



London Borough of Hammersmith & Fulham

# Cabinet

## Agenda

**MONDAY**  
**21 MARCH 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**  
**10 March 2011**

If you require further information relating to this agenda please contact:  
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Reports on the open Cabinet agenda are available on the Council's website: [http://www.lbhf.gov.uk/Directory/Council\\_and\\_Democracy](http://www.lbhf.gov.uk/Directory/Council_and_Democracy)

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4 - 14** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Monday 14 March 2011.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 23 March 2011**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 28 March 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 28 March 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

21 March 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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|            | <p>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.</p> |                  |
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| <b>22.</b> | <b>DELIVERY OF THE COUNCIL'S TRADE WASTE SERVICE FOR 2011/12 : EXEMPT ASPECTS (E)</b>  |                  |

- 23. CONNEXIONS SERVICE ARRANGEMENTS : EXEMPT ASPECTS (E)**
- 24. SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND REPORTED TO CABINET FOR INFORMATION (E) - DEFERRED FROM LAST ORDINARY MEETING**
- 25. SUMMARY OF EXEMPT DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**
- 26. SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER AND REPORTED TO THE CABINET FOR INFORMATION (E) - DEFERRED FROM LAST ORDINARY MEETING**

London Borough of Hammersmith & Fulham



# Cabinet

## Minutes

Monday 7 February 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 Daryl Brown  
Councillor Michael Cartwright  
Councillor Elaine Chumnerly  
Councillor Iain Coleman  
Councillor Stephen Cowan  
Councillor Ali de Lisle  
Councillor Lisa Homan  
Councillor Andrew Johnson  
Councillor Andrew Jones  
Councillor PJ Murphy  
Councillor Caroline Needham  
Councillor Mercy Umeh  
Councillor Rory Vaughan

### **1. MINUTES OF THE CABINET MEETING HELD ON 10 JANUARY 2011**

#### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 10<sup>th</sup> January 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

### **2. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

### **3. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **4. THE GENERAL FUND CAPITAL PROGRAMME, HOUSING REVENUE CAPITAL PROGRAMME AND REVENUE BUDGET 2010/11 – MONTH 8 AMENDMENTS**

#### **RESOLVED:**

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

### **5. REVENUE BUDGET AND COUNCIL TAX LEVELS 2011/12**

#### **RESOLVED:**

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.

| Category of Dwelling   | A             | B             | C             | D               | E               | F               | G               | H               |
|------------------------|---------------|---------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Ratio                  | 6/9<br>£      | 7/9<br>£      | 8/9<br>£      | 1<br>£          | 11/9<br>£       | 13/9<br>£       | 15/9<br>£       | 18/9<br>£       |
| 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          |
| <b>c)Total (Draft)</b> | <b>747.74</b> | <b>872.35</b> | <b>996.98</b> | <b>1,121.60</b> | <b>1,370.85</b> | <b>1,620.09</b> | <b>1,869.34</b> | <b>2,243.20</b> |

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.

**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. TREASURY MANAGEMENT STRATEGY REPORT**

**RESOLVED:**

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

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

**RESOLVED:**

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 the report, be agreed.

**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. E-BOOKING PROJECT**

**RESOLVED:**

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

**9. CAPITAL PROGRAMME 2011/12 TO 2015/16**

**RESOLVED:**

1. That the General Fund Capital Programme of £31.931m for 2011/12 be approved.
2. That a Debt Reduction target of £53.9m by 2015/16 which will reduce underlying debt (Capital Financing Requirement to £78.8m) be approved.
3. That approval be given to 25% of receipts generated for the decent neighbourhoods programme continuing 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. That, subject to agreement of the overall programme, prudential borrowing of £5.4m regarding the Schools Capital Strategy, be approved.
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. That the 2011/12 HRA capital programme as set out in Appendix 3 be approved, subject to appropriate Member approval for un-committed schemes.
8. That the prudential indicators as set out in Appendix 4 to the report be approved.
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.

**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. CORPORATE PLANNED MAINTENANCE PROGRAMME 2011/2012**

**RESOLVED:**

1. That the 2011/2012 Corporate Planned Maintenance Programme and scheme budgets (Appendices A and B), 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 be approved.

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.

**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. CHANGES TO DAY SERVICES : MERGER OF DAY SERVICES FOR OLDER AND DISABLED PEOPLE AND CLOSURE OF 147 STEVENAGE ROAD; PROCUREMENT PROPOSALS FOR ALL DAY SERVICES**

**RESOLVED:**

1. That the merger of the day services for older and disabled people and ceasing the use of 147 Stevenage Road as a day centre provision be approved.
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).

**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. FRAMEWORK CONTRACT AWARD - INDEPENDENT ADVOCACY SERVICE MENTAL CAPACITY ACT 2005 AND PAID RELEVANT PERSON'S REPRESENTATIVE SERVICE 2011-2016**

**RESOLVED:**

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.

**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. HOUSING REVENUE ACCOUNT BUDGET STRATEGY 2011-12**

**RESOLVED:**

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

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**14. LINFORD CHRISTIE OUTDOOR SPORTS CENTRE - ALLOCATION OF S106 FUNDING**

**RESOLVED:**

1. That the allocation of £160,000 from a range of S106 agreements to cover the anticipated costs of appointing a works contractor to carry out minor refurbishment works and other costs associated with completing this project be approved.
2. That the estimated value of the works of £160,000, to be drawn down from the associated sum 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.

**15. H&F BUILDINGS CONSULTATION REPORT**

In order to ensure the smooth running of the meeting, the Leader announced that as well as allowing the petition and deputation speakers, he would take some questions from the floor. Members would discuss both the H&F Buildings Consultation and Sands End Community Centre reports together but take separate votes at the end of the debate.

The Cabinet received a petition and three deputation requests from:

Mr. John Gordon-Smith (Petition - Village Hall),  
Ms. Anna Du Boisson (Deputation - Village Hall),  
Ms. Hilda McCafferty (Deputation - Irish Centre), and  
Mr. Nicholas Waldemar-Brown (Deputation - Sands End Community Centre).

Mr John Gordon-Smith addressed the Committee, stating that the Village Hall which accommodates a wide range of groups and services was accessible to all service users. The uptake of the services since the opening of Westfield had

increased. The hall did not require high maintenance as it had been recently refurbished. It would be prohibitive for the groups to run without the use of the hall.

Mrs Anna Du Boisson challenged the proposed decision to close and dispose of the Village Hall. She stated that the Village Hall was essential in providing dance classes, rehearsals and scholarships for 720 children. Both the Young Dancers Academy and West London Dance School used the hall on a daily basis. She noted that the user groups were self funding and the building was in a good state of repair. Therefore the Council did not require to invest in the upkeep of the building. If the hall were disposed of, there were no alternative venues within the area suitable for the dance groups to use. She stated that her charity would offer to take responsibility for the maintenance, upkeep and running cost of the hall for the benefit of the community. She implored Cabinet to save the hall by renting it to the community or giving the groups the opportunity to buy the building.

Mrs Hilda McCafferty requested Cabinet not to revoke its decision made in January 2009 to extend the Irish Cultural Centre lease and to reconsider the proposal to extend the lease to 2017. It would be very difficult to re-provide a community building such as the Irish Cultural Centre once it was lost to a commercial or residential use. She implored members to give the Centre's board more time, beyond March 2012, to raise funds once a valuation had been agreed if the Council decided to proceed with a sale. The reputation of the Council had been enhanced as the Centre was a Centre of Excellence for education and cultural activities. She was of the view that if the Centre were to be disposed of the good relationship built over the years between Britain and Ireland could be damaged.

Mr. Nicholas Waldemar-Brown spoke on behalf of Sands End Community Centre and Library Action Group. He noted that the centre served the local community through Sure Start for young families, a gym, and adult education classes with high grade pottery and jewellery making facilities and a library. The Council's argument for closure was based on the desire to sell the property to reduce its debt. The Sands End Community Centre Action Group challenged the Council's arguments for closure and did not support the proposed options to relocate and re-provide the services elsewhere within the ward as the Centre was at the geographical centre of the ward. Re-provision of facilities elsewhere in the ward was impractical for many families living in the area. The strength of the library and community centre was that all facilities were under one roof. This allowed families to access a variety of services as well as providing mutual support. He was of the opinion that the consultation was flawed. The Council had disregarded the groundswell of opinion shown by residents. It was false economy to relocate services without calculating the actual re-provision costs. He noted that a developer had approached the Council to buy the building for £2 million and lease the ground floor back to the community. He urged the Council to consider alternative options to ensure it was kept open.

The Cabinet Members confirmed that they had carefully read both reports and the associated Equalities Impact Assessments, and would have regard to the documents listed below and the relevant deliberations when making their decisions:-

- petition heard at Full Council in October 2010 in relation to the Sands End Community Centre,
- petition heard at January 2011 Full Council in relation to the Irish Centre, and
- the Library Strategy Report which was considered and agreed at the January 2011 Cabinet meeting.

Opposition Councillors, residents, deputees, and other interested parties asked the Cabinet a series of questions. These were addressed as part of the Cabinet Members' responses at the end of the debate. In conclusion, the Leader noted that the Council had no intention of undertaking a fire sale of any of the properties. The Council would continue to work with the groups to ensure that services were re-provided elsewhere. He noted that the Council will only consider the closure of Sand Ends Community Centre if it can ensure that alternative services are available within the ward.

### **RESOLVED**

1. That the following properties are no longer required by the Council and are approved for 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 leased 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).

**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.

**16. SANDS END COMMUNITY CENTRE**

In order to ensure the smooth running of the meeting, the Leader announced at the beginning of the meeting that Members would discuss both the H&F Buildings Consultation and Sands End Community Centre reports together. Mr. Nicholas Waldemar-Brown addressed Cabinet as recorded in the minutes above.



**RESOLVED:**

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.

**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.

**17. FORWARD PLAN OF KEY DECISIONS**

The Forward Plan was noted.

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

The summary was noted.

**19. SUMMARY OF URGENT DECISIONS TAKEN BY THE LEADER, REPORTED TO THE CABINET FOR INFORMATION**

The summary was noted.

20. **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED:**

That all the exempt items of business on the agenda be deferred until the next appropriate meeting.

21. **EXEMPT MINUTES OF THE CABINET MEETING HELD ON 10 JANUARY 2011(E)**

The consideration of the item was deferred until the next ordinary meeting.

22. **SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND REPORTED TO CABINET FOR INFORMATION (E)**

The consideration of the item was deferred until the next ordinary meeting.

23. **SUMMARY OF EXEMPT URGENT DECISIONS TAKEN BY THE LEADER, AND REPORTED TO THE CABINET FOR INFORMATION**

The consideration of the item was deferred until the next ordinary meeting.

Meeting started: 7.00 pm  
Meeting ended: 8.50 pm

Chairman .....

# Cabinet

## Minutes

Wednesday 16 February 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 Michael Cartwright  
Councillor Elaine Chumnerly  
Councillor Stephen Cowan  
Councillor Wesley Harcourt  
Councillor PJ Murphy

### **1. APOLOGIES FOR ABSENCE**

Councillor Harry Phibbs submitted an apology for lateness.

### **2. DECLARATION OF INTERESTS**

**Item 3 Tri-Borough Working** – Councillor Elaine Chumnerly declared a personal interest as an employee of the Royal Borough of Kensington and Chelsea.

### **3. TRI-BOROUGH WORKING**

The Leader welcomed Members to the meeting. He outlined the vision of Tri-Borough working and noted that both Members and Officers had worked hard to draft the proposals. He invited comments and questions from Opposition Councillors.

Councillor Cowan stated that he was opened minded to proposals to merge services with the Royal Borough of Kensington and Chelsea but had concerns about Westminster City Council's financial position. He requested assurance that resources would not be concentrated on resolving Westminster issues at the expense of the others. He asked what controls had been put in place to ensure that the Council will receive a fair share of officers' time and resources.

He further queried whether the Council had undertaken due diligence, in-depth risk analysis and assessment of the proposal. He concluded he could only support a tri- borough relationship which was beneficial for the Council. He questioned why these two boroughs rather than other neighbouring ones.

In response, the Leader stated that the integration would lead to a 50% reduction in the number of middle and senior managers and a 50% reduction in the overall "overheads", cutting down the management costs and general overheads. There was a common political will and ambition amongst the three Councils to work together. The boroughs have geographical and social commonalities which allowed it to progress the proposals. These factors were important to bring together the groups successfully. The three Councils' intent is to localise where they can and aggregate where they should. The proposals are not recommending homogeneous blocks. The boroughs will only combine services where it makes sense. The workforce will focus on local areas. None of the proposals will put vulnerable children at risk.

The Leader reiterated that the Council was not at the point where exhaustive due diligence had been undertaken. The report was a framework document outlining the principles and way forward. Each service would be looked at in detail. The next step would be to draw up implementation plans which will be fully costed. These plans will be considered and approved by each borough's Cabinet (or Cabinet Member) according to each borough's Constitution. The detailed control would be in the service level agreements and implementation plans.

He concluded that the sovereignty guarantee addressed the democratic accountability issues. This is the beginning of the consultation process. The full report will be consulted on widely from February to April 2011.

**RESOLVED:**

That the recommendations set out in section 2 to this 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.

**4. 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.]

**5. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 10 JANUARY 2011 (E)**

**RESOLVED:**

That the exempt minutes of the meeting of the Cabinet held on 10 January 2011 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

Meeting started: 6.30 pm  
Meeting ended: 7.05 pm

Chairman .....

# Cabinet

21 MARCH 2011

**LEADER**

*Councillor Stephen Greenhalgh*

**THE GENERAL FUND CAPITAL PROGRAMME,  
HOUSING REVENUE CAPITAL PROGRAMME  
AND REVENUE BUDGET 2010/2011 – MONTH 9  
AMENDMENTS**

**Wards:  
All**

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

**CONTRIBUTORS**

All Departments

**Recommendations:**

- 1 That the changes to the capital programme as set out in Appendix 1 be approved.**
- 2 That a revenue virement totalling £133,000 as set out in Appendix 2 be approved.**

**HAS A EIA BEEN  
COMPLETED?  
YES**

**HAS THE  
REPORT  
CONTENT BEEN  
RISK  
ASSESSED? N/A**

## 1. SUMMARY

- 1.1 This report sets out proposed amendments to both Capital and Revenue Estimates as at month 9.

## 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 8 | Additions/ Reductions | Slippage to 2011/12 | Revised Budget at Month 9 |
|--|---------------------------|-----------------------|---------------------|---------------------------|
|  | £'000                     | £'000                 | £'000               | £'000                     |
| Children's Services                    | 13,965                    | 124                   | (2,278)             | 11,811                    |
| Community Services (Adult Social Care) | 574                       | 0                     | 0                   | 574                       |
| Regeneration and Housing               | 3,021                     | 0                     | 0                   | 3,021                     |
| Environment Services                   | 10,551                    | 172                   | 220                 | 10,943                    |
| Finance and Corporate Services         | 2,036                     | 0                     | 0                   | 2,036                     |
| Resident's Services                    | 8,685                     | 190                   | (4,157)             | 4,718                     |
| <b>Total</b>                           | <b>38,832</b>             | <b>486</b>            | <b>(6,215)</b>      | <b>33,103</b>             |

- 2.2 **Movement in Mainstream Expenditure.** The main adjustment relates to the reprofiling of £0.199m in respect of planned maintenance works to carriageways and £0.264m in respect of school expansion programme at Lady Margaret School. The funding adjustment of £0.128m relates to the correct realignment of the targetted funding programme for the works to the Language Faculty building, Performing Arts Block and ICT Faculty block.
- 2.3 **Movement in Specific Funded Budgets.** The net slippage of £6.215m relates mainly to the development works on Shepherds Bush Green (£2.1m), Bishops Park (£1.9m), Primary capital (£2.1m) and works to school's kitchens (£0.402m). This is offset by an increase of £0.121m, which relates mainly to a contribution of £0.070m from New Kings Primary school for the provision of a Childrens Centre and £0.172m within the Environment Services for various schemes as detailed in Appendix 1.

## 3. REVENUE BUDGET ADJUSTMENTS

- 3.1 Cabinet is required to approve all budget virements that exceed £100,000. At month 9, approval is requested for virements totalling £133,000. The virement requests are set out in Appendix 2 and summarised below:

Transfer of Budget to build the PFI Reserve

Budget Realignment within Community Services, resulting in the release of budget to increase the level of the PFI reserve to meet future liabilities.

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

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



**CHILDREN'S SERVICES**

|                                  | 2010/11                        |                          |                |                    | Revised Budget at Month 9<br>£000's | Comments |
|----------------------------------|--------------------------------|--------------------------|----------------|--------------------|-------------------------------------|----------|
|                                  | Last Reported Budget<br>£000's | Additions / (Reductions) |                | Slippage<br>£000's |                                     |          |
|                                  |                                | £000's                   | £000's         |                    |                                     |          |
| Children's Centres               | 1,278                          | 70                       | -              | 1,348              | Additional budget allocation        |          |
| Targetted Capital                | 1,799                          | 54                       | -              | 1,853              | Additional Budget allocation        |          |
| Kitchens                         | 1,052                          | -                        | (402)          | 650                | Slippage                            |          |
| Primary Capital Programme        | 5,795                          | -                        | (2,140)        | 3,655              | Slippage                            |          |
| Early Years and Child Care       | 1,131                          | -                        | -              | 1,131              |                                     |          |
| Devolved Capital to Schools      | 884                            | -                        | -              | 884                |                                     |          |
| Other                            | 1,799                          | -                        | 264            | 2,063              | Reprofiled budget                   |          |
| Schools Capital Programme        | 227                            | -                        | -              | 227                |                                     |          |
| <b>Total Children's Services</b> | <b>13,965</b>                  | <b>124</b>               | <b>(2,278)</b> | <b>11,810</b>      |                                     |          |

**ENVIRONMENT SERVICES**

| Schemes                           | 2010/11              |                          |            |                           | Comments                     |
|-----------------------------------|----------------------|--------------------------|------------|---------------------------|------------------------------|
|                                   | Last Reported Budget | Additions / (Reductions) | Slippage   | Revised Budget at Month 9 |                              |
|                                   | £000's               | £000's                   | £000's     | £000's                    |                              |
| Footways and Carriageways.        | 1,998                | -                        | 199        | 2,197                     | Reprofiled budget            |
| Planned Maintenance/DDA Programme | 2,273                | -                        | -          | 2,273                     |                              |
| River Wall Repairs                | 150                  | -                        | -          | 150                       |                              |
| Transport For London Schemes      | 2,701                | -                        | -          | 2,701                     |                              |
| Parking Reserve                   | 826                  | -                        | -          | 826                       |                              |
| Developer Contribution Funded     | 1,353                | 17                       | 20         | 1,390                     | Additional budget allocation |
| Efficiency Reserve Fund           | 436                  | -                        | -          | 436                       |                              |
| West London Grant                 | 673                  | -                        | -          | 673                       |                              |
| Others                            | 141                  | 155                      | 1          | 297                       | Additional budget allocation |
| <b>Total Environment Services</b> | <b>10,551</b>        | <b>172</b>               | <b>220</b> | <b>10,943</b>             |                              |

**RESIDENT'S SERVICES**

| Schemes                         | 2010/11              |                |                         |                           | Comments                                  |
|---------------------------------|----------------------|----------------|-------------------------|---------------------------|---|
|                                 | Last Reported Budget | Slippage       | Additions/ (Reductions) | Revised Budget at Month 9 |   |
|                                 | £000's               | £000,s         | £000,s                  | £000's                    |   |
| Other Parks Expenditure         | 3,169                | (2,189)        | 259                     | 1,239                     | Slippage to future years                  |
| Bishops Park                    | 4,027                | (1,968)        | 0                       | 2,059                     | Slippage to future years                  |
| Play Builders                   | 1,222                | 0              | 7                       | 1,229                     | Budget adjustment                         |
| Libraries                       | 9                    |                | 0                       | 9                         |   |
| Safer Communities               | 115                  | 0              | (76)                    | 39                        | Budget adjustment. Expenditure miscoding. |
| Others                          | 143                  |                | 0                       | 143                       |   |
| <b>Total Residents Services</b> | <b>8,685</b>         | <b>(4,157)</b> | <b>190</b>              | <b>4,718</b>              |   |

**APPENDIX TWO - VIREMENT REQUEST FORM**

**BUDGET REVENUE MONITORING REPORT – PERIOD 9**

| <b>Details of Virement</b>                                    | <b>Amount (£000)</b> | <b>Department</b>                           |
|---|----------------------|---|
| To build PFI reserve to meet future liabilities               | (133)                | CSD   |
| Release CSD PFI budget balance via (Centrally Managed Budget) | 133                  | Centrally Managed Budget ( Use of Balances) |
| <b>TOTAL of Requested Virements (Debits)</b>                  | <b>133</b>           |   |



London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

### LEADER

*Councillor Stephen Greenhalgh*

### AMENDMENTS TO THE H&F BRIDGE PARTNERSHIP CONTRACT

**Wards:  
All**

Changes are to be made to the contract with H&F Bridge Partnership (HFBP) from 1 April 2011 to permit the transfer to HFBP of the FCS Business Transformation Team and Corporate Programme Management Office Project Management services. Costs in year 1 are £359,100 unless the Council requires and agrees to fund additional work above the agreed threshold.

A separate report on the exempt part of the agenda deals with matters relating to staff and costs.

