also for generations to come.</p>	<p>We believe the centre has been managed appropriately and within the resources allocated for the individual services and central management activity. Pressure on budgets and reduced external funding for adult learning has meant that heads of service have had to undertake reviews across the borough to look at value for money and effective use of resources. The relocation proposals for services in the building have been determined with sustainability in the medium term in mind in the light of the current financial circumstances.</p>
<p>15. Having Your Say</p>	
<p>16. Consultation does not ask residents whether or not they wish to retain the building</p>	<p>The consultation questionnaire gave residents the opportunity to state if they were opposed to the disposal of the building. The majority of responses in fact did not support the proposal (i.e. were opposed to disposal and preferred to retain). Members and officers are continuing to meet with the Sands End Action Group to consider all possibilities for the future of this building.</p>
<p>17. Consultation speaks only of “relocating services” implying sale of the building is a foregone conclusion</p>	<p>The consultation focussed on the services that would be affected should a decision be made to dispose of the building. The Council considers it reasonable and appropriate to consider options for relocating services based at the centre as part of the council's consideration of the future of the building itself.</p>
<p>18. We question the Council’s intention to act upon any responses it may receive to this consultation</p>	<p>The Cabinet will carefully take into consideration the responses received to this consultation, as well as other factors that will determine the final outcome. This will include legal, financial and service imperatives as well as the Equalities Impact Assessment.</p>
<p>19. Council has made little effort to publicise this consultation, even amongst its own employees. The Centre Manager never knew there was a Buildings Consultation separate to one for the Library</p>	<p>All staff working in the building were aware of the consultation. Posters were put up in the building by the centre manager both advertising the consultation and the extension. The level of public response to the consultation certainly belies the suggestions that we made insufficient efforts to publicise the consultation and indeed the initial responses resulted in additional information being provided and an extension of the closing date for the Sands End element of the public consultation. Officers and members also met with the residents groups at least 3 times during the consultation process. The product of the consultation is set out in the report.</p>
<p>20. Confusion regarding the end date of the Consultation - quoted on LBHF website as “end of November” but document reads “10 November”.</p>	<p>The Council apologises for any confusion caused by this. We do not however, believe that this has affected anyone’s ability to respond.</p>

21.	Have learned from an informed source that GVA Grimley has been alerted to a forthcoming instruction regarding sale of the building	All those who have contacted the Council regarding this property have been informed that a decision to sell this property has not been made. This will only take place if a decision is made to dispose of the premises and the council has not taken any steps to instruct agents.
22.	We are led to believe Consultation is a sham and that a decision to sell the building has been already made	Extension to the consultation timescale indicates how seriously the Council has taken this, as we wanted to ensure residents had as much information as possible in order to respond to the consultation. The council takes it legal obligations seriously and has made commitments to residents in response to issues raised with Members during the consultation process. e.g. the commitment to relocate services within the ward. (see recommendations 1-3)
23.	SECC Background	
24.	Consultation contains staggeringly inaccurate description of the Centre	All services located in the building contributed to the information provided and officers are confident that the information in the consultation document was accurate.
25.	Off-hand description of services	Services described by the respective services themselves so accurate descriptions
26.	Inaccuracies about lettings There are no current lettings other than the services acknowledged in the report. The cardio group have moved locations	
27.	Offers from third parties to rent space and provide services have been thwarted	We have not turned down any requests to rent space in the centre.
28.	Suggestion that the services at the Centre could be easily rehoused without being severely compromised is untrue	The Council disagrees with this statement. Our assessment of location of service users and of access via public transport to proposed relocated services shows no significant impact
29.	Council has been negligent in allowing the Centre to run down	We deny this. The building has benefited from considerable capital refurbishment both in the lobby, the first floor, the crèche as well as the library during the tenure of the children's centre. Repairs have been made to the roof and the damage cause by roof leaks made good. The building is cleaned daily and maintenance repairs are made in a timely manner either by the resident caretaker or when required by contractors.
30.	Under-Use and Cost-Effectiveness	
31.	The statement, "Last year hiring out the building's offices and classrooms brought in no income at all" is untrue	Current providers do not pay rent and there was no income from the health provision. Individual services received fees which were against income targets but these did not contribute to the running costs of the building.
32.	Poor advertising, poor management and lack of initiative	We accept that the budget for promotion and advertising has been limited, but not withstanding this we have used corporate channels, pan borough adult education publicity materials and Extended Services local newsletters distributed via schools. Each service advertise their own provision and this information is found not only in individual leaflets and publications but on the LBHF website and via the Family Information Service. The centre users (the Children's Centre, adult learning, Library Service) all advertise their services on the LBHF web pages and via leaflets and training guides. There is also a generic children's centre leaflet which maps all centres – this too is available via the Family Information

	Service.
33. Consultation has failed to provide the following information:	
34. No figures or research into cost of relocating services	The cost of relocating services has been considered by officers, but this is not thought pertinent to the consultation on the future of the building. The costs are not considered to be significant in relation to the value of the building itself and its running costs.
35. No research into whether or not it would actually be a better idea to keep the Centre and revitalise it, rather than merely selling it off and hoping for the best	Retention and sustainability of services has been our primary focus, however, the SECC remains a large and uneconomic building from which to run public services.
36. All of the above render the Consultation fragile at best, if not substantially inadequate or actually meaningless	The Council believes the consultation was robust, particularly given the additional information provided regarding Sands End Centre and the extension to the consultation period. The product of the consultation is evidence of this.
37. Merits of the Centre providing a multitude of services under one roof	Options to relocate a range of services to Hurlingham & Chelsea school would provide a local facility enabling a wide range of activities to be available from one site.
38. Council taking short-term view at a time when skills and retraining will have to increase	25% cut in national budget for adult learning from now until 2014. Yet LBHF ALSS has still maintained a wide programme for Arts and Crafts in Sands End ward, demonstrating it's commitment.
39. Facilities at Centre ideally suited for purpose	Take up figures for courses show viability in Sands End is an issue. But, notwithstanding this, following meetings with the SEA Group relocation within the ward is now being arranged in order to meet residents concerns.
40. Council has not consulted teachers or students	All staff were informed of the consultation and could reply. We are aware that at least one adult learning tutor and one family assist teacher did respond to the consultation. Copies of the consultation were available at the building, and we received a number of responses from adult learners and library users
41. Family Assist desperately do not want to be relocated. Troubled youngsters simply would not travel out of their 'comfort zone' for fear of attack	Family Assist team is planned for reorganisation under the Family Support programme. Young people attend the service as an alternative statutory education provision - a similar offer is available in Cobbs Hall. These are professionally run services with staff conducting appropriate risk assessments for each individual student
42. Section 5 mislabelled 'Section 4' in Consultation document	The Council apologises for any confusion this may have caused.
43. Management of the Centre has been highly unsatisfactory	There is a service provider's coordination group which is designed to ensure cohesion of service provision, however, cross service efficiencies and benefits have been difficult to identify.
44. Covenants on the building would restrict its marketability	The Council has carried out a Title check on this property and there are no restrictive covenants on this property which would adversely affect a sale.
45. Council states that the Action Group "would have to buy the building" without them making any effort to approach residents first on how it could be better run	Members and officers have continued to meet with the Sands End Action Group to consider all possibilities for the future of this building.
46. Consultation has not been genuine	The Council has striven to ensure that the Consultation has been thorough and robust, and extended the consultation

	period for this building to enable residents to review additional information provided before considering their response.
47. Solicitors letter	Leigh Day & Co wrote in 27 th September 2010 and 7 th October 2010. In both cases a response was provided and included additional information as available or the council response is clarified in this document.
Will services continue to be provided in borough?	Yes, relocation in ward (although 'like for like' not guaranteed).
Will services remain together in one place?	No – although library and adult learning service provision would be co-located.
Where exactly is the new location?	See table in section xxxxx
What changes are to be made to services due to relocation?	No changes are to be made solely due to relocation – some changes will be made due to reconfiguration of the whole service and budget pressures.
A copy of the equality impact assessment Evidence and basis of under use and poor value for money	Insert link See usage figures, spend and budget pressure issues throughout the report

4. Impact on the 3rd sector

- 4.1 The term “3rd Sector” describes community and voluntary groups, registered charities both large and small, such as, foundations, trusts, social enterprises and co-operatives. Some of these types of organisations have, in the past, made use, to a limited extent, of the Sands End Community Centre (SECC):
- 4.2 For those organisations that would be affected by the loss of the building being considered for disposal, the council will endeavour to ensure they are provided with support:
- Those organisations who are grant funded by the council’s 3rd Sector Investment Fund will be prioritised for any available council accommodation.
 - For all other organisations, the council will seek to ensure appropriate advice and support is available to assist them in identifying alternative premises.
- 4.3 The council has to radically rethink how it provides services in light of the current financial pressures, and we expect the organisations we fund to do likewise. The majority of groups recognise the financial crisis we are all in and are constructively working with us to protect local services. Many of the best-organised groups have shown an impressive recognition of the need to strive for increased independence from LBHF funding, develop new ways of working and provide more sustainable services.

5. Impact on the community

5.1 Impact on the Community

In response to the consultation, solicitors for one of the residents wrote to the Council raising a number of issues in relation to consultation, equalities impact assessments and the potential loss of community. Officers believe that the points in relation to the first two matters have been resolved. As far as the third point is concerned the solicitors argue that many of those who use the Centre have done so

for several years and as such have formed a "community" as recognised by Article 8 of the Human Rights Act.

5.2 Article 8 provides as follows:-

Right to respect for private and family life

Everyone has the right to respect for his private and family life, his home and his correspondence.

There shall be no interference by a public authority with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

It is argued that if the Centre is sold then this will result in the break up of the community and that the Council is under an obligation to properly assess and consider the effect on the Community itself and its members and that the Council must satisfy itself that the proposal is proportionate.

Whilst the Council does not concede that Article 8 is engaged in this case, it accepts that the impact on the community is a relevant consideration which should be taken into account by Cabinet and weighed against the counter vailing matters, not least the Council's financial position and the need to preserve front line services for residents, including the vulnerable and protected groups.

The impact on the community has been assessed from the outcome of the consultation, the petition and the various discussions between resident and senior officers and members outlined in the report. This impact will be significantly reduced, if not eliminated, by the commitment to re-provide the services within the ward.

There is no evidence that there is a significant single cohesive community centred around the building as opposed to the communities which may exist around particular activities which will be relocated and therefore preserved. The service user maps show the disparate nature of the home addresses of the various service users. Sessional service delivery for many of the classes also mitigate against a cohesive community of service users as a whole. However, even if this were to be the case, officers are of the view that the benefits of disposing of the Centre will outweigh the impact on such a community, given the financial circumstances and the desire to preserve front line services.

Even if, which is not accepted, Article 8 is engaged and potentially breached by the closure of the Centre and the relocation of the services, then officers are of the view that the financial circumstances and the need to protect front line services for residents, including vulnerable and protected groups render the decision as necessary and proportionate, and hence a lawful, means of achieving legitimate aims.

Cabinet will need to carefully consider and weigh these matters, along with all other relevant matters, in reaching their decision.

6. The impact on Council services

6.1 The proposal to relocate or reconfigure services, within the Sands End ward., aims to ensure that suitable alternative services continue to be available. This does not, however, imply an exact "like for like" offer being in place as is the case for all non

statutory council services in this unprecedented financial climate. The disposal of the Sands End Community Centre is not the only factor that will have an impact on services for Sands End residents.

- 6.2 The services delivered within the Sands End Community Centre includes the following: library, adult learning, gym, children’s centre plus a number of health, sports and learning activities run by external organisations. Relocation may include a reconfiguration of the service to make it work better for local residents, be more cost effective and deliver better value for money.
- 6.3 The concept of moving council services is not new. Since 2006 the Council has been making better use of assets by moving staff into fewer, more cost-effective sites. The council has shrunk its use of space by 40 per cent already.

7.0 Alternative sites or host agencies

- 7.1 Hurlingham & Chelsea School is willing to accommodate many of the activities. All schools have a responsibility to demonstrate community cohesion and the hosting of services on behalf the local community is seen as a key element of this. The development of community library services and adult/family learning provision is seen as pivotal to enhance these opportunities and facilitate engagement of pupils and local residents.
- 7.2 Walking distance from Sands End Community Centre to Hurlingham & Chelsea secondary school is 0.65 miles and takes approximately 15 minutes for an able bodied person. The journey takes about 13 minutes by the number 424 bus route.

Alternative Sites Or Host Agencies	
Council has evidently received no assurances that any of the services could be provided at Hurlingham And Chelsea School	Hurlingham & Chelsea School has confirmed its willingness to host jewellery, pottery, and community library and gym provision for residents.
Floor plan of the school	Architects have been instructed to look at initial proposed sites. No finalised plans have been agreed, as this is subject to the H&F Buildings consultation and Cabinet consideration.
Any planning considerations that might prevent the development of the School buildings. Whether each new proposed location is accessible to disabled residents. Possibility of removing and reassembling a University-standard pottery. Health and Safety provisioning. Child safety provisions.	All relocation of services would be risk assessed and health and safety checked. Access to provision where children were present would be developed with safeguarding in mind. It is proposed that Sure Start provision would be located in premises exclusively for under 5s and families usage which improves the current offer.

8.0 ADULT LEARNING PROVISION

- 8.1 The Adult Learning and Skills Service presently offers the following provision at Sand End:

- ❖ Pottery x 5 classes per week term time in large specialist studio A
- ❖ Jewellery x 5 classes per week in specialist studio B
- ❖ Stained Glass x 3 classes in specialist studio B
- ❖ AMICI - Dance dynamics x 1 class per week in studio D
- ❖ Drawing x 1 class per week in classroom C
- ❖ DIY x 1 class per week in classroom C
- ❖ AGEWELL exercise classes for over 50's x 2 classes per week in studio D

8.2 Around 200 adults attend this provision per week during term time (34 weeks per annum). 164 people are currently enrolled on courses at Sands End Community Centre – with about 140 being borough residents of whom 60 live in the SW6 post code area (which is wider than the Sands End ward).

