

Cabinet

Agenda

MONDAY
23 JULY 2012
7.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

Councillor Nicholas Botterill, Leader (+ Regeneration, Asset Management and IT)

Councillor Greg Smith, Deputy Leader (+ Residents Services)

Councillor Helen Binmore, Cabinet Member for Children's Services

Councillor Mark Loveday, Cabinet Member for Communications (+ Chief Whip)

Councillor Marcus Ginn, Cabinet Member for Community Care

Councillor Andrew Johnson, Cabinet Member for Housing

Councillor Victoria Brocklebank-Fowler, Cabinet Member for Transport and Technical Services

Date Issued
11 July 2012

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-10** 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: Wednesday 18 July 2012.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 25 July 2012**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 30 July 2012 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 30 July 2012**.

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

23 July 2012

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	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that 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 disclosable pecuniary interest or other significant 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.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
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13.	EXCLUSION OF PRESS AND PUBLIC	

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

14.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 18 JUNE 2012 (E)	
15.	ASSET DISPOSALS 2012/13 : EXEMPT ASPECTS (E)	
16.	OUTSOURCING OF THE PROVISION OF A MEALS SERVICE TO VULNERABLE ADULTS : EXEMPT ASPECTS (E)	
17.	PROCUREMENT OF THE PROVISION OF AN OUT OF HOSPITAL STROKE SUPPORT SERVICE FOR LONDON BOROUGH OF HAMMERSMITH AND FULHAM AND ROYAL BOROUGH OF KENSINGTON AND CHELSEA AND A STROKE SUPPORT AND INFORMATION SERVICE FOR LONDON BOROUGH OF HAMMERSMITH AND FULHAM ONLY : EXEMPT ASPECTS (E)	

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

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 18 June 2012

PRESENT

Councillor Nicholas Botterill, Leader (+ Regeneration, Asset Management and IT)
Councillor Greg Smith, Deputy Leader (+ Residents Services)
Councillor Helen Binmore, Cabinet Member for Children's Services
Councillor Mark Loveday, Cabinet Member for Communications (+ Chief Whip)
Councillor Marcus Ginn, Cabinet Member for Community Care
Councillor Andrew Johnson, Cabinet Member for Housing
Councillor Victoria Brocklebank-Fowler, Cabinet Member for Transport and Technical Services

1. **MINUTES OF THE CABINET MEETING HELD ON 21 MAY 2012**

RESOLVED:

That the minutes of the meeting of the Cabinet held on 21 May 2012 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

3. **DECLARATION OF INTERESTS**

There were no declarations of interest.

4. **THE GENERAL FUND REVENUE BUDGET CARRY FORWARD 2011-12**

RESOLVED:

That the proposed Departmental Carry Forward proposals of £3,488,000, as set out in Appendix 1 of the report, be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

5. CONTRIBUTION TO THE FUNDING FOR THE TRI-BOROUGH MANAGED SERVICES PROGRAMME

RESOLVED:

That a contribution of £300,000 be approved, from the Efficiency Projects Reserve, towards the cost of undertaking and project managing the business change element of the Tri-borough Managed Services Programme.

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. PARKING PROJECTS PROGRAMME OF WORKS 2012/13

RESOLVED:

That the parking projects programme of works for the 2012/13 financial year, as shown in Table One of the report, and the implementation of the Smart Visitor Permit scheme in all remaining Zones in the borough by March 2014, 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.

7. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

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

The summary was noted.

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

The summary was noted.

10. 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.]

11. SECURE EXTERNAL E-MAIL

RESOLVED:

That the recommendations contained in 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.

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

The summary was noted.

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

The summary was noted.

Meeting started: 7.00 pm
Meeting ended: 7.02 pm

Chairman



Cabinet

23 JULY 2012

**LEADER (+
REGENERATION,
ASSET
MANAGEMENT AND
IT)**

*Councillor Nicholas
Botterill*

**EXECUTIVE RESPONSE TO THE
H&F MEANS BUSINESS SCRUTINY REPORT**

**Wards:
All**

This provides the Cabinet's Executive Response to the report of the Overview and Scrutiny Board, which was agreed 25 April 2012. The scrutiny report contains 6 recommendations to the Cabinet. The draft Executive Response is attached at Appendix 1.

The scrutiny report *H&F Means Business* (attached at Appendix 2) summarises the findings of a short scrutiny inquiry carried out by the Overview and Scrutiny Board, which included consultation with a range of local business leaders and a wider online consultation.

The scrutiny recommendations are focused upon improving information sharing, and strategic networking and working arrangements with local businesses and the appointment of a Business Champion to take the agenda forward.

The Executive Response provides the executive decisions in respect of the scrutiny recommendations, whereby the Cabinet is invited to either agree, reject or amend each recommendation.

CONTRIBUTORS

EDH&R

**HAS A EIA BEEN
COMPLETED?**
N/A

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

Recommendations:

1. **That approval be given to the Executive Response to the H&F Means Business Scrutiny Report recommendations, as set out at Appendix 1.**
2. **That Councillor Robert Iggulden be appointed as Borough Business Champion.**
3. **That the appointed Business Champion considers how best to take forward the agreed Scrutiny recommendations and reports back thereon to the Cabinet.**

1. BACKGROUND

- 1.1. The H&F Means Business scrutiny inquiry was undertaken by the Overview and Scrutiny Board between 6 March and 25 April 2012 to explore how businesses and the Council currently work together to bolster economic growth and what additional actions could be taken to improve joint working.
- 1.2. The inquiry included a dedicated meeting on 6 March 2012 to hear from local businesses and other local stakeholders and a wider consultation with the local business community in March and April 2012. The meeting on 6 March included workshop discussions and feedback, which sought to actively engage and consult local business representatives.

2. H&F MEANS BUSINESS SCRUTINY REPORT

- 2.1. The H&F Means Business scrutiny report and recommendations were agreed by the Overview and Scrutiny Board on 25 April 2012 and referred to the Cabinet for an Executive Response and executive decisions in respect of each of the scrutiny recommendations. The H&F Means Business scrutiny report is attached at Appendix 2.
- 2.2. The scrutiny recommendations are focused upon improving information sharing, and strategic networking and working arrangements with local businesses and the appointment of a Business Champion to take the agenda forward.
- 2.3. The scrutiny report contains 6 recommendations to the Cabinet:
 - ▶ Recommendation One: The Economic Development, Learning and Skills Work Programme
 - ▶ Recommendation Two: A Businesses Strategy Group
 - ▶ Recommendation Three: A Borough Business Champion
 - ▶ Recommendation Four: A H&F Business Support Network
 - ▶ Recommendation Five: An Annual Borough Business Partnership
 - ▶ Recommendation Six: Businesses Networking.

3. THE EXECUTIVE RESPONSE

- 3.1. The Executive Response provides the response to the report and executive decisions in respect of the scrutiny recommendations, whereby the Cabinet is invited to either agree, reject or amend each recommendation. The Cabinet's Executive Response to the H&F Means Business scrutiny report is provided at Appendix 1.
- 3.2. The Executive Response has been drawn up in consultation with Councillor Nicholas Botterill, Leader of the Council and Councillor Mark Loveday , Cabinet Member for Communications and the relevant departmental officers.

- 3.3. The recommendation for a Borough Business Champion is welcomed and the appointed Business Champion is asked to consider how best to take forward the Scrutiny recommendations.
- 3.4. The draft Executive Response agrees the recommendation to appoint a Borough Business Champion (Councillor Robert Iggulden) and refers the other Scrutiny recommendations to him to consider and report back to the Cabinet on how best to take them forward. The Cabinet is now asked to agree the draft Executive Response to the Scrutiny recommendations as set out in Appendix 1.
- 3.5. For the purposes of illustration, Appendix 3 comprises an indicative work programme in response to the Scrutiny Report recommendations which are subject to review by the Business Champion, and a report back to Cabinet.

4. RISK MANAGEMENT

- 4.1 Not applicable.

5. EQUALITY IMPLICATIONS

- 5.1 Not applicable.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 6.1 There are no significant financial or resource implications. £2,500 has been identified as a cost implication for the scrutiny Recommendation Five: An Annual Business Partnership, to be met from within existing resources.

7. COMMENTS OF THE DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

- 7.1. The process for consideration of the scrutiny report and Executive Response are consistent with the Overview and Scrutiny Procedure Rules set out in Part 4 paragraph 13 of the Council Constitution.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	The H&F Means Business scrutiny report	Michael Carr X2076	Governance & Scrutiny
CONTACT OFFICER:		NAME: Michael Carr – Scrutiny Development Officer EXT. 2076	



Hammersmith & Fulham Council

Executive Response to the H&F Means Business Scrutiny Report

By The Cabinet, 23 July 2012

Introduction

The recommendation (Recommendation 3) for a Borough Business Champion is welcomed. The Cabinet appoints Councillor Robert Iggulden as the Business Champion, and requests that he consider and report back on how best to take forward the remaining Scrutiny recommendations below.

Recommendation One: The Economic Development, Learning and Skills Work Programme

It is recommended that the Economic Development, Learning and Skills team incorporate key discussion points and actions arising from the scrutiny consultation in its 2012/13 work programme.

Recommendation Two: A Businesses Strategy Group

It is recommended that a Business Strategy Group is formed within the council, made up of council officers from across departments, with the aim of providing enhanced communications and greater harmony of council policy development and services which affect the local business community.

Recommendation Three: A Borough Business Champion

It is recommended that an elected councillor be nominated as a Borough Business Champion.

Recommendation Four: A H&F Business Support Network

It is recommended that the council establishes an H&F Business Support Network.

Recommendation Five: An Annual Borough Business Partnership

It is recommended that an annual Borough Business Partnership meeting be held, with an open invitation to all borough businesses.

Recommendation Six: Businesses Networking

The establishment of corporate council mechanisms to ensure timely and appropriate networking, liaison and consultation with local businesses both in written form and face to face.

Councillor Nicholas Botterill – Leader of the Council

Signed _____

The London Borough of Hammersmith & Fulham

h&f Means *Business*

A Report of the Overview and Scrutiny Board

www.lbhf.gov.uk/business

The London Borough of Hammersmith & Fulham

April 2012

H&F Means Business

A Report of the Overview and Scrutiny Board

The London Borough of Hammersmith & Fulham

April 2012

Governance & Scrutiny
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Executive Summary

On 6th March 2012, the Overview and Scrutiny Board held a brief inquiry into local business partnerships: *H&F Means Business*, and invited a range of local business leaders and other community stakeholders to attend to give their views on the business environment, support arrangements and business partnership networks in Hammersmith and Fulham. The aim of the scrutiny inquiry was to explore how local businesses and the council currently work together to bolster economic growth and what additional actions could be taken to improve joint working.

The meeting included formal presentations and an introduction from the H&F Cabinet Member for Strategy, Cllr Mark Loveday, as well as informal “*café-style*” break out discussions between the Members of the Board, council officers and local business representatives. Key conclusions were agreed at the meeting and key points of discussion arising from the workshops were noted and are documented for reference in this report.

At the meeting, business representatives were asked to consider key questions around the inquiry and their views were noted. They were asked about whether they felt Hammersmith & Fulham is a business-friendly borough, the proposal for a new Hammersmith & Fulham Business Partnership, what they would like the Council to do to improve business prospects, and the council’s communications with local businesses. Following the meeting, an online consultation was posted and a wider range of local business and community people were able to submit their views on these questions. Some of the key responses are quoted here in this report for reference and have been used to inform and evidence the conclusions and recommendations arising from the inquiry.

At the end of the inquiry, six scrutiny recommendations have been made by the Overview and Scrutiny Board, for development of the business support, economic development, learning and skills portfolio, which are summarised below and exemplified within the report. The key conclusions and recommendations of the scrutiny inquiry are also summarised at the end of the report. It is envisaged that the report and recommendations will be referred to the H&F Cabinet for consideration, with an invitation to respond with an Executive Response and executive decisions.