### CONTRIBUTORS

Martin Nottage  
Jackie Hudson  
ADLDS  
DFCS

### Recommendation:

**That the HFBP contract be amended by a Deed of Variation from 1 April 2011 to permit the transfer, under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE), of Business Transformation and Programme Management Office project management services.**

**HAS A EIA BEEN COMPLETED?  
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?  
N/A**

## **1. BACKGROUND**

- 1.1 In order to achieve the required funding, the Council agreed in July 2006 that a Joint Venture Company, H&F Bridge Partnership (HFBP), be set up between the Council and its strategic partner, Agilisys.
- 1.2 HFBP was established to continue to deliver a high quality IT service to the Council, while making efficiency savings from the inherited operation in order to fund the strategic programmes.
- 1.3 The operation of HFBP is governed by a Joint Venture Agreement and Service Agreement, both operative for ten years from 1 November 2006. Some amendments to the original contract have already been agreed during the first year of operation.
- 1.4 HFBP now successfully delivers the Council's IT services and has committed contractually to ensuring that the additional investment, currently deemed necessary to ensure that the Council's strategic programmes are implemented, is made available.
- 1.5 At the start of the contract, the Business Transformation Team (BTT) and Corporate Programme Management Office (PMO) were established with Council Officers, with the former operating a trading account. Additional capacity was bought in through HFBP as required.
- 1.6 It is proposed that the FCS project management service transfers to HFBP on 1 April 2011. Under this arrangement seven staff will transfer from the Council to HFBP under TUPE.
- 1.7 To provide the right focus and resources to drive the delivery of transformational savings, the Organisation Development Division has undergone a restructure. This has strengthened the Council's management capacity to drive the delivery of savings with several higher skilled roles as well as fewer posts.
- 1.8 Departments still have a requirement for support with their projects and initiatives but need to take on more of the project work themselves, not only to improve the value for money (RoI) of projects but also to increase their ownership of the change as well as build skills in managing change.
- 1.9 A number of recent projects have shown that this approach, with a different relationship between the BTT service and departments, can deliver the same degree of savings without the department 'outsourcing' as much of the work to the BTT.
- 1.10 The proposed transfer of service will create a flexible pool of resources, available to support departments to deliver savings, whilst retaining access to the talent and knowledge built up over the last 5 years. The HFBP based service will also add value in that:

- The transferred staff will develop more skills through being part of the Agilisys group, e.g working with other clients apart from LBHF, working alongside other Agilisys consultants
- Improved scalability/flexibility to deal with fluctuations in workload/demand

## **2. PROPOSED CHANGES**

- 2.1 The BTT and PMO project management services will transfer to HFBP from 1 April 2011. This will cover project management services including management of the available funding, resources, risks and issues, business process re-engineering to deliver business objectives .These activities will be incorporated within the existing terms and conditions and for the first year will be provided at a discounted day rate.
- 2.2 The level of future service provision required will be reviewed 9 months after the TUPE has taken place to determine whether the service should continue at the current level, a different one or whether it is to be terminated.
- 2.3 Informal discussions have taken place with the affected staff regarding their transfer under TUPE to HFBP. It is expected that 7 BTT/PMO staff will transfer. The formal TUPE consultation process was initiated on 31 January 2011.
- 2.4 There are no contracts to be novated to HFBP.

## **3. TOTAL COSTS**

- 3.1 The cost of these changes to the contract is a total of up £359,100 in year one. There is no commitment for future years; this will be agreed by the parties at a review date three months prior to the start of next financial year.

## **4. RISK MANAGEMENT**

- 4.1 The TUPE of BTT/PMO services to HFBP does not appear on the departmental or corporate risk registers.

## **5. EQUALITY IMPLICATIONS**

- 5.1 An Equality Impact Assessment for reorganisations has been completed. The impact assessment level was rated high; however no disproportionate impacts were found or raised during the reorganisation consultation.

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

6.1 It is confirmed that the salary costs of the 7 staff transferring to HFBP are £368,612. This transfer of staff to HFBP will help to ensure that skilled staff remain available to support departments to deliver savings.

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

7.1 The Council entered into a service contract with H&F Bridge Partnership Limited (“HFBP”) on 1 November 2006 for the provision of IT services and to provide investment towards and delivery of the Council’s Customer First and Service Transformation Programme and other strategic programmes.

7.2 Part of the services provided by HFBP under the service contract are project management services. It is understood that the Business Transformation and Corporate Programme Management Office services which are the subject of the proposed transfer would fall under these project management services, which can be purchased by the Council on an ad hoc, as needs basis.

7.3 The client department should liaise with HR to ensure that all the necessary steps are taken in relation to the TUPE transfers.

**8. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT**

8.1 There are no direct procurement implications as the proposal is to make a minor variation in accordance with existing contractual arrangements.

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

| <b>No.</b> | <b>Description of Background Papers</b>                             | <b>Name/Ext. of Holder of File/Copy</b>    | <b>Department/ Location</b> |
|------------|---|--|-----------------------------|
| 1.         | HFBP contract   | Jackie Hudson Head of IT strategy ext 2946 | FCS, SmartSpace             |
| 2          | HFBP amendments to the contract of August 2007 Cabinet Key Decision | Jackie Hudson Head of IT strategy ext 2946 | FCS, SmartSpace             |





London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

**LEADER**

*Councillor Stephen Greenhalgh*

**SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2011/2012**

**Wards:**  
**All**

This report deals with the major corporate subscriptions/affiliations whose funding is included in the Finance and Corporate Services' estimates. Other departments carry out a similar exercise, reported separately to Committee or dealt with under delegated authority in the case of small subscriptions.

**CONTRIBUTORS**

DFCS  
ADLDS

**Recommendation:**

**That approval be given to the annual subscriptions, at a total cost of £227,363, as set out in Appendix A of the report.**

**HAS A EIA BEEN COMPLETED?**

**N/A**

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

**N/A**

## **1. BACKGROUND**

- 1.1. This report deals with the major corporate subscriptions/affiliations whose funding is included in the Finance and Corporate Services' estimates. Other departments carry out a similar exercise, reported separately to committee or dealt with under delegated authority in the case of small subscriptions.

## **2. PROPOSALS**

- 2.1 Approval is being sought for subscription renewal in 2011/12 to the organisations listed in Appendix A.
- 2.2 The attached Appendix B comments on the benefits of continuing membership of the three external organisations and includes a brief account of the nature of each organisation, the current level of subscription and recommendations for the 2011/12 year.

## **3. RISK MANAGEMENT**

- 3.1 There are no business risks relating to the subject of this report.

## **4. EQUALITY IMPLICATIONS**

- 4.1 There are no equality implications in the subject area of this report.

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

- 5.1 There is sufficient provision within the proposed 2011/12 Revenue Estimates to meet the cost of the corporate subscriptions as detailed in this report.
- 5.2 The reduction of £71k in the cost of the 2011-12 subscriptions will meet the MTFS efficiency target in this area.
- 5.3 A contribution of £5,000 will be made from the HRA towards the London Councils subscription. This is to reflect the housing work undertaken by London Councils.

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

- 6.1. The Council has the necessary powers to subscribe to the organisations listed.

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

| <b>No.</b>              | <b>Description of Background Papers</b>        | <b>Name/Ext of holder of file/copy</b> | <b>Department/ Location</b>         |
|-------------------------|--|--|-------------------------------------|
| 1.                      | Subscriptions to organisations, correspondence | Pat Gough Ext. 2542                    | Finance and Corporate Services, HTH |
| 2.                      |  |  |                                     |
| <b>CONTACT OFFICER:</b> |  | <b>NAME: Pat Gough<br/>EXT. 2542</b>   |                                     |

## APPENDIX A

| <u>ORGANISATION</u> |   | <u>SUBSCRIPTIONS</u> | <u>SUBSCRIPTIONS</u> |
|---------------------|---|----------------------|----------------------|
|                     |   | <u>2010/2011</u>     | <u>2011/2012</u>     |
| 1.                  | London Councils - for the joint committee core and associated functions | £228,600.00          | £174,935             |
| 2                   | London Councils - Central bodies (IDeA/LGE Grant)                       | £3,763.00            | £3,763.00            |
| 3.                  | Local Government Association (Includes a discount of £6,700)            | £41,240.00           | £32,165.00           |
| 4                   | Local Government Information Unit                                       | £16,500.00           | £16,500.00           |
| 5                   | Localis   | £8,000.00            | Not renewed          |
| 6                   | Town & Country Planning Association                                     | 529.45               | Not renewed          |
|                     | <b>TOTAL</b>  | <b>£298,632.45</b>   | <b>£227,363.00</b>   |

Subscriptions 1, 2 and 3 run from April to March. Twelve months notice of withdrawal is required for these subscriptions.

Subscription 4 runs from January to December. Notice of withdrawal is required by 30 June.

## **APPENDIX B**

### **DETAILS OF SUBSCRIPTIONS / AFFILIATIONS**

#### **1. London Councils**

London Councils is the local government association for London, bringing together representatives of the 32 London Boroughs and the Corporation of London. It develops policy, lobbies government and others, and runs a range of services including the Freedom Pass, the Taxicard Scheme, the London Lorry Control Scheme and the Parking and Traffic Appeals Service.

- a. The 2011-12 subscription is £174,935.00.
- b. This is a 20% decrease on the 2010/2011 subscription.

#### **2. LONDON COUNCILS - IMPROVEMENT AND DEVELOPMENT AGENCY AND LOCAL GOVERNMENT EMPLOYERS ORGANISATION (CENTRAL BODIES)**

The IDeA is owned by the Local Government Association and is thus owned by local government. The IDeA works in partnership with all Councils in England and Wales to enhance performance. The IDeA also promotes the development of local government's management and workforce by advising Councils on improving customer service and value for money.

The Local Government Employers was created by the Local Government Association and works with local authorities, regional employers and other bodies to lead and create solutions on pay, pensions and the employment contract.

- a. The 2011-12 subscription is £3,763.00.
- b. There has been no increase in the 2011/2012 subscription.

#### **3. LOCAL GOVERNMENT ASSOCIATION (INCLUDES A DISCOUNT OF £6,700)**

The Local Government Association (LGA) promotes the interests of English and Welsh local authorities.

The LGA exists to promote better local government and is a voluntary lobbying organisation.

In addition to representing various local government authorities it also represents fire authorities, police authorities, national park authorities and passenger transport authorities.

Explanation of the £6,700 rental/finance credit from the LGA - The annual LGA membership subscription of each former member of the Association of Metropolitan Authorities (AMA), which previously contributed to the purchase of the AMA's former offices at 35 Great Smith Street, is adjusted each year by a rental/finance credit of circa £6,000. Before the LGA moved to Local Government House in Smith Square, it used the offices at 35 Great Smith Street and the £6,000 (rental) credit represented an individual authority's share of the rent that was due to the AMA (Properties) Limited. The building was sold in 1999 and the proceeds of £6.2 million were invested in Local Government House in the form of a loan. Each (finance) credit of £6, 000 now represents interest payable on the loan. The credit is reviewed every five years and adjusted with the Retail Price Index (RPI). The amount is now £6,700.

- a. The 2011-12 subscription is £32,165.00
- b. This is a reduction of £9,075.00 on the 2010-11 subscription fee.

#### **4. LOCAL GOVERNMENT INFORMATION UNIT**

The Local Government Information Unit is an independent research and information organisation representing the interests of local authorities. It provides practical, independent advice, resources and training as well as analysis and interpretation of national policy.

- a. The affiliation fee for 2011 for Standard Plus membership is £16,500.00.
- b. This is the third year in succession that the LGiU has held the Standard Plus affiliation fee at £16,500.00.



London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

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

*Councillor Nicholas  
Botterill*

**TFL FUNDED ANNUAL INTEGRATED  
TRANSPORT INVESTMENT PROGRAMME  
2011/12**

**Wards:  
All**

This report summarises the TfL funded integrated transport investment programme for 2011/12. Eighteen projects are proposed totalling £2.072 million under three programme areas; Corridors, Neighbourhoods and Smarter Travel.

The purpose of the schemes is to help meet the Transport Plan (LIP) objectives of improving access to the borough's regeneration areas, improving the efficiency of the road network, improve the quality of our streets and air quality, make it easier for everyone to gain access to transport, control parking spaces fairly for residents and businesses and reduce the numbers of people killed and injured on our roads.

**HAS AN EIA BEEN  
COMPLETED?  
YES**

The funding has been provided specifically for these purposes by Transport for London and will be designed to give maximum value for money and reduce longer term maintenance costs to the council. There will be full consultation on the details of schemes with residents, businesses and road user groups and schemes will only be supported if they have broad local support.

**CONTRIBUTORS**

DENV  
DFCS  
ADLDS

**Recommendations:**

- 1. That approval be given to carry out feasibility design and consultation on projects C1 to C5 and N1 to N5 at a total cost of £170,000 (approximately 10% of**

the project total) as set out in paragraph 3.

2. That authority be delegated to the Deputy Leader and Cabinet Member for Environment and Asset Management, in conjunction with the Director of Environment, to approve implementation of the ten individual schemes (C1 to C5 and N1 to N5) subject to local support.
3. That approval be given to spend £130,000 to complete the 2010/11 projects and to spend £76,000 to initiate the 2012/13 projects as detailed in paragraph 4 of the report.
4. That approval be given to spend £321,000 on the smarter travel programme as detailed in paragraph 5.



## 1. STRATEGIC OBJECTIVES

1.1 The six goals set out in the Mayor's second transport strategy for London are as follows;

- Support economic development and population growth
- Enhance the quality of life for all Londoners
- Improve the safety and security of all Londoners
- Improve transport opportunities for all Londoners
- Reduce transport's contribution to climate change and improve its resilience
- Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

1.2 The seven borough transport objectives as part of the consultation draft transport plan (Local Implementation Plan 2 or LIP2) are as follows;

- To support sustainable population and employment growth in the five regeneration areas - White City, Earl's Court/West Kensington, Hammersmith Town Centre, Fulham Riverside and Old Oak Common.
- To improve the efficiency of our road network.
- To improve the quality of our streets.
- To improve air quality in the borough.
- To make it easier for everyone to gain access to transport opportunities.
- To support residents and businesses by controlling parking spaces fairly.
- To reduce the number of people injured and killed on our streets.

1.3 As part of our transport plan we are required to have a costed and funded delivery plan showing how we intend to meet our targets. This annual funding submission to TfL, which was approved by the Cabinet member for the Environment in October 2010, is an integral part of this delivery plan.

## 2. CHANGES TO 2011/12 FUNDING

2.1 In 2010/11 TfL changed how it funds borough transport projects to a formula based system for which the borough received £2.431m for our integrated transport programmes (corridors, neighbourhoods and smarter travel)

2.2 This funding approach is to be maintained for 2011/12 to 2013/14 with the following indicative funding levels;

**2011/12 - £2.072m**

**2012/13 - £1.988m**

**2013/14 - £1.704m**

- 2.3 These figures reflect the back loaded reduction in TfL funding as a result of the comprehensive spending review and represent a 3%, 5% and 12% reduction over the three years of the delivery plan (2011/12 to 2013/14).
- 2.4 One difference in the funded programme is that this grant is now a single budget rather than three separate budgets for the three programme areas; corridors, neighbourhoods and smarter travel. However due to the different approaches to how these projects are designed, delivered and managed officers have kept them as three distinct programme areas.
- 2.5 The following three chapters detail the projects and initiatives that have been developed through a cross divisional working party taking into account strategic and local objectives and targets.

### **3. 2011/12 CORRIDORS & NEIGHBOURHOOD SCHEMES**

- 3.1 The following ten schemes form the majority of the capital programme in the borough for 2011/12, and are presented in no particular order. The plan attached as appendix 1 shows the location of these schemes.

- **Wayfinding (C1) - £130,000**

The Legible London signage system has been successfully installed in Shepherds Bush Town centre and we are in the process of implementing the system in Hammersmith Town Centre. It is strongly supported by businesses in Shepherds Bush and the Hammersmith BID (Business Improvement District) as it helps to attract and retain visitors and improve economic viability. This project will see the completion of the project in Hammersmith and the signage system designed and implemented in the third and final town centre, Fulham.

Legible London is an innovative and interactive way of providing a high quality pedestrian environment and can allow us to remove a considerable amount of clutter from our town centres. Many businesses, churches, doctors' surgeries etc request us to provide signposts to their premises and Wayfinding pillars provide a much more cost-effective and less cluttering way of doing this than the installation of individual signposts. It is predicted that the signage system will be installed in December 2011. Further information on the the Wayfinding system and its costs is given at Appendix 2.

- **Fulham Palace Road (C2) - £518,000**

This scheme is designed to accompany the Fulham Palace Road slip road proposals and its primary aim is to smoothing traffic flow along the

length of this important north-south route. This will be the first year of a three year programme of investment totalling over £1m.

In 2008 TfL commissioned a multi modal corridor review which resulted in a variety of proposals along the length of Fulham Palace Road to reduce casualties and increase capacity for all traffic. The total cost of the project was estimated at £3.3 million; however no funding resulted from this study.

Many of the proposals meet the emerging boroughs transport objectives and as such officers will review the proposals and seek to deliver those that provide the greatest benefits to the travelling public along our most important north-south corridor.

- **Riverwalk (C3) - £115,000**

This is the second year in which we have allocated funding to improve this major attraction of the borough. This year we published our river walk enhancement report from which we have identified a variety of areas for investment. The riverwalk is very well used but parts of it are in poor condition.

This year we intend to continue improvements along the Thames Path and its connections through public realm and accessibility improvements and investigating how best to maximise the use of the asset as a transport corridor for more users.

- **Goldhawk Road (C4) - £61,000**

In 2010/11 a visioning study was carried out by one of our term transport consultants The Project Centre (which designed Walworth Road and Exhibition Road) to allow an independent view of what could be achieved with the existing road space, and exhibited and predicted traffic movements. The purpose of the scheme is to develop a strategic plan which will improve the use of roadspace, reviewing the existing traffic and parking regulations and removing guardrail to make the area more attractive and encourage the regeneration of this important road. Enable the economic regeneration of Goldhawk Road by providing an efficient and attractive street environment for all road users. The visioning study estimated the overall cost of the proposed design at £5 million, and it is anticipated that this could be funded as follows;

- **£1m from the annual TfL settlement over the next 3 years**
- **£3m from TfL major schemes programme**
- **£1m from S106 contributions**

£61,000 is allocated to fund the detailed design of the scheme and carry out public engagement. A major schemes bid will be submitted for £3 million to be phased over the following two years. £245,000 from TfL for maintenance would be used to support the final scheme design. In addition a series of quick wins will be identified that can be delivered in 2011/12 which would support the final design.

- **Scrubs Lane (C5) - £86,000**

Scrubs Lane is a unique corridor in the borough caused by its particular land uses and resulting traffic and movement profile. This funding will allow us to review the efficiency and effectiveness of the road layout on this important north-south route and deliver any improvements to the environment, accessibility and to reduce accidents.

- **Wormholt Park area (N1) - £134,000**

The extent of this neighbourhood scheme is the 'Sawley Road 20mph zone' implemented in 2006/7. Casualties have reduced following the implementation of the 20mph zone however not to the level that was predicted.

The area is subject to a variety of traffic calming measures which will be reviewed as part of this scheme. A number of road closures exist in this area, some of which are ineffective and they which will be reviewed. The area houses two schools, one of which has grown significantly recently and the site of the proposed new White City collaborative care centre.

- **Dawes Road area (N2) - £158,000**

Dawes Road and the surrounding residential streets between Lillie Road to the north, North End Road to the east, Fulham Road to the south and Munster Road to the west form the boundaries to this neighbourhood scheme. The area suffers from north-south rat-running and has a variety of traffic calming and management measures are in place which were delivered over the last 20 years which may no longer be appropriate for present day conditions .

- **Parsons Green area (N3) - £164,000**

The area south of N2 above between Fulham Road to the north, Cassidy Road to the east, New Kings Road to the south and Munster Road to the west forms the third neighbourhood scheme. Like N2 above the area suffers from north-south rat running and a variety of traffic calming and management measures which may no longer be fit for purpose.

Parsons Green, Eel Brook Common and Parsons Green underground station sit within this area all of which create high levels of walking and cycling trips.

- **Moore Park Road area (N4) - £96,000**

The area east of N3 above between Fulham Road to the north, the borough boundary to the east, New Kings Road to the south and Cassidy Road to the west forms the fourth neighbourhood scheme. The close association of N2, N3 and N4 (as can be seen on the plan at appendix 1) is purposeful to maximise the benefits of the neighbourhood approach.

Barclay Road and Effie Road are within this area which has been subject to much representation in the last year as are the series of closed streets between Fulham Road and New Kings Road from Fulham Broadway to the borough boundary. We will take the opportunity to review these restrictions to see if they are still necessary or appropriate,

- **Ravenscourt Park (N5) - £155,000**

This neighbourhood scheme is an extension of the neighbourhood and station access scheme currently under construction. It concentrates on the complex junctions of Dalling Road, Studland Road and Glenthorne Road. Three zebra crossings exist at this site, with poor casualty records as does the entrance to a primary school. Furthermore as part of the strategic road network the junctions carry heavy traffic flows along with multiple bus routes and a constant stream of pedestrians travelling to and from the underground station.

#### **4. COMPLETION OF 2010/11 SCHEMES AND INITIATION OF 2012/13 SCHEMES**

- 4.1 Given the change in nature of the capital programme and the extended scheme design and engagement process officers have been required and able to extend the life of a project from 12 months in one financial year to 18 months straddling three financial years. This has allowed a phased delivery of the programme alongside the highway maintenance programme and avoided a rush to deliver schemes in the final quarter of the financial year.
- 4.2 The first three months of a project consist of the blank canvas consultation in the first of the three financial years. Year two consists of the bulk of the project; the detailed design, consultation and construction. Year three (which this section of the programme will be funding) is the completion of the project including safety audits and project reviews.

4.3 **£130,000** of funding has been allocated to complete five corridor and neighbourhood projects below that have been delivered in 2010/11;

- **Du Cane Road**
- **Askew Road**
- **Wendell Park**
- **Brook Green**
- **South Park**

4.4 **£76,000** has been allocated to initiate projects of the 2012/13 indicative and unapproved programme. This will be submitted to TfL in the winter of 2011 and the initiation will consist of preparing the boroughs annual casualty analysis and carrying out the blank canvas consultations to ascertain the local transport problems residents and businesses perceive and face.

## **5. SMARTER TRAVEL PROJECTS**

5.1 The Smarter Travel programme addresses three emerging LIP2 objectives:-

- **To improve the efficiency of our road network.**
- **To improve air quality in the borough.**
- **To reduce the number of people injured and killed on our streets.**

5.2 “Smarter Travel” refers to a range of related activities in road safety education and travel awareness. The areas of activity range from working with schools through road safety education and school travel plans to the development of work place travel plans. There would also be specific road safety campaigns addressing current road safety trends along with travel awareness campaigns promoting appropriate choices of travel. There is a growing body of evidence that these ‘travel demand management’ measures are increasingly effective at reducing congestion through reducing the impact of casualties on the road network (through police closures etc) and managing the growth in car trips. School travel plans have also been effective in reducing congestion caused by the “school run”. The proportion of children being driven to school has decreased from 20% to 16% as a result of school travel plans. Assuming 20% of peak hour car trips are on the school run, this equates to a 4% increase in highway capacity.