8.3 Whilst the pottery and jewellery rooms are specialist facilities (with a limited number of alternatives elsewhere in the borough) they could be replicated at another site if the decision is taken to continue to dispose. By moving the provision to Hurlingham & Chelsea School, the service would be retained within the ward. Service closure would not be as a result of relocation. The 25% reduction in LSC funding means all classes across the borough are subject to regular review in terms of both take up and funding available.

8.3 Alternative accommodation for the dance and exercise classes has been identified both at Hurlingham & Chelsea school (with a sprung floor) and in the Wharf Rooms. Other provision could be accommodated by utilising other available community facilities.

8.4 In comparative terms the usage rates for the last two years (based as a percentage of total capacity) for the three borough centres for adult education were as follows:

	2008/09	2009/10
Sands End	40%	64%
Macbeth	87%	91%
Bryony	79%	83%

8.5 Data from two sample weeks (one in 2008/09 academic year) and is shown below.

2008/9 - example week

Rooms in use-

Day	Room	Time	No's students
Mon	Pottery Studio	AM	16
Mon	Pottery Studio	PM	16

Rooms unoccupied: Art room and Jewellery Studio all day & evening plus Pottery Studio Evening

Tues	Jewellery Studio	EVE	14
Tues	Studio 2	EVE	18

Rooms unoccupied: Pottery Studio, and Art room all day & evening + Jewellery Studio all day

Wed	Art Rm	AM	14
Wed	Gym	PM	24
Wed	Gym	Twilight	16
Wed	Pottery Studio	EVE	16

Wed Art Rm EVE 14
 Rooms unoccupied: Jewellery Studio all day & evening. Pottery Studio all day.

Thurs Art Rm EVE 14
 Rooms unoccupied: Pottery Studio, Jewellery Studio all day & evening + Art Room all day.

2009/10 -example week

Rooms in use-

Day	Room	Time	No's students
Mon	Pottery Studio	AM	14
Mon	Pottery Studio	PM	12
Mon	Studio 2	EVE	18

Rooms unoccupied: Art Room & Jewellery Studio all day & evening + Pottery Studio evening

Tues	Jewellery Studio	AM	13
Tues	Jewellery Studio	PM	12
Tues	Jewellery Studio	Eve	14

Rooms unoccupied: Art Room and Jewellery Studio all day and evening

Wed	Pottery Studio	AM	16
Wed	Pottery Studio	PM	16
Wed	Pottery Studio	EVE	16
Wed	Jewellery Studio	PM	13
Wed	Jewellery Studio	EVE	6
Wed	Gym	Tw	24

Rooms unoccupied: Art Room all day & evening + Pottery Studio evening and Jewellery Studio am

Thurs	Gym	PM	9
Thurs	Gym	PM	24
Thurs	Art Rm	EVE	14

Rooms unoccupied: Pottery Studio, Jewellery Studio all day & evening + Art Room all day.

Fri Pottery Studio AM 14
 Rooms unoccupied: Art room, Jewellery Studio all day & evening + Pottery Studio pm and evening.

Note Gym used by ALSS very infrequently and unsure of Sports take up - if gym figures excluded usage figures significantly lower as it is those classes that have largest enrolments and make most money or cost the least to put on !!

In summary:

2008/9

Up to 5 rooms available, assuming 3 sessions a day - at other centres Bryony and Macbeth we assume 4 - there are potentially 25 sessions per week usage and 10 sessions had classes i.e. 40% usage rate and 162 enrolments and average class size of 16

2009/10

As above usage rate of 64% and 225 enrolments and average class size of 14
Similar usage at Macbeth - 2008/9 - 87% AND 2009/10 91%; Bryony 79% and 83%
pro rata

So whilst we did endeavour to increase provisions at Sands End, usage still significantly below other centres, income lower than other centres and ALSS already knows its grant been reduced by 25% in 2010/11 from Skills Funding Agency - its funding body

- 8.6 The Bryony Centre has recently been closed with some services relocated to The Paragon premises in White City Estate and others to the Macbeth Centre.
- 8.7 Adult learning funding has been significantly reduced by 25% by 2014 and services across the borough are being reviewed and taught sessions will be fewer in most subject areas. Current ALS staffing funding for all the courses run at Sands End Community Centre is £44,360. A further contribution is made to overheads. ALS services run for 27 hours per week (although one classroom is used for only 2 hours pw). Please refer to Sands End learner's map to show the home address of users.

48. The Macbeth centre this is a very great distance from Sands End and is therefore impractical for SW6 residents. It discriminates against the Fulham half of the Borough in favour of the Hammersmith half and yet all pay the same rates.	Relocation of adult learning within the Sands End Ward is being proposed.
49. Hundreds of local residents use the various leisure facilities. All this is only from what we know – a remarkable feature of our research into the Centre was the discovery of hitherto unchronicled activities.	We have in fact closed very few classes at Sands End despite the fact that many of them did not recruit the minimum numbers. This was due to the fact that ALSS were committed to the centre and ensuring a wide offer to the local community in South Fulham. ESOL and basic skills classes which were offered in 2005-6 and 2007 did not recruit and we were forced to close these classes. We ran new classes in response to demands. i.e. Ran new art classes, stained glass, and pottery. Despite not filling the classes with minimum numbers, have still run classes with below minimum numbers to see if recruitment and take up would increase.

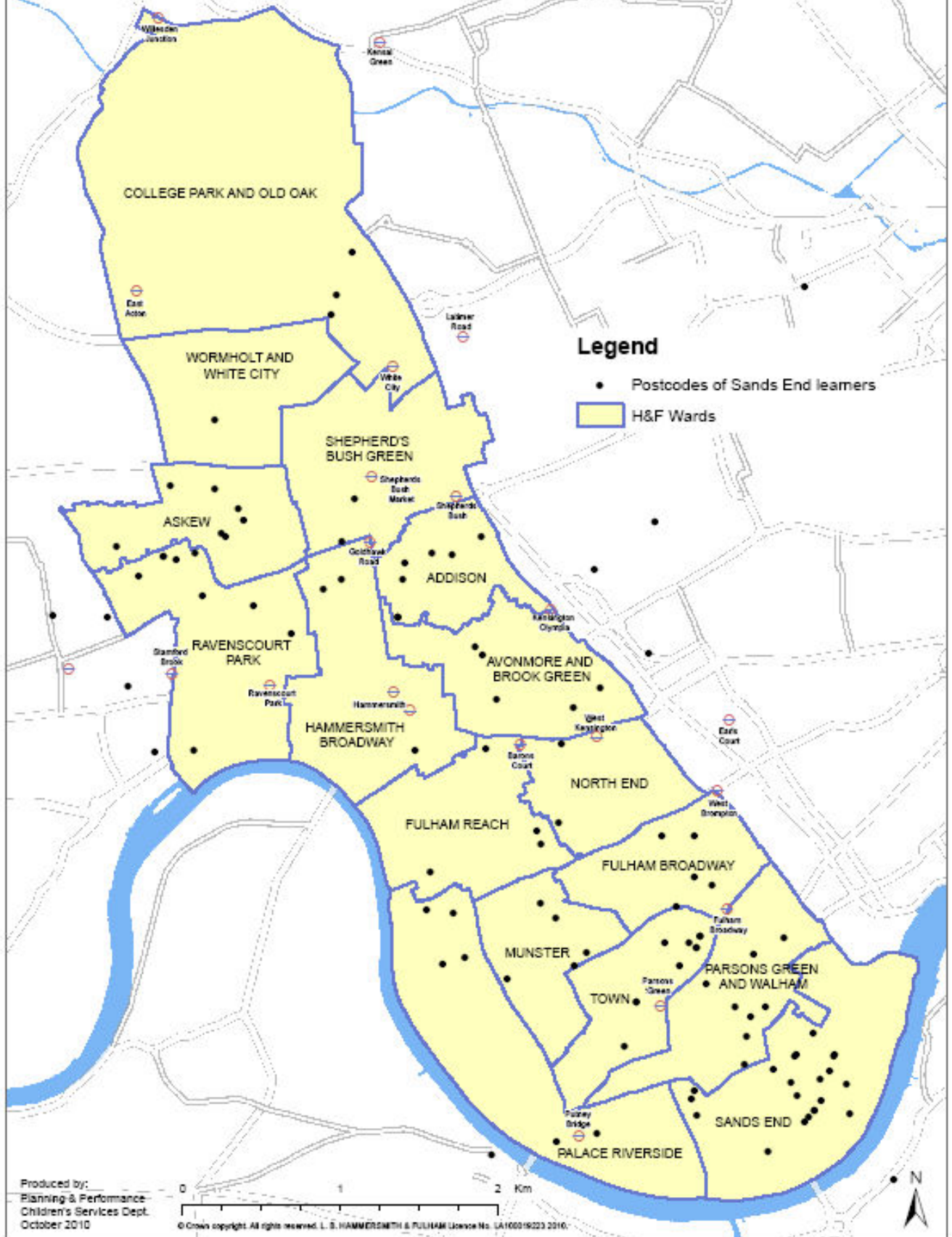
<p>50. Demand for Adult Ed but not enough classes or variety</p>	<p>In terms of adult learning classes the full range of times have been offered. Monday to Friday From 10-12.30 am. 1-15.30 pm and 6-8pm. 6.30-9pm. Including Saturday stained glass 10-16.00. The classes include pottery, stained glass, jewellery and Amici Dance group.</p> <p>Broad timetable e.g. pottery see course guide for current classes offered. Enrolments for term 1 2010/11</p> <table border="1" data-bbox="694 488 1527 757"> <thead> <tr> <th>Code</th> <th>Class</th> <th>Enrolments</th> </tr> </thead> <tbody> <tr> <td>AF1500 Mon pm</td> <td>Pottery beginners</td> <td>10</td> </tr> <tr> <td>AF1510 Mon am (inc. 5 non starts)</td> <td>Pottery mxd ability</td> <td>11</td> </tr> <tr> <td>AF1511 Wed am</td> <td>Pottery beginners</td> <td>12</td> </tr> <tr> <td>AF1512 Wed pm</td> <td>Pottery beginners</td> <td>13</td> </tr> <tr> <td>AF1513 Wed eve</td> <td>Pottery beginners</td> <td>14</td> </tr> </tbody> </table> <p>(no waiting list for any classes) Friday am pottery club for those with experience.</p>	Code	Class	Enrolments	AF1500 Mon pm	Pottery beginners	10	AF1510 Mon am (inc. 5 non starts)	Pottery mxd ability	11	AF1511 Wed am	Pottery beginners	12	AF1512 Wed pm	Pottery beginners	13	AF1513 Wed eve	Pottery beginners	14
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<p>51. Comparing take-up to Macbeth is meaningless, as Macbeth is in a much more densely populated part of the Borough and is not in Fulham (King St. Hammersmith</p>	<p>Please refer to map of adult learners which demonstrates a clear spread of adult learners attending Sands End from every one of the 16 wards in the borough.</p>																		
<p>52. Remoteness of Sands End - distance to Macbeth and other more populated areas</p>	<p>People travel from all over the borough and beyond to our adult learning classes. Please see the map attached to the report, which demonstrates that adult learning provision is accessed by residents from all of the boroughs 16 wards.</p>																		
<p>53. Despite cuts, Council mandated to look at viable ways to provide Adult Ed to citizens of the Borough</p>	<p>Adult learning is not a not a statutory service and as such the Council does not have to provide adult learning activities, and in fact, does not put any of its general fund into cost of provision. The only public subsidy comes from Skills Funding Agency, formally the Learning and Skills Council (LSC). LBHF has chosen to maintain an Adult Learning service unlike some other boroughs.</p>																		
<p>54. Pottery and other studios difficult or impossible to relocate</p>	<p>The Council does not agree with this statement. See extract from feasibility study below.</p>																		
<p>55. Pottery best equipped in London and space in which it is housed is the minimum for the range of work which goes on there</p>	<p>Though facilities are good, the Council does not agree that they are the best equipped in London.</p>																		
<p>56. Classes for both pottery and jewellery-making oversubscribed</p>	<p>They are not oversubscribed see figures provided in paragraph 8.6 above.</p>																		
<p>57. Costs of relocation of the pottery prohibitive</p>	<p>The Council does not agree with this statement. There has been discussions with Hurlingham & Chelsea school to accommodate pottery, arts & crafts and jewellery.</p>																		

<p>58. As with other areas, crafts here suffer from a lack of adequate marketing. Despite this, they are thriving</p>	<p>We had a huge launch when the centre re-opened. Leaflets went through every door and articles in local press and banners still hang from the building. Since then classes at Sands End receive the same level, if not more marketing than other curriculum areas or ALSS centres. Once a year a prospectus goes through every door in the borough. Twice a year a listing is produced and distributed via centres, libraries etc. Craft classes are always listed and often a story & photos appear in these publications (see January 2011 publication). End of year exhibitions are held and craft student show their work. Regular pottery sales are held. We undertake e-marketing to 1000s of current and past students regularly. If you Google, "adult education Fulham" a link to LBHF and ALSS websites appear with information about classes.</p>
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- 8.8 The Sands End Action Group suggests that the £42k received from the LSC in 2010/11 could be offset as rental income for the premises. However, we are only able to use this funding for the direct delivery of classes i.e. student fee income and LSC funding combined cover the costs of tutors and materials. In addition the SEAG assume that weekly income for jewellery, stained glass and pottery of £1,920 could be achieved from daily activity. Based on 24 adults a day Monday to Friday and 30 families on a Saturday. In our experience we have generally achieve £1000 per week in fees income from these activities (and for 34 weeks of the year only). Many years ago we also maintained a pottery at the Masbro Centre, but that proved to be was unviable.
- 8.9 Adult learning revenue funding would transfer to Hurlingham & Chelsea school for the jewellery and pottery classes currently run at SECC.
- 8.10 If the council make a decision to dispose of the SECC it would take forward elements of a feasibility study undertaken by Hurlingham & Chelsea school. The brief provided to the school includes the relocation of adult learning (arts and pottery):
- Potential relocation of the arts and pottery from Sands End Community Centre within Hurlingham & Chelsea School
 - Two bright airy spaces are required. The use of these spaces could be timetabled and shared with the school.
 - Relocation of 4 kilns and 7 pottery wheels (legacy)
 - Within pottery room there is a requirement for separate areas for making and glazing
 - Large amounts of storage is required for artwork and materials
 - Easy access for the community to the existing darkroom is required
- 8.11 There is to be a 25% decrease nationally in funding for adult learning over the next four years to 2015. The council has not yet been given its allocation for 2011/12 from the Skills Funding Agency (who replaced the LSC in March 2010) but expect a reduction of approximately 10-15% for 2011/12 and have already experienced a 20% reduction in our 2010/11 allocation.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Sands End Learners



9.0 LIBRARY PROVISION

9.1 Cabinet are asked to note their previous decision in relation to the Library Strategy on 10th January 2011 to refer to the Cabinet paper report which outlines the strategic vision for a public library service within the borough and within the constraints of the available funding when considering this matter. If cabinet agree to the disposal of Sands End Community Centre, the library service will be re-provided in an alternative community setting. One possibility would be to further support the current worth of H&C in developing itself as a community hub. The school already has plans in this academic year to develop elements of youth provision, adult education and extended community entitlement.