Summary of Recommendations

Recommendation One: The Economic Development, Learning and Skills Work Programme.

It is recommended that the Economic Development, Learning and Skills team incorporate key discussion points and actions in its 2012/13 work programme.

Recommendation Two: A Businesses Strategy Group

It is recommended that a Business Strategy Group is formed within the council, made up of council officers from across departments, with the aim of providing enhanced communications and greater harmony of council policy development and services which affect the local business community.

Recommendation Three: A Borough Business Champion

It is recommended that an elected councillor be nominated as a Borough Business Champion.

Recommendation Four: A H&F Business Support Network

It is recommended that the council establishes an H&F Business Support Network.

Recommendation Five: An Annual Borough Business Partnership

It is recommended that an annual Borough Business Partnership meeting be held, with an open invitation to all borough businesses.

Recommendation Six: Businesses Networking

The establishment of corporate council mechanisms to ensure timely and appropriate networking, liaison and consultation with local businesses both in written form and face to face.

Membership of the Committee



Councillor Alex Karmel (Chairman)



Councillor
Victoria Brocklebank-
Fowler



Councillor Rachael Ford



Councillor Georgie Cooney



Councillor Donald Johnson



Councillor Lucy Ivimy



Councillor Andrew Jones



Councillor Sally Powell



Councillor PJ Murphy

Aims and Objectives

The Aim of the scrutiny inquiry was to explore how businesses and the Council currently work together to bolster economic growth and what additional actions could be taken to improve joint working.

Introduction

Hammersmith and Fulham Council's current Economic Development Strategy sets out the Council's vision for working with local businesses and other partners to promote and enhance local economic growth. Local business partnerships are at the heart of it. The vision states that "the Council will adopt an effective, partnership driven approach to stimulating economic development in Hammersmith and Fulham, which is built upon the effective collaboration of public, private and third sector organisations; and local people".

“the Council will adopt an effective, partnership driven approach to stimulating economic development in Hammersmith and Fulham, which is built upon the effective collaboration of public, private and third sector organisations; and local people”

An Economic Development Strategy for Hammersmith and Fulham

This scrutiny inquiry was set up to look at how the Council and its partners are achieving this in the current economic context, to speak directly to local business people and to discuss ways in which local partners can work together to further enhance local networks and local policy, to help the Council to further its vision and objectives for local business support and local economic development.

The global economic downturn has placed economic growth and investment at the top of the agenda for government, private, public and community sectors. In Hammersmith and Fulham, the Council is working with businesses to deliver practical responses to today's economic climate, against a backdrop of widespread austerity measures and fiscal challenge. This work has focused on using the Council's influence and resources to:

- ▶ deliver efficient and effective public services, with the 2012/13 Council Tax for residents reducing by a further 3.75%
- ▶ support local businesses through advice and information provision, as well as attract new business investment
- ▶ assist residents to secure skills, qualifications, experience and ultimately, jobs
- ▶ regenerate deprived areas of the borough through the provision of new homes and jobs in order to foster economic growth¹.

A critical way of fostering growth is through the establishment and development of partnerships with businesses and this scrutiny inquiry has briefly examined the

¹ Report to the Overview and Scrutiny Board 6th March 2012, *H&F Means Business: the Council's work with businesses to achieve local economic growth*, The London Borough of Hammersmith and Fulham 2012

current initiatives taking place and put forward recommendations to strengthen joint working, as well as invite broader discussion on 'what works' in supporting local businesses.

On 6th March 2012, the Overview and Scrutiny Board invited a range of local business people and other local stakeholders to discuss what more local business partnerships could do to work together and to identify possible areas for improvement and development. The meeting examined the programmes currently in place to support local business and the current economic profile and context for the borough and its main town centres. It provided a forum for round table discussions between local business people, elected councillors and council officers. Further to that meeting, an online consultation was held, aimed at local businesses, to allow a wider input into the discussions.

At the end of the inquiry, six key recommendations were resolved upon, which are outlined in this report, along with key conclusions and identified areas for development. Several issues and perspectives were also identified, which may be useful for future consideration. The key conclusions and recommendations from the scrutiny inquiry are summarised at the end of this report.

“ Business development is an important area for the Council. Most Members of the Cabinet are either themselves business entrepreneurs or directly involved in private business enterprise in some way, with a high level of appreciation and concern for the issues facing local businesses in Hammersmith and Fulham ”

Councillor Mark Loveday – Cabinet Member for Strategy

1 An Economic Profile of the Borough

1.1. Hammersmith & Fulham is home to large clusters of creative, retail and hospitality businesses and contributes a huge amount to the wider London and national economy. Hammersmith and Fulham is home to the head quarters of a number of large international companies, as well as a wide range of different small business enterprises. Located at the inner West London nexus, it provides a combination of favourable economic opportunities, sitting between the affluent tourist, retail and leisure sectors of the West End to the east, Heathrow airport to the west, the new Wembley Stadium facilities to the north and the Thames corridor regeneration developments to the South. It is a borough of economic contrasts, with successful large businesses juxtaposed alongside pockets and neighbourhoods of relative deprivation².

² *An Economic Development Strategy for Hammersmith and Fulham*, The London Borough of Hammersmith and Fulham, August 2007

Visitors and Tourism

- 1.2. Visitors to Hammersmith and Fulham contribute 750m to the local economy and 35,000 people are employed in the business services sector. Hammersmith and Fulham offers a diverse range and combination of visitor attractions and is home to London's No.1 retail attraction: Westfield London³.

Key Features

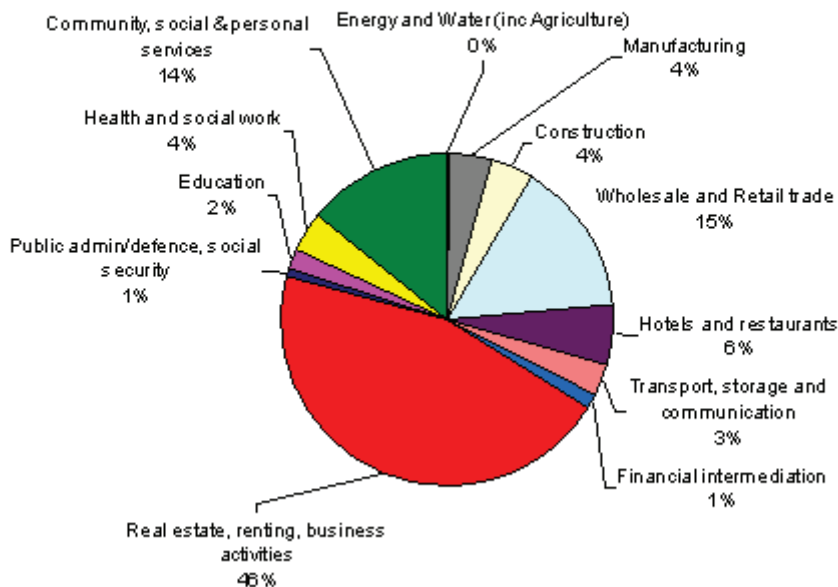
- 1.3. During the inquiry, an economic profile of the borough was provided by the Principal Business Investment Officer. She said that positive economic features included a high job density with a high number of vacancies, a high number of businesses in high growth sectors, high levels of business "births", a high percentage of businesses that are foreign-owned, a high percentage of residents that are self employed, and low insolvency rates.
- 1.4. Negative features include low levels of businesses that are 'adaptive' (i.e. firms that have shown signs of distress in the past but have recovered), low numbers of businesses that are significantly exporting, a high number of businesses 'at risk' (i.e. high average time taken to settle bills after being invoiced) and pockets of high deprivation & unemployment.

Key Sectors

- 1.5. There are currently 126,000 people working in 19,000 businesses in the borough. Key sectors identified were wholesale and retail, real estate, and business services. 7,500 businesses are 'working from home' or 'self employed'. There are 3,590 new business start-ups within the borough, accounting for 24.4% of all businesses. There were 291 new businesses for every 10,000 people of working age, compared to the London average of 255⁴.
- 1.6. She said that Hammersmith and Fulham had a high quality public realm with good public services and provided responsive support and information services for businesses. The borough offers attractive openings for new business investment, and has major sites of physical regeneration and opportunity areas.

³ Information for Investors and Developers, *Introducing the Hammersmith & Fulham Economy*, The London Borough of Hammersmith and Fulham 2010

⁴ Minutes of the Overview and Scrutiny Board 6th March 2012, The London Borough of Hammersmith and Fulham 2012



Source: Annual Business Inquiry NOMIS, 2008

“Hammersmith & Fulham is a relatively business friendly borough, it seems to have well organised local business Forums and made considerable efforts to improve the general appearance (even if those efforts have not always come to fruition). Some sensible planning decisions have been made recently which will improve business in the medium to long term ”

Charlie Raworth - Director and owner of Bush Hall

2 Regeneration: Transforming the Borough

- 2.1. The borough’s Borough of Opportunity vision, as detailed in the Community Strategy 2007-14 sets out the Council’s wider ladder of opportunity aspirations. Hammersmith and Fulham Council has set out plans to regenerate key parts of the borough, rejuvenating town centres and building new homes. This includes a physical regeneration ambition across five major sites, including three of the Mayor for London’s fifteen Opportunity Areas: Old Oak, White City and Earls Court. The regeneration of deprived areas with its resulting estimated 18,000 new homes and 40,000 jobs, will ensure that investment helps to achieve sustainable economic growth over time.
- 2.2. The regeneration programme is designed to attract significant new investment from developers to build new, better homes, create jobs, break down the barriers caused by big estates and create mixed and balanced communities.

- 2.3. At the meeting on 6th March 2012, the Cabinet Member for Strategy provided an overview of the key strategic economic and social regeneration projects and strategies currently being rolled out, including the key regeneration projects currently underway in the West Kensington and Earls Court Opportunity Area, the White City Opportunity Area and the Old Oak Opportunity Area developments.

West Kensington and Earls Court

- 2.4. He outlined some of the key aspirations and benefits sought from these projects. The West Kensington and Earls Court development aspires to provide 8,000 new jobs, new mixed use sustainable neighbourhoods, new efficient schools, leisure and health facilities, public and private open space and public transport improvements.

White City

- 2.5. He said that the White City development aspires to provide 10,000 new jobs, a focus on creative industries and retail, the potential to extend the town centre to the north of Westfield, major leisure uses, community facilities including schools, health etc., public and private open space public transport improvements



An overview of the site in White City to the north of Westfield which is earmarked for new homes and firms, with a possible outline of what it could look like

Old Oak

- 2.6. The Old Oak Common developments aspire to provide a 90 hectare site situated within an area of London that contains some of the most deprived

communities within England and over the next twenty years could contribute to the creation of an estimated 20,000 jobs.



The council encourages the redevelopment of land at Old Oak Common railway sidings for a major mixed use development including industrial, research, distribution, office based and bio-tech industries related to the Hammersmith Hospital research centre.

The council is pressing for the site to be used as a future Crossrail station and West London hub for a national High Speed Rail Link to Heathrow airport. The regeneration of this area, which forms part of the Park Royal industrial estate, has the long term potential to bring 5,000 new jobs.

Shepherds Bush

- 2.9. The Westfield shopping centre development is regenerating the W12 area and has brought new homes, new tube, train and bus stations, extra police on the beat and substantial environmental improvements.

South Fulham Riverside

- 2.10. The South Fulham Riverside Area is one of five regeneration areas within the London Borough of Hammersmith and Fulham identified under the adopted Core Strategy 2011. London Borough of Hammersmith and Fulham have produced a draft Supplementary Planning Document (SPD) for South Fulham Riverside to provide guidance on the way in which the area should be regenerated and developed over the next 20 years. Statutory public consultation on the second draft for the South Fulham Riverside SPD is taking place for six weeks from Friday 30 March until 5pm Friday 11 May 2012.