5.3 The smarter travel programme is split into four broad areas, and the list below details the individual small scale initiatives delivered under each broad area;

- **Children - £170,000**

| Project                        | Description   |
|--------------------------------|---|
| Moving on                      | Developing road safety skills for years 5 & 6 as they travel independently                  |
| Roadwise Rangers               | Partnership linking sports skills with road safety  |
| Junior Citizen                 | Combined initiative with Police to promote good citizenship in year 6                       |
| Urban Studies Centre           | Working with the Urban Studies Centre to work with 10 schools to review their travel plans  |
| School Travel Plan coordinator | Partial cover for the cost of funding a School Travel Plan assistant                        |
| School Travel Plan cover       | Funding supply teaching cover where necessary for time spent updating travel plans          |
| School grants                  | These small grants fund practical facilities at schools who have completed STPs             |
| Child pedestrian training      | A full range of road safety training for younger children up to year 4                      |
| Walk on Wednesdays             | Rewarding children with badges who walk to school regularly                                 |
| Bike it                        | Practical work in schools with Sustrans (charity) to develop a continuing a cycling culture |

- **Cycling - £75,000**

|                           |  |
|---------------------------|--|
| Cycle Training            | Funding 'Bikeability' cycle training for children, and adults and, supporting, bicycle maintenance classes and "all ability" cycling for older people and disabled people  |
| Cycling and HGV awareness | A "changing places" project with cyclists in cabs and lorry drivers on bikes raising awareness of visibility to prevent serious accidents. A large proportion of cyclist deaths and serious injuries are the result of collisions with HGVs and our scheme has received widespread favourable publicity, winning an award from the London Cycling Campaign |

- **Tailored road safety campaigns - £40,000**

|                      |   |
|----------------------|---|
| In car safety        | Promotional work using a demonstration sledge to illustrate the importance of wearing seatbelts   |
| Theatre in Education | Using interactive drama to communicate a range of road safety messages and skills to primary and secondary school children, students at further education colleges older and disabled people. |

|  |  |
|--|--|
| Powered two wheelers                     | Supporting motorcycle and motor scooter training and skills to reduce accidents. Motorcyclists have the highest casualty rates of any road users |
| Road safety linked to health improvement | Developing a project with groups in the community needing exercise but unconfident to walk   |
| Drink/drug driving                       | Highlighting road safety dangers created through impairment by drink and drugs and to promote social responsibility in these areas               |

- **Travel Awareness - £36,000**

|                                   |  |
|-----------------------------------|--|
| Workplace Travel Plan development | Supporting the development of Workplace Travel Plans in LBHF   |
| Travel Awareness promotion        | Funding for a range of activities and materials promoting sustainable travel and reducing congestion |

## 6. OTHER TFL FUNDED PROGRAMMES

- 6.1 Two other programmes are funded annually by TfL through this process; strategic road maintenance and the local transport fund.
- 6.2 £364,000 of funding was allocated to resurface two of the boroughs strategic roads in 2011/12; Goldhawk Road and Dawes Road. Details of these projects and the revenue funded maintenance programme will be issued under a separate report.
- 6.3 As with the last two years £100,000 has been made available to the borough to spend on local transport initiatives of our choice, providing they broadly meet the objectives in the MTS and our LIP2. Approval of this programme will be submitted to the Cabinet Member for the Environment in due course.
- 6.4 In 2010/11 the local transport fund enabled us to carry out the following projects;
- Safety and accessibility improvements on King Street
  - Review and removal of a pelican crossing on Shepherds Bush Road
  - Borough wide cycle parking installation and pedestrian crossing accessibility improvements.



## 7. RISK ASSESSMENT

- 7.1 Chapter 3 of the consultation draft transport plan (the boroughs second local implementation plan) deals with risk management. The table overleaf details the capital programme risk and mitigation measures;

| <b>Risk</b>                    | <b>Mitigation measure(s)</b>   |
|--------------------------------|--|
| Cost increase/budget reduction | all designs developed to be flexible to allow amendments to reflect budget reduction whilst still maintaining principles of LIP objectives                   |
| Delay to schemes               | LIP funding to be allocated in consecutive years to allow more involved projects to be run over 18 months rather than the traditional 12 months              |
| Lack of Stakeholder support    | develop designs that meet our LIP objectives that can be justified and presented to stakeholders in a suitable manner  |
| Policy compatibility           | to develop a bespoke policy compliance tool that all potential projects will be assessed against   |
| Lack of resources to deliver   | to maintain our working relationships with the RB Kensington & Chelsea and framework consultants to ensure resources are in place to deliver LIP objectives. |
|                                |  |

## 8. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 8.1 Transport for London (TfL) have approved funding for 2011-12 as follows:

|                |                |
|----------------|----------------|
| Corridors      | £0.963m        |
| Neighbourhoods | £0.750m        |
| Smarter Travel | £0.359m        |
| <b>Total</b>   | <b>£2.072m</b> |

- 8.2 At present, the costs of each scheme are based on an estimate. These are subject to change once the detail of each scheme has been costed. The funding however is limited to the amount approved by the TfL board plus a contingency. Any variation in costs in excess of the contingency can not be assumed to be funded by TfL unless this is approved in advance. Alternatively, officers may need to manage the workload to ensure that expenditure is contained within the approved provision.

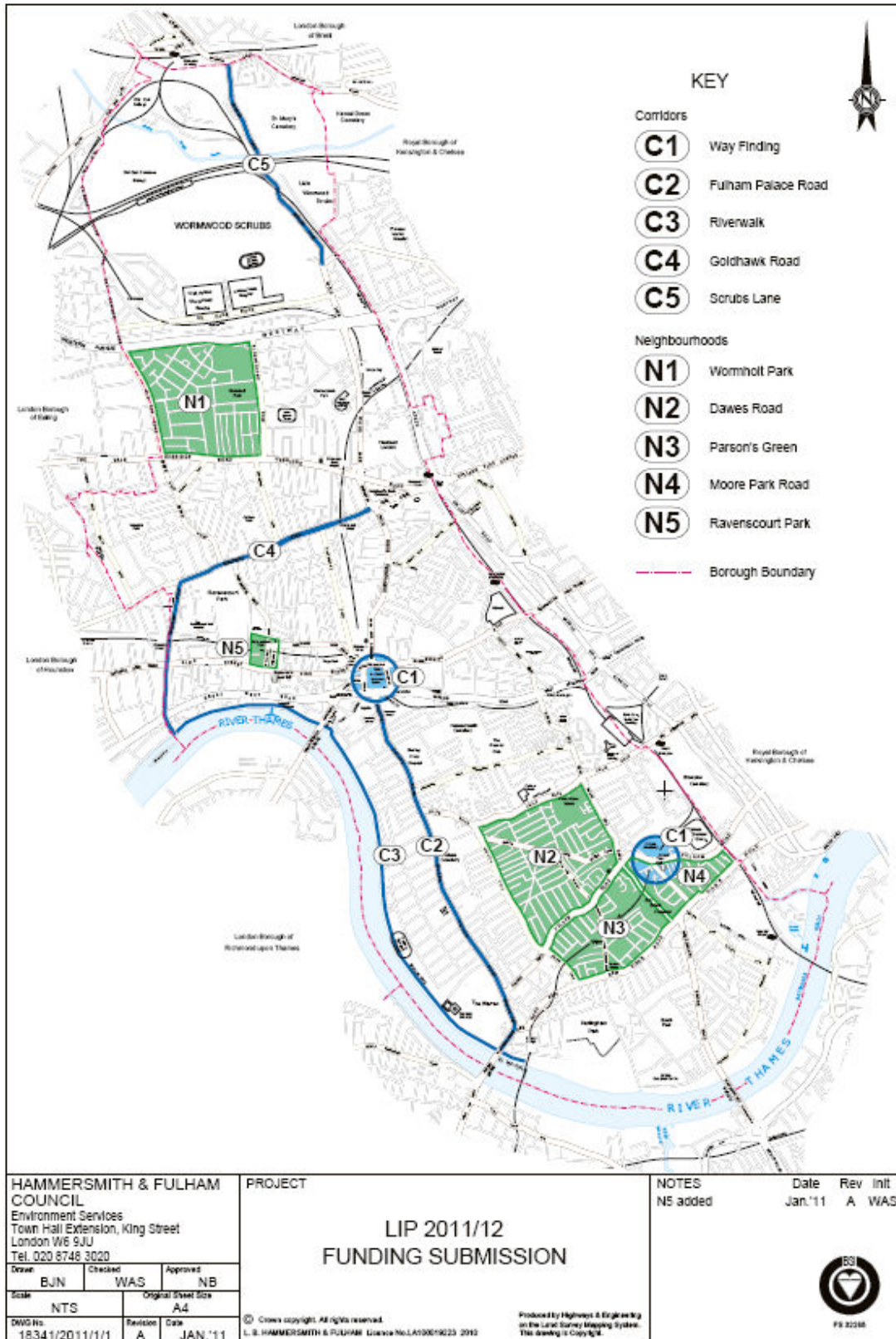
**9. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)**

9.1. ADLDS has read this report and is satisfied with its content.

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

| <b>No.</b>              | <b>Description of Background Papers</b>                    | <b>Name/Ext of hold of file/copy</b>        | <b>Department/ Location</b> |
|-------------------------|--|---|-----------------------------|
| 1.                      | Consultation draft transport plan for Hammersmith & Fulham | Nick Boyle<br>X3069                         | 5th floor HTHX              |
| 2.                      | TfL funding submission 2011/12                             | Nick Boyle<br>X3069                         | 5 <sup>th</sup> floor HTHX  |
| <b>CONTACT OFFICER:</b> |  | <b>NAME: Nick Boyle</b><br><b>EXT. 3069</b> |                             |

# Appendix 1



## **Appendix 2: Wayfinding Project Costs**

The wayfinding signage that we use follows strict design criteria set by Transport for London (TfL) as part of their "Legible London" system. This is designed to be a London wide navigational tool and as such TfL would not be prepared to fund alternative wayfinding designs.

The Legible London pillars (or "infoliths") are intended to be highly vandal resistant including an "impact distortion bracket" designed to withstand sudden heavy impacts on the pillar. Further, TfL states that the choice of materials and finishes has also been carefully considered to maximise product life, ease and minimise maintenance and provide a sustainable solution. This sustainability is driven by choice of materials based on longevity, whole life cost and the ability to recycle products using a "cradle-to-cradle" ethos, i.e. the materials could be reprocessed to construct another sign of the same quality, not down cycled for use in an alternative way.

Further, the design of the pillar, would allow both electric supply, solar power and electronic products to be inserted at a later date and should therefore be able to respond to innovative changes without needing to be significantly modified or replaced.

The supply of Legible London equipment is now via a framework contract established by TfL and aimed at ensuring value for money by having a single contract dealing with all Legible London purchasing across the London area.

Approximately half of the cost of Legible London schemes is the cost of the mapping and design work. This is carried out in-house at LBHF but following strict design standards and quality checking by TfL. The exception to this is 3-D modelling of key landmark buildings which is carried out by a specialist company. An integral part of the design is the involvement of local stakeholders, in particular key members of the local business community, to ensure that points of interest are adequately identified in the maps we produce.

The £130k in 2011/12 will fund the completion of Hammersmith wayfinding (c. £20k -£25k) and will then allow approximately 9 pillars and a few finger posts. The exact number and location of these will be decided in consultation with the local business community and town centre manager.

There is a revenue cost of some £3,000 per year in cleaning and maintaining the pillars and we will explore a variety of means of providing these funds, including sponsorship by businesses or the BID, savings on traffic signal maintenance, or, if necessary, make a proposal for revenue growth item.



London Borough of Hammersmith & Fulham

# Cabinet

21 MARCH 2011

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

**HIGHWAY MAINTENANCE  
APPROVAL OF THE 2011/12 PROGRAMME**

**Wards:  
All**

The purpose of the report is to seek approval for the projects listed within the Carriageway and Footway Planned Maintenance programme and to authorise officers to deliver the programme as set out in the report.

**CONTRIBUTORS**

**Recommendations:**

ENV - AD  
DFCS  
ADLDS

1. That the 2011/12 planned highway maintenance (carriageway and footway) schemes, as set out in Appendix A, be approved.

**HAS AN EIA BEEN  
COMPLETED?  
YES**

2 That authority be delegated to the Director of Environment and Director of Finance and Corporate Services to amend the programme in order to make the optimum use of resources, allowing virements to contain expenditure within the approved resources and not subject to the normal virement rules.

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
N/A**

3 To report and update programme amendments (additions and removals) to the Cabinet Member for Environment and Asset Management.

## 1. BACKGROUND

- 1.1 The financing to complete the highway planned maintenance carriageway and footway programme is met from council capital and revenue allocations, except for Principal Classified Roads that are funded by Transport for London (TfL) through the Local Implementation Plan (LIP) allocation.
- 1.2 All planned maintenance work is delivered through approved council term schedule of rates contracts that have been subjected to competitive tendering.
- 1.3 Officers are seeking approval for the scheme selection and to delegate authority to the Director of Environment and Director of Finance and Corporate Services to make adjustments within the programme in order to make the optimum use of resources allowing virements to contain expenditure within the approved resources and not subject to the normal virement rules.

## 2. INFORMATION

- 2.1 The overall highways budget for road and footway repairs is divided into minor reactive maintenance and major planned work. The reactive work is dependant on the requirement for safety or urgent repairs identified by the highway inspectors. The planned major work seeks to spend the resources cost effectively to optimise maintenance expenditure. Any under spending on the reactive work can be diverted into the planned major works programme. This seeks to achieve a balance between the need to keep the highway in a safe condition and to maximise planned work to spend the resources most cost effectively.
- 2.2 The extent of the planned maintenance works at the time of ordering is not accurately established. The provisional cost estimates included in Appendix A are based on a single average unit price per square meter for similar work types. This avoids the preparation of detailed work schedule and limits site investigation work and unnecessary fee expenditure, particularly for carriageway work.
- 2.3 The current footway maintenance strategy focuses on repaving in and around town centre areas and those streets with the highest footfall in the Borough.
- 2.4 Generally the work is estimated using average unit rates from previous typical schemes and the work, once ordered, is subject to detailed pricing from within the contract. The prices are banded to reflect the volume of work carried out and are considered to be competitive. This approach gives rise to some schemes spending above and others below the estimate. Where unforeseen additional ground work, for example, is required then additional resources have to be made available from within the overall programme resources. The approximate average units rates used to make up the scheme estimates are as follows:

| Activity                                  | Unit Rate £/m <sup>2</sup> |
|---|----------------------------|
| Principal Road resurfacing – Night work   | £40.00                     |
| Other classified Road resurfacing – Day   | £20.00                     |
| Other classified road resurfacing – night | £30.00                     |
| Unclassified road                         | £20.00                     |
| Footway repaving                          | £80.00                     |

*Table showing approximate unit rates used to calculate scheme estimates*

- 2.5 This is monitored on a monthly basis to project full budget expenditure. This balancing process using virements between the reactive and planned budgets gives rise to some adjustment of the total number of planned schemes carried out and encourages optimum use of the available resources. As there are always more schemes in the programme than there are resources to fund them it is always possible to accommodate more or less schemes being carried out within the financial year. It does ensure that the overall budgets are fully spent and overspends are avoided.
- 2.6 There are also significant variables that we have to accommodate during the year rising from, for example, utility company works. To combat this disruption we present a list of reserve schemes that can be moved up the list if higher priority works need to be postponed.
- 2.7 Principal road structural road maintenance is funded from TfL based on bids through the LIP process. The scheme expenditure is regularly reported to TfL so adjustments in expenditure can be accommodated.

### **3. RECOMMENDATIONS**

- 3.1 To approve the Carriageway and Footway Planned Maintenance programme as set out in Appendix A, including the list of reserve schemes.
- 3.2 To delegate authority to the Director of Environment and Director of Finance and Corporate Services to make amendments to the programme in order to make the optimum use of resources allowing virements to contain expenditure within the approved resources and not subject to the normal virement rules.
- 3.2 To report and update programme amendments (additions and removals of streets) to the Cabinet member for Environment and Asset Management

### **4. RISK MANAGEMENT**

- 4.1 Not applicable.

### **5. EQUALITY IMPLICATIONS**

- 5.1 The approval of the highway maintenance programme is not considered to have any equality implications.

### **6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 6.1. The maintenance programme is made up of major planned maintenance and minor reactive maintenance, and is funded by revenue and capital.

6.2 The total maintenance allocation for 2011-12 is as follows:

Capital Allocation     £1,800,000  
 Revenue Allocation    £1,399,200  
 TfL BSP allocation     £ 364,000

6.3 The important distinction is that whilst revenue can be used to fund capital expenditure, the reverse is not true and capital can only be used to fund major planned maintenance works. The Capital Allocation will be approved as part of the Capital Programme by Council in February 2011.

6.4 Appendix A contains a list of proposed borough funded Planned Maintenance schemes at an estimated cost of works of £1.8m. This contains a revenue contribution to Capital. It is this amount over which officers would like to apply some flexibility and use for either reactive or planned maintenance. If reactive maintenance is under spending then this will be used to finance the planned maintenance programme. The intention being to deploy the resources available in the most cost effective manner.

6.5 This will be monitored through the Corporate Revenue and Capital Expenditure monitors and reported accordingly. For planned maintenance, individual schemes will be reported at budgeted and forecast level. As well as amendments to funding of individual projects within the overall programme allocation, should it prove necessary to delete or substitute alternative schemes these will also be reported through the capital monitor.

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

7.1 There are no direct legal implications for the purposes of this report.

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

| <b>No.</b>              | <b>Description of Background Papers</b>       | <b>Name/Ext of holder of file/copy</b>        | <b>Department/ Location</b>                            |
|-------------------------|---|---|--|
| 1.                      | Highway Condition Surveys and database output | Jonathan Addis                                | ENV / Highways<br>5 <sup>th</sup> Floor Town Hall Extn |
| 2.                      | Highway Term Maintenance Contracts            | Jonathan Addis                                | ENV / Highways<br>5 <sup>th</sup> Floor Town Hall Extn |
| <b>CONTACT OFFICER:</b> |   | <b>NAME:</b> Mark Hodgson<br><b>EXT.</b> 3490 |  |



## APPENDIX A

### CARRIAGEWAY SCHEMES

| STREET NAME  | STREET SECTION                                    | ESTIMATED COST   |
|--|---|------------------|
| <b>PRINCIPAL ROADS (funded by TfL - £364k confirmed)</b>   |   |                  |
| DAWES ROAD   | Rylston Road to Varna Road                        | £ 364,000        |
| GLENTHORNE ROAD  | Whole Road  |                  |
| GOLDHAWK ROAD  | <u>SOUTH:</u> Hammersmith Grove to Wells Road     |                  |
| GOLDHAWK ROAD  | <u>NORTH:</u> Godolphin Road to Hammersmith Grove |                  |
| LILLIE ROAD  | Fulham Palace Road to Munster Road                |                  |
| LILLIE ROAD  | North End Road to Mulgrave Crescent               |                  |
| FULHAM ROAD  | <u>SOUTH:</u> Cassidy Road to Parsons Green Lane  |                  |
| PUTNEY BRIDGE APPROACH   | Fulham High Street to Putney Bridge               |                  |
| <b>TOTAL</b>   |   | <b>£ 364,000</b> |
| <p>The £364k allocated by TfL for Borough Principal Roads was allocated for sections of Goldhawk Road and Lillie Road but can be spent on any schemes that are deemed necessary. Therefore this list above is a guide and the actual schemes will be finalised and accurately priced during the works programming.</p> |   |                  |
| <b>NON PRINCIPAL ROADS (funded from council capital allocation)</b>  |   |                  |
| ARMINGER ROAD  | Whole Road  | £ 24,660         |
| ASKEW ROAD   | Goldhawk Road to Haydn Park Road                  | £ 126,000        |
| BAMBOROUGH GARDENS   | Whole Road  | £ 9,720          |
| BLOEMFONTEIN ROAD  | Uxbridge Road to South Africa Road                | £ 53,100         |
| CAMBRIDGE GROVE  | Whole Road  | £ 38,700         |
| CATHNOR ROAD   | Whole Road  | £ 46,980         |
| CEYLON ROAD  | Whole Road  | £ 17,640         |
| CHIDDINGSTONE STREET   | Whole Road  | £ 33,300         |
| CLEMATIS STREET  | Whole Road  | £ 25,920         |
| CURWEN ROAD  | Whole Road  | £ 32,400         |
| DAN LENO WALK  | Whole Road  | £ 5,850          |
| DU CANE ROAD   | Railway Bridge to Artillery Lane                  | £ 72,000         |
| EMDEN STREET   | Whole Road  | £ 7,560          |
| ERCONWALD STREET   | Whole Road  | £ 38,240         |
| ETHELDEEN ROAD   | Whole Road  | £ 13,320         |
| GLENROSA STREET  | Whole Road  | £ 8,800          |
| GREYHOUND ROAD   | Everington Street to Tasso Road                   | £ 43,200         |
| LAMBROOK TERRACE   | Whole Road  | £ 23,220         |
| LARDEN ROAD  | Valetta Road to Raised Crossing                   | £ 39,600         |
| LEYSFIELD ROAD   | Whole Road  | £ 24,300         |
| MACBETH STREET   | Whole Road  | £ 15,660         |
| MERRINGTON ROAD  | Whole Road  | £ 15,300         |
| MILFOIL STREET   | Whole Road  | £ 10,260         |
| MUSGRAVE CRESCENT  | Kempson Road to Tyrawley Road                     | £ 18,000         |
| NETHERWOOD ROAD  | Whole Road  | £ 64,080         |
| ORCHID STREET  | Whole Road  | £ 14,400         |
| RAVENSCOURT PLACE  | Whole Road  | £ 8,460          |
| SEAGRAVE ROAD  | Merrington Road to End                            | £ 63,000         |

|                     |  |                    |
|---------------------|--|--------------------|
| ST PETERS SQUARE    | Inside Road                            | £ 24,300           |
| STAMFORD BROOK ROAD | Whole Road                             | £ 81,180           |
| STUDLAND STREET     | Glenthorne Road to Redmore Road        | £ 8,100            |
| TAMWORTH STREET     | Whole Road                             | £ 23,220           |
| TOWNMEAD ROAD       | Imperial Road to William Morris Way    | £ 88,200           |
| WESTWICK GARDENS    | Whole Road                             | £ 39,420           |
| WINSLOW ROAD        | Distillery Road to Manbre Road         | £ 8,460            |
| WOODLAWN ROAD       | Bishop's Park Road to Doneraile Street | £ 20,700           |
| WOODLAWN ROAD       | Lysia Street to Crabtree Lane          | £ 25,020           |
| WULFSTAN STREET     | Du Cane Road to Erconwald Street       | £ 20,920           |
| <b>TOTAL</b>        |  | <b>£ 1,275,850</b> |

The list of streets that require maintenance extends beyond the above. If, for reasons described in the main report, a large number of the above are unable to be completed next financial year reserve schemes will be brought in from the following (as it seems unlikely that they will be undertaken estimates have not been calculated):

Reserve schemes: *Hartswood Road, Hurlingham Gardens, India Way, Marinefield Road, Melrose Gardens, Parkville Road, St Dunstan's Road*

In addition to this list, any streets approved for the 2010/11 programme which were not completed in the 2010/11 financial year will be carried over and appropriately prioritised in the 2011/12 programme. As of February 2011 this includes the following streets:

*Halford Road, Kilmaine Road, Pearscroft Court, Woolneigh Street, Batson Street, Edith Road, Faroe Road, Hofland Road, Theresa Road, Bagley's Lane, Chesilton Road, Fitzjames Avenue, Bryony Road, Distillery Road, Purcell Crescent, River Terrace, Settrington Road, Shortlands, St James Street.*

## FOOTWAY SCHEMES

| STREET NAME            | STREET SECTION                              | ESTIMATED COST   |
|------------------------|---|------------------|
| DAWES ROAD             | Rylston Road to Varna Road                  | £ 78,750         |
| DAWES ROAD             | North End Road to Bishops Road              | £ 78,750         |
| FULHAM ROAD            | Cassidy Road to Parsons Green Lane (south)  | £ 52,500         |
| HAMMERSMITH GROVE      | WEST SIDE: Adie Road to Amor Road           | £ 54,000         |
| HAMMERSMITH GROVE      | EAST SIDE: Glenthorne Road to Trussley Road | £ 84,375         |
| LILLIE ROAD            | Munster Road to Fulham Palace Road          | £ 127,500        |
| LILLIE ROAD            | North End Road to Mulgrave Crescent         | £ 86,250         |
| PUTNEY BRIDGE APPROACH | Fulham High Street to Putney Bridge         | £ 63,750         |
| RICHMOND WAY           | Minford Gardens to Woodstock Grove          | £ 73,500         |
| WANDSWORTH BRIDGE ROAD | Townmead Road to Stephendale Road           | £ 102,750        |
| <b>TOTAL</b>           |   | <b>£ 802,125</b> |

The list of streets that require maintenance extends beyond the above. If, for reasons described in the main report, a large number of the above are unable to be completed

next financial year further reserve schemes will be brought in from the following. As it seems unlikely that they will be undertaken estimates have not been calculated.