9.2 There were 32,683 items loaned from Sands End Library in 2009/10 and 67,045 visits to the library. Sands End library is located within a mile (20 minutes walk) of Fulham Library and the proposed community library at Hurlingham & Chelsea school would be 15 minutes walk away from the current location. Additionally, Sands End is only 1.7 miles from Brompton Library in RBK&C. In 2009/10, Sands End was the worst performing library overall in the borough (see table below) with:

- ❖ the lowest number of items issued per hour of opening
- ❖ lowest total number of items issued
- ❖ highest net cost per issue
- ❖ lowest number of visits
- ❖ lowest number of visits per hour of opening
- ❖ highest net cost per visit.

9.3 For example, it costs an extra £4.80 to issue a book at Sands End than it does at Hammersmith Library.

Library	Total no. of issues	No. items issued per hour of opening	Net cost per issue* (£)	No. of visits	No. of visits per hour of opening
Hammersmith	173,745	56	6.1	281,997	90
Fulham	153,429	49	6.73	265,910	85
Shepherds Bush	117,684	36	5.15	350,208	107
Askew Road	41,825	17	5.69	93,056	37
Barons Court	46,248	19	7.53	86,972	35
Sands End	32,683	13	10.82	67,045	27
Mobile Library	408		45.26	232	

9.4 Since the adoption of the Library Strategy 2009-14, a number of improvements to the library service have been made (such as the new Shepherds Bush Library) which are now providing the model for the future of library services in the borough. A step change is necessary to develop libraries that are centres of excellence, cost effective to run and offer a wide range of modern and accessible services to residents. To achieve this, it is proposed to review the number of libraries and the

mobile library service, to achieve fewer, but better, libraries as centres of excellence and small library community hubs in locations such as schools and children's centres.

- 9.5.1 There will be a risk of £80,000 overspend to Resident's Services if the implementation of the library plan is delayed. Borough wide the council is looking to reduce spending on libraries by £310,000 in 2011/12.
- 9.5.2 It is proposed that some of the surplus book stock from Sands End Library could be relocated to the Sands End Sure Start Children's Centre – to provide a small integrated locality library focussed on parenting, early years, child development etc.
- 9.5.3 Some Key Stage 1 and 2 books could also be provided at Langford Primary School. The school have been approached on two occasions about hosting a community library but have said that there is not enough space on the primary school site for this.
- 9.5.4 Another action would be to support the already planned the creation of a community hub in Hurlingham & Chelsea School, reshaped to include a community library offer in partnership with Residents Services and Adult Learning. Although book issues would not count as part of the overall library activity it means a local service will remain in the Sands End ward. The bulk of the book stock would be relocated to Hurlingham & Chelsea School library. Please refer to Sands End Libraries map.
- 9.5.5 The library service would make an annual revenue contribution to Hurlingham & Chelsea school to replenish book stocks.

<p>59. Number of books issued per hour is irrelevant. The important thing is that there is a library at all</p>	<p>As part of the customer profile research the users of both Sands End Library and Fulham Library were mapped. This showed that the users of both libraries geographically overlap illustrating that library users living in Sands End also use Fulham Library. The usage figures of Sands End Library also illustrate this point with Sands End receiving the lowest number of visits of any library in the borough. The number of books issued per hour and the number of visitors give an indication of how well used the library is. The usage figures show that Sands End Library is the least well used library of all the borough libraries.</p>
<p>60. Relocating a public Library - or indeed a gym into a local school is fraught with problems</p>	<p>There are many successful examples across the country of libraries being located within schools. As with any change there will be challenges that will need to be overcome, but these are not insurmountable. As has been demonstrated in Birchwood Community High School, Cheshire and Castlefield County Combined School, Buckinghamshire the co-location of libraries in schools is possible and can provide significant benefits to the school and community.</p>
<p>61. Council's cost analysis meaningless re location, lack of promotion. Compare Askew Road facilities</p>	<p>The Library Service markets all of its libraries in the same way. The facilities and services available have been promoted on the borough's website and via H&F News. When comparing Sands End Library with Askew Road Library, Askew Road Library has more visitors per hour of opening and issues more items per hour of opening. Sands End Library offered more library activities in 2009/10 in terms of reading groups, under 5 sessions, literary events and yet attracted fewer attendees than Askew Road library.</p>
<p>62. Council has ignored complaints at lack of reference books, Talking Books, CDs etc</p>	<p>The council commits to answering all complaints that it receives and apologies if there have been complaints in the past that have not been answered. The council has a limited</p>

	<p>budget which it can spend on stock in the libraries. It will not be possible for all requests or complaints to be resolved through the purchasing of stock. The council has to ensure that its library stock is as appealing as possible to a wide audience; it will not always be possible to purchase specialist titles. However, the council does ensure that its stock is rotated throughout the borough's libraries and stock in other libraries can be reserved (for a small charge) and delivered to a more convenient branch.</p>
<p>63. Council statistics selective: under-report use, ignore bookings for use of computers, Story Telling etc</p>	<p>The Council has selected the indicators of visits and issues as these are easily comparable with other boroughs across London and nationally and the data has been collected for a long period to enable trend analysis and assurance of the quality of the data being provided. The quality of the information on the number of computer bookings cannot be guaranteed as there currently is no consistent and robust way of collecting it. However, we are rolling out an improved method of data collection for computer bookings across the borough's libraries and expect to have it in place by the end of March 2011. In 2009/10 Sands End Library held 46 under 5s story sessions attended by 899 children. In the same year Askew Road Library held 39 sessions attended by 952 children. In 2009/10, Sands End Library held 13 reading group sessions attended by 58 adults. Barons Court Library held 12 sessions attended by 81 adults. These figures support the statistics in the consultation paper that Sands End Library as the least well used in the borough.</p>
<p>64. Council plans for "super libraries" inaccessible for Sands End children and elderly. Local school outrage at suggested closure</p>	<p>The Council could explore the potential for the school to have a child focused library resource. If agreed, the relocation of Sands Library into Hurlingham & Chelsea School would improve accessibility for Sands End children to the library as it would be located in an environment familiar to them. We would also be keen to use the consultation information collected and to work with the school, community and local children to help design services that they would like to see within their library.</p> <p>We have conducted an equality impact assessment which shows that the majority of Sands End Library borrowers are aged 0-19 years, followed by 20-39 and then 40-64 year olds. Usually this group are mobile and therefore will be affected minimally by a move within the ward. For those elderly people who are unable to access the library, the home library service is a doorstep delivery service, which brings the library to homes.</p> <p>As part of changes to the library service there will be a new Adults & Children's Services Manager who will be able to develop library services to children. It would be feasible to take some elements of the library into schools as has happened at some nurseries in the borough.</p>
<p>65. Expert opinion supports concept of small, local libraries</p>	<p>The Museum, Libraries & Archive Council (MLA) published a piece of research called <i>What do the public want from libraries?</i> in November 2010. Among some of their findings, the importance of inconvenience as a disincentive for library use frequently came up. Distance was not a 'barrier' as such – some of these participants could get to the library if they really wanted to - but because it was no longer convenient, the incentive to use libraries had been taken away. The</p>

	<p>research suggested that smaller, local libraries are important for many current users, who would not or could not always use larger, town centre libraries. Focus group participants tended to think that a mix of large and small libraries was needed because these catered to different groups and user needs. Some research participants had heard of ideas to put libraries in 'unconventional' locations, such as supermarkets, and there was some tentative support for these ideas, as long as they were "meeting a need", rather than "creating one that doesn't exist".</p> <p>This research shows that people want convenience and in a small borough like Hammersmith & Fulham where there are distinct shopping areas, which people visit frequently, locating libraries in these town centre locations are more convenient for people. This convenience is illustrated in the high usage figures of the town centre libraries and the lower usage rates of community based libraries.</p>
66. Unsuitability of school as relocation for library - distance from Sands End - Child Protection Act issues relating to general public access	All services planned would consider safeguarding as paramount as is currently the case at Sands End. There are many successful examples nationally of libraries co-locating with schools. The distance from Sands End Library to Hurlingham & Chelsea School is 0.6miles and can be walked in 12 to 15 minutes. The feasibility brief has regard to child protection issues.
67. Community could lose valuable educational resource because Council has failed to develop, encourage use of Library	The council has encouraged the use of the library in a variety of ways. It runs regular reading groups, under 5 sessions, and is an active member of Bookstart distributing books to babies to grow a love of reading from a really young age. The council has encouraged the use of the library by having 24/7 online access to the library catalogue and to library accounts to enable people to access library services at times convenient to them. The council runs free IT help sessions to help people improve their IT skills and runs literary events to enable people to come together to discuss books.
68. Need for Council to work with community - ideas for improvement. See excellent Hillingdon Council initiatives	London Borough of Hillingdon has undergone a transformation programme which has seen them start implementing a refurbishment plan for all their libraries whilst extending opening hours. These were achieved through reducing back office and management functions, direct delivery of stock, renegotiating the supplier contract and creating a flatter staffing structure giving local managers greater empowerment. LB Hillingdon also has an innovative arrangement with Starbucks to offer We Proudly Brew Starbucks products in the libraries. Many of these actions are ones that have been or are being implemented; however, if implemented in full the savings that these actions could generate are not significant.

9.6 In the financial assumptions made by the SEAG it was suggested that £301.50 per week could be generated from library computer usage and £340 from rental income of the library archive.

9.7 Officers could not identify any possible source of funding for the library archive space – current books in storage will be reviewed and. The fee income suggested by SEAG from computer usage seems very high since the current fee is 50p per hour (with the first 30 minutes being free) and their proposals advocate a £1.50 per

hour fee. Feedback from library users is that there should be more free computer access.

9.8 The feasibility study brief for Hurlingham & Chelsea Secondary School states:

9.8.1.1 A new community library

9.8.1.2 Relocation of the local community library and ancillary spaces from Sands End Community Centre

9.8.1.3 The library should be conceived as open plan, with low level shelving units to sub-divide the space

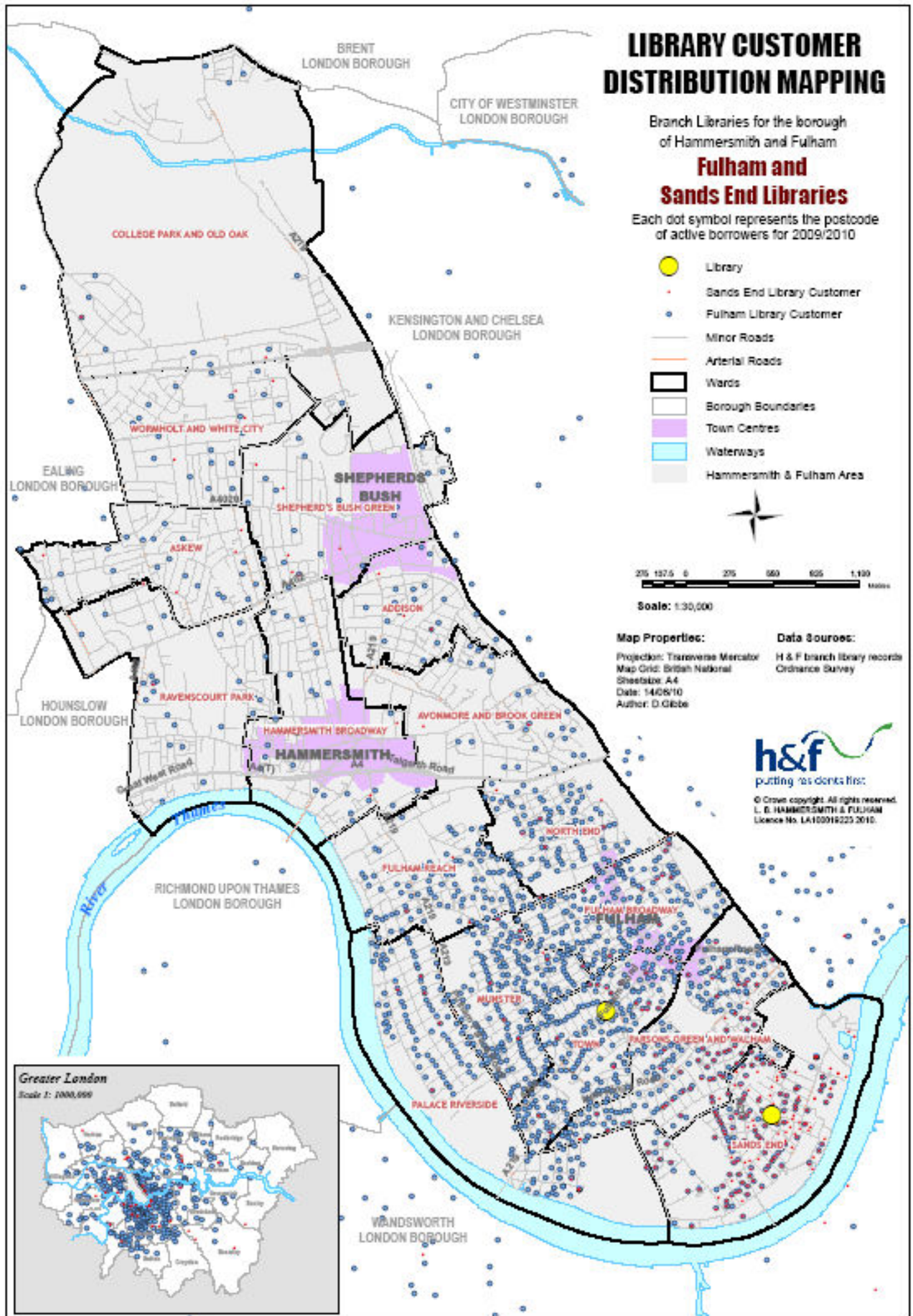
9.8.1.4 Shelving units for magazine, newspapers, books and DVDs

9.8.1.5 Desking along the perimeter should be provided for PC stations (legacy) – it is noted that a separate PC room is not required

9.8.1.6 The library requires a reception and separate storage space/archive Disabled access should be provided throughout

9.8.1.7 Alongside this a new front to the school and café area are also described.

9.8.2 It has been confirmed that under the proposals the new community library would be based (in the current undercroft area) on the ground floor opposite the main entrance to the school and to be open from 9am to 6.30pm. The Local Authority will fund one member of staff and the school another. A 3rd post might also be viable.