3 Supporting Local Businesses

- 3.1. The Government has set out a raft of initiatives, which will be championed by the GLA led London Enterprise Panel, to foster economic growth through skills development, employment opportunities, the visitor economy and tourism, business sector investment and support, including 'Coaching for Businesses' and Business Link; a UK on-line based service.
- 3.2. Locally, the council delivers its economic development and business support strategies through the Economic Development, Learning and Skills department; part of the Regeneration and Housing Strategy Division. It aims to foster economic growth and prosperity by assisting residents and businesses with practical responses to today's economic challenges. Specifically, it aims to:
- ▶ support local businesses and attract business investment
 - ▶ assist residents to secure skills, qualifications, experience and jobs
 - ▶ regenerate deprived areas of the borough.
 - ▶ deliver the Council's key theme '*H&F – a better place to do business*'
 - ▶ stimulate inward investment and provide strategies for competitive growth
 - ▶ develop and maintain business relations and providing a voice for businesses at local, regional and national levels
 - ▶ work with developers to sustain business growth and maximise employment/training benefits from developments
 - ▶ lever in funding/investment for business support activities
 - ▶ develop strategic partnerships, strengthen the involvement of businesses in the local community and promote local corporate social responsibility.

Current Council Priorities

- 3.3. The Council aims to prioritise initiatives which focus on the following building blocks for economic growth and prosperity:
- ▶ Ensuring the borough's commercial centres and high streets are competitive places to locate and more generally maximising opportunities to trade and invest in the borough
 - ▶ Working with businesses as employers to increase the availability of employment opportunities for residents
 - ▶ Increasing the pool of employed, enterprising and skilled residents
- 3.4. For key contacts and further information on Hammersmith and Fulham Council's economic development and business support, visit: www.lbhf.gov.uk/business

Current Council Initiatives

- 3.5. The Economic Development, Learning and Skills team leads on; maximising jobs and employment opportunities for residents, delivers over 400 classes per year to adult learners, and works with the business sector to increase business investment and growth.
- 3.6. The team's work with businesses currently includes:
- ▶ management of a Business portal: a one stop shop for all local businesses, offering support, advice and signposting to wider services including access to finance, training and procurement opportunities
 - ▶ town centre and high street management in Fulham and Shepherds Bush, delivering dedicated business support initiatives in partnerships with the Metropolitan Police, local businesses and residents to maintain a safe and attractive retail environment in order to increase footfall and trade
 - ▶ business communications including newsletter and e-updates; the H&F Business directory (listing 3,000 local businesses); a 52 page H&F business pack jammed with information and advice; organisation in the area, local and sector specific business forums
 - ▶ the H&F Enterprise Club (for new business start-ups). In January, at the club launch, nearly 100 local residents attended a packed event opened by the Mayor. Meetings are held monthly, with each session focusing on a different aspect of business development
 - ▶ Business to Business networking events; including the planned Business Expo Twenty12 on June 18th 2012
 - ▶ management of 69 H&F owned units which are rented out to business for office, light industrial and media purposes
 - ▶ business investment; assisting the development and growth of the borough's two BIDS (Business Improvement Districts); HammersmithLondon and Park Royal Partnership which between them invest nearly £1m pa in the borough.
- 3.7. The Economic Development, Learning and Skills team also delivers complementary services to local employers through its local recruitment facility; the WorkZone. The

WorkZone, based at the Shepherds Bush library, aims to capture retail jobs at Westfield London as well as deliver outreach employment support activities in the community.

- 3.8. The Overview and Scrutiny Board has noted the positive feedback from members of the business community towards the council's Economic Development, Learning and Skills team, who appear to provide an energetic and proactive approach in supporting the council's business support strategies. It is hoped that the officers who have participated in this inquiry have also found the process to be useful as part of their engagement with the local business community and in identifying, in the facilitated dialogue with local business people through this inquiry, some further areas for service development. It is recommended, therefore, that the Economic Development, Learning and Skills team incorporate the key discussion points, key conclusions and actions arising from this inquiry into their 2012-2013 work programme.

Recommendation One: The Economic Development, Learning and Skills Work Programme.

It is recommended that the Economic Development, Learning and Skills team incorporate key discussion points and actions in its 2012/13 work programme.

- 3.9. A summary of the key discussion points and key conclusions arising from this inquiry is provided in Chapter 5: Conclusions and Recommendations.

A Business Strategy Group

- 3.10. Two of the key areas for development that have been drawn from these discussions have been work to ensure that the voices of small and medium sized businesses, that are on the margins of profitability, are heard and the establishment of corporate council mechanisms to listen to local businesses and where possible, co-ordinate across the council ways to take these perspectives into account.
- 3.11. This is about making sure businesses perspectives are heard in different services that have an impact on local businesses. It is therefore recommended that a Business Strategy Group be formed within the council, made up of council officers from across departments, with the aim of providing enhanced communications and greater harmony of council policy development and services which affect the local business community.

Recommendation Two: A Businesses Strategy Group

It is recommended that a Business Strategy Group is formed within the council, made up of council officers from across departments, with the aim of providing enhanced communications and greater harmony of council policy development and services which affect the local business community.

What one improvement to our communication with business would you make tomorrow?

“Publish the names and contact numbers of the responsible officers for litter, bins, gardening, etc.”

Vicar of St John’s Church

A Borough Business Champion

- 3.13 Raising the profile of local business perspectives at a Member level is also important, to make sure that there is enough energy, time and resources to advocate and articulate the needs of the business community, in the council and to government and local partners.
- 3.14 We are therefore recommending a borough “Business Champion”; an elected councillor, appointed to champion the needs of local businesses and to speak to them and speak out for them.

Recommendation Three: A Borough Business Champion

It is recommended that an elected councillor be nominated as a Borough Business Champion.

Business Units & Facilities

- 3.15 Currently, the council provides business units in three different locations in the borough: the Townmead Business Centre, the Sullivan Enterprise Centre and Indie North Media Village. This provides new and small business with access to business work space.

“These are a great way for new/small businesses to take their first step on the business property ladder and the council needs to be congratulated for their continual support of these facilities”

Paul Kelly - Chairman, Federation of Small Businesses, West London

- 3.16 In their evidence submitted to the inquiry, Paul Kelly of the Federation of Small Businesses suggested ways in which they think this could be improved. These included the addition of similar units in the centre of the borough (e.g. Hammersmith) and the development of desk/small office facilities for start-ups and sole traders.

3.17 He suggested that these facilities could provide:

- ▶ “easy in, easy out” terms
- ▶ on-site specialist business support (who might also be start-ups/micro businesses,
- ▶ IT & connectivity i.e. network, broadband, Wi-Fi and telephony
- ▶ access to research & development opportunities, training, graduate resources and financial expertise
- ▶ administration & secretarial services
- ▶ business networking opportunities
- ▶ meeting facilities, and
- ▶ all supplied at preferential rates (for a maximum period, no minimum), with no legal fees or hidden extras.

3.18 In his view, “by its very nature, this will increase job creation and local spending”. These proposals would need to be appraised for feasibility and resource implications, but are noted here for future consideration in service development.

Procurement Opportunities

3.19 In evidence submitted to the inquiry, Paul Kelly of the Federation of Small Businesses suggested that the Council could possibly provide more procurement opportunities for micro/SME businesses by opening up access to local council procurement opportunities.

3.20 In particular, he suggested improving access to procurement opportunities for micro/SME’s businesses as the Tri-Borough project develops, where Hammersmith and Fulham, Kensington and Chelsea and Westminster Councils are joining up service delivery.

“As more services become integrated, it will become more tempting to consolidate smaller contracts, which move the opportunities further out of the reach of local businesses”
Paul Kelly - the Federation of Small Businesses

3.21 Again, these proposals would need to be appraised for feasibility and recourse implications, but are noted here for future consideration in service development

4 Business Partnerships

4.1. The Overview and Scrutiny Board has heard in evidence that the Hammersmith and Fulham economy employs over 126,000 people in 19,000 businesses. This includes 7,500 businesses which are categorised as either “Working From Home” or “Self Employed”. Employment is across a variety of industries and the key sectors

identified as Wholesale & Retail, Real Estate, Business Services and Personal Services⁵.

- 4.2. Over the last three years there have been over 3,590 new business start-ups within the borough, which account for 24.4% of businesses. This equates to nearly 291 new businesses for every 10,000 people of working age. This is a much higher level of new business activity than in any of the surrounding boroughs, whilst the London average is 255 per 10,000 working age population.
- 4.3. The Overview and Scrutiny Board, through talking to members of the local business community, have considered ways in which the Council supports local business partnerships and what further might be done through the partnership to further support local businesses. In particular it has considered ways to enhance the local business partnerships and the ways in which the Council communicates with business partners.

An H&F Business Support Network

- 4.4. Local business representatives were generally receptive to the idea of convening a local business support network and we think that it would be useful as a way of bringing local partners together for mutual support and advice and to enhance the voice of the local business communities. One concern that we have is that such a forum should not be too focused on meetings and open ended discussions, but have a clear focus on practical support and communication. We are recommending the establishment of an H&F Business Support Network, which would be a network of local businesses and other local stakeholders for mutual advice and support.

Recommendation Four: A H&F Business Support Network

It is recommended that the council establishes an H&F Business Support Network.

“what benefits do you think a new Hammersmith & Fulham Business Partnership would bring to the borough? Would you be interested in joining? please tell us why?/why not?”

“Potentially yes, although these things often tend to be the same faces trying to build and regenerate the area for everyone else. We need an organisation that is more engaging to bring new businesses into the ethic that if we all add a little there will be rewards for everyone to reap in the years to come ”

Laura Carr, The Durell Arms

An Annual Borough Business Partnership

- 4.5. As part of the council's engagement with local business partners and as part of the local business network, we would like to see a forum convened annually that brings

⁵ Experian report 2009

together key business stakeholders across the community, to allow discussion on ongoing policy and strategy developments to improve business support, including local businesses mutual support and a louder voice for the local business community. We are therefore recommending an Annual Borough Business Partnership meeting, with an open invitation to all borough businesses.

Recommendation Five: An Annual Borough Business Partnership

It is recommended that an annual Borough Business Partnership meeting be held, with an open invitation to all borough businesses.

“*All of these issues could be addressed by a local group of business people*”
Robert Grothier - antique and made to measure furniture business proprietor

H&F Business Desk & Business Link

- 4.6. Through the Business Desk, the council aims to support businesses wishing to establish in the borough. The Business Desk is described as “your first port of call, and from there we will be able to direct you to free and paid-for services available within the council or from external partners”⁶.
- 4.7. For more information see www.lbhf.gov.uk/business
- 4.8. The council also encourages all businesses to contact Business Link to view the resources available to them and sign up for the newsletter and alerts on events, legislative updates etc. Business Link is the government's free online resource for businesses. It contains information, support and services for business, whether a large organisation or just starting up.
- 4.9. For more information on Business Link see www.businesslink.gov.uk

H&F Brilliant Business Awards

- 4.10. Residents, shoppers and workers are being asked to go online and nominate their favourite businesses, intrepid entrepreneurs and community-minded enterprises for a top prize in a borough-wide competition that will showcase the best of business.

There are five categories, which are:

- ▶ Your favourite business (*sponsored by Hammersmith Kings Mall*)
- ▶ Best customer service (*sponsored by Westfield London*)
- ▶ Best new business (*sponsored by H&F Chronicle*)



⁶ Hammersmith and Fulham Website: www.lbhf.gov.uk/business

- ▶ Best business supporter of the community (*sponsored by Fulham Broadway Shopping Centre*)
- ▶ Best young entrepreneur (aged 35 or under) (*sponsored by W12 Shopping Centre*)

4.11. To find out more see: www.lbhf.gov.uk/businessawards

“Businesses are the blood and lifeline of our local communities. In today’s increasingly challenging economy it is refreshing to see different networking, local authorities and local media all working together to launch a new business expo in West London”
Greg Hands MP⁷

4.12. Of course, the council itself is an important customer for local business contracts and has an interest in both securing value for money and supporting local business suppliers where possible. In evidence submitted to the committee, the Federation of Small Businesses suggested that the council and its business partners convene regular ‘Meet The Buyer’ events, which they say is a great way for council managers to meet local suppliers for local procurement contracts and will become even more important as the Tri-Borough project develops⁸.