Further reserve schemes: *Dawes Road (Bishops to Rylston), Lillie Road (Mulgrave to Rylston), Wandsworth Bridge Road (Stephendale to Oakbury).*

In addition to this list, any streets approved for the 2010/11 programme which were not completed in the 2010/11 financial year will be carried over and appropriately prioritised in the 2011/12 maintenance programme. As of February 2011 this includes, but is not limited to, the following streets:

*King Street, Du Cane Road, Goldhawk Road, Star Road*

# Agenda Item 9



London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

### CABINET MEMBER FOR CHILDREN'S SERVICES

*Councillor Helen  
Binmore*

### SCHOOL ORGANISATION STRATEGY 2011/12

**Wards:  
All**

This report sets out the School Organisation Strategy for Hammersmith & Fulham 2011/12, to deliver the Council's key educational priorities:

- To meet the Council's statutory responsibility to provide school places to meet demand; and
- The Council's commitment to:
  - The Special Schools Strategy
  - The Schools of Choice agenda for expanding popular schools
  - Increase the percentage of resident children choosing the Borough's schools

The strategy reflects the current financial climate, providing a prudent and sustainable plan within available resources. Approval is sought (subject to consultation where necessary) to the priority schemes as follows:

- Relocation of Cambridge School
- Expansion of Old Oak Primary School
- Development of the Bi-lingual Partnership between Holy Cross School and L'école Marie d'Orliac
- Relocation of Queensmill Special School
- Provision of 'bulge' classes (additional forms of entry introduced for one year only)
- Delivery of the Revenue Maintenance Programme

### CONTRIBUTORS

DCHS  
DFCS  
ADLDS

### Recommendations:

#### 1. That Cabinet:

- (a) approves the School Organisation Strategy, as outlined in this report;
- (b) revokes the decision to dispose of the Askham Centre, taken at Cabinet on 7 February 2011, to allow its use as the site for Queensmill Special School's relocation

**2. That authority be delegated to the Cabinet Member for Children’s Services, in consultation with the Leader of the Council, the Director of Children’s Services and the Director of Finance and Corporate Services, to take the necessary decisions to progress the strategy, including:**

- (a) The decision on the temporary decant or permanent relocation of the Haven Respite Centre from its current location to Dalling Road Children’s Home;**
- (b) Appointing the preferred design team for the schemes contained within this report, following the bid evaluation process;**
- (c) Appointing the preferred contractor for the schemes contained within this report, following the tender evaluation process;**
- (d) Agreeing ‘bulge’ classes where necessary;**
- (e) Procuring contracts on behalf of Free Schools, where necessary and at the request of the Department for Education and Partnership for Schools, to deliver cost efficiencies;**
- (f) Altering the priority order of schemes if circumstances change**

**HAS A EIA BEEN COMPLETED?  
YES**

**HAS THE REPORT CONTENT BEEN RISK ASSESSED?  
N/A**

## **1. BACKGROUND AND CONTEXT**

- 1.1 The Council has a statutory responsibility to ensure the appropriate provision of school places for the residents that require them. The Borough's schools' capital programme was based on the Building Schools for the Future (BSF) and Primary Capital Programmes. However, these programmes were cancelled by the Government in 2010. As a result, whilst the priority outcomes of the strategy remain in line with previous reports (see Background Papers), there has been a need to review and reprioritise the schemes that can be funded to support these outcomes.
- 1.2 The Government has commissioned the James Review to make recommendations in respect of future capital provision for schools. Until the result of this review is known, it is considered prudent to proceed with plans based only on known capital availability.
- 1.3 Secondary Provision  
The previously identified priority schemes have had to be reduced in number, but the schemes now proposed for approval fully support the Council's educational priorities and the schemes that have already been delivered, such as the remodelling and updating of Phoenix High School. This will include the co-location of Cambridge School with Phoenix High School.
- 1.4 Primary Provision  
The PCP had previously prioritised schemes to facilitate increased capacity for admissions in September 2009 and January 2010 to ease the significant pressure for places, including bulge (i.e. temporary) classes at Brackenbury and Flora Gardens Primary Schools and expansion at St John's CE Walham Green Primary School. The schemes now proposed for approval reflect the increasing demand for primary places, and a projection that this rise in demand will continue.

## **2. RECOMMENDED SCHEMES FOR APPROVAL**

- 2.1 The overarching priority when considering schemes for approval, in light of reduced resources, is the need to fulfil the responsibility for the provision of school places. Schemes were therefore prioritised as follows:
- (i) Schemes that the Council is already committed to that support the need for additional school places (including Queensmill, expanded to include a secondary phase; and the development of the Bi-lingual partnership between Holy Cross School and L'école Marie d'Orliac, coupled with the expansion of Holy Cross)
  - (ii) Schemes that further address the need for additional capacity in the future

2.2 This supports the Council's target to increase the percentage of local parents choosing local schools to 59% by 2018. The following schemes are proposed for approval:

|   |            |
|---|------------|
| Cambridge Relocation to Bryony Centre           | 1,500,000  |
| Old Oak Expansion (possible additional funding) | 500,000    |
| Holy Cross Expansion and Bi-Lingual Project     | 6,500,000  |
| Queensmill Relocation                           | 11,000,000 |
| Contingency                                     | 1,000,000  |
| Bulge Classes                                   | 419,000    |
|   | -----      |
|   | 20,919,000 |

2.3 Plans for the majority of the above schemes are well advanced and, for the 'bulge' classes, schemes have been implemented for September 2009 and 2010, with further classes planned for September 2011-13. The table below illustrates the anticipated programme for the priority scheme implementation:

**Table 1 – Priority Schemes Programme**

| <b>Project</b>  | <b>Date</b>               |
|---|---------------------------|
| <b>Cabinet Approval</b>   | <b>March 2011</b>         |
| <b>Cambridge School Relocation</b>  |                           |
| <b>Start on Site</b>  | <b>March 2011</b>         |
| <b>School opens</b>   | <b>September 2011</b>     |
| <b>Holy Cross RC Primary School/ L'ecole Marie d'Orliac (Lycée School) Site Development</b> |                           |
| <b>Start on site</b>  | <b>Summer 2011</b>        |
| <b>School opens</b>   | <b>Spring/Summer 2012</b> |
| <b>Queensmill School Relocation and Haven Respite Centre</b>                                |                           |
| <b>Start on Site</b>  | <b>Autumn 2011</b>        |
| <b>School and Respite Centre opens</b>  | <b>Autumn 2012</b>        |

2.4 Officers are currently exploring the options around development of the Askham/Haven sites as a solution to the relocation of Queensmill School as a 3-19 Autistic Special School. Options around shared space with the Haven Centre (providing respite care for families with disabled children) are being examined, with a view to possibly extending this offer to families with autistic children within a remodelled provision. The options appraisal is also looking at the alternative of relocating the Haven to Dalling Road Children's Home site.

2.5 Relocation of Queensmill to the Askham/Haven site would require revocation of the decision to dispose of the Askham Centre, contained in the H&F Buildings Consultation report, approved at Cabinet on 7 February 2011.

### **3. FUNDING MODEL AND ASSUMPTIONS**

3.1 This section details how the recommended schemes will be funded.

3.2 In addition to the schemes for approval, detailed in 2.2 above, there is a commitment of £1,335,000 for Revenue Maintenance Programme committed schemes. This brings the total programme requiring funding to £22,254,000.

3.3 The anticipated funding for Children's Services to deliver the School Organisation Strategy (available from 2011/12 onwards) is made up as follows:

|  |            |
|--|------------|
| Capital Grant 2011/12                              | 6,156,587  |
| Council's Capital Programme                        | 2,500,000  |
| DSG-funded Revenue Maintenance programme           | 1,335,200  |
| Corporate funded Revenue Maintenance programme     | 462,200    |
| Capital Receipt Contribution to Queensmill project | 2,800,000  |
| Capital Receipt from Disposals Programmes          | 9,000,000  |
|  | -----      |
|  | 22,253,987 |

3.3 The proposed cashflow for the priority schemes, to be funded from the £22,254k, is as follows:

**Table 2 – Cashflow Projections for Recommended Schemes**

|  | 2011/12          | 2012/13           | 2013/14        | Totals            |
|--|------------------|-------------------|----------------|-------------------|
| <b>Commitments on Capital Projects</b>                           |                  |                   |                |                   |
|  |                  |                   |                |                   |
| <b>Cambridge School re-location</b>                              | 1,500,000        |                   |                | 1,500,000         |
| <b>Old Oak expansion (initial £1m already assumed committed)</b> | 350,000          | 150,000           |                | 500,000           |
| <b>Unallocated Contingency</b>                                   | 950,000          | 50,000            |                | 1,000,000         |
| <b>Holy Cross expansion and Bi-Lingual Project</b>               | 3,000,000        | 3,170,000         | 330,000        | 6,500,000         |
| <b>Queensmill</b>  | 2,000,000        | 8,450,000         | 550,000        | 11,000,000        |
| <b>Bulge Classes</b>   | 419,000          |                   |                | 419,000           |
| <b>Revenue Maintenance Commitments</b>                           | 1,335,000        |                   |                | 1,335,000         |
| <b>Totals</b>  | <b>9,554,000</b> | <b>11,820,000</b> | <b>880,000</b> | <b>22,254,000</b> |

3.4 The assumptions associated with this funding model are:

- No reference is made to the future of the Cambridge School site, beyond its temporary use by the West London Free School.
- No account is taken of any additional Capital Grant allocation beyond the amount announced for 2011-12
- No developers' contributions (Section 106) from new developments have been included
- The Revenue Maintenance programme commitment is £1,335,000 (for health and safety and other non-avoidable projects)

3.5 Once Capital Grant funding for 2012-13 and beyond is known, another report will be brought forward, making recommendations for the next stage of the Capital



Programme. This will include the Council's response to the need to ensure there is adequate maintenance of existing stock. Some maintenance programmes were halted in anticipation of the (now cancelled) BSF and PCP programmes. A revised programme is now required. Stock surveys are underway. The results are being discussed with schools; and these discussions will inform the development of the revised programme. A revised programme will be the subject of a further report, contingent upon subsequent capital allocations from the Government.

#### **4. DATA TO SUBSTANTIATE RECOMMENDATIONS**

4.1 This section details the key pupil place planning issues that have informed the scheme proposals to deliver the school organisation strategy, within the available resources.

##### **4.2 Primary Sector**

In line with the rest of London over the last few years, the authority has seen a significant increase in parents applying for primary school places, with a consequent need to increase capacity (see Table 5 – 1<sup>st</sup> and 2<sup>nd</sup> preferences 2006-2010 in section 4.7).

The demand for places is now a higher proportion of birth rates than was previously the case. Therefore, projected demand is calculated using the figure of 60% of the birth rate, projected forward to the relevant year, rather than the figure of 50% previously applied.

4.3 The factors affecting this demand are thought to be:

- Fewer families moving out of the Borough as their children get older
- More families choosing the maintained sector for their child's education, as opposed to the independent sector
- New Housing developments in the Borough producing a 'child yield'

These factors are in part a product of prevailing economic circumstances. Pupil place planning is an imperfect science.

4.4. The table below demonstrates how demand has changed over the last three years, and details our best assessment of need for September 2011. It is recommended that the position is reviewed in Autumn 2011/Spring 2012.

**Table 3 – Primary Applications and Corresponding Birth Rates 2008 to 2011**

| Places  | For September 2008 Start | For September 2009 Start | For September 2010 Start | For September 2011 Start | Current Plans September 2012 | Current Plans September 2013 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------|------------------------------|
| In-Borough  | 1,179                    | 1,282                    | 1,410                    | 1,515 (estimated)        | 1,519 (estimated)            | 1,582 (estimated)            |
| Out-Borough   | 136                      | 122                      | 100                      | 85 (estimated)           | 72 (estimated)               | 61 (estimated)               |
| <b>Total Primary Applications</b>                   | <b>1,315</b>             | <b>1,404</b>             | <b>1,510</b>             | <b>1,600 (estimated)</b> | <b>1,591 (estimated)</b>     | <b>1,643 (estimated)</b>     |
| <b>Corresponding Birth Rates</b>                    | <b>2,559</b>             | <b>2,617</b>             | <b>2,681</b>             | <b>2,774</b>             | <b>2,696</b>                 | <b>2,734</b>                 |
| <b>Percentage Residents against Births</b>          | <b>46.1%</b>             | <b>49%</b>               | <b>52.6%</b>             | <b>54.6%</b>             | <b>56.4%</b>                 | <b>57.9%</b>                 |
| <b>Percentage Total Applications against Births</b> | <b>51.4%</b>             | <b>53.6%</b>             | <b>56.3%</b>             | <b>57.7%</b>             | <b>59%</b>                   | <b>60.1%</b>                 |
| <b>Permanent Places made available</b>              | <b>1,350</b>             | <b>1,395</b>             | <b>1,423</b>             | <b>1,513 (tbc)</b>       | <b>1,558 (tbc)</b>           | <b>1,588 (tbc)</b>           |
| <b>Temporary/Bulge classes</b>                      | <b>0</b>                 | <b>45</b>                | <b>120</b>               | <b>90 – tbc</b>          | <b>30 – tbc</b>              | <b>60 – tbc</b>              |
| <b>Total places made available</b>                  | <b>1,350</b>             | <b>1,440</b>             | <b>1,543</b>             | <b>1,603</b>             | <b>1,588</b>                 | <b>1,648</b>                 |
| <b>Corresponding Births for the year</b>            | <b>2,559</b>             | <b>2,617</b>             | <b>2,681</b>             | <b>2,774</b>             | <b>2,696</b>                 | <b>2,734</b>                 |

#### 4.5 Secondary Sector

The vision for secondary education was set out in the Schools for Choice strategy. The demand for secondary places has increased in secondary schools – see table below – requiring an increase in capacity of the Borough’s maintained schools. Furthermore, the population of children of secondary age is projected to continue to rise.

**Table 4 - Secondary Projections 2011 – 2016**

| Academic Year | Birth Rates reflected | Indicative Housing Developments | Total Projected population at Secondary |
|---------------|-----------------------|---------------------------------|---|
| 2010/11       | 7378                  | 73                              | 7451                                    |
| 2011/12       | 7454                  | 98                              | 7552                                    |
| 2012/13       | 7511                  | 123                             | 7634                                    |
| 2013/14       | 7630                  | 149                             | 7779                                    |
| 2014/15       | 7844                  | 175                             | 8019                                    |
| 2015/16       | 8063                  | 203                             | 8266                                    |
| 2016/17       | 8237                  | 233                             | 8470                                    |

4.6 Beyond population changes, performance is seen as the biggest single influence on parental choice for secondary provision. Every secondary school in Hammersmith & Fulham is now rated either “Good” or “Outstanding” by Ofsted. The authority is second in Inner London for the percentage of 5 GCSEs gained at A\*-C, including English and Maths, and the top performing Borough in Inner

London applying the English Baccalaureate standard. Demand is increasing consistently in line with expectations, and there is significant pressure for Year 7 places (at present just one school has additional capacity available in year 7). This supports the need for investment to increase capacity.

- 4.7 The previous pupil place planning assessment identified the need for an additional 11 forms of entry, of which 4 would be provided by the new Hammersmith Academy. The additional seven forms of entry in the borough's schools was based on an assumption of a decrease in out borough students seeking places in our schools. The reality has been that not only has local demand increased, but also out borough demand has not dropped off to the same level. Therefore demand for school places in Hammersmith & Fulham at secondary level has significantly increased, as demonstrated in Table 5 showing first and second preferences.

**Table 5 – Number of First and Second Preferences 2006-2010**

|                         | 2006                 |                      | 2007                 |                      | 2008                 |                      | 2009                 |                      | 2010                 |                      |
|-------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                         | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref |
| <b>Primary</b>          |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Addison                 | 46                   | 36                   | 54                   | 40                   | 50                   | 33                   | 54                   | 36                   | 38                   | 27                   |
| Avonmore                | 64                   | 23                   | 51                   | 25                   | 62                   | 31                   | 45                   | 37                   | 67                   | 31                   |
| Bentworth               | 31                   | 18                   | 40                   | 17                   | 33                   | 23                   | 35                   | 24                   | 31                   | 40                   |
| Brackenbury             | 47                   | 51                   | 78                   | 78                   | 63                   | 89                   | 74                   | 82                   | 114                  | 115                  |
| Canberra                | 28                   | 17                   | 25                   | 9                    | 36                   | 10                   | 45                   | 17                   | 48                   | 25                   |
| Miles Coverdale         | 27                   | 9                    | 27                   | 17                   | 26                   | 16                   | 30                   | 12                   | 30                   | 22                   |
| Flora Gardens           | 28                   | 12                   | 33                   | 14                   | 27                   | 20                   | 42                   | 25                   | 40                   | 30                   |
| Fulham                  | 23                   | 13                   | 23                   | 13                   | 23                   | 20                   | 33                   | 15                   | 35                   | 14                   |
| New Kings               | 30                   | 12                   | 28                   | 10                   | 34                   | 28                   | 38                   | 20                   | 27                   | 33                   |
| Kenmont                 | 39                   | 3                    | 31                   | 0                    | 50                   | 1                    | 41                   | 0                    | 65                   | 2                    |
| Langford                | 28                   | 6                    | 21                   | 5                    | 39                   | 5                    | 41                   | 12                   | 39                   | 5                    |
| Lena Gardens            | 23                   | 18                   | 24                   | 21                   | 38                   | 21                   | 24                   | 30                   | 25                   | 19                   |
| Melcombe                | 34                   | 20                   | 41                   | 21                   | 36                   | 16                   | 40                   | 23                   | 45                   | 30                   |
| Old Oak                 | 33                   | 7                    | 40                   | 14                   | 39                   | 18                   | 56                   | 14                   | 51                   | 13                   |
| Peterborough            | 20                   | 13                   | 12                   | 13                   |                      |                      |                      |                      |                      |                      |
| Queen's Manor           | 19                   | 12                   | 24                   | 11                   | 20                   | 27                   | 28                   | 15                   | 22                   | 15                   |
| Sir John Lillie         | 43                   | 40                   | 57                   | 34                   | 63                   | 40                   | 50                   | 34                   | 47                   | 37                   |
| Sullivan                | 21                   | 11                   | 22                   | 6                    | 37                   | 24                   | 31                   | 18                   | 32                   | 17                   |
| Wendell Park            | 43                   | 17                   | 69                   | 10                   | 59                   | 21                   | 56                   | 21                   | 74                   | 21                   |
| Wormholt                | 49                   | 19                   | 44                   | 22                   | 61                   | 23                   | 72                   | 28                   | 63                   | 36                   |
| Greenside               | 29                   | 28                   | 46                   | 34                   | 50                   | 39                   | 31                   | 64                   | 41                   | 56                   |
| All Saints              | 47                   | 16                   | 47                   | 31                   | 33                   | 19                   | 51                   | 35                   | 47                   | 25                   |
| Holy Cross              | 34                   | 17                   | 52                   | 19                   | 54                   | 23                   | 59                   | 18                   | 59                   | 36                   |
| Holy Cross (Bi-lingual) |                      |                      |                      |                      |                      |                      |                      |                      | 46                   | 22                   |
| John Betts              | 53                   | 66                   | 83                   | 84                   | 106                  | 68                   | 108                  | 75                   | 90                   | 90                   |
| St. Augustine's         | 43                   | 28                   | 56                   | 31                   | 52                   | 39                   | 50                   | 42                   | 45                   | 46                   |
| St. John's              | 36                   | 23                   | 33                   | 25                   | 32                   | 20                   | 56                   | 34                   | 49                   | 38                   |
| St. Mary's              | 37                   | 12                   | 32                   | 18                   | 34                   | 29                   | 39                   | 31                   | 32                   | 42                   |
| St. Paul's              | 25                   | 7                    | 37                   | 9                    | 30                   | 11                   | 34                   | 28                   | 35                   | 14                   |
| St. Peter's             | 47                   | 12                   | 51                   | 12                   | 52                   | 10                   | 63                   | 26                   | 52                   | 15                   |
| St. Stephen's           | 40                   | 19                   | 39                   | 16                   | 53                   | 27                   | 50                   | 34                   | 57                   | 32                   |
| Good Shepherd           | 33                   | 16                   | 37                   | 13                   | 27                   | 13                   | 35                   | 16                   | 45                   | 22                   |