10.0 GYM PROVISION

- 10.1 Sands End gym has been open for approximately thirty years. The gym and sports hall are in need of urgent investment to bring up to a fit for purpose standard. Currently, there are 200 full members plus a range of lifestyle card holders that use the facility. The sports element of the centre only receives 850 users per month. This equates to 4 per hour of opening hours.
- 10.2 There are three other similar gyms in the borough, comparative usage data shows the annual visitor figures as follows:
- | | |
|----------------------|---------|
| Sands End | 10,200 |
| Lillie Road | 113,818 |
| Hammersmith Broadway | 153,122 |
| Phoenix | 63,924 |
- 10.3 The council has facilitated with one of the private gym providers in the Sands End ward the transfer of membership of SECC gym members if the centre were to close. This would provide current users with access to high quality commercial gym facilities with the following opening hours: Mon –Thurs 6.30am -10.00pm, Friday 6.30am – 8.30pm and weekends 8am -5pm.

Please refer to maps: Gym members by size and Gym members by type.

<p>69. Gym must be provided locally and at a price which people can afford. Meaningless to compare gym usage to others that are in densely populated areas and run by a large company (GLL)</p>	<p>Officers have been investigating other local facilities and the potential to offer lower prices. Within the ward there are a number of private gyms. The Sands End ward is identified as having the third best provision of gyms in all borough wards with 22.55 work stations per 1000 residents, where the borough average is 10.51. One of the private gym providers in Sands End ward has been approached and is potentially agreeable to accepting transfer of membership of SECC gym members if the centre were to close. Negotiations are under way. If this option is secured the current users would have access to high quality commercial gym facilities with the following opening hours: Mon –Thurs 6.30am -10.00pm, Friday 6.30am – 8.30pm and weekends 8am -5pm</p>
<p>70. Gym equipment could do with updating but is nevertheless adequate. All machinery now works</p>	<p>We agree that the equipment is adequate and in the event of a decision to dispose it will all be relocated e.g. to Hurlingham & Chelsea school.</p>
<p>71. Changing rooms could be refurbished somewhat</p>	<p>Ongoing repair and maintenance costs for the gym continue to increase and with low membership numbers investment outweighs the return on capital spend.</p>
<p>72. Despite the above, users are very happy with it</p>	<p>New users are not joining in sufficient numbers, even though prices are well below commercial rates. Thus it is not economically viable to sustain the service.</p>
<p>73. Quoted visitor figures do not include non-members or 'lifestyle card' holders</p>	<p>The recorded usage details for cardholders and non-members were used to calculate the average hourly usage.</p>

74.	Comparisons to Lillie Road and Hammersmith Broadway gyms meaningless, as those are run in partnership with GLL and are in far more densely populated areas	Without significant investment the gym is unlikely to attract the number of users to make it viable.
75.	Overwhelming demand for a 'pay-as-you-go' gym	The Council does not consider a pay-as-you-go gym to be sustainable because staff costs need to be paid regardless of take up.

76.	Dissatisfaction with restricted opening times at Sands End gym	Expensive to staff and keep centre open and no certainty of increased membership.
77.	Demand for more studio classes. Continued demand from Pre-Amici dance group. Continued demand for badminton and table tennis. If demands addressed, usage figures would soar	Demand has been met. We are not turning customers away and a service can be provided elsewhere if the centre is not viable.
78.	Relocating gym to H&C School unacceptable for many reasons	Similar relocation of services to Phoenix High School has gone well.
79.	Gym is affordable and inclusive	The Council does not consider the gym provision as currently provided to be sustainable.
80.	If gym were to close, other options to users would be expensive	Not necessarily. GLL offer £19.95 per month membership.
81.	Pre-Amici Dance Group for young adults with learning difficulties wants to remain at the Centre	Groups using the centre will be provided with information on other halls and venues available for hire in the borough.
82.	The Consultation mentions Tae-Kwan-Do, which has not been provided at the Centre for over a year	Tae-Kwon-Do - Sessions stopped during summer 2010 due to insufficient interest
83.	Tai-Chi and Fencing new and popular classes	Average class numbers between 10-12. Tai Chi pays £10ph and fencing £18.50ph
84.	Table Tennis and other Agewell provisions should not be relocated as suggested alternative venues are too far away	The Agewell table tennis is now being provided at Charing Cross Hospital.

10.4 Council budget pressures on Community Sports Services is £90,000 in 2011/12.

10.5 The SEAG financial proposals suggest that the gym facilities should be open 7 days a week and that £900 a week income could be generated from 15 to 30 paying users per day at £5 per visit. i.e. £43,200 per annum. At present users pay £3 per visit, and an Agewell user 55p. Current gym income is actually £12,000 per annum and additional staffing to cover the proposed opening hours would cost in the region of £15,000.

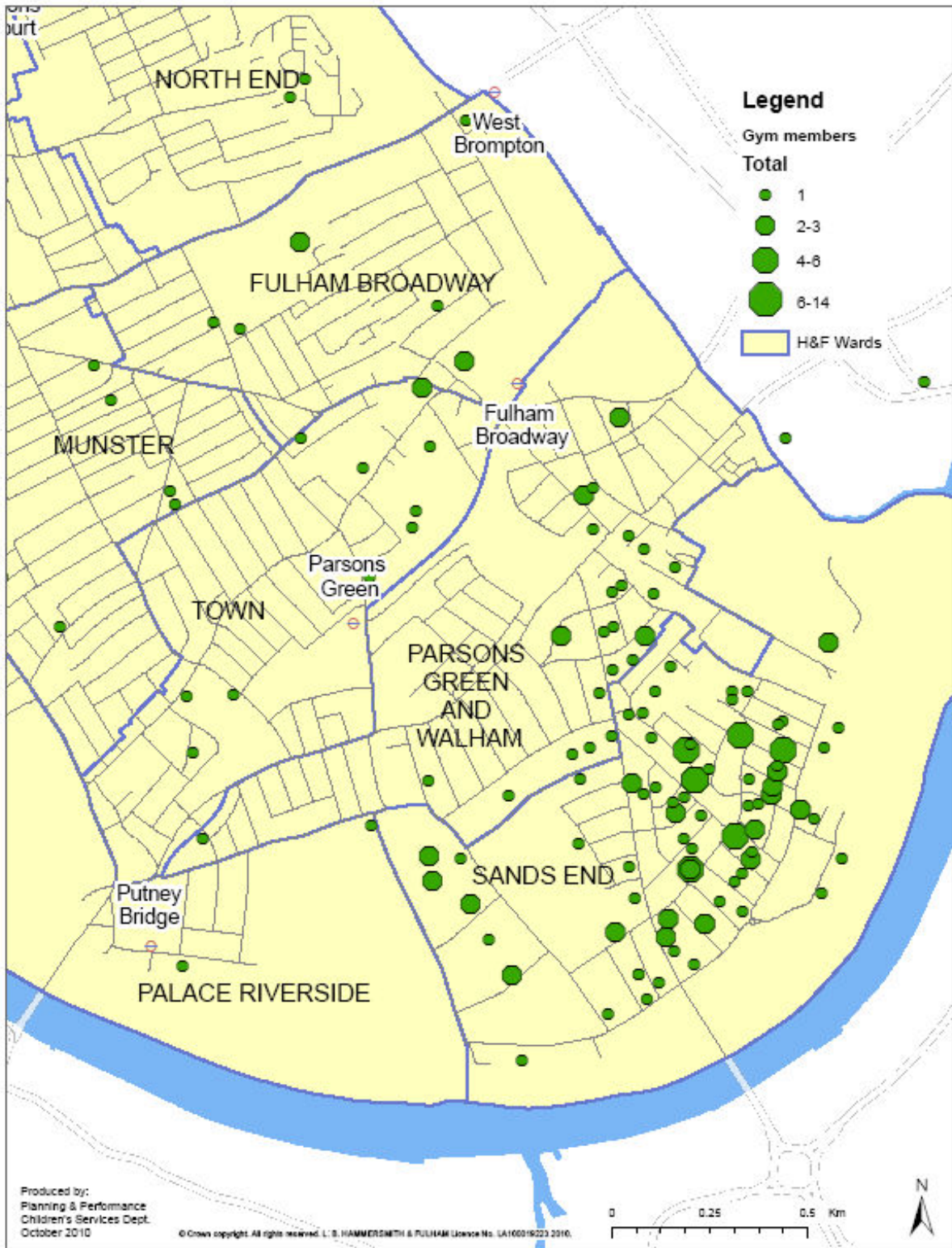
10.6 They suggest that £150 per week could be raised from basket ball and £335 from climbing. However, it is not viable to run basketball and climbing simultaneously, nor do we have any evidence or suggestion that there would be this level of demand. Climbing wall sessions have to be led by at least one trained instructor.

10.7 The private provider in the Sands End ward can offer a service that if used 5 times a month would cost the same (Private gym cost £25-£32 per month versus Sands End costs of £7.90 per week or £5 per visit as suggested by

SEAG) as the existing provision but would offer substantially superior facility which is open later in the evenings and on Saturdays and Sundays.