5 Conclusions and Recommendations

5.1. Through its consultation with local business and local stakeholders, both at the meeting on 6th March 2012 and the online consultation and survey, the Overview and Scrutiny Board asked the following questions:

1. *“please tell us your role, the name of the firm, and how long you’ve been in business in Hammersmith & Fulham”,*
2. *“in your experience, is Hammersmith & Fulham a business-friendly borough, tell us why or why not”,*
3. *“what benefits do you think a new Hammersmith & Fulham Business Partnership would bring to the borough? Would you be interested in joining? please tell us why?/why not?”*
4. *“what one thing would you like the Council to do or not do that would improve your business prospects?”*
5. *“what one improvement to our communication with business would you make tomorrow?”.*

⁷ From www.expotwenty12.co.uk

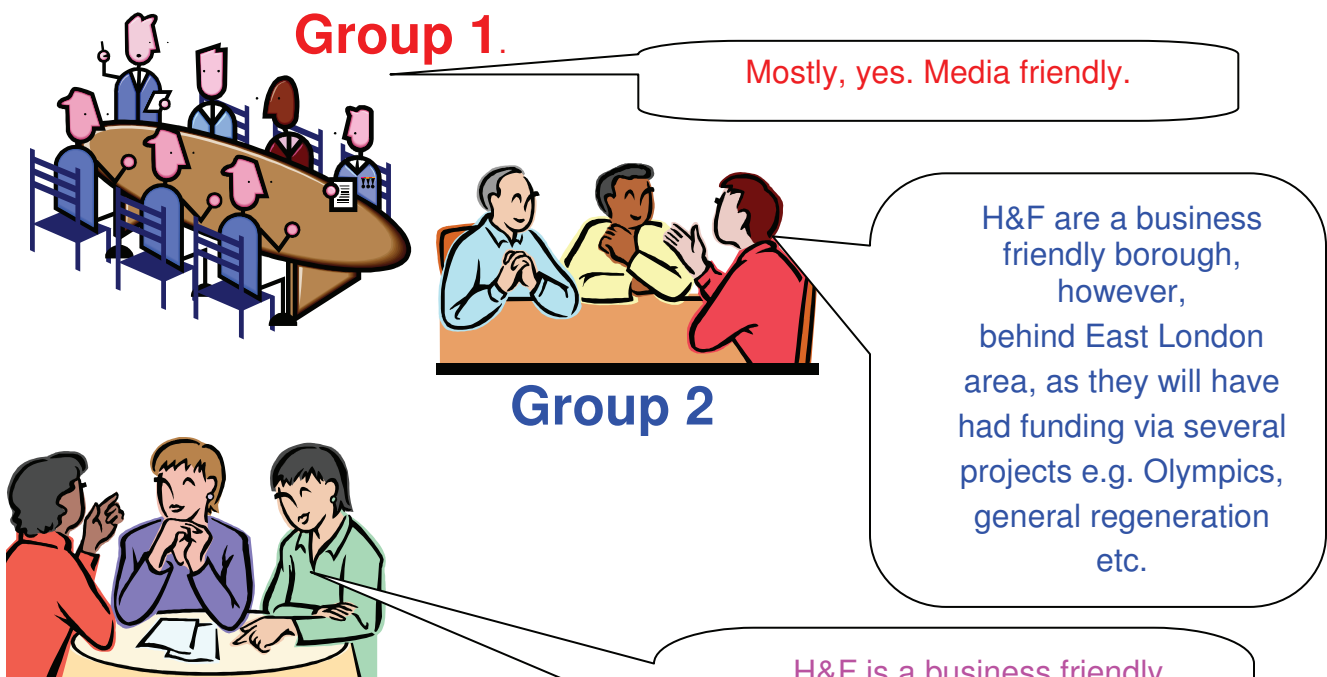
⁸ Evidence submitted to the Overview and Scrutiny Board H&F Means Business Scrutiny Inquiry, 6th March 2012 by Mr Paul Kelly – The Federation of Small Businesses

Listening to Local Businesses

- 5.2. At the Overview and Scrutiny Board meeting 6th March 2012, following formal interviews and report presentations, informal “café-style” discussion groups were formed to facilitate discussion around the key consultation questions and any other issues local business representatives wanted to raise.
- 5.3. The key points arising from their discussions are provided here.

A Business Friendly Borough?

In your experience, is Hammersmith & Fulham a business-friendly borough – tell us why? /why not?



Group 1.

Mostly, yes. Media friendly.

Group 2

H&F are a business friendly borough, however, behind East London area, as they will have had funding via several projects e.g. Olympics, general regeneration etc.

Group 3

H&F is a business friendly borough. And a good team of Officers happy to serve the business community.

“I believe it is. I am very happy that our section of the Fulham Road and the Kings Road parallel to us are full of independent retailers which is interesting for the customers to visit, you cannot internet shop for our products along this street or kings road so need to come and see for yourselves what you can buy.....allowing us (retailers) to use this valuable opportunity to upsale (increase their spend) by having personal contact with the customers, introducing alternatives, more options,

greater value etc. If there were too many high street names then there would be less interest in our street as you can find them on the internet. We have a super proactive town centre manager, Nicki Burgess, who cares about our business success and the council members I have found to be genuine in their interest to our success or plight and have supported important campaigns to ensure we have a fair chance to survive these tricky times, i.e. short stay parking along our street was a life saver....we cannot underplay this ””

Serena Turle - The Parsons Nose

“As proprietor of Artbeat, here for nearly 30 years I haven't found H&F a particularly business friendly borough in the past, although it has improved the last 3 or so years”
 – Jill, Artbeat

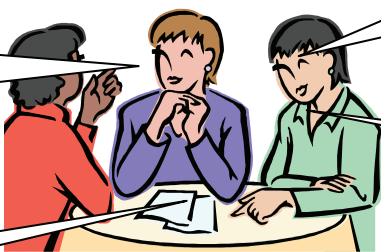
A New Business Partnership?

What benefits could a new Hammersmith & Fulham Business Partnership bring to the borough? – would you be interested in joining? please tell us why?/why not?



Group 2

Greater access to council contracts for SME's.



Group 3

More opportunities to work with larger and medium size businesses.

Better communication to / with businesses...

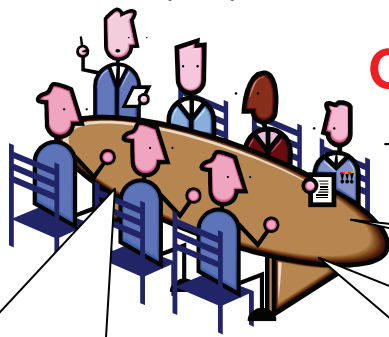
Increase CSR with regards to buying local etc.

More frequent newsletter

“Wot's a Business Partnership?”
 Online H&F Means Business questionnaire respondent

The Role of the Council

What one thing would you like the council to do / not do that would improve your business prospects?



Group 1

Organise meet the buyer events.

Create a list of local recommended suppliers.

Create opportunities for procurement, supply chains / how small businesses can get work from the large businesses.

Get rid of the Hammersmith flyover

Cut red tape and licensing bureaucracy that can be time consuming and inhibit business growth.



Group 2

Concerns about how business support is funded in the council, is it was mostly 106 financial contributions? And if so, that this wouldn't demonstrate much commitment.

A Business Partnership would be effective, but it needs to meet regularly.

Make things more easy for businesses by cutting lots of red tape.

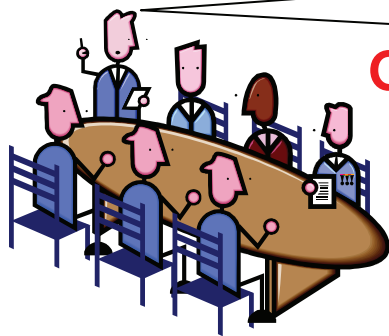


Group 3

Provide a simple complaints process.

Communicating With Businesses

What one improvement to our communication with business would you make tomorrow?



Group 1

With Round Table discussions like this: businesses feel they were listened to. It provides an opportunity for businesses to talk directly to local councillors.

Business Borough E News Bulletin is good. (H&F news missed by businesses too).



Group 2

Start communicating regularly and effectively with all business on relevant matters!!!!



Would like to have more events on the website.

Better newsletter.

Group 3

Keep the council website up to date.

Produce an "E-newsletter".

“ Nothing beats the personal touch and visits to the shop are the best way without a doubt but I TOTALLY understand that this is incredibly difficult on time, it is just not possible with workload and perhaps the owner of the business is not present at the time, but that is when the best brainstorming can happen I think. Emails and letters are so easily put aside and then a drama happens in the shop and they are forgotten about ”

Serena Turle - The Parsons Nose

Key Conclusions

- 5.4. During the inquiry, the following areas were identified where more could be achieved locally:
- i. work to ensure that the voices of small and medium sized businesses, that are on the margins of profitability, are heard in the context of cost reduction and efficiency savings as well as greater understanding of the often conflicting viewpoints of business and government
 - ii. work to fully capitalise on upcoming Golden Jubilee and Olympic & Paralympics events which can extract maximum benefit from the visitor economy, whilst diminishing any negative impacts on transport and trade
 - iii. regular discussion on the focus of council activity that is coordinated to achieve a good balance between engagement with the largest businesses which potentially yield the biggest impact in terms of the return in jobs and investment verses a focus on the delivery of more labour intensive support and area based interventions areas e.g. local high streets. As well as the balance to be struck between assisting existing businesses and helping residents seeking to establish businesses and new enterprise
 - iv. communication with all sectors of the business sector and whether more sector based initiatives are more fruitful than size or area based work
 - v. clarification of the business rate settlement and relief arrangements between local authorities and regional and central government
 - vi. the establishment of corporate council mechanisms to ensure timely and appropriate networking, liaison and consultation with local businesses both in written form and face to face.

Recommendation Six: Businesses Networking

The establishment of corporate council mechanisms to ensure timely and appropriate networking, liaison and consultation with local businesses both in written form and face to face.

Scrutiny Recommendations

- 5.5. At the end of the inquiry, the following recommendations have been made by the Committee:

Recommendation One: The Economic Development, Learning and Skills Work Programme.

It is recommended that the Economic Development, Learning and Skills team incorporate key discussion points and actions in its 2012/13 work programme.

Recommendation Two: A Businesses Strategy Group

It is recommended that a Business Strategy Group is formed within the council, made up of council officers from across departments, with the aim of providing enhanced communications and greater harmony of council policy development and services which affect the local business community.

Recommendation Three: A Borough Business Champion

It is recommended that an elected councillor be nominated as a Borough Business Champion.

Recommendation Four: A H&F Business Support Network

It is recommended that the council establishes an H&F Business Support Network.

Recommendation Five: An Annual Borough Business Partnership

It is recommended that an annual Borough Business Partnership meeting be held, with an open invitation to all borough businesses.

Recommendation Six: Businesses Networking

The establishment of corporate council mechanisms to ensure timely and appropriate networking, liaison and consultation with local businesses both in written form and face to face.

Acknowledgements

Our thanks to all of the local business representatives and others who took time to attend the Overview and Scrutiny Board to provide evidence to our inquiry, or complete our questionnaire.