|                            | 2006                 |                      | 2007                 |                      | 2008                 |                      | 2009                 |                      | 2010                 |                      |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                            | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref |
| Pope John                  | 27                   | 12                   | 34                   | 5                    | 41                   | 7                    | 38                   | 18                   | 52                   | 20                   |
| St. Thomas'                | 34                   | 26                   | 29                   | 19                   | 27                   | 11                   | 44                   | 38                   | 45                   | 22                   |
| Larmerier and Sacred Heart | 71                   | 33                   | 66                   | 34                   | 85                   | 39                   | 79                   | 52                   | 103                  | 65                   |
| Normand Croft              | 51                   | 20                   | 42                   | 14                   | 47                   | 28                   | 36                   | 18                   | 28                   | 25                   |
| Primary Totals             | 1283                 | 692                  | 1428                 | 744                  | 1519                 | 849                  | 1608                 | 992                  | 1719                 | 1102                 |

|                      | 2006                 |                      | 2007                 |                      | 2008                 |                      | 2009                 |                      | 2010                 |                      | 2011                 |                      |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                      | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref | 1 <sup>st</sup> Pref | 2 <sup>nd</sup> Pref |
| <b>Secondary</b>     |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Hammersmith Academy  |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      | 180                  | 178                  |
| Henry Compton        | 105                  | 61                   |                      |                      | 71                   | 43                   | 38                   | 36                   | 39                   | 33                   | 29                   | 24                   |
| Phoenix              | 110                  | 71                   |                      |                      | 130                  | 85                   | 169                  | 85                   | 171                  | 101                  | 148                  | 94                   |
| Fulham Cross         | 123                  | 63                   |                      |                      | 92                   | 70                   | 80                   | 61                   | 107                  | 75                   | 80                   | 55                   |
| Hurlingham & Chelsea | 71                   | 65                   |                      |                      | 82                   | 71                   | 90                   | 59                   | 66                   | 58                   | 45                   | 54                   |
| Sacred Heart         | 270                  | 80                   |                      |                      | 310                  | 158                  | 278                  | 181                  | 337                  | 167                  | 346                  | 163                  |
| Lady Margaret        | 385                  | 185                  |                      |                      | 345                  | 208                  | 266                  | 170                  | 273                  | 184                  | 258                  | 166                  |
| The London Oratory   | 267                  | 66                   |                      |                      | 280                  | 220                  | 303                  | 267                  | 338                  | 29                   | 258                  | 166                  |
| Burlington Danes     | 89                   | 94                   |                      |                      | 131                  | 109                  | 132                  | 122                  | 192                  | 183                  | 177                  | 185                  |
| Secondary Totals     | 1420                 | 685                  |                      |                      | 1441                 | 964                  | 1356                 | 981                  | 1523                 | 830                  | 1521                 | 1085                 |
| Grand Totals         | 2703                 | 1377                 | 1428                 | 744                  | 2960                 | 1813                 | 2964                 | 1973                 | 3242                 | 1932                 | 1521                 | 1085                 |

N.B. 2007 data for secondary schools is corrupted and therefore not available

4.8 The current situation is that 54% of pupils in Year 7 are borough residents compared to 47% in Year 11. Even with the increase of four forms of entry at the new Hammersmith Academy from September 2011, it is expected that, with the exception of one school, all the borough's secondary schools will be filled at Year 7. Therefore, increased capacity, beyond the original 7 forms of entry identified, is a key priority.

4.9 In 2010 it was estimated that, of the Year 7 pupils in the borough, 44% were placed in a Hammersmith & Fulham secondary school, demonstrating clearly that progress towards the target of 59% is being made.

- 4.10 The borough is fortunate that the West London Free School (which is opening four forms of entry in September 2011) will relieve the pressure on secondary school places. This, combined with the Hammersmith Academy, should see even more local children being able to access local schools.
- 4.11 In the future, additional capacity is likely to be required at Lady Margaret School, Sacred Heart High School and Fulham Cross Girls School and Language College. This would increase diversity and parental choice through the expansion of popular schools. This will also meet the anticipated demand on secondary school places arising from increases in primary projections working through the system and the potential impact of increased child yield from the council's future regeneration programmes. However, funding for this expansion will need to be identified. As previously stated, a further report will be brought forward once additional Capital Funding is available. This report will also need to address issues relating to stock condition, addressing additional maintenance requirements.

## **5. RISK MANAGEMENT**

- 5.1 The approach to risk management for this strategy mirrors the corporate approach and, as such, inherent risks are identified and given a rating based on the potential impact of that risk multiplied by the likelihood of it happening. All risks are quantified by using a standard 5 x 5 form of measurement, therefore if a risk has a very high likelihood and a very high impact it will have a combined rating of 25. As part of the ongoing risk management strategy, mitigation is identified in the risk register.
- 5.2 A risk register will be compiled by means of a risk workshop with input from key stakeholders. Ongoing risk management and monitoring of mitigation controls will be the responsibility of the project manager, in liaison with individual risk owners.

## **6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 6.1 The Director of Finance has considered these proposals and notes that they are contained within the Council's Revenue and Capital Strategies.

## **7. EQUALITY IMPLICATIONS**

- 7.1 The proposals set out in this strategy will increase the opportunity for children in the borough to access education and further deliver the Council's Schools of Choice agenda.
- 7.2 The Equality Impact Assessment (EIA) for the School Organisation Strategy was completed on 11 February 2011. The full report can be found in the background papers.
- 7.3 The EIA followed our consultation on the plans for the transformation of secondary education in the borough that took place from 21 April 2008 to 9 June 2008, our subsequent Predictive Equality Impact Assessment (PEIA) in June 2008 and our SEN consultation that took place from 24 November 2008 to 19 January 2009, with a further subsequent Predictive Equality Impact Assessment (PEIA) in February 2009.

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

8.1 The Assistant Director of Legal and Democratic Services has been consulted and notes there are no direct legal implications at this stage.

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

| No. | Description of Background Papers   | Name/Ext of holder of file/copy | Department / Location                      |
|-----|--|---------------------------------|--|
| 1.  | Cabinet Report on Building Schools for the Future Programme Procurement Phase and Capital expenditure on schools – 29 March 2010 | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 2.  | Cabinet Report on BSF Consultation response on vision and proposals, 14 July 2008  | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 3.  | Cabinet Report on BSF Consultation response on SEN Proposals, 2 March 2009   | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 4.  | 2008 SEN Review  | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 5.  | BSF Strategy for Change Part 2   | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 6.  | BSF Outline Business Case  | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 7.  | Equalities Impact Assessment, 11 February 2011   | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 8.  | BSF Pupil Place Planning Report  | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 9.  | Decision under Delegated Powers, 11 February 2011  | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |
| 10. | Schools of Choice  | Samantha Relf<br>020 8753 3647  | Schools Funding and Capital Programme Team |

# Agenda Item 10



London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

### CABINET MEMBER FOR CHILDREN'S SERVICES

*Councillor Helen  
Binmore*

### CONNEXIONS SERVICE ARRANGEMENTS

Connexions is a statutory service that provides information, advice and guidance about career and education opportunities for all young people aged 13 to 19 years. Approval is sought to enter into a one year contract to provide a transitional service that will meet the statutory requirements and deliver savings of 32%.

A separate report on the exempt part of the agenda provides exempt information about the options for and costs of continuing to provide the Connexions service and recommending the preferred option, the supplier of the service and the total cost.

**Wards:  
All**

### CONTRIBUTORS

CHS  
DFCS  
ADLDS

### Recommendations:

- 1. That authority be delegated to the Cabinet Member for Children's Services in conjunction with the Director of Children's Services to finalise the terms of the contract for the Connexions Service.**
- 2. That the Council's Contracts Standing Orders be waived in accordance with section 1 of this report.**

**HAS A EIA BEEN  
COMPLETED?  
YES**

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



## **1. INTRODUCTION**

- 1.1 Connexions is a statutory service that provides information, advice and guidance about career and education opportunities for all young people aged 13 to 19 years.
- 1.2 The current contract for the universal service expires on the 31 March 2011. The uncertainty about the future funding and policy direction for this provision in the later half of 2010 meant that it was not possible to invite tenders for the service. Approval is therefore sought to provide a transitional service that will meet the minimum statutory requirements and deliver savings of 32%.
- 1.3 This course of action requires the granting of a waiver to the Council's Contract Standing Orders which requires a minimum of five (5) tenders to be sought for new contracts valued in excess of £100,000. Paragraph 3.3 of the Standing Orders provides for a waiver to be approved where circumstances are genuinely exceptional. Whilst normal procurement practice would be to tender a new contract in advance of the expiry date of the current one, this is outweighed by the uncertain circumstances and the need to maintain a statutory service.

## **2. BACKGROUND**

- 2.1 The London Borough of Hammersmith and Fulham currently commissions CfBT Advice and Guidance Limited ("CfBT") to provide universal Information, Advice and Guidance (IAG) services to all 13-19 year olds (or up to 24 if young people have learning difficulty or disability) learning and living in the borough. This includes careers advice, job/training placement service which is school and community based, tracking of all young people, services for young people who are not in education training or employment (NEET) and management of the Connexions One Stop Shop on King Street, W6. This contract has an annual value of £880,860 and expires on March 31<sup>st</sup> 2011. The service has been successful in reducing the proportion of local young people who are NEET each year. The current figure is 5.6% or 165 young people against a target of 6.5%.
- 2.2 In 2010 officers were working with other local authorities to scope a joint tendering process to achieve a 25% saving on cost through a new contract. During this period however, there were national policy announcements indicating that the Government intended to remove the duty on local authorities to provide universal provision and to replace the Connexions service with an All-age Careers Service phased in from September 2011.
- 2.3 This comprehensive service has yet to be identified, the local authority retains statutory responsibility. Connexions and funding has been included in the Early Intervention grant.
- 2.4 A decision was taken to suspend the planned tendering process until there was clarity about funding and timescales for the new arrangements.

Discussions began with the existing provider around the possibility of a short term contract to provide a transitional service to ensure that between April 2011 and March 2012 statutory responsibilities are fulfilled.

### **3. NEW STATUTORY ARRANGEMENTS**

- 3.1 The Education Bill, published on 26 January, will when in force change the duties on schools and local authorities. Community schools will have a duty to secure independent careers advice and guidance for all pupils in full time education, removing the duty and funding from local authorities.
- 3.2 Local authorities will continue to have a duty to ensure support is provided to the most vulnerable groups and to support them into education, employment or training. Local authorities will also continue to be responsible for maintaining accurate data on young people, using the Connexions Client Information Service (CCIS) database.
- 3.3 Local authorities retain current duties until such a time as responsibilities transfer in accordance with the change in legislation. It is anticipated that the proposed changes will begin to be phased in from September 2011 with information provided through a website but it is unlikely that the face to face all-age service and statutory responsibility for schools will be fully operational until April 2012.
- 3.4 We have confirmed with other authorities that most are in the process of putting in place similar transitional provision, either through a short term contract or by bringing the service in-house. We are aware that some authorities have been considering removing all of the funding as part of their savings. The legal advice is that authorities must meet their duties as failure to do so will leave the Authority vulnerable to legal challenge.
- 3.5 In light of this information officers have identified the core elements of a transitional service that will meet the requirements of the statutory duty and the options for delivery between April 2011 and March 2012.

### **4. CORE ELEMENTS OF TRANSITIONAL SERVICE**

- 4.1 Services to young people:
  - Providing generic careers information, advice and guidance on making learning and career choices to individuals and groups in schools with a focus on year 11 transition;
  - Contributing to the Year 9 review of all young people with a statement of education need and learning difficulty in schools;

- Supporting young people with learning difficulties and disabilities including the completion of Section 139A assessment and reports for leavers with statements (and school action plus);
- Ensuring all parents and carers of young people requiring a Section 139A assessment receive appropriate information and advice linking into home/work agreements with the Connexions service for out of area young people;
- Providing access to support and resources, materials and referral to learning and employment opportunities to all young people 13-19, including access to jobs and apprenticeships;
- Identifying annually the intended destination for all students in Year 11 in December and provide additional support for those at risk of not making a successful transition; and
- Ensuring Y11 and Y12 leavers have an offer of learning through the September Guarantee.

#### 4.2 Data and tracking:

- Tracking and recording the status of all young people 13-19, in line with national Connexions MI/CCIS requirements;
- Identifying what each student in his or her final year is planning to do at the end of the academic year. Tracking all students with no known intended destination over the summer and provide additional support to those who may not engage in further education, employment or training, ensuring they are aware of the availability of adult guidance service from their 20<sup>th</sup> birthday;
- Identifying those young people who are at risk of becoming NEET at the end of year 11 and 12 at the beginning of the Spring term and put in place arrangements to follow up this group during the period between May and September in order to ensure that they enter education, training or employment; and
- Tracking the current status of all 16-19 year olds using national Connexions management information guidelines and currency rules, drawing on information from other Connexions service delivery organisations in H&F as appropriate.

4.3 In order to maintain the core elements of the service, the intensive service for those not in education training or employment which is currently provided in-house will continue to be delivered directly through the Locality Teams. There is also a need to continue to provide the universal service to schools and in the local community. However the current model for delivering this will be revised to achieve a saving on cost. Maintaining the current level of delivery through the summer term, will ensure an appropriate level of service to ensure that all Year 11 and 12 leavers have an offer of continued learning

and make a successful transition to further education or employment. Elements of the service will then be reduced for the period between September and March 2012 in line with the levels of need and the introduction of the first phase of the new 'all age service' and savings of £288K will be made. The level of service for young people with SEN will be maintained at the same level across the year.

## **5. OPTIONS FOR SECURING THE SERVICE**

- 5.1 Three options were considered for maintaining the service, as set out in the separate report on the exempt part of the Cabinet agenda.

## **6. RISK MANAGEMENT**

- 6.1. Provision of this service is not included on the departmental or corporate risk registers.

## **7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 7.1. Due to the uncertain funding arrangements for 2011-12 and the future nature for the service, the Council was unable to procure the provision of this service through normal means. Given the size of the proposed contract, a waiver from Council's Contracts Standing Orders is requested.
- 7.2 Other comments are in the separate report on the exempt part of the agenda.

## **8. EQUALITY IMPLICATIONS**

- 8.1 An EIA has been completed (available on request)

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

- 9.1 The services described in this report are classified as Part B services under the Public Contracts Regulations 2006. They are therefore not subject to the full regime of the procurement rules set out by these Regulations. However, in the procurement of these services the Council is still bound by the EU Treaty principles of transparency, non-discrimination and proportionality. It is also good practice to comply with the procurement rules set out in the Regulations in respect of all procurements carried out by the Council.

- 9.2 Failure to comply with EU procurement rules can put the Council at risk of challenge being brought by contractors who consider they have been denied the opportunity to tender for a contract.
- 9.3 The current contract for the Connexions service expires on 31 March 2011. Under EU procurement rules and principles, save in exceptional and limited circumstances, the award of a new contract should be carried out following a competitive procurement process.
- 9.4 Other comments are in the separate report on the exempt part of the agenda.

**10. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT**

- 10.1 The proposed contract is not subject to the full provisions of the Public Contracts Regulations as it is defined as an Annex IB Service (the only requirement is to send to the publications office of the Official Journal of the European Union a contract award notice setting out details of the contract award).
- 10.2 Other comments are in the separate report on the exempt part of the agenda.

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

| No.                     | Description of Background Papers | Name/Ext of holder of file/copy             | Department/ Location |
|-------------------------|----------------------------------|---|----------------------|
| 1.                      | Project file                     | Jo Kendall x6217                            | CHS/HTHX             |
| 2.                      |                                  |   |                      |
| <b>CONTACT OFFICER:</b> |                                  | <b>NAME: Jo Kendall</b><br><b>EXT. 6217</b> |                      |

# Agenda Item 11



London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

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

*Councillor Nicholas  
Botterill*

**CABINET MEMBER  
FOR COMMUNITY  
CARE**

*Councillor Joe  
Carlebach*

**CONTRIBUTORS**

Commissioning  
manager – older and  
disabled people

Commissioning  
manager – mental  
health  
ADLDS  
DFCS

**HAS AN EIA BEEN  
COMPLETED?  
YES**

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

**PROPOSED CLOSURE OF TAMWORTH  
SUPPORTED HOSTEL (11 FARM LANE)**

This report provides the results of the recent consultation about the proposed closure of Tamworth hostel. In light of the consultation results, the report recommends that the service is closed and that the building on the 11 Farm Road site is surplus to the Council's requirements and should therefore be sold.

**Recommendations:**

- 1. To close the Tamworth hostel (after all current residents are moved onto alternative accommodation) and cease use of 11 Farm Lane as a supported housing provision.**
- 2. To declare the site surplus to the Council's requirements and to dispose of it 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).**

**Ward:  
Fulham Broadway**

## 1. BACKGROUND

- 1.1 Tamworth is a 14 unit supported accommodation project for people with mental health issues and is provided from a building at 11 Farm Lane. It is a medium – high level short-term service and currently has eight service users. There are ten members of staff.
- 1.2 The budget for Tamworth is made up of the following funding:
  - £239,400 Supporting People
  - £34,000 Council (Adult Social Care)
  - £86,300 Housing Benefit**(£359,700)**
- 1.3 The Council is committed to making a £300,000 MTFs saving over three years on out of borough Mental Health residential placements by the end of financial year (April 2014). The closure of Tamworth will allow the Supporting People funding to contribute towards the MH Placements budget savings.
- 1.4 The Tamworth service has been under review for a number of years and was part of the 'Tamworth and Wood Lane Supported Housing' Key Decisions report that was seen by Cabinet on 7<sup>th</sup> September 2009. As a result of this report another in-house mental health supported housing project, Wood Lane, was closed and the staff and some service users successfully transferred to Tamworth.
- 1.5 Part of the above Key Decisions report outlined proposals to outsource the Tamworth service and move it from the 11 Farm Lane site to a new-build at 282 Goldhawk Road. The intention was that all staff would be TUPE'd to the new provider and the Tamworth building would be put on the disposals list.
- 1.6 However since this report, plans for the site at 282 Goldhawk Road have changed and there will no longer be any supported housing there. No other suitable building has been identified for the Tamworth service and the building at 11 Farm Lane has been in a poor state of repair for many years, making it unfit for a service to continue to operate from it.
- 1.7 The service itself has been underperforming and operating with long term voids for many months. Since the start of this calendar year, Tamworth has been operating at an average of 77% occupancy.
- 1.8 A review of mental health accommodation in the borough, including all mental health supported housing, has established that there is no immediate risk to losing the 14 units at Tamworth because there are sufficient voids elsewhere (see Appendix 1).
- 1.9 This report sets out the evidence supporting closure of the service and concludes on the evaluation of the recent consultation, which was carried out between 15 November 2010 and 7 January 2011.

## **2. CONSULTATION ON THE PROPOSAL TO CLOSE TAMWORTH SUPPORTED HOSTEL**

### **2.1 Consultation process:**

The consultation began on 15 November and concluded on 7 January. The initial four week period of consultation was extended, to allow for the Christmas break. The staff were given the Organisational Change Assessment report and accompanying Equalities Impact Assessment (EIA) on 15 November. During the consultation the following meetings were held:

- 2.1.1 Staff team with Service Manager, Navin Ramgolam and HR relationship manager, Heather Cole – 15 December 2011.
- 2.1.2 Service users and carers with Service Manager, Navin Ramgolam – 16 November and 14<sup>th</sup> December 2011.
- 2.1.3 Hammersmith and Fulham Mind with Commissioning Manager for mental health, Michael Roach – 6 December 2011.
- 2.1.4 Mental health Strategic Commissioning Group with Commissioning Manager, Michael Roach – 14 December 2011.
- 2.1.5 Staff with union representative, Bruce Mackay – 20 December 2011.

2.2 The officer chairing the meetings introduced the proposal and outlined the business case for closure. Detailed notes were taken at each meeting and concerns were addressed by the chairing officer. The notes from the meeting with Mind can be found in Appendix 2. Notes from the staff and service users' meetings are confidential.

### **2.3 Consultation feedback:**

- 2.3.1 **Staff** – Staff were in opposition to the proposal to close Tamworth because they believed the service was still needed to house and support the high needs client group. There was concern that the reason Tamworth has been operating under capacity was that referrals had deliberately stopped. Staff were reassured that this was not the case and that evidence of capacity across all mental health supported housing demonstrates that the borough can provide for those that need this type of accommodation with 14 fewer units (see Appendix 1).
- 2.3.2 **Staff** – Staff were also in opposition to the proposal to close because they were concerned about where the current Tamworth residents would be housed. There was a concern about a particular resident that may need residential care as an alternative to Tamworth and the cost to the Council this would entail. It was explained to staff that move-on plans for each individual would be progressed and all eight residents would be housed in suitable accommodation before the project closed. The resident that may need residential care would have had to move on from Tamworth owing to a change in his needs, so this would have happened despite the closure.
- 2.3.4 **Service users** – Seven out of eight residents were in agreement with the plan to close Tamworth. One resident was upset because she was worried about where she would go. They all requested that they could



be referred for a 'B and B' assessment, to give them higher priority on the housing register. All residents were reassured that their care coordinators would meet with them and their key workers soon to progress move on plans. These plans would be based on an assessment of need and may or may not include the option for move on to B and B accommodation.