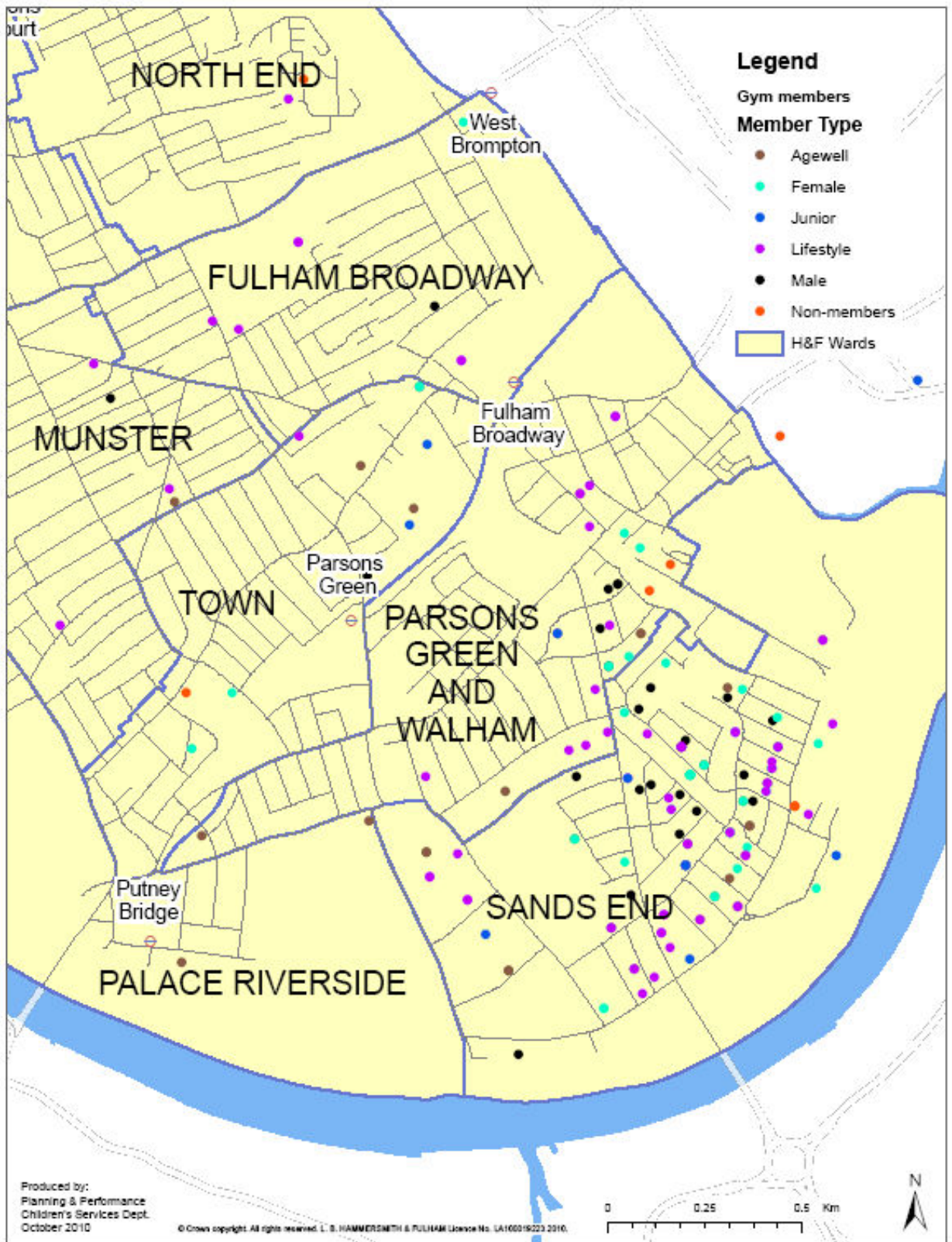
LONDON BOROUGH OF HAMMERSMITH & FULHAM

Sands End Gym Members



LONDON BOROUGH OF HAMMERSMITH & FULHAM

Sands End Gym Members



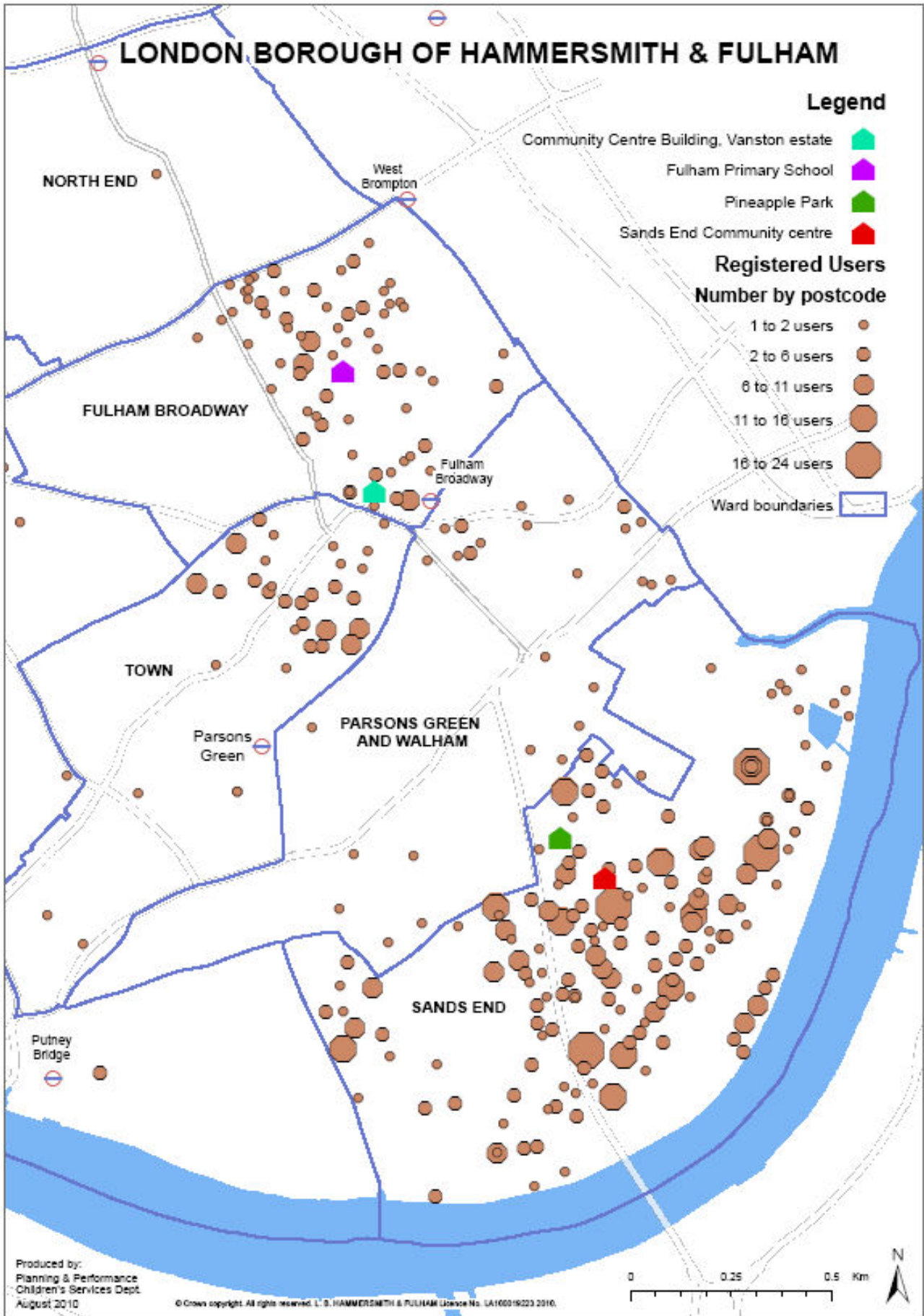
11.0 FULHAM SOUTH CHILDREN'S CENTRE

- 11.1 Fulham South Children's Centre is currently occupying two areas in the centre, one on the first floor and an area on the ground floor where the crèche facility is located opposite the public access toilets. Its services are well used and provide a valuable community asset particularly in terms of school readiness for young children. This children's centre was designated as a two area mode I (Fulham Central and Fulham South) and funding was also invested in a sites at Vanston Place and Fulham Primary School where services have also been delivered by the existing staff team. It is proposed that we continue to deliver Sure Start front line services in the ward. The whole of the Sure Start Children's Centre programme is being reviewed and a public consultation on this began on 22nd January 2011. The proposed reconfiguration would mean a local service, locally run in Sands End ward. Three of the borough's 15 centres are currently managed by the council, seven by local schools, and five by voluntary sector providers. In the public consultation, it is proposed that the newly configured service would be delivered by a local third sector group, rather than the council. One group has already indicated their interest in being a partner provider in the Sands End ward delivering services from the Sands End Playhouse..
- 11.2 As part of the consultation and service review process officers have met with Sands End Association Projects in Action (SEAPIA) staff, parents and management committee members and with members of a newly formed Fulham charity, Ray's Playhouse Limited. The latter group are keen to take on a lease of the soon-to-be vacant council Playhouse in William Parnell Park and to deliver services for parents and children under 5. They have trust funding to enable this and are also willing to be considered as a partner provider to deliver a satellite/spoke Sure Start model Children's Centre under a commission agreement.
- 11.3 Please refer to the Children's Centre user's map which shows spread of current users of all 3 venues which are serviced by the Fulham South Children's Centre staff team.

<p>85. The Council proposes to move a number of services and activities to other locations. Of particular concern is the resulting dwindling of services - The Sure Start Fulham South Children's Centre, would be especially badly hit as would the Family Assist programme and, in the area of Adult Education, the university-standard Pottery. All of these highly valued facilities are most definitely impossible to move without severe repercussions – the first for their wide-ranging social support to large numbers of local families and the pottery, being a very well used, uniquely well-equipped and highly specialised, although again under marketed, facility.</p>	<p>As mentioned previously, the Children's Centre is a two area model with services delivered from 3 venues. The new proposals would ensure that Sure Start activity remains in the Sands End area.</p> <p>It is a fact that our resources for pottery are high quality and we have continued to invest in these for many years. We have also looked at alternative sites for our adult learning provision for some time. This is part of our ongoing contingency planning due to the reduction in national funding, year on year, culminating in this year's reduction in the national adult and further education budget by 25%. In July 2010 we have successfully moved and accommodated most of our adult learning provision at our Macbeth centre and elsewhere in the community, following the closure of the Bryony Centre, W12. We are currently in discussion with Hurlingham & Chelsea school to offer adult learning pottery and crafts classes on their school site. We have also invested heavily in the past in the pottery provision at the Masbro centre, which continues to offer pottery and crafts in the community. The logistics of moving the pottery provision to alternative sites are not beyond the capability of the service.</p>
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86.	870 families registered - of these, 81% attend FSCC	This is correct, but it is a two area model with nearly 50% of its membership coming from the central Fulham area. Please see the user map.
87.	Consultation once again misleading in its description - in this case of how the FSCC is housed and run	As mentioned previously – each of the service managers of provision at the centre inputted the information into the consultation document so is accurate
88.	Should be a priority of the Council to keep Sure Start where it is	Commitment has been made to ensuring children’s centre activity in the Sands End ward, via a commissioned service. and the proposals suggest a more suitable site for children and families.
89.	Consultation fails to point out wide range of services provided under the umbrella of FSCC	Services provided by the centre are advertised in their leaflet. Some services are provided by partners such as the PCT and Midwifery and these would continue regardless of location.
90.	FSCC uses many other parts of the Centre - Library, Gym etc	The centre accesses a range of space in the building but also in other community sites in central Fulham
91.	Tremendous value in having the Centre's children's services together under one roof	Currently successfully delivering services in 4 additional locations including gardening in local green space.
92.	Relocating to the Playhouse in Pineapple Park impossible	The site would make a very good children’s centre and is now being considered as a potential site for some Sure Start activity.
93.	Would be difficult to run Sure Start from a school	We currently run 7 children’s centres on school sites with success and evidence of a strong joined up approach with other school related activity.
94.	“Lack of outside space” never a problem before; and meaningless anyway as Centre is surrounded by parks	Open access to outdoor space has always been an issue and the preferred option especially for children who have limited access to outdoor play on a regular basis. The Early Years Foundation Stage promotes the ability for children to have open access to outdoor play space as an essential part of their development.
95.	Staff talk of the tremendous value placed on having different elements of FSCC and Sure Start under one roof	The services have never been delivered under one roof only as highlighted previously. There is great value for parents and children alike to experience a range of provision enabling them to make good use of all facilities offered in the borough.

11.4 The SEAG made some assumptions regarding the Children’s Centre funding. Of the total allocated to Fulham South Children’s Centre only £13,700 to £27,000 has been used in any financial year to contribute to the financial running costs and overheads of the SECC premises and core staffing. All the other funding has been used for Children’s Centre staffing and Sure Start objectives. Future funding will be used to contract providers to deliver in community or school venues. Whilst it may be the case that some future services for under 5s would be charged for, and thus the suggested £100 per week from the crèche (£20 per day) and £300 per week (60 people per day) for activities might be achievable, the suggestion that £10,400 per week rental income could be generated is totally unrealistic.



12.0 OTHER USERS

<p>96. The NHS Pulmonary Rehab project moved out recently because of uncertainty (created by the Council) surrounding the future of the building. They would gladly move back – we know this because they have told us.</p>	<p>The Council cannot comment on the PCT's decision regarding where to locate their outreach services. The PCT had not been advised by the Council that the centre may not be available to them in the future.</p>
<p>97. NHS did not move out of building through choice - they left due to the uncertainty over the building's future</p>	<p>The Council cannot comment on the PCT's choice of locations to deliver its services. However, the Council did not inform the PCT that the centre may be unavailable in the future.</p>

- 12.1 The SEAG also advocate that the five admin rooms and room 1 (2nd floor) could between them generate £680 per week rental income. In more than ten years of managing the centre we have no evidence of this level of demand for low cost office accommodation. Past users of office space have included borough based groups such as ARISE, PSLA and the PCT. None has provided a regular rental income and in the past few years the major user has been council services on an interim basis e.g. catering team prior to outsourcing. With the council's strategic approach on accommodation we are looking to accommodate most staff in Hammersmith with some front line teams based in local community venues such as schools.
- 12.2 The internet café has sadly never taken off. A charity in Wandsworth was approached about running a community café staffed by their trainees but projected footfall from the local community was insufficient to make the option viable. A proposed parent run scheme via the Children's Centre became unviable due to both health and safety requirements and childcare issues.
- 12.3 The two studios have been reasonably well used and have generated small amounts of income for the Sports Development Team. However, regular daytime and evening bookings would be needed to ensure they were commercially viable in future. £660 per week (as suggested by the SEAG) would create an annual income in excess of £25,000 which is far above the income currently achieved.

13.0 STAFFING ISSUES

- 13.1 Sands End Community Centre has a residential site manager who lives in a three bedroom flat at the top of the building. Given the location of the accommodation (first floor), they would need to be re-housed before any sale could take place. Residential Site Managers are traditionally 'site specific' and as such do not move from premise to premise when a change of use takes place. The closure of the site would therefore mean that the post would be rendered redundant.
- 13.2 Other council staff in the premises will be relocated, redeployed or made redundant, under separate proposals due to other service reviews being undertaken. The admin and centre manager posts would also be made redundant.
- 13.3 The budget for the core team amounts to £75,600 which includes £67,100 for staffing and £8,500 for running costs. All services within the premises currently contribute a portion to the overheads (inc. cleaning and utilities) based on

occupancy square footage. The total building running costs amount to £135,053 and the centre is open for 67 hours per week.

14.0 RISK MANAGEMENT

- 14.1 There are risks in not securing viable alternative locations for all service delivery. A cross council officer group is working with partner agencies to identify and secure reasonable alternative locations in the Sands End Ward. Officers are confident that reasonable alternatives within the ward have been identified for each service strand.

15.0 Consultation

- 15.1 See section 2 of this report which outlines the borough wide buildings consultation process.
- 15.2 Disposing of buildings is not a new approach. Since 2006, the council has disposed of 58 buildings that have been identified as surplus to requirements, in order to address the council debt, and to make better use of resources.
- 15.3 Officers have concluded and recommend that, on balance, the interests of local people are best served by disposing of buildings such as Sands End Community Centre, that are considered surplus to council requirements, and focusing our resources on investing in our front line services. By relocating all the services within the Sands End ward prior to any closure the overall interests of the ward residents and other users are being maintained.
- 15.4 The financial position facing the council has been updated since the consultation exercise was undertaken, with even greater pressure now facing the council to find additional savings in the next 2 years. Although the clear majority of respondents disagreed with the council's proposal to dispose of buildings considered surplus to requirements in order to preserve as much funding as possible for frontline services, officers continue to recommend this approach as the best way to ensure that vital services to vulnerable residents are protected. Notwithstanding the equalities assessment it was determined that the economic issues outweighed the local impact.
- 15.5 Feedback:
443 responses were received in relation to Sands End Community Centre; including 152 contributors to a petition, and a comprehensive 76 page single response from "Save Sands End Community Centre Action Group", which included a high number of letters of support from local residents and groups
- Responses supporting disposal: 4%
 - Responses opposed to disposal: 69%
 - No preference: 27%
- 15.6 Feedback summary:
The majority of respondents are opposed to the idea of disposing of Sands End Community Centre, with clearly strong feelings that the centre provides multiple, valuable resources and is well-used, and therefore its sale would be severely detrimental to the Fulham community. Many commented on the benefits the centre

offers to young people and expressed the view that this is likely to have knock-on effects for the community as a whole. The use of the centre for adult education and leisure activities is also strongly championed. Those in favour of the sale suggested that if it is underused, it makes sense to sell, or that the sale should go ahead as long as the services it provides are accommodated in an alternative building or redevelopment such as at the Community Centre at Imperial Wharf.