Witnesses

The following individuals, groups and organisations were interviewed during the inquiry:

H&F Cabinet Members:

Councillor Mark Loveday – Cabinet Member for Strategy

H&F Council Officers:

Derek Myers – Chief Executive, Hammersmith and Fulham Council

Jane West – Executive Director for Finance and Corporate Governance, Hammersmith and Fulham Council

Nicki Burgess - Fulham Town Centre Manager, Economic Development, Learning & Skills, Hammersmith and Fulham Council

Kim Dero - Head of Economic Development, Hammersmith and Fulham Council

Mike England – Assistant Director, Housing and Regeneration, Hammersmith and Fulham Council

Antonia Hollingsworth - Principal Business Investment Officer, Economic Development, Learning & Skills, Hammersmith and Fulham Council

Mohammad Haniff – Town Centre Manager, Housing and Regeneration, Hammersmith and Fulham Council

Rotimi Ololade – Business Growth Officer, Housing and Regeneration, Hammersmith and Fulham Council

Local Business and Community Representatives:

Martin O'Connell – The London Window Cleaning Company,

Angela Bond - Bush Theatre,

Alexandra Brunner - Hotel Manager, Juries Inn Chelsea

Sarah Watts - Eat My Cake

Paul Kelly – Federation of Small Businesses

Andrew Fullerton - BBC

Uday Thakker - Red Ochre

David Wood- Best of Hammersmith & Fulham

Steven Forshaw - W12 Centre

Marnie Williams - W12 Centre and the Shepherds Bush Business Forum

Phillipa Berridge – The Urban Partnership and Events Organiser

Fiaz Mohammad- Global Sports

John Ryan – The White City Neighbourhood Forum

Arun Sondhi – Chief Executive, Hammersmith and Fulham Business Improvement District (BID)

Governance & Scrutiny
London Borough of Hammersmith and Fulham
Hammersmith Town Hall, King Street
London W6 9JU

Email: Scrutiny@lbhf.gov.uk
Web: www.lbhf.gov.uk/Scrutiny

H&F Means Business Scrutiny Board March 2012

Table showing targets and evidence required from each recommendation

Performance Monitoring

Year 1 2012-13

Recommendation One: The Economic Development, Learning and Skills Work Programme

Recommendation	Detail and Targets	Resources	Costs	Achieved by	Total target Year 1	Evidence/documents to submit
It is recommended that the Economic Development, Learning and Skills (EDLS) team incorporate key discussion points and actions in its 2012/13 work programme.	Incorporated into EDLS Cabinet paper on economic development priorities and targets	Business Investment team officer - time	0	Oct-12	Cabinet Paper on Economic Development Priorities for October 2012 Cabinet	
	Incorporated into appraisal targets of all EDLS Business Investment team officers	Business Investment team officer - time	0	Jun-12	Appraisal extracts showing targets	
	Recommended for incorporation into work-plans of the business-led town centre Business Forums	Business Investment team officer - time	0	Aug-12	Action plans and minutes from Business Forums (with agreement and permission of private sector Chairs)	
	Recommendations to be developed into a private/business sector facing Business Charter to be developed and inserted into business focussed Council publications	Business Investment team officer - time	0	Mar-13	Business Charter to be published in new 2013 Business Directory due in March 2013 and quarterly e-business newsletters.	

Recommendation Two: A Businesses Strategy Group

Recommendation	Detail and Targets	Resources	Costs	Achieved by	Total target Year 1	Evidence/documents to submit
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It is recommended that a Business Strategy Group (BSG) is formed within the council, made up of council officers from across departments, with the aim of providing enhanced communications and greater harmony of council policy development and services which affect the local business community.	Identify appropriate officers and develop terms of reference for the proposed Business Strategy Group, in consultation with the proposed Business Champion in advance of 26th July Cabinet; in order that the Group can be immediately activated once approval secured. Ensure participation of senior officers whose teams provide a front-line service to businesses, or who are responsible for setting policy that affect the operation of local businesses.	Business Investment team officer - time. Officer time in related disciplines in other departments	0	Jul-12	Draft Terms of Reference developed (for approval at first Business Strategy Group in September 2012). Attendance lists.	
	Minimum of one Business Strategy Group meeting per quarter each financial year.	Business Investment team officer - time	0	Sept 2012 & Jan 2013	2	Agenda and Minutes from each meeting
	Economic development team to establish Business Strategy Group priorities, desired actions and activities and start to identify resources and costs.	Business Investment team officer - time	0	Sep-12	Working papers on a draft Action Plan showing detailed costs and resources	

Recommendation Three: A Borough Business Champion

Recommendation	Detail and Targets	Resources	Costs	Achieved by	Total target Year 1	Evidence/documents to submit
It is recommended that an elected councillor be nominated as a Borough Business Champion.	Borough Business Champion (BC) identified	Council Member and Business Investment team officer - time	0	Jun-12	Invitation already submitted to Cllr Iggulden	
	BC to meet with Economic Development (Business Investment) team members in	Council Member and Business Investment team officer -	0	Jun-12	Invitation to meet with Economic Development officers already submitted	

	advance of 26th July Cabinet	time			
	Economic development team to establish BC's priorities, desired actions and activities which can be taken forward to both the Business Strategy Group and the Business Support Network	Council Member and Business Investment team officer - time	0	July-August 2012	Working papers and recommendations and proposed ideas to inform Business Strategy Group and Annual Business Group work-plan

Recommendation Four: A H&F Business Support Network

Recommendation	Detail and Targets	Resources	Costs	Achieved by	Total target Year 1	Evidence/documents to submit
It is recommended that the council establishes an H&F Business Support Network.	Development of a business-led informal cross-borough Business Support Network where business members from informal and formal business forums, can network and exchange information on free and paid-for services they are providing across the borough	Business Investment team officers	0	Oct-12		Database list of business partnerships and forums in the borough. Invitation to members of these partnerships and forums to attend networking. Evidence of Information provided on: business support services provided by Council, business partners and private sector (both free and paid for).
	Identify a private sector body or individual who will lead on developing an 'H&F Business Support	Business Investment team officers	0	Oct-12		Action to ensure Business Strategy Group activity is on agenda for presentation at Business Support Network meetings.
	Economic development team to communicate the Business Support Network's services and activities through Council networks.	Business Investment team officers	0	Oct-12		Service provision to be shown to be communicated through H&F's website, e-business newsletter and Business Directory. Evidence of publications to be provided.

Recommendation Five: An Annual Borough Business Partnership						
Recommendation	Detail and Targets	Resources	Costs	Achieved by	total target Year 1	Evidence/documents to submit
It is recommended that an annual Borough Business Partnership meeting be held, with an open invitation to all borough businesses	Once a year one of the quarterly H&F Borough Business Forum should be an open and free event for all borough businesses. Council to present Spending Plans as they affect businesses. Demonstrate commitment to provide accessible timely information on Council services and spending to businesses.	Business Investment team officer - time. Officer time in related disciplines in other departments	£2,500	Mar-13	400 business to attend	Agenda, minutes and consultation feedback

Recommendation Six: Businesses Networking						
Recommendation	Detail and Targets	Resources	Costs	Achieved by	Total target Year 1	Evidence/documents to submit
The establishment of corporate council mechanisms to ensure timely and appropriate networking, liaison and consultation with local businesses both in written form and face to face	Development of a formal council-led cross-borough Business Networking inviting business members from informal and formal business forums, networks, partnerships whether they be Council-led or Business-led	Business Investment team officers	0	Oct-12	Full list of all business partnerships and forums in the borough. Invitation to members of these partnerships and forums to attend networking. Evidence of information provided on business support services provided by Council (both free and paid for), opportunities to tender, opportunities for profile raising (town centre activities and events), business support services provided by local, regional and sub-regional partners, access to financial services (grants and loans), opportunities to add to consultation on issues that affect businesses (licensing fees, parking restrictions, in short ensure that services	

					provided by Council are business-friendly as well as resident friendly.
Quarterly meetings - post Business Strategy Group. Minimum of one Borough Business Forum meeting per quarter each financial year.	Business Investment team officer - time	0	Sept 2012 & Jan 2013	2	Agenda and Minutes from each meeting
Ensure that a new working title is provided for this activity to ensure that it's not confused with the business-led Business Support Network	Business Investment team officers	0	Immediate	Suggested - H&F Borough Business Forum	
Ensure that any work-programme and policy activity emerging from the internal H&F Business Strategy Group are presented or provided to the Businesses Networking; in order that they may comment on, be consulted on, policies and activities that affect both the physical and virtual trading environment in which they operate.	Business Investment team officers	0	Oct-12	Action to ensure Business Strategy Group activity is on agenda for the Business Support Network	
Economic development team to translate priorities and desired actions emerging from Businesses Networking into direct activity.	Business Investment team officers	0	Oct-12	Business Networking work-plan	

	<p>Identification of resources and costs. Funds already identified to support activity suggested by this group, and also to support it's administration in a Cabinet Report due to go to October 2012 Cabinet.</p>	<p>Business Investment team officers</p>	<p>tbc</p>	<p>Sep-12</p>	<p>Cabinet Report on Economic Development Priorities</p>
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Agenda Item 5



London Borough of Hammersmith & Fulham

Cabinet

23 JULY 2012

**LEADER (+
REGENERATION,
ASSET
MANAGEMENT AND
IT)**

*Councillor Nicholas
Boterill*

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**CABINET MEMBER
FOR HOUSING**

*Councillor Andrew
Johnson*

CONTRIBUTORS

DBPM
DFCS
DLDS
DChS

**HAS A EIA BEEN
COMPLETED?
N/A**

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

ASSET DISPOSALS 2012/ 2013

This report provides details of three asset disposals being progressed during 2012/ 2013 where authority is sought to dispose.

Further comments on the financial status of these properties are in the separate report on the exempt Cabinet agenda.

**Wards:
Town, Sands End,
Hammersmith
Broadway**

Recommendation:

That officers be authorised to dispose of the following properties for the best price reasonably obtainable and otherwise on such terms and conditions as the Director for Legal and Democratic Services and the Director of Building and Property Management consider appropriate.

**William Thompson Memorial Hall 1-5
Burnthwaite Road**

Metro Building, Butterwick

**Bumpsa Daisies Nursery Site,
Broomhouse Lane**

1. INTRODUCTION

- 1.1 As part of the Council's asset management function, a review of the Council's property assets is regularly undertaken. A recent review has resulted in the identification of certain properties which are no longer required to be owned by the Council and are surplus to the Council's requirements.
- 1.2 This report sets out the details of 3 properties which require formal approval from Cabinet to declare surplus and be sold.
- 1.3 The details of each property are set out below.

2. DISPOSALS REQUIRING CABINET APPROVAL

- 2.1 Authority is now requested to dispose of the following properties:
- 2.2 **William Thompson Memorial Hall, 1-5 Burnthwaite Road – Housing & Regeneration**
 - 2.2.1 William Thompson Memorial Hall is owned freehold by the Council and is an in-fill site comprising of a single storey building with pitched corrugated roof with pedestrian access only from Burnthwaite Road. It is situated to the rear of 9-21 Dawes Road and 10-18 Burnthwaite Road. The internal layout is open plan with 3 smaller rooms and w.c.'s and net internal area is approximately 167 sq m (1,795 sq feet).
 - 2.2.2 The building was previously used as a Scout Hall. It is currently vacant and it is considered to be surplus to requirements.
 - 2.2.3 William Thompson Memorial Hall is held in the HRA account.
- 2.3 **Metro Building, Butterwick – Transport and Technical Services**
 - 2.3.1 The Metro Building is owned Freehold by Aviva and the Council owns the Superior Long Leasehold interest until 2098 at a peppercorn rent and lets to PRUPIM on a similar term at a rent which is reviewed every five years to 15% of open market value of the property.
 - 2.3.2 Cabinet approval is requested to agree terms and conditions (including ensuring the price achieved compensates for the loss of rental income for the remainder of the term and if appropriate that a marriage value as a result of merging the remaining interests is shown to represent best consideration for the Council) as seen appropriate by the Director of Building and Property Management.
- 2.4 **Bumpsa Daisies Nursery Site, Broomhouse Lane – Children's Services**
 - 2.4.1 The site adjoins the Castle Club and the Parsons Green Sports Club (PGSC), and is let to Bumpsa Daisies nursery.