2.3.5 **Carers** – Only one carer chose to attend this meeting. Her only concern was that residents should be accommodated locally. She was reassured that all residents would be accommodated in the borough.

2.3.6 **Interest groups** – Of the interest groups that were contacted, only Mind responded requesting a meeting. After hearing clarification of why there was a need to close Tamworth, they were in agreement with the proposal.

## 2.4 **Consultation recommendations:**

Although there was some opposition to the proposal from the staff, the consultation did not present any strong arguments for keeping Tamworth open. Therefore taking into account the feedback received, the recommendation is to close the service.

## 3. **IMPLEMENTATION AND TIMESCALES**

### **Current Tamworth service users:**

3.1 If Tamworth were to close, alternative accommodation would have to be sought for the eight current service users. Of the eight, only two would need the same type of housing as Tamworth. Five would be ready to move in any case to lower supported or independent housing and one would need residential care. The borough has alternative provision for the needs of all eight residents.

The following table outlines the move-on plans for each service user:

|    | <b>Date of move in:</b> | <b>Move on plan:</b>   |
|----|-------------------------|--|
| 1. | 18/03/2010              | Ready for move-on to medium/low supported housing.   |
| 2. | 05/10/2007              | Continuing medium/high housing support needs – alternative medium/high supported housing identified – awaiting assessment.       |
| 3. | 20/08/2009              | Ready for move-on to general needs with floating support.  |
| 4. | 24/07/2006              | Ready for move-on to medium supported housing.   |
| 5. | 22/09/2008              | Continuing high housing support needs and some care needs – awaiting assessment for residential care.                            |
| 6. | 20/02/2009              | Due to move to alternative medium supported housing on 7 <sup>th</sup> February.   |
| 7. | 07/07/2009              | Continuing high housing support needs and some care needs – alternative high supported housing identified – awaiting assessment. |

|    |            |   |
|----|------------|---|
| 8. | 06/04/2010 | Ready for move on to general needs housing with floating support. |
|----|------------|---|

- 3.2 The above table is based on information provided by the Tamworth manager and has been agreed by each service user's care coordinator.
- 3.3 A move on group, which consists of the Tamworth Manager, Social Care Lead for Mental Health, Commissioning Manager and PATHS (Placement and Assessment Team for Homeless Singles) Manager, meets weekly to discuss the plans for the above eight service users.
- 3.4 It is important to note that as Tamworth is short-term housing (two year maximum stay), move on plans are part of the programme of support. There are only two residents who need the same type of accommodation as Tamworth to move onto. All residents have been assessed and any risks of them moving have been mitigated against.
- 3.5 It is recommended that Tamworth will close when all the current residents have moved into suitable alternative housing. It is expected that new placements will be found by the end of the financial year.

#### **4. RISK MANAGEMENT**

- 4.1 There is a financial risk that one current resident needs residential care for move-on accommodation, which could be expensive. However much of the high support mental health supported accommodation is comparable to the cost of some residential placements. This particular resident would have had to move into residential care whether Tamworth was closing or not, because his needs have become too high for supported housing.
- 4.2 There are eight residents at Tamworth and they will all need to be found alternative move-on housing before the project can close. The move on group is working on this weekly and progress has been made. It is expected that all residents will be able to move on by the end of March 2011.
- 4.3. The project would close when all current residents have moved into suitable housing that meets their needs.
- 4.4 Closing Tamworth will reduce the supported housing provision for people with mental health needs by 14 units. However a review of mental health accommodation in the borough, including all mental health supported housing has established that there is no immediate risk to losing the 14 units at Tamworth because there are sufficient voids elsewhere (see Appendix 1).

## 5. EQUALITY IMPLICATIONS

- 5.1 A full Equalities Impact Assessment is attached at Appendix 3. The main points addressed for each of the protected groups: race; disability; gender; age; sexual orientation and religion are outlined below. It should be noted that this EIA addresses the implications for the current Tamworth residents and the potential users of mental health supported housing. It does not address the implications to staff because these are addressed in the Organisation Change Assessment EIA.
- 5.2 **Race:** 37.5% of Tamworth residents are of BME origin, which is comparable to the borough's population of 32% BME. The impact of closing Tamworth is unlikely to have any implications for BME groups because mental health supported housing in the borough as a whole accommodates a disproportionately high number of people of BME origin (63% of all mental health supported housing residents).
- 5.3 **Disability:** Of the current residents in mental health supported housing, only two people have a mobility disability. Closing the project is unlikely to have an effect on disabled people because there will be enough provision in the other mental health supported housing for those that need this type of accommodation. The borough has other supported housing provision for people with physical disabilities.
- 5.4 **Gender:** Tamworth is a mixed hostel with an equal number of male and female units. The rest of the mental health supported accommodation in the borough is mixed or male only. There are a higher number of men in hospital for their mental health than women, so the borough provides supported accommodation that reflects this demographic.
- 5.5 **Age:** Tamworth provides accommodation for adults of all ages, as does the other mental health supported housing in the borough. Providers do not discriminate on age, so current residents and future service users of any adult age would have an equal opportunity of accessing the other mental health supported housing in the borough.
- 5.6 **Sexual orientation:** Tamworth and other mental health accommodation in the borough is for people of any sexual orientation and would not discriminate on any grounds, including sexual orientation. The differential impact on service users of different sexual orientations of closing Tamworth is therefore neutral.
- 5.7 **Religion:** Tamworth and other mental health accommodation in the borough is for people of any religion and would not discriminate on any grounds, including religion. The differential impact on service users who have different religious or philosophical beliefs of closing Tamworth is therefore neutral.

## **6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

- 6.1. The current budget for Tamworth Residential Hostel is £359,700, as detailed in section 1.2.
- 6.2 The closure of Tamworth will allow the Supporting People funding to contribute towards the £300,000 MH Placements budget savings, as detailed in section 1.3
- 6.3 As detailed in the report recommendation, the property is declared surplus to requirements and it is recommended the property would be sold achieving a capital receipt for the Council.

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

- 7.1 The proposed closure of Tamworth hostel 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.
- 7.2 The consultation process followed is outlined in para 2 above and the product of the consultation with Mind is attached at appendix 2. Paragraph 2.3 of the report summarises the consultation feedback. The product of the consultation was also used to inform the Equalities Impact Assessment at appendix 3 which is summarised as to equalities implications at paragraph 5 of the report.
- 7.3 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.
- 7.4 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.

7.5 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'.

7.6 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. The public sector equality duty provisions of the Act come into force on 6th April 2011 and 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.

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

| No.                     | Description of Background Papers         | Name/Ext of holder of file/copy              | Department/ Location    |
|-------------------------|--|--|-------------------------|
| 1.                      | Cabinet Members Decision, September 2010 | Hannah Carmichael x5384                      | Community Commissioning |
| 2.                      | Mental health accommodation review       | Michael Roach x1865                          | Community Commissioning |
| <b>CONTACT OFFICER:</b> |  | <b>NAME: Hannah Carmichael<br/>EXT. 5384</b> |                         |

**APPENDICES:**

**1. Mental health accommodation provision:**



\\LBHF\Root1\  
HMS-SRU-MAIN\Strat

**2. Meeting notes from consultation with Mind:**



\\LBHF\Root1\  
HMS-SRU-MAIN\Strat

**3. Equalities Impact Assessment:**



\\LBHF\Root1\  
HMS-SRU-MAIN\Strat

**4. Organisational Change Assessment and EIA (staff only):**

## 1 Mental health accommodation provision:

1.1 The borough has the following total amount of mental health accommodation:

| Name of service: | Name of provider: | Type of service:           | Units:     | Funded by:                        |
|------------------|-------------------|----------------------------|------------|-----------------------------------|
| Harwood Road     | Hestia            | Residential care           | 15         | ASC                               |
| Charleville Road | LCH               | Residential care           | 9          | ASC                               |
| Talgarth Road    | Hestia            | Residential care           | 10         | ASC                               |
| Tamworth         | H&F               | Supported housing (high)   | 14         | Supporting people (68%) ASC (10%) |
| Perham Road      | LCH               | Supported housing (high)   | 9          | Supporting people (+ASC top-up)   |
| Irving Road      | Mind              | Supported housing (high)   | 10         | Supporting people (+ASC top-up)   |
| Goldhawk Road    | Look Ahead        | Supported housing (high)   | 8          | Supporting people                 |
| King Street      | Look Ahead        | Supported housing (high)   | 12         | Supporting people (+ASC top-up)   |
| Lakeside         | Hestia            | Supported housing (high)   | 10         | Supporting people (+ASC top-up)   |
| Medium support   | Mind              | Supported housing (medium) | 31         | Supporting people                 |
| Barons Court     | LCH               | Supported housing (medium) | 7          | Supporting people                 |
| Lena Gardens     | LCH               | Supported housing (medium) | 6          | Supporting people                 |
| Moore Park Road  | Hestia            | Supported housing (medium) | 7          | Supporting people                 |
| Goldhawk Road    | Hestia            | Supported housing (medium) | 8          | Supporting people                 |
| Kwanza House     | Look Ahead        | Supported housing (medium) | 7          | Supporting people                 |
| Nia House        | Look Ahead        | Supported housing (medium) | 8          | Supporting people                 |
| Boscombe Road    | Mind              | Supported housing (low)    | 5          | Supporting people                 |
| Horton Haven     | PCT               | Recovery                   | 8          | PCT block                         |
| Glyn ward        | PCT               | Recovery                   | 14         | PCT block                         |
| <b>TOTAL</b>     |                   |                            | <b>198</b> |                                   |

1.2 The above table demonstrates that Tamworth contributes **7%** of all mental health accommodation in the borough.

## 2. Immediate risks of closing the service:

**Red** = high risk      **Amber** = Medium risk      **Green** = low risk

**4&5** = high risk      **3** = medium risk      **1&2** = low risk

|          | Risk description             | Impact analysis                             | Proposed solution                              |
|----------|------------------------------|---|--|
| <b>1</b> | One current Tamworth service | Financial impact of a residential placement | There are 49 units of alternative high support |



|   |   |  |  |
|---|---|--|--|
|   | user may need residential care if no alternative high support housing can be identified before service closure. | could effect the savings that would be created by closing the service.   | housing and within these projects up to 6 have been identified as ready to move on. At least 10 people in medium supported housing are ready for move on to general needs. PATHS are on the Tamworth project board and a move on sub group will be established to ensure there is a concentrated effort and priority to finding move on solutions for all those in high/medium supported housing that have been identified as ready to move on. There are Band B opportunities that can be explored. |
| 3 | High redundancy costs of staff team   | Redundancy costs are likely to be in excess of £XXXX. However this would be a one-off cost, unlike the cost of continuing the service or the potential high placement costs. | Staff will be offered redeployment, but in the current environment it is highly unlikely there will be any opportunities.  |

### 3. Long term risks of closing the service:

|   | Risk description  | Impact analysis  | Proposed solution   |
|---|---|--|---|
| 3 | Closing Tamworth will create fewer options for move on from residential care, which could result in more residential care placements at a higher cost than supported housing. | Fewer move on options could mean that people remain in residential care for longer and be referred to residential care as an alternative to supported housing, which has a significant financial impact as well as an impact on individual well-being. | Analysis shows that there have been long term voids in high support accommodation in the last 18 months, which demonstrates that the demand is not as high as had previously been thought. The accommodation strategy, which is due at the end of the financial year, will outline the need for care coordinators to take a managed risk approach to placing people and make better use of care packages and floating support in general needs housing. |
| 2 | Fluctuating discharges could start again, which will result in more residential placements.   | Steadied since June/July, but this is not a long enough period to get a good understand of change, however care coordinators do now have a better approach to managing   | Continue to monitor readmissions, continue to performance manage Trust, meet regularly about delayed discharges, include move on formally into fortnightly delayed discharges meetings to keep pressure on.   |

|  |  |             |  |
|--|--|-------------|--|
|  |  | placements. |  |
|--|--|-------------|--|

**4. Mental health accommodation strategy:**

- 4.1 A review of all mental health placements over the last 18 months has demonstrated the need for the borough to have a mental health accommodation strategy, which will be completed by the end of the financial year. The strategy will include the following areas:
- 4.2 Commissioners to continue to support the function of the housing liaison service into the admissions ward in WLMHT and the work of the PATHS team to better inform practitioners of the range of accommodation options available for patients being discharged from hospital, including maintaining existing tenancies.
- 4.3 A stream of work (which has already begun) to understand and agree what mental health rehabilitation comprises. It will lead to a clarification of a clear pathway to and through mental health rehabilitation and that will include how it will be delivered by the mental health service through the recovery teams in the community and in supported housing.
- 4.4 We will work with partners in commissioning and provision to improve our work with people with co-existing mental health and alcohol and or drug misuse problems through the development of clearer pathways that support more effective protocols and partnership working. This cohort of patients have been identified as one of the most difficult to move on.
- 4.5 We will work with procurement to both test the market for the delivery of more versatile community based support packages and stimulate (where needed) care to include how individuals can be supported to maintain their own accommodation tenancies.
- 4.6 The creation of a move on group/panel, which will be added onto the delayed discharges group that meets every fortnight. The operation of this group will be to focus on move plans for those patients who require moving on to more independent and or lower level supported living. The anticipated result of this closer case by case monitoring is to increase flow in the system.
- 4.7 The combined effect of these actions will be to bring about a change in the focus of managers and practitioners in mental health services. The changes will focus on increasing throughput in the system while improving recovery based practices that aims to help people with mental health problems live as independent as possible lives in their own homes. It will also facilitate the reduction of reliance on hospital bed based services and stimulate more community options for those with mental health problems.

**Tamworth Closure Proposal Consultation**  
**Summary of meeting with Hammersmith and Fulham MIND**  
**Date:** 06.12.2010

**Attendees:** Alex Tambourides (Acting CEO, H&F MIND), Niall Larkin (Acting Deputy CEO MIND), Michael Roach (Joint Commissioning Manger Mental Health NHS Hammersmith and Fulham)

**Purpose:** H&F MIND is a stakeholder and provider of mental health services in Hammersmith and Fulham. This meeting was to hear what MIND's views are on the proposal to close the Tamworth services.

Prior to the meeting a letter was sent to the CEO of MIND. This letter explained the reasons why a proposal was made to close the Tamworth services and to invite H&F MIND as an organisation to make comments on the proposal.

**Questions from MIND and responses on behalf of the Project Board:**

Clarification was sort on why there was a need to close the Tamworth service?

- *The service was consistently underperforming over at least the past 18 months.*
- *The building and environment was in need of major refurbishment. This would require a lot of money that was not available to do this.*
- *An analysis of the use of supported accommodation in the borough over the same 18 months period indicated that there was an underuse of the supported housing capacity in the borough.*
- *The needs of the current service users could be met from other supported housing and care provision in the borough.*

Clarification was also sort on the loss of mental health supported housing capacity within the borough.

- *The findings of the analysis of the usage of supported housing within the borough were restated.*
- *Confirmation was given that the capacity would be reduced by 14 units.*

Was Tamworth going to be re-commissioned in any other form in the future?

- *There is no plan to re-commission a replacement for Tamworth at this time and taking into consideration the findings of the analysis and the current financial environment in health and social care.*

Clarification was sort on how the current residents were going to be supported and provided for during and after the transition if the decision to close was granted.

- *Each service user's needs were being reassessed by his / her care coordinator and the staff at Tamworth. A plan of how these needs will be met was being negotiated with the service user and appropriate provision identified.*

**Comments from MIND in response to the proposal:**

- *H&F MIND are broadly in support of the propose decision to close Tamworth based on the evidence presented to them.*
- *MIND has offered to give the project board any assistance that they need in supporting service users through the transition*
- *MIND has offered to work with Commissioners on work to improve care pathways for mental health service users being discharged from hospital into the community.*
- *MIND would like to be involved in any strategic work that looks at improving mental health service provision in the borough.*

Michael Roach  
Joint Commissioning Manager Mental Health  
NHS Hammersmith & Fulham and LBHF

### Full Equality Impact Assessment Tool

| Overall Information  | Details of Full Equalities Impact Assessment  |
|--|---|
| <b>Financial Year and Quarter</b>  | 10/11 Q4  |
| <b>Name and details of policy, strategy, function, project, activity, or programme</b> | <p><b>Proposed closure of Tamworth supported hostel</b></p> <p>Tamworth is a 14 unit mixed supported hostel that provides short-term accommodation for people with high/medium mental health needs. It is one of 20 supported housing projects for people with mental health needs and one of six that are for people with high mental health needs.</p> <p>Analysis has demonstrated that the number of units of high support can be reduced because there has been an under-occupancy of this type of accommodation for over a year. Tamworth has been operating with high voids and the building is in a very poor state of repair, so it was identified for disposal. The equalities impact of the disposal is low, because evidence demonstrates that there is sufficient provision for the client group in the borough's other mental health supported housing.</p> <p>Of the 14 units at Tamworth only eight are currently occupied. All eight residents have a move on plan and five of these eight will be moving onto lower support or independent accommodation. Therefore the closure of the service has had a positive impact on them because their needs have been assessed and their applications fast-tracked. There are two people whose needs remain the same and they will be moved on to accommodation that is suitable for their needs. One resident needs higher support and will therefore be moved to residential care. It is likely that those with the same or higher needs will also benefit from a move because the Tamworth building is in a poor state of repair and they will move to higher quality accommodation. The service will not close until each resident has been moved on to suitable alternative accommodation that addresses their needs.</p> |
| <b>Name of Service Department</b>  | Name: Hannah Carmichael<br>Position: Commissioning Manager<br>Email: <a href="mailto:hannah.carmichael@lbhf.gov.uk">hannah.carmichael@lbhf.gov.uk</a><br>Telephone No: 020 8753 5384  |

|  |                           |
|--|---------------------------|
| <b>Date of completion of final EIA</b> | 10 <sup>th</sup> Feb 2011 |
|--|---------------------------|

|  |  |
|--|--|
| <b>Section 02</b>  | <b>Scoping of Full EIA</b>   |
| <b>Plan for completion</b>   | <p><b>Timing</b> – completion by 10<sup>th</sup> February 2011</p> <p><b>Resources</b> – Tamworth Manager, Social Care Lead for Mental Health, Commissioning Manager for Mental Health</p> <p><b>Lead Officer</b> – Hannah Carmichael (Commissioning Manager)</p> <p><b>Other officers</b> – Carly Fry (Opportunities Manager)</p>   |
| <b>What is the policy, strategy, function, project, activity, or programme looking to achieve?</b> | <p><b>Proposed closure of Tamworth supported hostel</b></p> <p>Tamworth supported hostel has become surplus to the council's requirements and the proposal is therefore to close it. The outcome would be a saving to the council of approximately £300k.</p> <p>The outcome for staff of the service is likely to be redundancy. The equalities implications of this are discussed in the EIA that accompanies the organisation change assessment (November 2010). This is attached to the Key Decisions Cabinet report.</p> <p>This EIA will only discuss the implications to the current residents of the service and any potential users of the service.</p> |

|                                    |  |
|------------------------------------|--|
| <b>Section 03</b>                  | <b>Assessment of relevant data and/or undertake research</b>   |
| <b>Documents and data reviewed</b> | <p>The following data and documents have been used to help inform this Equalities Impact Assessment:</p> <p><b>Single Equalities Scheme</b></p> <p>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 arise from the Equality Act 2010, which received royal assent in April 2010. The new duty comes into force on 6<sup>th</sup> April 2011.</p> |

|  |  |
|--|--|
|  | <p><b>Borough profile 2010 and Census 2001</b></p> <p>The above were both considered when looking at the populations of people in mental health supported housing and how these compared to the borough's statistics on the protected groups.</p> <p><a href="http://www.lbhf.gov.uk/Directory/Council_and_Democracy/Plans_performance_and_statistics/Statistics_and_census_information/homepage.asp">http://www.lbhf.gov.uk/Directory/Council_and_Democracy/Plans_performance_and_statistics/Statistics_and_census_information/homepage.asp</a></p> |
|--|--|

|                     |   |  |
|---------------------|---|--|
| <b>Section 04</b>   | <b>Assess or undertake consultation</b>   |  |
| <b>Consultation</b> | A seven week consultation on the proposal to close Tamworth was carried out between 15 <sup>th</sup> November 2010 and 7 <sup>th</sup> January 2011. The council consulted with staff, service users, their carers and interest groups. Methodologies consisted of consultation meetings. 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 Cabinet Report.   |  |
| <b>Assessment</b>   | The consultation highlighted the importance of having a move on plan for each individual service user, which considered and mitigated against risks of them moving on. The very nature of supported housing means that move on plans are part of the licences and the proposed closure would mean that these move on plans would be fast tracked, which would benefit the service users that are ready to move on. Those that are not ready to move on would be found suitable, alternative housing and Tamworth would not close until all current residents were settled into new accommodation. |  |

|                   |  |  |
|-------------------|--|--|
| <b>Section 05</b> | <b>Assessment of impact and outcomes</b> |  |
| <b>Assessment</b> | Race                                     | <p><b>LOW IMPACT - NEUTRAL</b></p> <p>The main referral route for Tamworth residents and other mental health supported housing service users is from hospital. There is a disproportionate number of people of Black and Minority Ethnic (BME) people hospitalised for their mental health and this is represented in mental health supported accommodation in the borough as a whole (63%).</p> |

|  |            |  |
|--|------------|--|
|  |            | <p>37.5% of Tamworth's current residents are of BME origin, which is comparable to the borough's population of 32% BME. The impact of closing Tamworth is unlikely to have any implications for BME groups because as stated above, mental health supported housing in the borough as a whole accommodates a disproportionately high number of people of BME origin.</p> <p>During the consultation about the merge of the services there was no concern raised about the impact on race.</p>  |
|  | Disability | <p><b>LOW IMPACT - NEUTRAL</b></p> <p>Tamworth is not accessible for people with mobility problems, so therefore the effect on people with this type of disability would be neutral. Other mental health supported accommodation in the borough is also mostly inaccessible for wheelchairs and those with mobility issues because much of the provision is in converted Victorian houses with stairs and steps.</p> <p>Of the current residents in mental health supported housing, two people have a mobility disability. Closing the project is unlikely to have an effect on those people because there will be enough provision in the other mental health supported housing for those that need this type of accommodation. The borough has other supported housing provision for people with physical disabilities.</p> <p>During the consultation about the merge of the services, there was no concern raised about the impact on disability.</p> |
|  | Gender     | <p><b>LOW IMPACT</b></p> <p>Tamworth is a mixed hostel with an equal number of male and female units. The rest of the mental health supported accommodation in the borough is mixed or male only. There are a higher number of men in hospital for their mental health than women, so the borough provides supported accommodation that reflects this demographic.</p> <p>During the consultation about the merge of the services, there was no concern raised about the impact on gender.</p>   |