15.7 The suggestion that the community will be disrupted is not accepted since:

- a) all services are being relocated within the Sands End ward and
- b) the users are not part of a local cohesive community in the ward, but come from across the borough, as the maps throughout this report demonstrate. Given that adult learning classes and gym sessions run at various times throughout the week and day there is no collective community which encompasses the whole. The pottery group are able to relocate as a community, as are adult learners of specific topics. Likewise if gym users maintained the same pattern of usage they would continue to meet with other users as they do now.

15.8 Save Sands End Community Centre Action Group response

This group have been thorough in attempting to understand the issues and a detailed response is found in their comments in the text above.

15.9 Summary of relocation proposals

Service currently at Sands End Community Centre	Size	Proposed new location within Sands End ward	Proposed Size	Distance
Public Library	213.56 sq m	Community Library in new build area at Hurlingham & Chelsea Secondary School – also exploring option as to whether some book stock can be moved to Langford Primary School or Sands End Playhouse	247m ² inc café	0.6 miles
Pay as you go Gym		Private provider in the ward		
Table Tennis		Hurlingham & Chelsea Secondary School		0.6 miles
Children's Centre	234.07 sq ft	Spoke offer to be developed at Sand End Playhouse (subject to separate public consultation) delivered by local charity	17.9 sq m	0.3 miles
AL&S Pottery	183.22 sq m	Hurlingham & Chelsea Secondary School	146m ²	0.6 miles
AL&S Jewellery	75.36 sq m	Hurlingham & Chelsea Secondary School		0.6 miles
Dance studio lettings		Sprung floor studio at Hurlingham & Chelsea; or Wharf Rooms		0.6 miles
Family Assist		Service to be transformed as part of Family Support Localities Project		N/A
SECC management and support		3 posts to be deleted		N/A

15.10 **Conclusion** - It remains the view of officers that the uneconomic costs of maintaining Sands End Community Centre can be neither maintained nor justified in

these times of economic restraint. It has been identified that a level of ward based service can be retained using Hurlingham & Chelsea school and other community venues (e.g. the Playhouse). Thus the level of detriment to residents and other service users from across the borough is small in comparison to the benefit to the wider community in terms of delivering cost effective services. This particularly in a time when all council services are under review and efficiencies are required in terms of staffing, service delivery venues and external contract terms. The priority remains to protect front line services wherever possible and to reduce back office, management and overhead costs to enable this. Thus it is recommended that Sands End Community Centre be determined uneconomic to keep and maintain (or subsidise others to do so) and disposed of, subject to the relocation of services within the ward as detailed in the report.

16.0 Equalities Impact Assessment

- 16.1 A detailed EIA has been carried out and is available for Members electronically. Officers considered equality strands, taking into consideration the impact on factors that might result if the buildings detailed were no longer available for their current use.
- 16.2 Significant service reviews have been undertaken on libraries, gyms and Children's Centres across the whole borough. Where it is most viable to sustain current levels of service, proposals based on both current uptake and alternative options have been considered. The council is unable to identify a comprehensive sustainable programme of activities for the centre and has identified alternative venues inside the ward for the comprehensive range of services currently operating from the centre. Therefore disposal is a reasonable and appropriate course of action in all the circumstances.
- 16.3 We are aware that users are not Sands End specific and reside in every ward in the borough (see maps of service users in the cabinet report). As long as venue changes are accessible by public transport a change in buildings would have a neutral effect on delivery and access.
- 16.6 We will ensure that all relocated services will be in accessible buildings and funding has been identified to make reasonable adjustments.
- 16.4 Some activity delivered in the centre is age specific (the children's centre supports families with children under the age of 5). There will again be a neutral impact as the activities delivered will be located within the ward in a venue suitable for children under fives. The venue identified will also have access to outside play space so will offer an improved service for young children. In a separate user survey, parents indicated that a change in location would not affect their use.
- 16.6 With the relocation of services, Sands End Community Centre is agreed as uneconomic to retain and can be disposed of
When making a decision in relation to any of its functions such as to changes in service provision and disposing of land the Council must comply with its general equality duties imposed by each of the Sex Discrimination Act 1975 ("SDA"), Race Relations Act 1976 ("1976") and Disability Discrimination Act 1995 ("DDA").

These provisions in similar, but not identical, terms require public authorities in the carrying out of their functions to have due regard to the need among other things to eliminate unlawful discrimination and to promote equality of opportunity. Copies of the full and initial Equality Impact Assessment templates and guidance need to be considered by Cabinet as part of their decision making and are available from: Opportunities Manager, Organisation Development, 3rd Floor, East Wing, Hammersmith Town Hall, King Street, London W6 9JU. Telephone: 020 8753 3430 Email: PEIA@lbhf.gov.uk. The duties are to be recast into a single equality duty from 6th April 2011 but they are currently as follows:-

Equalities Duties

When making decisions relating to services, public authorities must consider the Equality Act (Sexual Orientation) Regulations 2007, prohibiting discrimination on the grounds of sexual orientation in the provision of goods, facilities and services, in education and in the exercise of public functions. The Regulations make it unlawful to:

- Refuse to provide goods, facilities and services on grounds of sexual orientation;
- Provide goods, facilities and services of a different quality on grounds of sexual orientation;
- Provide goods, facilities and services in a different manner on grounds of sexual orientation; and
- Provide goods, facilities and services on different terms on grounds of sexual orientation.

Authorities must also consider the Equality Act 2006, making it unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief (including non-belief) in the following areas:

- The provision of goods, facilities and services;
- The disposal and management of premises;
- Education; and
- The exercise of public functions.

In addition, legislation implementing the European Union's Equality Framework Directive 2000 came into force in December 2003, making it unlawful to discriminate against anyone directly or indirectly on the grounds of faith.

Age discrimination law does not currently apply to goods and services, though human rights law may give some protection in these areas. The council has an Age Equality Scheme, which sets out LBHF's commitment to age equality for people of all ages, including children and younger people and older people, across employment and service delivery. Officers are required to consider this when considering the impact on Age.

- 16.7 The specific matters to which the authority needs to have due regard in the exercise of its functions are set out in the relevant sections as follows:

DDA - s 49A General duty

- (1) Every public authority shall in carrying out its functions have due regard to:

- (a) the need to eliminate discrimination that is unlawful under this Act;
- (b) the need to eliminate harassment of disabled persons that is related to their disabilities;
- (c) the need to promote equality of opportunity between disabled persons and other persons;
- (d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- (e) the need to promote positive attitudes towards disabled persons; and
- (f) the need to encourage participation by disabled persons in public life.

SDA - s 76A Public authorities: general statutory duty

(1) A public authority shall in carrying out its functions have due regard to the need:

- (a) to eliminate unlawful discrimination and harassment, and
- (b) to promote equality of opportunity between men and women.

RRA - s 71 Specified authorities: general statutory duty

(1) Every body or other person specified in Schedule 1A or of a description falling within that Schedule shall, in carrying out its functions, have due regard to the need-

- (a) to eliminate unlawful racial discrimination; and
- (b) to promote equality of opportunity and good relations between persons of different racial groups.

16.8 Case law has established the following principles:

(i) Compliance with the general equality duties is a matter of substance not form.

(ii) The duty to have "due regard" to the various identified "needs" in the relevant sections does not impose a duty to achieve results. It is a duty to have "due regard" to the "need" to achieve the identified goals.

(iii) Due regard is regard that is appropriate in all the circumstances, including the importance of the area of life of people affected by the decision and such countervailing factors as are relevant to the function that the decision-maker is performing. The weight to be given to the countervailing factors is a matter for the authority.

(iv) The general equality duties do not impose a duty on public authorities to carry out a formal equalities impact assessment in all cases when carrying out their functions, but where a significant part of the lives of any protected group will be directly affected by a decision, a formal equalities impact assessment is likely to be required by the Courts as part of the duty to have 'due regard'. Due regard is established as having a conscious state of mind and approach.

16.9 Equality Impact Assessment has been carried out and are available electronically for Cabinet's consideration. The Equality Impact Assessment was informed by the consultation process. For the purposes of this report those covered by the general duties under the DDA, SDA, and RRA are referred to as "protected groups". Because of the timing of the decision members should also be aware of impending changes to the law, from 6th April 2010, when the general and specific duties arising from the Equality Act 2010 come into force. The general duties are outlined below; specific duties come into force on the same date but the government has laid out different timelines to allow public authorities time to prepare.

16.10 Parts of the Equality Act 2010 came into force on 1st October 2010 but not those parts of the Act which cover the new public sector equality duty, which has been the subject of recent consultation by the Government. When the public sector equality duty provisions of the Act come into force (date as yet uncertain but possibly on 1st April 2011) it will widen the general equalities duties with which a local authority has to comply. It will (among other things) include age as one of the protected characteristics to which the general equality duties will apply and will amend slightly the factors to which authorities will need to have due regard if they are to comply with those duties. Section 149 of the Act provides (so far as relevant) as follows:

(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) tackle prejudice, and

(b) promote understanding.

(5) Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

- 16.11 In addition, local authorities will be under a duty by virtue of s 29 of the Equalities Act 2010 not to discriminate against, victimize or harass any person to whom they provide services on any of the protected grounds. The protected grounds will include age as well as the grounds on which the existing equalities legislation already protects people from discrimination by local authorities (i.e. disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex). Discrimination means (1) treating someone less favourably because of a particular protected characteristic (or for a reason related to it, in the case of disability) ("direct discrimination") or (2) applying a provision, criteria or practice equally to everyone but which puts people of a particular protected characteristic at a particular disadvantage (indirect discrimination). An authority may rely on a defence of justification (i.e. that the discrimination was a proportionate means of achieving a legitimate end) in response to a claim of indirect discrimination, or in response to a claim of direct discrimination on grounds of age. Otherwise, direct discrimination cannot be justified.
- 16.12 Whilst the provisions as to age are not yet in force, the forthcoming change in the law is a relevant consideration which a local authority can take into account when making decisions as to service provision.

17.0 Comments of the Assistant Director Building and Property Management

- 17.1 The building and property management comments have been incorporated within the body of this report.
- 17.2 As stated in the comments of the Assistant Director (Legal and Democratic Services) any property identified for disposal will be sold in accordance with Section 123 Local Government Act 1972.
- 17.3 If Cabinet resolve to declare this property surplus to the Councils requirements and for disposal, the capital receipt achieved from the sale will contribute to reducing the council's debt.

18.0 Comments of the Director of Finance & Corporate Services

- 18.1 Generally, the capital receipt derived through the disposal of a building and the subsequent revenue saving achieved on running costs and business rates are discrete from decisions taken to support activities currently provided. The council is committed to achieving value for money through rationalising its property holding and as a result of a wide-ranging consultation is in a position to declare a number of buildings surplus to requirements, whilst reducing its office leasehold portfolio.
- 18.2 The disposal of assets will assist the council towards achieving the necessary savings, by allowing it to reduce debt and therefore the interest costs of servicing

that debt. It is not appropriate to declare values for individual buildings but the disposal could generate in the region of £2 million.

- 18.3 In addition to the revenue saving achieved through disposal there will need to be an alignment of other budgets, for example, where a revenue income budget is associated with a particular property, the council will remove that income budget, by offsetting it against the revenue saving and then against some of the interest saved.
- 18.4 The report requests that up to £49k per service is set aside to cover the relocation costs of existing services. This is delegated to Lead Cabinet Member and will be monitored by the Corporate Asset Delivery Team and reported through the Corporate Revenue monitor. These costs are based on an estimate and any increase on this will be the subject of separate Cabinet Member Decision reports.
- 18.4 The Council currently pays £5m on servicing £ 133m of debt and is keen to reduce this liability by disposing of under utilised assets whilst focussing on the delivery of priority services

19.0 Comments of the Assistant Director (Legal and Democratic Services)

Powers to dispose of Land

19.1 Under s.123 of the Local Government Act 1972 the Council may dispose of land held by it in any manner it sees fit. The Council may not dispose of freehold land or grant a lease of more than seven years at less than the best consideration reasonably obtainable without obtaining specific consent of the Secretary of State to disposal at an undervalue or by relying one of the general consents issued by the Secretary of State. In exercising its powers under s.123 the usual public law principles apply.

Consultation

- 19.2 As is stated clearly in the main body of the report the proposed disposal required full consultation. There is case law guidance as to what constitutes proper consultation. Consultation should include the following:
- It should be carried out when the proposals are still at a formative stage.
 - Sufficient reasons should be given for the proposals to allow those consulted to give intelligent consideration and an intelligent response.
 - Adequate time must be given for responses.
 - The product of consultation must be conscientiously taken into account when the ultimate decision is taken.
 -
- 19.3 The consultation process followed and the product of the consultation are described in the body of the report. The product of the consultation was also used to inform the Equalities Impact Assessments which are available and should be read electronically and which are summarised as to equalities implications at section 16 of the report. A petition submitted under the Council's Petition Scheme has also been considered by the Council and discussions have taken place between residents and senior members and officers. Officers are of the view that an extensive and lawful consultation process has been carried out.

Equalities Duties

19.4 When making a decision in relation to any of its functions such as to changes in

service provision and disposing of land the Council must comply with its general equality duties imposed by each of the Sex Discrimination Act 1975 ("SDA"), Race Relations Act 1976 ("1976") and Disability Discrimination Act 1995 ("DDA"). These provisions in similar, but not identical, terms require public authorities in the carrying out of their functions to have due regard to the need among other things to eliminate unlawful discrimination and to promote equality of opportunity.

Human Rights Issues

19.5 Solicitors acting for one resident have argued that Article 8 of the ECHR is engaged. This matter is dealt with fully in the body of the report at paragraph 5.