2.4.2 Terms have been agreed to sell the site to PGSC in partnership with Phoenix Park Ltd, at a price that reflects a higher value due to the buyer being a special purchaser. The site is to be included within a partial redevelopment of PGSC.

2.4.3 The transaction includes other terms as follows:-

- The buyers are to build a new unit for the nursery of 1075 sq ft within their scheme, to be leased by PGSC to the nursery
- PGSC are to allow some shared use of the Club's sports' facilities by Hurlingham & Chelsea School and Hurlingham Preparatory School.

2.4.4 The site has not been placed on the open market as two special purchasers were identified – PGSC and the owners of the adjoining site, The Castle Club. Both parties were asked to put forward bids for this site which produced best and final bids well in excess of what would have been expected of a sale on the open market.

2.5 **Estimated Capital Receipt**

2.5.1 Should the above properties be approved by Cabinet as being surplus to requirements and authority is given to dispose of the buildings the total capital receipt is estimated to be £9.125 million.

3. **RISK MANAGEMENT**

3.1. The subject of this report is included on the departmental risk register and relates to achieving capital receipts to assist in reducing the Council's debt and supporting the savings target. Performance monitoring and action to address controllable and non-controllable risk factors (including market risk) have been implemented. This includes reporting to Corporate Asset Delivery Team, and the Department of Finance so that financial risk / implications can be managed corporately and an effective strategy is implemented.

4. **EQUALITY IMPLICATIONS**

4.1 All of the properties mentioned in the report have not been used to deliver Council services, as a result it is viewed that they will have little or no impact on equalities and therefore no EIA is required as there will be no change to service users.

4.2 The William Thompson Memorial Hall is currently not being used by the Council for any service delivery. The building is in poor condition and requires works to allow use as a hall. In its current state the sale of the building will have little impact on the protected characteristics

4.3 The Metro Building is held as an investment and therefore will not impact on Council services.

4.4 The nursery space is not a Council service. The sale of the nursery site will not have an impact on equality groups because it is being sold to a buyer who will re-provide with larger space and so any potential for a negative impact is mitigated.

5. COMMENTS OF THE EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES

5.1 The Executive Director of Children's Services' comments are included in the main body of this report.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF HOUSING AND REGENERATION

6.1 The net capital receipt raised from the disposal of William Thompson Memorial Hall will be used to cover costs incurred and reinvested (so far as lawfully possible) into the provision of housing in the borough or estate improvement in accordance with the expensive voids procedure, specifically:

- To fund capital expenditure on area-based improvements that help the Council achieve its corporate objectives.
- To develop or acquire new affordable housing to meet identified housing needs, including where appropriate extension of properties.
- To fund tenant incentive initiatives (qualifying as capital expenditure) that free up council housing which is in demand for those in housing need (e.g. for larger family accommodation).
- Subject to the Council ensuring that its statutory housing responsibilities to meet housing needs are met, to use receipts to reduce HRA or General Fund debt where this is identified as a priority, and where repayment of the debt is of net financial benefit to the Council's HRA or General Fund.
- To invest in capital expenditure on planned maintenance of the current LBHF Housing Stock until this is fully funded by the HRA revenue account.

7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

7.1 These properties have been identified as surplus to the Council's requirements with a view to directing the resultant capital receipt towards the Council's debt reduction strategy.

7.2 The William Thompson Memorial Hall is currently held as a non-dwelling within the Housing Revenue Account. To avoid the risk of pooling fifty percent of this receipt to central government the Council will need to demonstrate that

the proceeds will be directed towards, regeneration, affordable housing or HRA debt reduction.

- 7.3 Capital receipts can only, by law, be applied once cash has been received and the property has been disposed of (via exchange and completion). In the event that capital works are required to expedite the disposal of these properties, the funding for these works would need to be met from existing resources. These resources could however be reimbursed once the receipt is received.
- 7.4 Costs associated with the disposal can be written against the receipt but only up to a cap of 4% of the receipt.
- 7.5 Further comments are in the exempt report.

8. COMMENTS OF THE DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

- 8.1 The power to dispose is contained in the Local Government Act 1972, s 123.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Property Case Files	Manjit Gahir x4886	ENV – VPS
CONTACT OFFICER:		NAME: Miles Hooton EXT. 2835	

Tri-Borough Executive Decision Report

[Note: For the purposes of the statutory record, this report will be accompanied by the relevant sign-off sheet used at each authority that is party to this decision. Such record will be retained at each such authority.]

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	<i>Full Cabinet</i> Date of decision: 23 July 2012 Forward Plan reference: <i>N/A</i>	
	<i>Full Cabinet</i> Date of decision: 19 July 2012 Forward Plan reference:	
	<i>Insert Full Cabinet, Cabinet Member for X or Director for X as appropriate</i> Date of decision: <i>[insert]</i> Forward Plan reference: <i>[insert]</i>	
Report title (decision subject)	TROUBLED FAMILIES – DEVELOPING AND IMPLEMENTING A TRI-BOROUGH APPROACH	
Reporting officer	Andrew Christie	
Key decision	Yes except for WCC	
Access to information classification	Public	
Cabinet Member or senior officer sign-off details	<p><i>[Report author to confirm that the authority of the relevant Cabinet Member at each authority has been obtained to the publication of this report – or Cabinet Member signature to be added below:</i></p> <p><i>Report authorised: Councillor Helen Binmore, Cabinet Member for Children’s Services</i></p> <p><i>Date: 3 July 2012</i></p>	

1. EXECUTIVE SUMMARY

- 1.1. In December 2011, the Government launched its programme to turn around the lives of the country's 120,000 most troubled families: those experiencing multiple problems and disadvantages such as unemployment, truancy and causing problems such as crime and anti-social behaviour at an annual estimated cost of £9 billion. The Government has estimated that there are 1720 troubled families in the Tri-borough at an estimated annual cost to the taxpayer of £150 million.
- 1.2. The programme will run for three years funded by a combination of attachment fees and on a "payments by results" basis to incentivise local authorities and other partners to prioritise this work.
- 1.3. This report updates Members on:
 - the work which has been undertaken in identifying the 1720 troubled families in the tri- borough according to the Government's criteria;
 - the work undertaken within services and partners on developing a proposal for implementing the Troubled Families Programme within Tri-Borough
 - the proposal for delivering the programme across the Tri- borough

2. RECOMMENDATIONS

- 2.1. Cabinet Members for Children's services / Cabinet are requested to
 - I. Approve the proposed delivery option
 - II. Give the Executive Director of Children's Services delegated authority to establish the Tri-Borough intelligence and monitoring desk
 - III. Note that a further report will be presented for decision on procuring or developing the 'wrap around' service package in September.

3. REASONS FOR DECISION

- 3.1. The Troubled Families programme is an important new programme for the Tri-borough and will require considerable annual expenditure, to be authorised by the Cabinet, of the funding provided by the Department for Communities and Local Government

4. BACKGROUND, INCLUDING POLICY CONTEXT, AND ANALYSIS OF OPTIONS

- 4.1 In December 2011 the Prime Minister announced additional funding for local government of £448 million over 3 years to turn around the lives of 120,000 troubled families in England. Troubled Families are a Government priority because of both the poor outcomes experienced by these families and their

impact on the communities they live in, and because of the huge cost they impose on the public sector.

- 4.2 The CLG Troubled Families offer is that if local authorities can intervene in the most troubled families and secure positive outcomes in terms of gaining employment, reducing youth offending and anti-social behaviour and improving educational attendance, they will receive a success payment. Authorities are expected to make their own investment in services that will 'turn around the behaviour and lives' of troubled families. Payment is only made on successful outcomes. The payments will be staged with an upfront attachment fee and a payment on results.
- 4.3 We briefed the Children's Cabinet Members on the Troubled Families Programme in May 2012, confirming that we would come back to Members in July with a proposal for implementing the Troubled Families Programme.
- 4.4 We have confirmed to (DCLG) that we will establish a service that will:
- oversee and account for successful engagement with troubled families in the area over the next 3 years, for which we will be eligible for funding from within the payments by results element of the programme
 - provide a figure of the number of families we aim to start working with within 2012-13 and the number of upfront attachment fees we will be claiming
 - agree to work closely with European Social Fund (ESF) and work programme providers
 - support and take part in research, learning and evaluation of the programme
 - appoint a Troubled Families Co-ordinator to run the programme locally.
- 4.5 Tackling the issues surrounding troubled families is not new. We have undertaken a variety of programmes across the tri-borough area in the last 3 years - Westminster's Family Recovery Programme and Kensington and Chelsea's Family Intervention Programme focus on a small number of the most high need, high cost families, and the Hammersmith and Fulham localities approach deals with a larger number of less high need families. There is ample evidence that these approaches work however there have been insufficient funds to scale up to address the needs of all the families potentially in scope.

5. PROGRESS TO DATE AND THE COMMUNITY BUDGET CONTEXT

- 5.1. Two major programmes are running at the same time in relation to Troubled Families. We have to establish a service to implement the CLG Troubled Families Programme this year (as the programme runs 2012-15), and at the same time are building a business case in Whole Place Community Budgets that outlines the case for investment across the public sector after the CLG Programme has finished (2015). Much work has been carried out across the three Boroughs over the last two years on Troubled Families including Community Budgets Phase one, and a feasibility study on PbR/ social impact

bonds for Troubled Families (in WCC and H&F). These three strands have been drawn into one overall project plan due to the interdependencies.

- 5.2. A Troubled Families coordinator has been identified, Natasha Bishopp, Head of FRP(WCC), supported by Robyn Fairman, Assistant Chief Executive (WCC) and a team of seconded civil servants. A tri- borough multi-agency steering group has been established and a preliminary design workshop has been held. The Troubled Families Implementation planning is a core part of the overall Whole Place Community Budget as well as the Neighbourhood (White City and Queen's Park) Community Budget theme on Families.
- 5.3. Detailed analytical work identifying the cohort has been on-going since late March involving cross-matching multiple data sets held by the councils and partners. There are considerable data sharing issues in this work, but good progress has been made although we are awaiting data matching results from the Department of Work and Pensions.
- 5.4. The success of the Troubled Families Programme will be dependent on a range of agencies working collaboratively together: they will need to share local intelligence in order to identify the families and then re-shape and deliver co-ordinated services to the families. The key local partners are the three Councils (in particular Community Safety Teams, Children's services, Skills and Employment Services, Housing, Substance misuse , Mental health services, Early Years and Childcare Services), Health both Primary Care and Acute Services, the Metropolitan Police, Probation Service, Job Centre Plus, Reed Employment (providers of the DWP ESF provision), schools and voluntary sector organisations.
- 5.5. A Troubled Families Steering group has been set up, led by Andrew Christie with membership from the key strategic leads in the relevant areas (Education, Social Care, Community Safety, Police, Health, Family Support Services, Housing, Skills and Employment). The steering group will report to the Children's Trust and the Community Safety Partnerships, and the Community Budget Programme Board. "Task and finish" delivery groups have set up to explore certain aspects of the programme such as an information and evaluation sub –group.
- 5.6. We are awaiting further data from the Department of Work and Pensions on the work status of the cohort. Until we have this we cannot carry out the work in determining the detail of what extra service the families would require to achieve the outcomes specified in the Troubled Families Programme, nor can we carry out the detailed financial analysis of likely outcome payments.
- 5.7. In order not to delay implementation of a new service design with the consequent implications for being able to work with families in 2012/3 we are asking members to make a decision on the overall shape of the new service model. During July and August the project team will be able to work on:
 - Finalising the cohort (awaiting DWP)

- Determining the ‘appropriate service packages’
- Costing the service interventions, likely success rates, and therefore Payments by Results
- Developing operational protocols, processes and procedures for the new service.