|  |   |  |
|--|---|--|
|  | Age                                     | <b>LOW IMPACT - NEUTRAL</b><br><br>Tamworth provides accommodation for adults of all ages, as does the other mental health supported housing in the borough. Providers do not discriminate on age, so current residents and future service users of any adult age would have an equal opportunity of accessing the other mental health supported housing in the borough. |
|  | Sexual Orientation                      | <b>LOW IMPACT - NEUTRAL</b><br><br>Tamworth and other mental health accommodation in the borough is for people of any sexual orientation and would not discriminate on any grounds, including sexual orientation. The differential impact on service users of different sexual orientations of closing Tamworth is therefore neutral.                                    |
|  | Religion/ belief (including non-belief) | <b>LOW IMPACT – NEUTRAL</b><br><br>Tamworth and other mental health accommodation in the borough is for people of any religion and would not discriminate on any grounds, including religion. The differential impact on service users who have different religious or philosophical beliefs of closing Tamworth is therefore neutral.                                   |

|                              |   |
|------------------------------|---|
| <b>Section 06</b>            | <b>Reducing any adverse impacts</b>   |
| <b>Outcome of Assessment</b> | As Tamworth is short-term accommodation, all residents have move on plans. The closure of the service would bring these move on plans forward and applications for alternative accommodation would be fast-tracked. The three residents that would not be ready to move on would be placed in suitable high support accommodation. Tamworth would not close until all current residents are placed in alternative provision that meets their needs. |

|                    |                         |               |                   |                     |                         |
|--------------------|-------------------------|---------------|-------------------|---------------------|-------------------------|
| <b>Section 07</b>  | <b>Action Plan</b>      |               |                   |                     |                         |
| <b>Action Plan</b> | <b>Issue identified</b> | <b>Action</b> | <b>When</b>       | <b>Lead officer</b> | <b>Expected outcome</b> |
|                    | Move current            | Individual    | Start in January, | PATHS manager,      | Smooth transition       |

|  |   |   |  |            |   |
|--|---|---|--|------------|---|
|  | residents onto alternative provision that meets their needs | assessment and move on plans and referrals to be made | finish end of March or when placements are found | Lucy Baker | to new accommodation for service users and carers |
|--|---|---|--|------------|---|

|                               |   |
|-------------------------------|---|
| <b>Section 08</b>             | <b>Agreement, publication and monitoring</b>  |
| <b>Chief Officer sign-off</b> | Name: John Chamberlain<br>Position: Assistant Director of Adult Social Care<br>Email: <a href="mailto:john.chamberlain@lbhf.gov.uk">john.chamberlain@lbhf.gov.uk</a><br>Telephone No: 020 8753 5004 |
| <b>Key Decision Report</b>    | Date of report to Cabinet/Cabinet Member: 21/02/2011<br>Confirmation that key equalities issues found here have been included: Yes  |
| <b>Opportunities Manager</b>  | Name: Carly Fry<br>Position: Opportunities Manager<br>Email: <a href="mailto:PEIA@lbhf.gov.uk">PEIA@lbhf.gov.uk</a><br>Telephone No: 020 8753 3430  |

London Borough of Hammersmith & Fulham



# Cabinet

21 MARCH 2011

**CABINET MEMBER  
FOR RESIDENTS  
SERVICES**

*Councillor Greg  
Smith*

**NEW INSTALLATION OF CCTV ON:  
BAYONNE ESTATE & LAMPETER SQUARE;  
WHITE CITY ESTATE & BATMAN CLOSE  
AND BECKLOW GARDENS**

This report seeks approval for the tender award for new CCTV works on the above H&F Homes estates. The value of the tender is £545,924 and works are to be completed by Autumn 2011.

A separate report on the exempt part of the agenda provides exempt information on the procurement process

**Wards:**

**Askew  
Wormholt & White  
City  
Fulham Reach**

**CONTRIBUTORS**

Adrian Price  
TAP  
DFCS  
ADLDS

**Recommendation:**

**That approval be given to the placing of an order under a New Contract, in the form of a JCT Standard Building Contract, to carry out new CCTV installations on Bayonne Estate & Lampeter Square W6; White City Estate & Batman Close W12 and Becklow Gardens W12.**

**HAS THE REPORT  
CONTENT BEEN  
RISK ASSESSED?  
N/A**

**HAS A EIA BEEN  
COMPLETED?  
YES**

## **1. RECOMMENDATION**

- 1.1 To approve the tender award for new CCTV works on the following H&F Homes estates – Bayonne/Lampeter Square, White City/Batman Close and Becklow Gardens to Chroma Vision Limited (“Chroma Vision”). The value of the tender is £545,924 and works are to be completed by Autumn 2011.

## **2. PURPOSE OF REPORT**

- 2.1. To acknowledge that the Council’s procurement procedures have been followed correctly and to approve the above recommendation as at paragraph 1.1.

## **3. BACKGROUND**

- 3.1. A list of 24 ‘high priority’ H&F Homes estates was identified by the Council, H&F Homes and Police, for consideration of an upgrade of existing CCTV systems or the new installation of CCTV (The 24 estates were identified using a matrix of crime, anti-social behaviour and fear of crime). The costs and sources of funding to implement the CCTV programme of works was agreed by Cabinet on the 13th July 2009 under the ‘*Centralisation and Improvements to CCTV on Hammersmith and Fulham Estates*’.report.
- 3.2. It was agreed that the CCTV improvement programme be phased so that the estates with the highest (perceived and actual) levels of crime, antisocial behaviour and residents fear of crime were prioritised for improvement in the first phase of the programme. Project management support was arranged through an existing H&F Homes Framework agreement and Cyntra were employed for this purpose, working to RSD – Head of Emergency Services. Phase 1 of the improvements are now complete with the exception of Charecroft. The CCTV works on Charecroft is nearly complete apart from the installation of a two cameras due to restricted access caused by scaffolding from Decent Homes works.
- 3.3. The next stage is to install new CCTV systems on Bayonne Estate & Lampeter Square, White City Estate & Batman Close and Becklow Gardens. It is these estates which are covered by this tendered contract. In addition the Cabinet Member for Residents Services has agreed that William Church estate should be included in this phase, which will be funded by Westfield Section 106 funds. William Church is not included in this proposed tender award and these works will be dealt with separately through existing Council procedures by end of financial year 2011/12.
- 3.4. H&F Crime & Disorder Reduction Partnership (CDRP) Group acknowledged the effectiveness of CCTV by debating a factual report at their meeting on 7 December 2010. This initiative also supports the current Administration’s

Manifest promise to enhance CCTV on housing estates and each individual estate systems will be integrated into the Council's CCTV main control room.

#### 4. BRIEF DETAILS OF THE WORKS

- 4.1 The proposed works consist of new design, supply and installation of CCTV systems upon multiple estates comprising the execution of design (fibre network), supply and installation of wiring, cameras, camera poles/brackets, control equipment (consisting of vda's, digital recorders, matrix and switching), onward transmission and interface works into the Council's network. The Council's main CCTV control room, which is permanently staffed 24/7/365, will have access to all the cameras on these estates.

#### 5. REASONS FOR PROCURING A NEW CONTRACT FOR CCTV INSTALLATION WITHIN THE ESTATES

- 5.1. The existing Council's Measured Term Contract for Maintenance of existing Controlled Access and CCTV Systems on Housing Estates 2003/2011 could not be used as the proposed works were outside the scope of this contract.
- 5.2. The existing Council's Maintenance Term Contract for Day to Day Repairs, Installation of New and Planned Maintenance Works to Town Centre CCTV Systems 2007/2011, relates to town centre CCTV only.
- 5.3. It was therefore necessary to procure a separate contract for these works as there was no framework agreement for CCTV systems which could be used for quick, efficient and effective installation.
- 5.4. The new contract is based upon a version of the JCT Standard Building Contract which is a comprehensive contract, allowing works such as those required to be carried out for this project to be dealt with on a technical specification basis with valuation derived from the tendered schedule of rates.

#### 6. ANTICIPATED CASHFLOW

- 6.1. The anticipated cashflow in relation to tender specifications is as follows:

|                  | 2011/2012<br>£ | 2012/2013<br>£ | Totals:<br>£   |
|------------------|----------------|----------------|----------------|
| Works:           | 518,628        | 27,296         | 545,924        |
| Contingency Sum: | 54,593         |                | 54,593         |
| Fees:            | 60,050         |                | 60,050         |
| <b>Total:</b>    | <b>633,271</b> | <b>27,296</b>  | <b>660,567</b> |

## **7. PROGRAMME OF WORK**

7.1. The anticipated programme of work is as follows:

|                             |             |      |
|-----------------------------|-------------|------|
| Cabinet Member's Approval   | 21 February | 2011 |
| Cabinet Decision Approval:  | 21 March    | 2011 |
| Issue Letter of Acceptance: | 04 April    | 2011 |
| Start on Site:              | 16 May      | 2011 |
| Completion of Lot 01:       | 22 July     | 2011 |
| Completion of Lot 02:       | 05 August   | 2011 |
| Completion of Lot 03:       | 08 July     | 2011 |

## **8. EQUALITIES IMPACT ASSESSMENT**

8.1 The EIA for the original Cabinet Key Decision report of 13 July 2009 has been reviewed and found to be current; it is available electronically.

## **9. COMMENTS OF THE DIRECTOR FOR RESIDENTS SERVICES AND DETAILS OF FUNDING PROVISIONS**

9.1 Funding of this project will be met from various sources such as Section 106, Housing Revenue Account (HRA) Capital programme, HRA Adaptations Capital underspend in the cumulative sum of £975,042 of which £324,000, £120,000 and £152,046 has been set aside respectively for Lots 01, 02 and 03 as approved at Cabinet on 13 July 2009. As stated para.10.2 to complete enhanced CCTV works in Lot 02 (White City & Batman Close) Westfield Sect.106 is required, otherwise a smaller CCTV scheme will be adopted within budget. After the expiry of the warranty of new equipment there will be ongoing revenue costs for maintenance. These costs will be met by H&F Homes.

## **10. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES**

10.1 The total cost of the proposed scheme is to be funded from the overall budget provision of £975k as approved by Cabinet on 13 July 2009. This £975k budget is to fund Phase 1 of the scheme, of which £596k was earmarked for the sites set out in this report (Phase 1c).

- 10.2 In addition to this, a further £500k Westfield section 106 funding has been requested in part to fund enhanced CCTV works at White City and Batman Close. A separate Cabinet report has been submitted for consideration to cover this additional cost on the 21<sup>st</sup> March 2011 – ‘*Westfield Section 106 – RSD seeking confirmation of approval of expenditure of money*’. The original funding available out of the £975k budget for White City and Batman Close was £120k, compared to the estimated cost of £259k for the enhanced works as set out in this report. Should this additional funding not be agreed the original level of CCTV works will need to be carried out in order to retain costs within the overall £975k budget.
- 10.3 Total scheme spend will continue to be monitored and reported through the monthly corporate capital monitoring process. Any underspends will be reinvested into subsequent phases of the CCTV scheme, which are yet to be formally agreed by Cabinet.

**11. COMMENTS OF THE ASSISTANT DIRECTOR FOR PROCUREMENT AND IT STRATEGY**

- 11.1 The tendering exercise was carried out in accordance with the Council's Contract Standing Orders and the Public Contract Regulations. The Corporate Procurement Team has provided assistance to this project and provided advice when appropriate. Consequently, the Assistant Director agrees with the recommendations contained in this report.

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

- 12.1 The procurement of this contract by the Council is governed by the provisions of the Public Contracts Regulations 2006.
- 12.2 Legal Services has advised the client department throughout the procurement process to ensure that the provisions of the Regulations have been complied with.
- 12.3 There are further comments in the separate report on the exempt part of the Cabinet agenda.

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

| <b>No.</b>   | <b>Description of Background Papers</b>  | <b>Name/Ext of holder of file/copy</b> | <b>Department/ Location</b>              |
|--|--|--|--|
| 1.   | Cabinet Key Decision Report dated 13 July 2009 for the Centralisation and Improvements to CCTV on H&F Homes Estates    | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 2.   | Cabinet Report for Renegotiation of Westfield Sect 106 Agreements was on 10th October 2009                             | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 3.   | Planning Applications Committee approval was on 24 November 2009   | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 4.   | Pre-Qualification Questionnaires   | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 5.   | Project documents, tender preparation details, specification and contract sum analysis                                 | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 6.   | Tender returns, tender evaluation report   | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 7.   | Form B Tender List and Opening Records for Lots 1 to 3 on 15 <sup>th</sup> December 2010 by Cllr Adronie Alford, Mayor | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| 8.   | Cabinet Key Decision Report dated 21 March 2011 for the Renegotiation of Westfield Sect 106 Agreement                  | Adrian Price<br>Ext. 2260              | Emergency Services<br>77 Glenthorne Road |
| <p><b>Report author: Adrian Price, Head of Emergency Services Department, Residents Services Division.</b></p> |  |  |  |





London Borough of Hammersmith & Fulham

# Cabinet

21 MARCH 2011

**LEADER**

*Councillor Stephen Greenhalgh*

**WESTFIELD SECTION 106 AGREEMENTS – RSD  
SEEKING CONFIRMATION OF APPROVAL OF  
EXPENDITURE**

**Wards  
All**

**CABINET MEMBER  
FOR RESIDENTS  
SERVICES**

*Councillor Greg Smith*

Seeking confirmation of the allocation of Sect. 106 agreements to Residents Services initiatives.

**CONTRIBUTORS**

*Sue Harris  
Adrian Price  
Gavin McCreadie*  
ADLDS  
DFCS

**Recommendation:**

**That the allocation of Westfield Sect. 106 agreements, totalling £2.095 million, to Residents Service Department (RSD) initiatives, including CCTV, crime reduction initiatives, parks and libraries, as set out in the Appendix to this report, be confirmed.**

**HAS A EIA  
BEEN  
COMPLETED?  
YES – relevant  
project leads**

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

**N/A**

## **1. BACKGROUND**

1.1 In principle Westfield funding partners and lawyers, EMT, Cabinet and Planning Applications Committee have already approved the re-allocation of these funds for crime reduction initiatives and regeneration of Shepherds Bush town centre, totalling £2.095m. See attached Appendix 1 for full breakdown of Westfield Sect 106 funding for suggested approved objectives by Residents Services Department, which was outlined in original report to Cabinet members.

1.2 Relevant dates of agreed proposals for expenditure:

- Cabinet Member agreement, sponsored by Deputy Leader was on 12 October 2009
- Planning Applications Committee agreement was on 24 November 2009

## **2. APPROVED REVISED TERMS AND PROVISIONAL ALLOCATIONS**

2.1 The table as at Appendix 1 was approved as the revised “heads of terms” to guide spending for the three obligations together with the suggested range of possible uses.

2.2 The third column identifies suggested provisional financial allocations, which were agreed to enable the forward planning of particular projects and taking into account of current budget pressures; subject to detailed spending approval in the normal way.

## **4 RISK MANAGEMENT**

4.1 Not applicable.

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

5.1 Funding for the proposals set out in this report has been fully earmarked from within existing section 106 budgets. These are all one off costs for which there is no ongoing financial commitment.

## **6. EQUALITY IMPLICATIONS**

6.1 Individual project lead officers have produced Equality Impact Assessment. No negative impacts were predicted.

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

7.1 The Assistant Director of Legal Services is satisfied with the content of this report.

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

| <b>No.</b>                              | <b>Description of Background Papers</b>  | <b>Name/Ext of holder of file/copy</b>                | <b>Department/ Location</b>     |
|---|--|---|---------------------------------|
| 1.                                      | Original Cabinet Report for Renegotiation of Westfield Sect 106 Agreements was on 10 <sup>th</sup> October 2009  | Adrian Price<br>Head of<br>Emergency<br>Services      | RSD/SND/ESS                     |
| 2.                                      | Planning Applications Committee approval was on 24 November 2009<br><ul style="list-style-type: none"> <li>• Cabinet report for approval of the H Homes CCTV improvement program</li> <li>• was on 13 July 2009</li> </ul> | Gavin McCreddie<br>Env. Planning<br>Relations officer | Environment/Planning<br>Section |
| 3.                                      | Cabinet report for approval of Centralisation and Improvements to CCTV on Hammersmith & Fulham Estates on 13 <sup>th</sup> July 2009   | Adrian Price<br>Head of<br>Emergency<br>Services      | RSD/SND/ESS                     |
| <b>CONTACT OFFICER:</b><br>Adrian Price |  | <b>NAME:</b><br><b>EXT. 2260</b>                      |                                 |

## Appendix 1

| OBJECTIVES   | EXPLANATION OF USE   | ALLOCATION  |
|--|--|---|
| <p>Regeneration of Shepherds Bush town centre and White City Opportunity Area.</p> | <p>a) Facilitation of ongoing development of library and 'More Than a Library' brand, this will include:</p> <ul style="list-style-type: none"> <li>- £80k - Increased energy efficiency measures, upgrades to toilets and additional signage.</li> <li>- £125k - Additional costs of ICT connectivity and associated necessary upgrades to the library network and telephony.</li> <li>- £100k for new stock</li> <li>- £100k on refreshing and replacing fixtures and fittings.</li> </ul> <p>b) £400k – Contingency for phased improvement works to Shepherds Bush Common; enabling public access while works are in progress is likely to result in an increase to the cost of the project</p> | <p>a) £405K for library additional costs (ICT &amp; books) (note that an additional £40k was allocated to support this objective, which is included in the total).</p> <p>b) £400K for Shepherds Bush Common additional costs due to phasing.</p> |
| <p>Anti-crime/anti-social behaviour initiatives</p>                                | <p>c) Additional funding for 24/7 policing in the Shepherds Bush/White City area.</p> <p>d) Phase 2 of the Westfield London CCTV integration project. Prior to the opening of Westfield London five new fully functional cameras were installed in Wood Lane and connected to the existing CCTV fibre network. It is now intended to increase CCTV capacity in Aerial Way; the north-side of Shepherds Bush Green; to integrate Westfield control room to HTH CCTV control room and enhance the fibre network between Shepherds Bush Green and Hammersmith Town Centre. The Council's own CCTV fibre between these two town centres will support</p>   | <p>c) £500K to continue 24/7 policing for another year.</p> <p>d) £240K for CCTV in Westfield and surrounding area.</p>   |

|  |  |   |
|--|--|---|
|  | <p>any future CCTV schemes, improve current transmission links and will prove VFM investment. This objective will support the proposal of more CCTV cameras on any future development of Shepherds Bush Common.</p> <ul style="list-style-type: none"> <li>- In addition it is intended to use part of the funding to enhance proficiency within the CCTV control room and to purchase additional software for the CCTV operators to use.</li> <li>- This objective will give the Council improved access to CCTV coverage in the Shepherds Bush town centre area.</li> </ul> <p>e) CCTV on White City estate, which is on the priority list of the agreed H&amp;F Homes CCTV improvement programme. As originally reported to Cabinet the funding set aside for this estate was £500k but the proposal is now not to complete such an extensive CCTV scheme on White City estate but utilise some of the funding for CCTV on William Church estate, which has a crime and anti-social behaviour problem. This estate is within the footprint of Westfield.</p> <p>f) £50k – Communication of advice on how to prepare and respond to civil emergencies associated with Westfield. Westfield is a major attraction, which is proving to be a great success. The increase of traffic flow and footfall will have an impact of emergencies within the Borough.</p> | <p>e) £500k for CCTV on White City &amp; William Church estates</p> <p>f) £50K for civil emergency advice</p> |
|  | <b>TOTAL</b>   | <b>£2.095M</b>  |

- Note: Town centre schemes are defined in the existing 2000 Agreement as schemes for regeneration and improvement, including (in summary): environmental improvement, transport and highways, redevelopment of key sites, street cleansing, community, recreational and entertainment, crime prevention, town centre manager, research into retail trends, town centre promotion, enhancing access gateways.

# Agenda Item 14



London Borough of Hammersmith & Fulham

## Cabinet

21 MARCH 2011

**CABINET MEMBER  
FOR RESIDENTS  
SERVICES**

*Councillor Greg Smith*

**DELIVERY OF THE COUNCIL'S TRADE WASTE  
SERVICE FOR 2011/12**

**Wards:  
All**

This report sets out the background and context to proposals for the future of this service which are presented in the separate report on the exempt Cabinet agenda. Continued delivery of the service by LBHF is recommended.

**HAS A EIA BEEN  
COMPLETED?  
YES**

A separate report on the exempt Cabinet agenda provides exempt information about the Council's income generation strategy for trade waste and the steps being taken to recover sales, together with a summary of the last 12 months sales performance for Trade Waste & Recycling.

**AS THE REPORT  
CONTENT BEEN RISK  
ASSESSED?N/A**

**Recommendation:**

**CONTRIBUTORS**

AD Customer &  
Commercial Service  
RSD

**That LBHF continue to deliver a Trade  
Waste Sales operation in 2011/12 with a  
further review in twelve months time.**

AD Finance RSD  
AD Market Operations  
RSD  
DFCS  
ADLDS

## **1. BACKGROUND**

- 1.1 In April 2009, Cabinet endorsed the recommendation that LBHF continue to deliver a Trade Waste business for 2010/11 and through a more proactive approach to income generation work towards an external income target of £2.4m.
- 1.2 However, with the increase in waste disposal charges effective from April 2011, and uncertainty about the future of the Landfill Allowance Trading Scheme, Cabinet asked that a further review of the financial viability of the service be undertaken in March 2011.
- 1.3 The separate exempt report sets out the current and projected year end position. Based on the projected outturn and the predicted profit projections for next year, it is recommended that LBHF continue to deliver a Trade Waste sales operation in 2011/12 with a further review in twelve months time reported back to Cabinet.