Conclusion

19.6 In reaching its decision Cabinet must take into account all relevant matters, both general and particular, which are set out in the report, its appendices and the equalities impact assessments available electronically. Cabinet will need to pay particular regard to the outcome of the consultation exercise and the views of residents. Cabinet must also have due regard to the positive and negative aspects of the equalities duties as explained above. Cabinet will need to consider and balance the views of residents, the impact on the equality duties and the community in general and other relevant matters with the Council's financial position, its duties to maintain certain statutory services, its fiduciary duty to Council Tax payers and other relevant counter veiling matters in reaching its decision.

20.0 Conclusions:

20.1 Increased community cohesion is an important local issue. A number of respondents felt that should buildings in the consultation no longer be available, that this would negatively impact neighbourhoods and communities. However, the council is of the view that by making better use of alternative buildings, encouraging services to share space and increase the offer to local residents from locations across the borough, that this will deliver a positive impact in terms of an improved offer to residents, and may also have a positive impact for organisations, enabling closer working with other organisations who can offer services which complement their own.

20.2 Like councils across the country, Hammersmith & Fulham Council is under serious financial pressures as a result of the national budget crisis. The council needs to achieve £60m of savings in the next three years. We have concluded that, on balance, the interests of local people are best served by disposing of buildings that are surplus to requirements, and focusing our resources on investing in our front line services. The priority is people and services not buildings.

20.3 Based on the consultations which have taken place, concerns were raised about potential loss of services. As stated, services will be delivered from alternative locations within the ward and there is not an expectation that there will be a loss in service delivery/activity. The equalities policies and procedures will remain intact.

20.4 Parents, when asked in the children's centre consultation indicated that a change in venue would not affect their service usage.

20.5 We have reviewed the consultation responses and have mapped service users from the existing services delivered from the centre. Service users reside in a range of locations across the borough and not exclusively from the Sands End area. In many cases future potential relocation of services will be nearer to their residence reducing their journey times. We will ensure that all relocated services will be in accessible buildings and funding has been requested to make reasonable adjustments.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	3 rd Sector Strategy	Sue Spiller ext 2483	CSD, Glenthorne Rd
2.	H&F Buildings Consultation document	Sue Spiller, ext 2483	CSD, Glenthorne Road
3.	Sands End Community Centre Consultation responses	Gill Sewell, ext 3608	ChSD, Cambridge House
4.	H&F buildings consultation responses summary	Sue Spiller, ext 2483	CSD, Glenthorne Rd
5.	Consultation responses / answers	Sue Spiller, ext 2483	CSD, Glenthorne Rd
6.	Equality Impact Assessment	Pat Bunche, ext 3772	ChSD, Barclay House
7.	Halls for Hire	Sue Spiller, ext 2483	CSD, Glenthorne Rd
8.	Sands End Action Group Response Document	Gill Sewell, ext 3608	ChSD, Cambridge House
9.	Council Assets register	Maureen McDonald Khan, ext 4701	Env, Hammersmith Town Hall Extension
10.	Sands End CC Consultation extension document 6 th October – 10 th November 2010	Gill Sewell, ext 3608	ChSD, Cambridge House
11.	Extracts from the Hurlingham & Chelsea School Feasibility Study 9 th December 2010	Gill Sewell, ext 3608	ChSD, Cambridge House
12.	LBH&F Library strategy cabinet report	Sue Harris, ext 4295	RSD, Glenthorne Road
13.	Two letters from Leigh Day & Co (27.9.10 & 7.10.10)	Michael Cogher, ext 2700	FSD, Hammersmith Town Hall
14.	Sands End Action Group financial projections	Gill Sewell, ext 3608	ChSD, Cambridge House

Agenda Item 17



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period February 2011 to May 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 February 2011 to May 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 105 (published 14 January 2011)

LIST OF KEY DECISIONS PROPOSED FEBRUARY 2011 TO MAY 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
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February

Cabinet	7 Feb 2011	The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 8 Amendments	Leader of the Council
	Reason: Expenditure more than £100,000	Report seeks approval to changes to the Capital Programme and Revenue Budget.	Ward(s): All Wards;
Cabinet	7 Feb 2011	Changes to day services: Merger of day services for older and disabled people and closure of 147 Stevenage Road, currently occupied by the Sunbury Independent Living Service	Cabinet Member for Community Care
	Reason: Affects more than 1 ward	A consultation on the above proposal ran for 12 weeks from 23rd August - 29th October 2010. Officers are seeking a Cabinet decision on the recommendation to merge the day services for older and disabled people and provide them from two building rather than three, thus closing 147 Stevenage Road, which is the building currently occupied by Sunbury Independent Living Service (ILS).	Ward(s): All Wards;
Cabinet	7 Feb 2011	Corporate Planned Maintenance Programme 2011/2012	Leader of the Council
	Reason: Expenditure more than £100,000	2011/2012 Corporate Planned Maintenance programme undertakes regular servicing and maintenance of plant and equipment as well as refurbishment and improvement works to all of the Council's property assets excluding schools and housing properties which have their own separate programmes.	Ward(s): All Wards;
Cabinet	7 Feb 2011	Treasury Management Strategy Report	Leader of the Council
Full Council	23 Feb 2011	This report provides information on the Council's Treasury Management Strategy for 2011/12	Leader of the Council

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	including interest rate projections, borrowing and investment activity report. The report seeks approval for borrowing limits and authorisation for the Director of Finance and Corporate Services to arrange the Council's cashflow, borrowing and investments in the year 2011/12.	Ward(s): All Wards;
Cabinet	7 Feb 2011	Capital Programme 2011/12 to 2015/16 This report sets out an updated resources forecast and a capital programme for 2011/12 to 2015/16.	Leader of the Council
Full Council	23 Feb 2011 Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	7 Feb 2011	Revenue Budget and Council Tax levels 2011/12 This report sets out the proposed 2011/12 revenue budget and associated Council Tax charge.	Leader of the Council
Full Council	23 Feb 2011 Reason: Budg/pol framework		Ward(s): All Wards;
Cabinet	7 Feb 2011	Housing Revenue Account Budget Strategy 2011-12 This report sets out the budget strategy for the Housing Revenue Account (HRA) to 2013/14, with detailed revenue estimates and the proposed rental and service charge increases for 2011/12.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	7 Feb 2011	Framework contract award : independent advocacy service Mental Capacity Act 2005 and paid relevant person's representative service 2011 - 2016 Seeking delegated authority for the lead Cabinet member to sign off on the award of contract for March 11.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	7 Feb 2011	Earls Court & West Kensington Opportunity Area Joint Borough Supplementary Planning Brief Joint draft planning brief produced by LBHF, RBKC and GLA to guide redevelopment of the Earls Court and West Kensington Opportunity Area. The report seeks agreement to go out to consultation on the draft document.	Deputy Leader (+Environment and Asset Management), Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): Fulham Broadway; North 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	7 Feb 2011	H&F Buildings Report This report outlines recommendations for the future of a number of H&F owned or leased buildings, recently the subject of a consultation exercise.	Cabinet Member for Community Care Ward(s): All Wards;
	Reason: Affects more than 1 ward		
Cabinet	7 Feb 2011	Procurement and Market Testing Programme 2011-2014 The report sets out the Procurement and Market Testing Programme for 2011-1014.	Councillor Stephen Greenhalgh Ward(s): All Wards;
	Reason: Expenditure more than £100,000		
Cabinet	7 Feb 2011	Linford Christie Outdoor Sports Centre - Allocation of S106 funding This report seeks approval for the allocation of funding towards the Linford Christie Outdoor Sports Centre improvement project in order to allow a) the appointment of a contractor to carry out the necessary works b) to cover the costs associated with completing the project. This will require the allocation of £160,000 of funding from a range of S106 agreements.	Cabinet Member for Residents Services Ward(s): College Park and Old Oak;
	Reason: Expenditure more than £100,000		
Cabinet	7 Feb 2011	E-booking project To approve funding for an e-booking project which will centralise the booking and payments of facilities and services provided by the Council and provide an online facility for residents.	Leader of the Council Ward(s): All Wards;
	Reason: Expenditure more than £100,000		
Cabinet	7 Feb 2011	London Waste and Recycling Board – Funding Agreement Following a successful funding bid to LWARB, LBHF have been awarded £222k to improve estates recycling services through a mixture of infrastructure improvements. This is matched by £60k funding from the Council, sourced from the existing Waste Performance Efficiency Grant. The funding agreement outlines the terms and conditions associated with this grant. This item requests confirmation of the acceptance of the grant, and approval for expenditure of the funding.	Cabinet Member for Residents Services Ward(s): All Wards;
	Reason: Expenditure more than £100,000		

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	7 Feb 2011	Sands End Community Centre To consider the disposal of the Sands End Community Centre following the relocation/reconfiguration of current services within the Sands End Ward.	Cabinet Member for Children's Services
	Reason: Significant in 1 ward		Ward(s): Shepherds Bush Green;
Cabinet	16 Feb 2011	Shared services across three Boroughs The Council has been in discussion with neighbouring boroughs, Royal Borough of Kensington & Chelsea and City of Westminster, about the potential for shared services. This report will outline the initial proposals that will then go out for comment	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards

March

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;
Cabinet	21 Mar 2011	The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 9 Amendments Report seeks approval to changes to the Capital Programme and Revenue Budget.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	Tender award report for Phase 1C to the Key Decision on 13 July 2009 - the Centralisation and Improvements to CCTV on H&F Homes Estates Report seeks approval for tender(s) award to	Cabinet Member for Residents Services
	Reason: Expenditure more than		Ward(s): Askew; Fulham Reach; Wormholt

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
	£100,000	new CCTV installation systems on White City/Batman Close, Becklow Gardens and Bayonne/Lampeter Square estates.	and White City;
Cabinet	21 Mar 2011	Disposal of 2 Byam Street, SW6 This property has been used to provide a supported housing service, which has been decommissioned. The property is surplus to the Council's requirements.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): Sands End;
Cabinet	21 Mar 2011	Shepherds Bush Common Improvement Project Approval to appoint works contractors to undertake restoration works on Shepherds Bush Common.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Shepherds Bush Green;
Cabinet	21 Mar 2011	Closure of Tamworth supported housing Closure of Tamworth supported housing, which is a 14 unit high/medium supported housing project for people with mental health issues.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	Disposal of Air Rights at Planetree Court This report recommends the disposal of air rights above the vehicular entrance of Council owned accommodation at Planetree Court to the adjacent Jacques Prevert school to facilitate classroom and playground expansion for the school.	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Avonmore and Brook Green;
Cabinet	21 Mar 2011	2011/12 Transport for London integrated transport investment This report summarises the Transport for London funded schemes proposed for 2010/11 for approximately £2 million investment in integrated transport in the borough.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	School Organisation Plan 10 year capital strategy to provide accommodation for projected pupil demand for school places.	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		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	21 Mar 2011	Economic Development Update This report updates Members on work to maximise jobs and employment opportunities for residents and to support business growth and retention.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	21 Mar 2011	Provision of body collection and transportation services for the West London Coroner Approval of contracts for the provision of body collection and transportation services on behalf of the West London Coroner. This report presents the recommendations from the recent procurement exercise. The contracts are for services to HM Coroner, whose jurisdiction covers six West London Boroughs, where H&F is by designation of the MoJ, the responsible Authority.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	Recruitment Advertising Contract - Recruitment advertising, standard transactional and creative - Strategic HR support such as job fairs, materials, branding -Additional services such as response handling, public notices and outplacement	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	21 Mar 2011	Hammersmith Park Sports Facility project – appointment of works & services contractor To approve the appointment of the contractor to undertake the works and services contract for the redevelopment of Hammersmith Park All Weather Pitch as selected and agreed by the project's Tender Appraisal Panel and approved by the Project Board.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Wormholt & White City;
Cabinet	21 Mar 2011	Approval of the 2011/12 Highway Maintenance Programme The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme.	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		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	21 Mar 2011	Short Breaks Service and Day Service for People with Learning Disabilities Delegated authority is sought to award a contract to an external provider for provision of a Short Breaks Service for People with Learning Disabilities (currently an internal service). Delegated authority is also sought for the Head of Asset Strategy and Portfolio Management to grant leases for Council buildings at 17 Rivercourt Road, W6, 280 Goldhawk Road, W12 and Ellerslie Day Centre, Ellerslie Road W12 (See February 2011 Cabinet Report on Day Services)	Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	21 Mar 2011	Housing Development Company Consideration to establish organisational structures for a Local Housing Company	Cabinet Member for Housing
	Reason: Affects more than 1 ward		Ward(s): All Wards;

April

Cabinet	18 Apr 2011	The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 10 Amendments Report seeks approval to changes to the Capital Programme and Revenue Budget.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	18 Apr 2011	Request for remaining funds to complete SmartWorking Stage C rollout Request for remaining funds from the overall sum requested at Cabinet on 1st July 2010 to complete the Stage C corporate rollout of SmartWorking.	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	18 Apr 2011	A transport plan for Hammersmith & Fulham 2011 - 2031 The Local Transport Plan for Hammersmith & Fulham is a statutory document required by all London Boroughs to show how they intend to implement the Mayor's Transport Strategy.	Deputy Leader (+Environment and Asset Management)
	Reason: Budg/pol framework		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	18 Apr 2011	<p>Sex and Relationships and Substance Misuse Education Tender</p> <p>For Cabinet to approve the contract award in June 2011. This will be a 1 year contract with option to renew on a yearly basis with an approximate value of £125k in the first year (including £20k start up costs)</p> <p>The tender will seek a single provider to re-develop, manage and deliver the highly regarded sex and relationships and substance misuse programme currently delivered in LBHF schools, colleges and youth settings.</p>	Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	18 Apr 2011	<p>Award of Term Contract for Tree Maintenance 2011-2014</p> <p>Key Decision required to award this contract to the tenderer deemed to have submitted the most economically advantageous tender.</p>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	18 Apr 2011	<p>Decision to award Term Contracts for Road2010 Condition Surveys</p> <p>Road2010 Road Condition Surveys 2011-2013</p>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	18 Apr 2011	<p>12 Zone Match day parking consultation results</p> <p>This report details the results of the public consultation for a match day parking scheme proposal in Controlled Parking Zones in the 12 Zones south of the Talgarth Road. This report also give proposals for implementation.</p>	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Fulham Broadway; Fulham Reach; Hammersmith Broadway; Munster; North End; Palace Riverside; Parsons Green and Walham;

Agenda Item 18



London Borough of Hammersmith & Fulham

Cabinet

7 FEBRUARY 2011

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

CABINET MEMBER

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

18.1 APPOINTMENT OF LEA GOVERNORS - JAMES LEE NURSERY SCHOOL

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

Decision made by Cabinet Member on: 16 December 2010

To appoint Patricia Juanette as an LEA Governor to James Lee Nursery School for a period of four years commencing from 16 December 2010.