5.8 We will come back to Members with further detail on the ‘support/ service package’, the cost of services and the further operational detail in September.

6. OPTIONS TO DELIVER SUSTAINABLE WORK WITH HIGH COST FAMILIES

6.1. Analysis has provided us with insights into the make-up of the Troubled Families Programme cohort; their needs and likely service requirements. It important to note that the Troubled Families Programme cohort and a wider group of Families with Complex Needs are different and that there are varying degrees of need within each of the two cohorts. Some will simply need advice and signposting whilst others will have a complex network of support and have many unmet needs. There will therefore need to be a range of interventions to support these families – both to deliver the results to obtain the PBR and equally to enable families to make and sustain changes that improve their lives and reduce the demands, risks and costs to local and national public services.

6.2. In relation to the specific DCLG Troubled Families cohort, our initial data trawl (still to be cross matched with DWP, and with the number of ‘crime’ families expected to increase) is as follows across tri-borough

Scenarios	Likely Numbers
Education + Crime + Worklessness	32
Education + Crime + LOCAL	24
Education + Worklessness + LOCAL	385
Crime + Worklessness + LOCAL	215

6.3 As can be seen above the ‘cohort’ for Troubled Families Programme and Families with complex needs is not going to homogenous. Not only are the ‘problems’ presenting going to vary in their degree and intensity within each family, but the main services who interact with the families vary (e.g. the YOT, Children’s social care, Housing and ASB teams and for 25% of the DCLG cohort there appears to be no current contact with services).

6.4 The steering group has endorsed the following suggested design criteria for any service offer are that the new service offer needs to:

- a) Work with the grain of existing service delivery and support statutory services, not seek to replace it or create another delivery silo

- b) Maximise the opportunities offered by the DCLG Troubled Families Financial Deal, but minimise the risks posed by PBR
- c) Establish a triage/ assessment process (particularly in relation to the DCLG Troubled Families Cohort as it is likely that 75% are current statutory services clients, and services may not be appropriate or needed) to ensure that need is met in an appropriate way
- d) Maximise the opportunities for cross council and partner working
- e) Be adaptable and able to flex to deal with any implications, and maximise the opportunities from the Whole Place Community Budget (Families and Justice themes in particular)

6.5 From work in Westminster delivering the Family Recovery Programme and from the national research of Family Intervention Programmes, we have identified some basic delivery design principles which we know work with families with complex needs which will apply to some of the Troubled families cohort:

- a) **Intensity** – persistent key worker with small caseloads and with pace and a clear grip on the problem;
- b) **Practical whole family support** – e.g. housing, parenting coaching, substance misuse, Domestic Violence and mental / emotional distress, debt management, affordable childcare, referral to ‘family friendly’ employment support, interventions to prevent youth offending and ASB;
- c) **Highly effective identification and monitoring systems** – particularly the use of the intelligence desk
- d) **Single, integrated care pathway with co-located staff (either local or ‘wrapped around’ a service-** so that interventions from multiple agencies are targeted and delivered at the right time ensuring co-ordination and minimised duplication
- e) **Case management and monitoring across service areas**
- f) **Seamless support:** access to relevant support which families respect: the community and voluntary sectors, mentors, restorative approaches, conflict resolution, education support and so on).
- g) **The use of third sector providers** - with expertise and credibility in offering services for therapy, employment, offending and domestic violence.
- h) **Balance of sanctions and rewards** - use of robust family agreements and strong monitoring and enforcement of persistent youth offending and ASB.

6.6 The preferred delivery option (from the steering group and the wider design workshops) is to develop an in-house tri-borough single triage/ assessment/ intelligence, case management and monitoring function for troubled families, and separate provision that will ‘wrap around’ existing statutory services to deal with complexity of issues experienced by troubled families. The provision for wrap-

around would be based upon allocation/ case management by the central team. The wrap-around provision could be paid for Attachment Fee, or if the wrap-around is outsourced a mixture of Attachment Fee and PBR (as in many of our worklessness third sector contracts currently). Detail on the 'wrap around services cannot be established until we understand the cohort. Decision on the procurement on provision of such services will be bought back to Members in September once the cohort data and financial analysis is finalised.

6.7 The single tri-borough team to carry out assessment, single care/ intervention plan, allocate resources and monitor with service delivery through a wrap-around of the main service delivery point has the following benefits:

- a) Opportunity to develop intelligence capacity across three Boroughs, with central intelligence function, and opportunities to combine with MASH
- b) Opportunity for best practice to be shared across three Boroughs
- c) Efficient/ effective use of specialized resource including procurement and commissioning
- d) Mitigates the PBR risk but maximized resource available
- e) Enables the allocation of services and performance (and therefore the PBR) within each Borough to be recognised, with money following success with individual families in individual Boroughs and charges for service usage.
- f) Ability to develop an evidence base of what works over time to drive better commissioning decisions, and develop sustainable investment mechanism
- g) Ability to work with partners on the joint delivery of wrap around services
- h) Ability to wrap around partner services (e.g. Registered Providers, GPs, ALMOs etc)
- i) Potential to explore social investment for those outcomes paid for on a PBR basis.

6.8 It also has risks which will need to be mitigated:

- a) Difficulties in securing a provider on a PBR basis (although a number of contracts already exist in H&F and WCC on employment that could be scaled up)
- b) Time to procurement would impact on year one delivery (mitigated by the use of existing contracts in worklessness and existing children's services contracts for instance)
- c) Acceptability of external wrap around to internal services (although experience with Family Recovery shows that this risk can be overcome)
- d) Potential complexity (detailed design workshops with practitioners will mitigate this risk)

6.9 This innovative new service design has been explored and endorsed by local partners. The establishment of a single intelligence unit which tracks all of the

data about a family in one place and enables a single team to assess their needs, put in place the right interventions in a coordinated and phased way, and continually monitor progress. This new service will work with families alongside the existing statutory services, wrapping around those services – adding value not duplicating. The offer is of an integrated, and where needed, intensive family intervention plan, with specific services for adults and children in place, phased effectively with progress monitored by the intelligence unit. This new design has many advantages: a single multi agency team to identify care plan and proportionate response; targeting resources at need; ability to engage voluntary sector in providing services they are best at; ability to procure services on a PBR basis; single multi agency team to identify care plan and proportionate response; targets resources at need; ability to move to social investment in case stacks up.

- 6.10 It is anticipated that this approach will produce better outcomes and deal with families with complex needs at scale, and could enable the local authorities and their partners collectively to realise cashable savings through reduced demand on public services. In terms of high intensity FRP type approaches, we have evidence on the costs avoided and cashable efficiencies from the work that Hammersmith and Fulham and Westminster undertook with the Cabinet Office.
- 6.11 This delivery option is flexible in relation to finance. It allows accounting for individual Boroughs performance and therefore the success payments be be accounted for on a Borough basis. There is interest in social investment mechanisms for this cohort. The separation of the Tri-Borough team from the ‘wrap around’ additional services provided, and the ability to procure those from the voluntary sector (if the case is made) will enable decisions to be made on a Borough basis as to the desirability and opportunity for seeking social investment.

7. EQUALITY IMPLICATIONS

- 7.1. An Equality Impact Assessment has been completed. There will be no impact on issues affecting staff. By focusing on the most vulnerable families in the community who are likely to reflect the more disadvantaged Black and minority ethnic groups the project is likely to have a positive impact on equality.

8. LEGAL IMPLICATIONS

- 8.1. We do not believe there any significant legal implications.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1. The Troubled Families programme is a Government sponsored initiative that seeks to support local authorities in their efforts to change behaviours that will deliver significant reductions in social expenditure across the public sector.

- 9.2. The funding model is established over three years and is split between a reward based mechanism that recognises familial changes in behaviour and an upfront payment that allows local authorities sufficient certainty over funding in order to establish those mechanisms that can be tested to see if they work in changing behaviour. This is the approach being adopted in the tri-borough Children's Service where it is planned to apply the guaranteed funding to establish front-end processes that will enable teams to establish the appropriate support required to deliver the project's objectives. Approval is being sought to establish funding for the Tri-borough service to be funded through the attachment fee that will enable the trialling of a number of initiatives to maximise the payment reward achieved through changing behaviour. In the first instance in this report we seek approval to recruit to the information and triage desk.

Costings for information and triage desk for Troubled Families inc on-costs.

1 x social work manager band 4 step 2 - £55, 241 (start September - half year cost 2012/13)

2 x civilian analysts – band 3 steps 1-3 – £39,281 x 2 = £78,562 (start September - half year cost 2012/13)

1 x BSO band 2 - £35,221 per annum (start September- half year cost 2012/13)

1 or 2 police officers (in kind)

Total year 1 = £84,512

And then years 13/14 and 14/15 = £169,024

- 9.3. A further report will be required in the Autumn to further develop the operational model for the services

10. CONSULTATION

- 10.1. Ward Members have not been consulted as the proposals are not ward specific at this stage. A comprehensive group of interested tri – borough statutory and provider organisations have been consulted (appendix 3). There has also been engagement with the two local neighbourhood community budget areas in White City and Queen's Park.

Background Papers

Cabinet member briefing on Troubled Families for Tri– borough Children's Services
Cabinet members April 2012.

Update on Troubled Families for Tri-Borough Children's Services Cabinet Member
Steering Group 22nd May 2012.

Evaluation of staff and parents' Evaluation of staff and parents' experiences of the Westminster City Council 'Work Focussed Services in Children's Centres' Pilot. Completed in September and October 2010.

York Consulting, 2011, Turning around the lives of families with multiple problems - an evaluation of the Family and Young Carer Pathfinders Programme

GHK Consulting/DfE evaluation, 2011, Local Authority Child Poverty Innovation Pilots Evaluation: Final Synthesis Report

Collard & Atkinson 2009, Making decisions about working in one-earner couple households

Turning around the lives of families with multiple problems - an evaluation of the Family and Young Carer Pathfinders Programme. York Consulting DfE.RB154.

Process and outcome research on the Westminster Family Recovery Pathfinder . October 2011. June Thoburn, Neil Cooper, Sara Connolly and Marian Brandon. UEA.

Understanding and tackling child poverty on Peabody estates Feb 2012. Nicholas Pleace, David Rhodes and Deborah Quilgars. 2012

Contact officer(s):

Natasha Bishopp. Head of Family Recovery, Westminster City council and Tri-borough Troubled Families co-ordinator. nbishopp@westminster.gov.uk. Tel - 07850 901779

Other Implications

1. Business Plan
2. Risk Management
3. Health and Wellbeing, including Health and Safety Implications
4. Crime and Disorder
The programme specifically seeks to address young offenders and if successful will contribute to a reduction in re-offending by young people under 18 years. In addition it seeks to address anti-social behaviour by families in relation to their neighbours.
5. Staffing
The Tri- Borough will need to employ some staff to deliver the Information / Triage element of the programme. All contracts will be time limited to the duration of the programme. Redeployees will be given first consideration for any of the roles created. The budget will include an allowance for redundancy should it be required at the end of the programme.
6. Human Rights
There are no implications for human rights.
7. Impact on the Environment
There are no implications for the Environment.
8. Energy measure issues
There are no implications for the Energy measurement.
9. Sustainability
10. Communications
As the programme goes live, there will be communication considerations in relation to government, members, local residents, service users and stakeholders. A plan is under development.

ANNEX ONE: Definition of a Troubled Family.