## **2. WASTE DISPOSAL CHARGES**

- 2.1 On 1st April 2011, the cost of waste disposal will increase due to uncontrollable increases in Landfill tax and payments to Western Rivers Waste Authority (WRWA.) The increases are
  - General Waste                    20%
  - Recycle Waste                    3%
- 2.2 Despite the uncontrollable increases in Landfill Tax and costs to the WRWA, due to both the continued projected increase in income, higher retention rates of existing customers and better staff selling performance, it is predicted that the Trade Waste service will still return a profit of £54k in 2011/12. It is therefore recommended to retain this service offer and review for 2012/13.

## **3. CHANGES IN VAT LEGISLATION**

- 3.1 Effective 1 April 2011, HM Revenue and Customers now consider the provision of trade waste collection services as a non business activity for the Council and therefore outside the scope of VAT.
- 3.2 Officers are undertaking further research and seeking advice on the implications of the VAT announcement and will review fees and charges as appropriate with Cabinet Members when a clearer picture emerges.

#### **4. RISK MANAGEMENT**

- 4.1 The sales performance and profitability of the Trade Waste activity is reviewed and monitored on a monthly basis, with action plans developed for any adverse variance.

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

- 5.1 The position on the trade waste account has been monitored and reported each month through the CRM process and the overall profitability of the service is now understood allowing for informed commercial decisions to be made about service delivery. The benefit of this has been evidenced through a reduction in the reported budget pressure between quarters 2 and 3 following the implementation of the new fees and charges from 1<sup>st</sup> January 2011.
- 5.2 All fees and charges are continuing to be reviewed to ensure that they achieve full cost recovery whilst remaining competitive compared to other major providers in the area. Proposals for further revisions from 1<sup>st</sup> April 2011 are currently being finalised to ensure that they are effectively communicated and implemented in line with this timescale.
- 5.3 Whilst corporate growth has been secured through the MTFs process to fund the increased waste disposal costs from 2011/12, the service should continue to be reviewed in terms of overall profitability to ensure that it remains a commercially viable business that is not unintentionally subsidised by the Council. A further review of the service is planned for 2012 when the transfer of waste to the new Belvedere incinerator will have been in operation for a full year and the shared services model with RB Kensington and Chelsea and Westminster City Council is more developed.

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

- 6.1 Under s.45(4) of the Environmental Protection Act 1990 a person at whose request waste other than household waste is collected under this section shall be liable to pay a reasonable charge for the collection and disposal of the waste to the authority which arranged for its collection; and it shall be the duty of that authority to recover the charge unless in the case of a charge in respect of commercial waste the authority considers it inappropriate to do so.

#### **9. EQUALITY IMPLICATIONS**

- 9.1 An equalities impact assessment has been undertaken and the proposals outlined will not impact any specific group.



**LIST OF BACKGROUND PAPERS**

| <b>No.</b> | Description of Background Papers   | Name/Ext of holder of file/copy   | <b>Department/<br/>Location</b> |
|------------|--|-----------------------------------|---------------------------------|
| 1.         | Review of Trade Waste Collection (Cabinet:08/02/2010)                                | AD CGN                            | RSD / 77 Glenthorne Road        |
| 2.         | Resident Service Changes to fees and charges effective from 1 <sup>st</sup> Jan 2011 | AD Customer & Commercial Services | RSD / 77 Glenthorne Road        |

|                         |  |
|-------------------------|--|
| <b>CONTACT OFFICER:</b> | <b>NAME: Sharon Bayliss, AD Customer &amp; Commercial Services<br/>EXT: 4275</b> |
|-------------------------|--|

# Agenda Item 15



## **FORWARD PLAN OF KEY DECISIONS**

*Proposed to be made in the period March 2011 to June 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 March 2011 to June 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](mailto:katia.richardson@lbhf.gov.uk)*

### **Consultation**

Each report carries a brief summary explaining its purpose, shows when the decision is expected to be made and the member of the executive responsible.

### **Reports**

Reports will be available on the Council's website ([www.lbhf.org.uk](http://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 Council. 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 2010/11**

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

*Forward Plan No 106 (published 11 February 2011)*

## LIST OF KEY DECISIONS PROPOSED MARCH 2011 TO JUNE 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:<br>(ie Council or Cabinet) | Date of Decision-Making Meeting and Reason | Proposed Key Decision | Lead Executive Councillor(s) and Wards Affected |
|--|--|-----------------------|---|
|--|--|-----------------------|---|

### March

|         |  |   |   |
|---------|--|---|---|
| Cabinet | 21 Mar 2011                            | <b>The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 9 Amendments</b><br><br>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                            | <b>Tender award report for Phase 1C to the Key Decision on 13 July 2009 - the Centralisation and Improvements to CCTV on H&amp;F Homes Estates</b><br><br>Report seeks approval for tender(s) award to new CCTV installation systems on White City/Batman Close, Becklow Gardens and Bayonne/Lampeter Square estates. | Cabinet Member for Residents Services                 |
|         | Reason: Affects more than 1 ward       |   | Ward(s): Askew; Fulham Reach; Wormholt and White City |
| Cabinet | 21 Mar 2011                            | <b>Disposal of 2 Byam Street, SW6</b><br><br>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                            | <b>Closure of Tamworth supported housing</b><br><br>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                            | <b>2011/12 Transport for London integrated transport investment</b><br><br>This report summarises the Transport for London funded schemes proposed for 2011/12 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                                    |

| <b>Decision to be Made by:</b><br>(ie Council or Cabinet) | <b>Date of Decision-Making Meeting and Reason</b> | <b>Proposed Key Decision</b>  | <b>Lead Executive Councillor(s) and Wards Affected</b> |
|---|---|---|--|
| Cabinet   | 21 Mar 2011                                       | <b>School Organisation Plan</b><br><br>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                                     |
| Cabinet   | 21 Mar 2011                                       | <b>Award of Recruitment Advertising and Executive Search &amp; Selection Contract</b><br><br>- Recruitment advertising, standard transactional and creative<br>- Strategic HR support such as job fairs, materials, branding<br>-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                                       | <b>Approval of the 2011/12 Highway Maintenance Programme</b><br><br>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                                     |
| Cabinet   | 21 Mar 2011                                       | <b>Advertising and communication tender</b><br><br>Results and decision on market testing of an advertising contract following closure of H&F News. This will be a Leader's Urgency Paper to allow the contract to be awarded in April following the paper's closure.   | Leader of the Council                                  |
|   | Reason: Affects more than 1 ward                  |   | Ward(s): All Wards                                     |
| Cabinet   | 21 Mar 2011                                       | <b>Westfield Section 106 agreements – RSD seeking confirmation of approval of expenditure of money</b><br><br>To seek confirmation that Westfield Sect 106 agreements, totalling £2.745 million can be allocated to Residents Services Division (RSD) initiatives, including; CCTV, crime reduction initiatives, parks and libraries. | Cabinet Member for Residents Services                  |
|   | Reason: Expenditure more than £100,000            |   | Ward(s): All Wards                                     |
| Cabinet   | 21 Mar 2011                                       | <b>Lyric Theatre Redevelopment</b><br><br>Paper addressing the education offer from The Lyric Hammersmith to schools in the local authority and how this might be further developed through the proposed capital investment programme.  | Cabinet Member for Children's Services                 |
|   | Reason: Expenditure more than £100,000            |   | Ward(s): All Wards                                     |

| Decision to be Made by:<br>(ie Council or Cabinet) | Date of Decision-Making Meeting and Reason | Proposed Key Decision | Lead Executive Councillor(s) and Wards Affected |
|--|--|-----------------------|---|
|--|--|-----------------------|---|

**April**

|         |   |  |   |
|---------|---|--|---|
| Cabinet | 18 Apr 2011                               | <b>The General Fund Capital Programme, Housing Revenue Capital Programme and Revenue Budget 2010/11 - Month 10 Amendments</b>  | Leader of the Council                             |
|         | Reason:<br>Expenditure more than £100,000 | Report seeks approval to changes to the Capital Programme and Revenue Budget.  | Ward(s):<br>All Wards                             |
| Cabinet | 9 May 2011                                | <b>A transport plan for Hammersmith &amp; Fulham 2011 - 2031</b>   | Deputy Leader (+Environment and Asset Management) |
|         | Reason:<br>Budg/pol framework             | 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.   | Ward(s):<br>All Wards                             |
| Cabinet | 18 Apr 2011                               | <b>Sex and Relationships and Substance Misuse Education Tender</b>   | Cabinet Member for Children's Services            |
|         | Reason:<br>Expenditure more than £100,000 | <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> | Ward(s):<br>All Wards                             |
| Cabinet | 18 Apr 2011                               | <b>Award of Term Contract for Tree Maintenance 2011-2014</b>   | Deputy Leader (+Environment and Asset Management) |
|         | Reason:<br>Expenditure more than £100,000 | Key Decision required to award this contract to the tenderer deemed to have submitted the most economically advantageous tender.   | Ward(s):<br>All Wards                             |
| Cabinet | 9 May 2011                                | <b>Hammersmith Park Sports Facility project - appointment of works &amp; services contractor</b>   | Cabinet Member for Residents Services             |
|         | Reason:<br>Expenditure more than £100,000 | 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.  | Ward(s):<br>Wormholt and White City               |

| <b>Decision to be Made by:</b><br>(ie Council or Cabinet) | <b>Date of Decision-Making Meeting and Reason</b> | <b>Proposed Key Decision</b>  | <b>Lead Executive Councillor(s) and Wards Affected</b> |
|---|---|---|--|
| Cabinet   | 18 Apr 2011                                       | <b>Decision to Award Term Contracts for Road2010 Condition Surveys</b><br><br>Road2010 Road Condition Surveys 2011-2013   | Deputy Leader (+Environment and Asset Management)      |
|   | Reason: Expenditure more than £100,000            |   | Ward(s): All Wards                                     |
| Cabinet   | 18 Apr 2011                                       | <b>Short Breaks Service and Day Service for People with Learning Disabilities</b><br><br>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 '11 Cabinet Report on Day Services) | Cabinet Member for Community Care                      |
|   | Reason: Affects more than 1 ward                  |   | Ward(s): All Wards                                     |
| Cabinet   | 18 Apr 2011                                       | <b>Shepherds Bush Common Improvement Project</b><br><br>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   | 18 Apr 2011                                       | <b>Housing Development Company</b><br><br>Consideration to establish organisational structures for a Local Housing Company.   | Cabinet Member for Housing                             |
|   | Reason: Affects more than 1 ward                  |   | Ward(s): All Wards                                     |
| Cabinet   | 18 Apr 2011                                       | <b>Children's Centres</b><br><br>For a decision on the proposed reconfiguration model of children's centres taking into consideration the views expressed in the public consultation.   | Cabinet Member for Children's Services                 |
|   | Reason: Affects more than 1 ward                  |   | Ward(s): All Wards                                     |

| <b>Decision to be Made by:</b><br>(ie Council or Cabinet) | <b>Date of Decision-Making Meeting and Reason</b> | <b>Proposed Key Decision</b>  | <b>Lead Executive Councillor(s) and Wards Affected</b> |
|---|---|---|--|
| Cabinet   | 18 Apr 2011                                       | <b>Housing Capital Programme 2011/12</b><br><br>Report setting out the proposed Housing Capital Programme 2011/12 and seeking authority to initiate projects and incur expenditure subject to relevant further approvals. | Cabinet Member for Housing                             |
|   | Reason: Expenditure more than £100,000            |   | Ward(s): All Wards                                     |
| Cabinet   | 18 Apr 2011                                       | <b>Kenmont Primary - Roof Replacement</b><br><br>This report seeks to appoint Breyer Group Plc to carry the roof replacement.   | Cabinet Member for Children's Services                 |
|   | Reason: Expenditure more than £100,000            |   | Ward(s): College Park and Old Oak                      |

**June (provisional date)**

|         |  |  |                                   |
|---------|--|--|-----------------------------------|
| Cabinet | 20 Jun 2011                            | <b>Disposal of Air Rights at Planetree Court</b><br><br>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 |

**July (provisional date)**

|         |                                  |   |                       |
|---------|----------------------------------|---|-----------------------|
| Cabinet | 18 Jul 2011                      | <b>Economic Development Update</b><br><br>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    |



# FORWARD PLAN OF ADDITIONAL KEY DECISIONS FOR MARCH

The following is a list of Key Decisions which the Authority proposes to take in March and which were not published on the monthly Forward Plan on 11 February 2011.

*Forward Plan No 106 – additional items (published 11 February 2011 and 4 March)*

\* 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:<br>(ie Council or Cabinet) | Date of Decision-Making Meeting and Reason | Proposed Key Decision | Lead Executive Councillor(s) and Wards Affected |
|--|--|-----------------------|---|
|--|--|-----------------------|---|

## March

|         |  |  |  |
|---------|--|--|--|
| Cabinet | 21 Mar 2011                            | <b>HFBP Contract amends</b><br>Amendments to the H&F Bridge Partnership Contract to change the scope of the service to include that previously provided by FCS Business Transformation Team and Corporate Programme Office Project Management. | Councillor Stephen Greenhalgh          |
|         | Reason: Expenditure more than £100,000 |  | Ward(s): All Wards                     |
| Cabinet | 21 Mar 2011                            | <b>Delivery of the Councils Trade Waste Service 2011/12</b><br>This sets out a summary of the last 12 months sales performance for Trade Waste & Recycling. The report presents recommendations for the future of this service.                | Councillor Greg Smith                  |
|         | Reason: Affects more than 1 ward       |  | Ward(s): All Wards                     |
| Cabinet | 21 Mar 2011                            | <b>Corporate Subscriptions Report</b><br>Details of the bodies to whom LBHF wish to subscribe in 2011-12.  | Leader of the Council                  |
|         | Reason: Affects more than 1 ward       |  | Ward(s): All Wards                     |
| Cabinet | 21 Mar 2011                            | <b>Connexions Service Contract</b><br>Approval of arrangements for securing the Connexions Service for 2011/12.<br><br><i>(published 4 March 2011)</i>   | Cabinet Member for Children's Services |
|         | Reason: Expenditure more than £100,000 |  | Ward(s): All Wards                     |

21 MARCH 2011

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

**CABINET MEMBER**

**CABINET MEMBER FOR RESIDENTS SERVICES**

*Councillor Greg Smith*

**16.1 RESTRUCTURE OF HAMMERSMITH & FULHAM ARCHIVES AND LOCAL HISTORY SERVICE**

This report sets out options for reducing the cost of the Archives and Local History Service in order to achieve efficiency savings from 2011/12 whilst maintaining the Archive collection and research service.

**Decision taken by Cabinet Member on : 23 February 2011**

- 1. Implement Option C and the associated action plan as set out in the attached conservation management report, from 1 April 2011.**
- 2. Temporarily close the reading room and suspend the associated search service from Monday 28<sup>th</sup> February 2011 to 1<sup>st</sup> April 2011 in order to provide sufficient time for the current archivist staff to implement the proposed restructure.**
- 3. Introduce a system of fees and charges and post on the Council's Publication Scheme as per the summary contained in Appendix B in the report.**
- 4. Pursue alternative forms of service provision in partnership with other borough archives, amenity bodies and local community organisations.**

**Wards: All**

**CABINET MEMBER FOR HOUSING**

*Councillor Lucy Ivimy*

**16.2 APPLYING THE NEW SUBSIDY CAPS FOR PRIVATE SECTOR LEASING RENTS**

This report seeks the approval to apply the new housing benefit subsidy caps for temporary accommodation to 10 Private Sector Leasing units managed by the council, which have been affected by further subsidy changes lately introduced by Department for Work and Pensions (DWP).

Applying the new subsidy caps means amending the rent charging

policy for temporary accommodation in order to:

- reduce the rent liabilities of 10 homeless households to bring their rents in line with applicable housing benefit subsidy;
- ensure that the same households are not disadvantaged by the new subsidy regime and that their rents are on par with other households living in similar forms of temporary accommodation.

**Decision made by Cabinet Member on: 21 February 2011**

1. That approval is given to reduce the rents of 10 temporary accommodation units affected by the new DWP housing benefit subsidy scheme at a total aggregate cost of £17,240.08 for 2010/11 as set out in paragraph 6 and Appendix 1 of the report.
2. That authority be delegated to the Head of Accommodation Services, in conjunction with the Cabinet Member for Housing, to implement the new housing benefit subsidy caps in relation to rent charges for newly acquired temporary accommodation units during the 2010/11 financial year.

**Wards: All**

**CABINET MEMBER  
FOR RESIDENTS  
SERVICES**

*Councillor Greg  
Smith*

**16.3 CONTRACTS FOR THE COLLECTION AND  
TRANSPORTATION OF BODIES ON BEHALF OF THE  
WEST LONDON CORONER**

This report seeks Cabinet Member approval for the award of three contracts for the collection and transportation of bodies on behalf of HM Coroner for West London.

**Decision made by Cabinet Member on: 21 February 2011**

**That approval is given to the award of three contracts for the collection and transportation of bodies on behalf of HM Coroner for West London at a total cost of £99,200 (£24,800 per annum for four years) to the six Boroughs comprising the West London Coroner District. The cost to LB H&F is circa. £13,000 over the four year period. The recommended contractors are listed in Para. 5.18 of the report.**

**Wards: All**

**CABINET MEMBER  
FOR CHILDREN'S  
SERVICES**

*Councillor Helen  
Binmore*

**16.4 EXTENSION OF SERVICE LEVEL AGREEMENT FOR  
PARENT PARTNERSHIP SERVICE (STATUTORY SERVICE  
TO SUPPORT PARENTS OF CHILDREN WITH SPECIAL  
EDUCATIONAL NEEDS)**

Parent Partnership is a statutory service for parents and carers of children with Special Educational Needs (SEN), Approval is therefore sought to extend the existing arrangement with Intuition PPMS until 30<sup>th</sup> September 2011.

**Decision made by the Cabinet Member on: 21 February 2011**

- 1. That the Cabinet Member for Children's Services approves an extension of the existing service agreement for Parent Partnership Service to Intuition PPMS for one year to 30<sup>th</sup> September 2011, at a reduced cost of £33,500.**
- 2. That the Council's Contracts Standing Orders be waived in accordance with section 1 (the executive summary) of this report.**

**Wards: All**

**CABINET MEMBER  
FOR CHILDREN'S  
SERVICES**

*Councillor Helen  
Binmore*

**16.5 SCHOOL GATE EMPLOYMENT SUPPORT INITIATIVE**

This report seeks the approval to award grant funding for the School Gate Employment Support initiative.

The School Gate Employment Support (SGES) initiative allocation was agreed by the Area Based Grant (ABG) Board on 9 February 2010.

**Decision made by Cabinet Members on: 21 February 2011**

**That approval is given to regularise appointment of Tendis Ltd for the period of nine months commencing on 1 July 2010 at a total cost of £45,000.00.**

**Wards: Wormholt and White City**

**CABINET MEMBER  
FOR CHILDREN'S  
SERVICES**

*Councillor Helen  
Binmore*

**16.6 APPOINTMENT OF LEA GOVERNORS- VARIOUS**

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

### **Decision made by Cabinet Member on: 3 February 2011**

- 1. To appoint Mr Will Taylor-Jackson to the Governing Body of Langford Primary School for a period of four years to 2 February 2015.**
- 2. To appoint Mr Naresh Sethi to the Governing Body of Vanessa Nursery School for a period of four years to 2 February 2015.**
- 3. To appoint Ms Susie Ruston to the Governing Body of Sullivan Primary School for a period of four years to 2 February 2015.**

**Wards: Sands End; Askew**

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

*Councillor Nicholas  
Botterill*

### **16.7 RAVENSCOURT PARK NEIGHBOURHOOD SCHEME**

This report details proposed improvements within the Ravenscourt Park within the 2010/11 neighbourhood programme.

For a number of years residents in Ravenscourt Park area have rased various concerns regarding speeding, safety and rat-running. A range of road safety improvements are proposed to address these concerns. Streetscape improvements are also proposed to declutter the area, improving disabled access and provison of new parking spaces. Following consultation with residents, several of the proposals have been withdrawn and only those which have residents' clear support are being progressed.

Funding has been provided by Transport for London specifically for this project and proposals has been designed to maximise value for money and reduce the future costs of maintenance and repairs for the Council.

Cabinet approved expenditure on this scheme within the 2010/11 programme/budget on 26 April 2010. A further report will be presented to a future ECM on proposed safety improvements in the area of Glenthorne Road and Studland Street which are planned for 2011/12.

### **Decision taken by Cabinet Member on: 25 January 2011**

**That approval be given to officers to implement the proposals detailed in Section 4 of this report at a total cost of £146,000 as set out in paragraphs 7.1 - 7.3 of the report.**

**Ward: Ravenscourt Park**

**CABINET MEMBER  
FOR CHILDREN'S  
SERVICES**

*Councillor Helen  
Binmore*

**16.8 EXTENSION TO CHILDREN'S CENTRES SERVICE LEVEL  
AGREEMENTS**

This report seeks the approval to award grant funding for the extension of current children's centres service level agreements for April 2011

The children's centres revenue funding was agreed at Cabinet for Phase 2 children's centres in February 2007 and Phase 3 children's centres in July 2008.

**Decision made by Cabinet Member on: 23 February 2011**

**That approval is given to award grant funding for an extension of 1 month commencing on 1 April 2011 to Urban Partnership Group, Old Oak Housing Association, Shepherds Bush Families Project and the Pre-school Learning Alliance at a total cost of £79,667.00 to continue to operate children's centres provision.**

**Wards: Old Oak and College Park, Shepherds Bush Green, Addison, Town, Palace Riverside, Fulham Broadway**

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

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

### **ITEM**

#### **17.1 FLATS RECYCLING PROJECT – GRANT AGREEMENT AND PROJECT COMMENCEMENT**

This report seeks approval for the Council to accept grant funding from the London Waste and Recycling Board (LWaRB) of £222,109.

#### **Reasons for Urgency:**

Owing to the tight deadline set by LWaRB and the risk of losing the funding offer, the grant agreement for the project was executed by the Council and returned to LWaRB on Tuesday 11<sup>th</sup> January. This report seeks approval for expenditure of the funding and confirmation of acceptance of the grant, so that project planning can continue without delay.

#### **Decision taken by the Leader on: 7 February 2011**

That approval be given for acceptance of the grant from LWaRB of £222,109, and expenditure of the funding so that project planning can continue without delay.

**Wards: All**