Wards: Avonmore and Brook Green

DEPUTY LEADER (+ ENVIRONMENT AND ASSET MANAGEMENT)

Councillor Nicholas Botterill

18.2 SOUTH FULHAM RIVERSIDE DRAFT SUPPLEMENTARY PLANNING DOCUMENT (SPD)

This report summarises the key issues within the draft South Fulham Riverside SPD. The South Fulham Riverside is one of five regeneration areas identified in the emerging LDF Core Strategy and this draft SPD will ensure a comprehensive approach to regeneration will take place and guide growth and change in the area over the next 20 years.

Decision made by Cabinet Member on 22 December 2010:

- 1. That approval is given to officers to undertake the statutory public consultation exercise on the draft South Fulham Riverside (SPD) in January and February 2011.**
- 2. That authority be delegated to Director of Environment, in conjunction with the Cabinet Member for Environment and Asset Management to approve any technical and other minor amendments to the South Fulham Riverside draft SPD prior to the statutory consultation.**

Ward: Sands End

LEADER
Councillor Stephen Greenhalgh

18.3 WANDSWORTH COMMUNICATIONS COLLABORATION

To agree formal communications collaboration with the London Borough of Wandsworth which will involve sharing H&F management costs, leading to an initial saving of £60,000.

Decision made by Cabinet Member on 10 January 2011:

- (1) To agree to a formal communications collaboration with the London Borough of Wandsworth in a three-year contract, reviewed quarterly.**
- (2) To start the collaboration from April 1 2011 with H&F Council providing communications management support to the London Borough of Wandsworth.**
- (3) To agree to continue to look at communications joint working and sharing of best practice across both organisations.**

Wards: All

CABINET MEMBER FOR CHILDREN'S SERVICES
Councillor Helen Binmore

18.4 WEST LONDON FREE SCHOOL PROPOSAL

Outlining the Council's support for the West London Free School proposal and its intention to assist the proposers in acquiring a site for use by the School.

Decision made by Cabinet Member on 10 January 2011:

That the Director of Children's Services assists the proposers for the West London Free School as is considered necessary and appropriate in acquiring a site in the Council's property portfolio for use by the School.

Wards: All

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

18.5 SOUTH FULHAM RIVERSIDE DRAFT SUPPLEMENTARY PLANNING DOCUMENT (SPD)

This report summarises the key issues within the draft South Fulham Riverside SPD. The South Fulham Riverside is one of five regeneration areas identified in the emerging LDF Core Strategy and this draft SPD will ensure a comprehensive approach to regeneration will take place and guide growth and change in the area over the next 20 years.

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1. That approval is given to officers to undertake the statutory public consultation exercise on the draft South Fulham Riverside (SPD) in January and February 2011.
2. That authority be delegated to Director of Environment, in conjunction with the Cabinet Member for Environment and Asset Management to approve any technical and other minor amendments to the South Fulham Riverside draft SPD prior to the statutory consultation.

Ward: Sands End

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

*Councillor Nicholas
Botterill*

**18.6 APPOINTMENT OF COUNCIL REPRESENTATIVES TO
LONDON HELIPORT CONSULTATIVE GROUP**

This report records the Deputy Leader's decision to appoint Council representatives to the London Heliport Consultative Group, which falls within the scope of his executive portfolio.

Decision taken by the Cabinet Member on 24 January 2011:

To re-appoint Councillor Jane Law and Sir Peter Jennings to the London Heliport Consultative Group for a period of 1 year, from the 11th January 2011 to the 10th January 2012.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**18.7 APPOINTMENT OF LEA GOVERNORS- SIR JOHN LILLIE
PRIMARY SCHOOL**

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

Decision made by Cabinet Member on 24 January 2011:

To appoint Mr James Doheny to the Governing Body of Sir John Lillie Primary School for a period of four years from 24 January 2011.

Ward: North End

**CABINET MEMBER
FOR HOUSING**

*Councillor Lucy
Ivimy*

**18.8 APPOINTMENT OF COUNCIL REPRESENTATIVE TO
OUTSIDE ORGANISATION – LYGON ALMHOUSES**

This report records the Cabinet Member's decision to re-appoint Council representatives to the board of Lygon Almshouses which fall within the scope of her executive portfolio.

Decision made by Cabinet Member on 24 January 2011:

To appoint Councillor Marcus Ginn as the Council's representative to Lygon Almshouses for a four year term commencing from 24 January 2011, concluding on 23 January 2015.

Wards: All

LEADER

Councillor Stephen Greenhalgh

18.9 LEASING CONSULTANCY AND ADVISORY SERVICE

This report sets out the process followed in seeking a Leasing consultant and advisor and makes a recommendation for an appointment.

Decision made by Cabinet Member on 24 January 2011:

That approval is given to appoint Sector for 3 years at an estimated total cost of £28,500 as set out in 3.5 of the report.

Wards: All

LEADER

Councillor Stephen Greenhalgh

18.10 TREASURY MANAGEMENT CONSULTANCY AND ADVISORY SERVICE

This report sets out the process followed in seeking a Treasury Management consultant and advisor and makes a recommendation for an appointment.

Decision made by Cabinet Members on 24 January 2011:

That approval is given to appoint Sector for 3 years at a cost of £12, 000 + CPI per annum as set out in 3.4 of the report.

Wards: All

18.11 SOUTH PARK NEIGHBOURHOOD – HUGON ROAD IMPROVEMENTS

The report details one of the proposals for the South Park Neighbourhood Area for this financial year. The area identified is Hugon Road. The improvements are part of the 2010/11 neighbourhood programme and will involve the rearrangement of the contra-flow cycle lane and pedestrian / disability improvements.

Funding has been provided specifically for this project by Transport for London and it has been designed on the basis of maximising value for money and reducing the costs to the council of maintenance and repairs.

The report also notes the results of further consultation in the Hurlingham Road area.

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

Decision made by Cabinet Members on 10 January 2011:

That approval is given to carry out improvements to Hugon Road at a total cost of £20,000 as set out in paragraph 3 of the report. Cabinet approved expenditure on this scheme within the 2010/11 programme/budget on 26 April 2010.

Ward: Sands End

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

18.12 WAYFINDING

This report proposes the implementation of pedestrian signage in Hammersmith town centre in 2010/11 based on the "Legible London" signage methodology outlined in this report. The project is strongly supported by the Hammersmith Business Improvement District (BID) as an aid to maintaining and improving the commercial viability of Hammersmith Town Centre.

Funding has been provided specifically for this project by Transport for London and it has been designed on the basis of maximising value for money and reducing the costs to the council of maintenance and repairs.

Decision made by Cabinet Member on 24 January 2011:

1. That approval is given to officers to implement a pedestrian signage scheme in Hammersmith town centre in 2011/11 using "Legible London" type signage which is to be funded by Transport for London (TfL).

2. That the TfL framework contract for supply of Legible London signage be utilised subject to no adverse legal comments being received

The total cost is £150k. as set out in paragraph 7.1 of the report. Cabinet approved expenditure on this scheme within the 2010/11 programme/budget on 26 April 2010.

Wards: Hammersmith Broadway and Ravenscourt Park

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

*Councillor Nicholas
Botterill*

18.13 NORTH END ROAD – CORRIDOR IMPROVEMENTS

The report details proposed improvements in the main shopping area of North End Road between Lillie Road and Vanston Place as part of the 2010/11 Corridors programme. The scheme includes proposals for a permanent southbound bus stop and changes to on street parking controls. The proposals have the support of local businesses and residents and will help to maintain and improve the commercial viability of North End Road and improve traffic flow by reducing illegal parking.

Funding has been provided specifically for this project by Transport for London (TfL) and it has been designed on the basis of maximising value for money and reducing the costs to the council of maintenance and repairs

Decision made by Cabinet Member on 24 January 2011:

That approval is given to officers to carry out the implementation of the proposals detailed in paragraphs 5.2 and 5.7 of the report as a result of the positive outcome from the consultation. The total cost is £50k. as set out in paragraph 8.1 of the report. Cabinet approved expenditure on this scheme within the 2010/11 programme/budget on 26 April 2010.

Ward: Fulham Broadway

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

**18.14 WORKS TO ENABLE ACCOMMODATION OPTIMISATION TO
SUPPORT DISPOSAL OF BARCLAY HOUSE WITH
ASSOCIATED COST SAVINGS**

**145 KING STREET – ADAPTATION AND INSTALLATION
OF SUPPLEMENTARY VENTILATION SYSTEM**

Seeking approval to place an order under the Councils Measured Term Contract for Specialist Contracts 2003/2011 to adapt and extend the ventilation system for the building. The lease at Barclay House comes to an end in September 2011 and the opportunity to vacate the building will be taken, this will result in a reduction in cost to the council of £675,000 per annum. The staff that currently occupy the building will be relocated to 145 King St and 77 Glenthorne Rd and Smart Worked. These works form part of a package of works to facilitate this outcome. There is no natural ventilation to 145 King St and hence all ventilation is provided via mechanical means. This is a limiting factor in terms of the number of people that are able to work from this building and hence by carrying out these works the occupancy can be increased by approx 50%.

Decision taken by Cabinet Member on 10 January 2011:

That approval is given to award the contract for the works in this report to Mitie Technical Facilities Management (formerly Dalkia Energy Technical Services) at a cost of £33,000 (inc contingency of £3,000) to which fees of £4,950 are to be added, making a total cost of £37,950 as set out in paragraph 5.4 of the report.

Ward: Hammersmith Broadway

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**18.15 POSSIBLE CHANGES TO THE CHILDREN'S CENTRE
PROGRAMME: PUBLIC CONSULTATION NEEDED**

1. Children's Centres are a statutory service. Centres were developed in the borough in three phases from 2004-2010.
2. Currently there are fifteen Children's Centres in the borough. Under the new proposals there would be 16 centres: six hubs and ten spokes.
3. Any significant alterations to the central government approved local programme requires a public consultation.
4. The delivery of the Family Support Programme is reliant upon a reconfigured Children's Centre Programme.

This report seeks a Cabinet Member decision on the consultation of relevant borough residents with regard to proposed changes to the Children's Centre delivery model.

Decision taken by Cabinet Member on 24 January 2011:

That authority be delegated to the Director of Children's Services, in conjunction with the Cabinet Member for Children's Services :

- 1) to approve the public consultation plan which will consult on the possible changes to the delivery of the Children's Centre programme and possible changes to the eligibility criteria for aspects of the programme, which will aim to better protect vulnerable residents and ensure activity stays within budget;**
- 2) To require officers to report back in early 2011 (post consultation) with recommendations for action to a) reconfigure the Children's Centre Programme; and b) to improve priority access for vulnerable children under five and their families.**

Agenda Item 19

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

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

ITEM

19.1 POSSIBLE CHANGES TO TAXICARD SCHEME: PUBLIC CONSULTATION NEEDED

Taxicard is a pan-London transport scheme for disabled residents, jointly funded by London Boroughs and Transport for London and co-ordinated by London Councils. Due to a projected pan-London overspend for the scheme, London Councils have recommended changes to the Taxicard scheme. The Taxicard projected overspend for LBHF this financial year could be up to £90K, with further overspend in following years, unless remedial actions are put in place. To reduce this overspend LBHF have the option to implement changes to the scheme proposed by London Councils. This report seeks a Leader's urgent decision (due to the financial risk) on the consultation with relevant borough residents with regard to proposed changes as well as a change to the eligibility criteria of the scheme.

Reason for urgency:

This report is being put forward for a Leader's Urgent Decision due to the immediate financial risk for the remainder of this financial year (which could be up to £90K) and for following financial years (which could be up to £250K) if no action is taken. Given that the financial risk will increase over time, LBHF officers, if this report is agreed by the Leader, need to consult the public about proposed changes to the scheme as soon as possible. The lead times for the scheduled Cabinet process would take too long for officers to effect the public consultation whilst also protecting finances and ensuring the continued access to the scheme by roughly 2000 vulnerable residents.

Decision taken by the Leader on 22 December 2010:

That authority be delegated to the Director of Children's Services, in conjunction with the Cabinet Members for Children's Services and for Community Care:

- 1) To approve officers' public consultation plan which will consult on both the possible changes to the scheme and possible changes to the eligibility criteria of the scheme, which will aim to protect vulnerable residents, ensure activity stays within budget for 2011/12 and subsequent years and reduce financial pressure for 2010/11.**
- 2) To require officers to report back in early 2011 (post consultation) with recommendations for action to:**
 - a) reduce financial risk in 2010/11 and 2011/12; and**
 - b) to improve priority access to the scheme.**

Wards: All

19.2 WESTFIELD ADDITIONAL POLICING

This paper outlines the intention of the Council to request one additional Police Sergeant and eight additional Police Constables from the Metropolitan Police Authority (the "Met") on behalf of Westfield London.

Reasons for Urgency:

The request requires an urgent decision in order for the additional police officers to in place for the proposed start date of 4 January 2011.

Decision taken by the Leader on 31 December 2010:

- 1. That a varied legal agreement be entered into with the Metropolitan Police Service and with Westfield London**
- 2. That all costs will be fully recharged to Westfield London to cover both the estimated £799,000 direct police commissioning costs and the Council's suggested £80,000 administration fee over the two year agreement period.**
- 3. That any additional detailed negotiations concerning this decision will be concluded by the Director under delegated authority.**

Ward: Shepherds Bush Green