DCLG wrote to all local authorities setting out the number of Troubled Families they estimated to be living in each area. Across the tri-borough they estimated there were 1720 Troubled Families (Westminster - 780 families, LBHF - 540 and RBKC - 400). To qualify for a payment a 'Troubled Family' must meet 3 of the 4 following criteria:

- a) Crime/ASB: the family contains one or more 18 year olds or under with a proven offence in the last 12 months AND/ OR one or more member has an ASBO, ASB Injunction, Acceptable Behaviour Contract or the family has been subject to a housing related ASB intervention in the last 12 months;
- b) School truancy/exclusion: A child has been subject to permanent exclusion; three or more fixed school exclusions in the last three consecutive terms; OR; is in a PRU or alternative provision because they have previously been excluded; OR is not on a school roll AND/ OR a child has had 15% unauthorised absences or more from school in the last three consecutive terms;
- c) Unemployed: household has an adult on working age benefits (ESA, IB, Carers Allowance, Income Support and/ or Jobseekers Allowance);
- d) Local discretion: to add other families who meet **any** two of the three criteria above AND are a cause for concern e.g. a child on the edge of care ,with a Child Protection Plan or living with Domestic Violence, parental Drugs or alcohol abuse or parental mental health issues.

ANNEX TWO: The Financial Deal from DCLG

Upfront monies have been made available for capacity building, through the appointment of a Troubled Families coordinator. In addition DCLG are offering a maximum payment of £4000 for every family successfully 'turned around'. This is a mixture of Attachment fee and a success payment. The balance of Attachment Fee to PbR payment varies over the three years of the Programme. In the first year the payment is 80% Attachment Fee, with DCLG recognizing that local authorities will take time to re-design/scale up services. By year three however, 60% of the payment is on success.

The results for which DCLG will pay are:

- a) Offending/ASB reduced AND school attendance improves – £3,900 per family;
- b) Referral to a DWP European Social Fund provider - £100 per family; OR
- c) At least one adult has moved off working age benefits into continuous unemployment - £4000.

To reflect the difficulty that local authorities face, the Government has structured their offer so that there is a guaranteed attachment fee and an outcome fee based on the

successful achievement of results. This is managed over the three years by a sliding scale with greater emphasis on results as set out below:

Successful Family Payment	Attachment Fee	Payment by Results	Total
Year1	£3,200	£800	£4,000
Year2	£2,400	£1,600	£4,000
Year3	£1,600	£2,400	£4,000

The Government is seeking a commitment across the three boroughs to oversee and account for successful engagement with 1,720 troubled families over the next 3 years, 1,441 of which are eligible for funding from within the payment-by-results element of this programme. The eligibility criteria are based on the presumption that existing targeted funding e.g. European Social Fund employment programme for families is already available to support 1/6 of the identified troubled families.

The breakdown of families across the three boroughs is set out below and includes the total available funding over the three years should the service be successful in ensuring that all families met the targets set. The total level of funding for the next three years could be as much as £5.76m across the tri-borough, subject to achievement of results.

	Troubled Families	Eligible Number	Total over 3 years.
Hammersmith & Fulham	540	450	£1,800,000
Kensington & Chelsea	400	333	£1,332,000
Westminster	790	658	£2,632,000
	1,730	1,441	£5,764,000

The Financial framework requires authorities to predict the numbers of families they will support in 2012/13 and therefore the number of upfront attachment fees. As a guide the Government has budgeted for a third of the 120,000 troubled families nationally to be worked with in 2012/13 though they encourage authorities not to be restricted in their plans by that assumption. The following table sets out an exemplification of the funding available in 2012/13 based on the assumption that the number of troubled families are supported in equal numbers over the three year period.

2012/13	Troubled Families	Eligible Number	Attachment	PbR	Total
Hammersmith & Fulham	180	150	£480,000	£120,000	£600,000
Kensington & Chelsea	133	111	£355,200	£88,800	£444,000

Westminster	263	219	£701,867	£175,467	£877,000
	577	480	£1,537,067	£384,267	£1,921,333

Whilst the same level of funding is available over the three year period it is important to appreciate that the gearing will change so that by 2014/15 the differential between the amount of attachment fee and payment by results will have altered significantly. It is **essential** to realise that this level of funding is only available if **all** of the eligible families are supported in the programme to achieve the reported targets.

The nature of the deal on offer involves considerable risk - it is not a grant, but an increasing proportion of the funding will only be paid on achievement of outcomes. Any future service re-design will be based upon the realities of this financial deal. To achieve the total available funding of nearly £2M a year based on a cohort of 600, we would have to achieve 100% of success payments. We may therefore need to work with more families than our indicative numbers to achieve these targets. This will shape how we re-design services, and shape our thinking of how we handle this risk in the financial deal. Options on service design presented in this paper are based upon the financial and outcome modeling being conducted, and will include options on risk mitigation or transfer.



Cabinet

23 JULY 2012

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

Cllr Helen Binmore

**COMMISSIONING OF YOUTH PROVISION
2013-15**

**Wards:
All**

This reports outlines the successes from the commissioning of youth provision within the borough and seeks agreement to a new 2 year commissioning round from 2013-15

CONTRIBUTORS

CHSD
EDFCG
DLDS
DP&ITS

**HAS A EIA BEEN
COMPLETED?
YES**

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

Recommendations:

1. **That the commissioning budget as set out in section 6 of this report be approved.**
2. **That approval be given for a two year funding and commissioning cycle from April 2013 to March 2015.**
3. **That authority be delegated to the Cabinet Member for Children's Services, in conjunction with the Tri-borough Executive Director of Children's Services, to award the contracts within the agreed budget, as set out in section 6 of the report.**

1. INTRODUCTION

- 1.1 There is a statutory duty on local authorities to secure sufficient youth provision and positive activities for young people and to ensure that they are effectively promoted. This duty was reaffirmed in the recent Positive for Youth policy statement issued by central government on 19 December 2011.
- 1.2 In August 2010, Cabinet agreed to the commissioning of youth provision in order to deliver these statutory duties.
- 1.3 This report provides an update on our progress to date and proposals for the future commissioning of youth provision from April 2013 to March 2015.

2. CURRENT POLICY

- 2.1 On 19 December 2011, the Government published its new policy statement on young people called 'Positive for Youth'. The statement broadly covers the following three themes:
 - Supportive Relationships – Young people need supportive relationships with people they trust to develop their values, judgements and learn from experiences
 - Strong Ambitions – Young people will succeed in learning and work, live safe and healthy lives and be active in society.
 - Good Opportunities – Young people will have opportunities to reach their full potential in education, personal and social development and have a voice in society.
- 2.2 The current and proposed commissioning model will contribute to each of the overarching themes of Government policy, with a major contribution to the Good Opportunities theme.

3. BACKGROUND

- 3.1 In August 2010, Cabinet agreed to the commissioning of youth provision within the borough. This meant that the Council moved from directly delivering provision, to a commissioned model, where services are delivered by a range of providers across the borough, delivering services that meet the needs of a particular community.
- 3.2 The model reflects the findings of our borough-wide survey of young people, where they said they :
 - Wanted activities in a variety of locations; Schools, parks, leisure centres and youth projects
 - Were willing to travel 1 bus or tube ride to attend activities.

- During school holidays and weekends, young people wanted to take part in activities in the afternoon and late morning.
- Wanted to hear about opportunities through a variety of mediums, including websites, posters and leaflets and through schools.
- Wanted to take part in the following programmes:
 - **Being Creative:** Street and urban dance; Photography; Painting; Drama; IT.
 - **Being Healthy and Active:** Football; Swimming / Water sports; Basketball; Dancing; Gym; Tennis; Trampolineing.
 - **Volunteering and Opportunities to Make a Difference:** Work with Children; Sports Coaching; Media; Work Experience.
 - **Getting Involved:** Putting on youth events; YP magazines; Youth Forum; Deciding how funding should be spent.
 - **Getting Advice:** Careers; Homework; Health.

3.3 Officers completed the commissioning process for these services in March 2011, with the commissioned services going live in April 2011.

3.4 Contracts are currently in places for all provision, but are due to expire in March 2013, in line with the original cabinet paper of August 2010.

4. CURRENT PROVISION AND SUCESSSES

4.1 The Council currently commissions the following provision within the borough:

Provision Type	Provision
School based youth projects	Hurlingham & Chelsea School – available for all young people at the school. Sessions delivered Monday – Friday, 38 weeks a year.
	Henry Compton School & Fulham Cross School (Fulham Fed) – available for all young people at the school. Sessions delivered Monday – Friday, 38 weeks a year.
	Cambridge School – Saturday inclusive project open to all young people in the borough. Sessions delivered Saturdays, 38 weeks a year.
	Phoenix School – available for all young people at the school. Sessions delivered Monday – Friday 38, weeks a year.
	Wormholt & White City and Shepherds Bush Wards
	Delivered from the Fatima Centre. 3 sessions delivered a week for 48 weeks a year.
Community based youth projects	

	College Park & Old Oak Ward Delivered from the Old Oak Community Centre 3 nights and City Mission Centre 1 night.
	Askew and Shepherds Bush Wards Delivered from the Sulgrave Club. 3 sessions delivered a week for 48 weeks a year.
	North End and Fulham Broadway Wards Delivered from the Brunswick Club. 3 sessions delivered a week for 48 weeks a year.
	Sand End Ward Delivered from the Sands End Adventure Playground Site. 3 sessions delivered a week for 48 weeks a year.
	Avonmore & Brook Green and Addison Wards Delivered from the Masbro Centre. 3 sessions delivered a week for 48 weeks a year.
Holiday provision	Borough wide programme of activities for 11 weeks of the school holidays, delivered by Let Me Play, Lyric Theatre and RBKC Youth Development Service.
Targeted disabled youth provision	Borough wide programme of youth provision for young people with a disability, running two sessions per week term time and a 7 week holiday programme.
Youth Involvement and Accreditation Projects	A range of borough wide programmes for young people to be involved in council decision making, such as UKYP, Borough Youth Forum, Youth Commissioners, Young Reporters, Young Advisers, Youth Take Over Day and the BIG SHOUT and the Duke of Edinburgh Award.

4.2 Services are currently provided by the following organisations:

- Harrow Club W10
- The Sulgrave Club for Young People
- Urban Partnership Group
- The Brunswick Club Trust
- Hammersmith and Fulham Action on Disability
- Let Me Play LTD
- Lyric Hammersmith
- Royal Borough of Kensington and Chelsea
- 5 borough schools (as at 4.1)

4.3 The current commissioned model provides better value for money, with more provision on offer than the previously directly delivered service:

- Approx 300 extra youth project sessions per annum (1685 pa now).

- 10 extra weeks of evening youth projects (from 38 to 48 weeks per annum)
 - 2 extra youth projects available for young people (from 11 to 13)
 - Youth Projects now available 6 days per week, rather than 5 (Saturdays added)
 - Provision now delivered on school sites as well as community buildings
 - 717 (24%) more young people engaging than 2010/11, from 2940 to 3657 (as at February 2012).
 - Increased youth involvement opportunities, such as Young Reporters and Young Commissioners.
 - Made significant financial savings.
- 4.4 The current model has allowed us to release a number of council buildings for either disposal or alternative use. All services are now delivered from schools or community buildings within the borough.
- 4.5 Our Young Commissioners have undertaken at least 2 monitoring visits of each provider, with approximately 30 different young people taking part in the programme. In their view, the services offered by our providers are all good in meeting the needs of our young people.
- 4.6 We will report back to young people on the service in July 2012, detailing the successes of the changes a year on.

5. COMMISSIONING FRAMEWORK 2013-15

- 5.1 It is proposed that the service offer for young people continues to be based on the findings from the borough-wide consultation with young people and consists of the following services:
- School based generic locality provision
 - Community based generic locality provision
 - Positive Activities – holiday programmes; and
 - Youth Involvement projects
- 5.2 It is proposed that School based provision continues to be available at the following school sites, directly after school and during the holidays (depending on negotiations for contract extension with schools):
- Hurlingham & Chelsea School
 - Henry Compton School & Fulham Cross School (Fulham College)
 - Phoenix School
 - Cambridge School

Provision will be offered 38 weeks a year, Monday to Friday at each site, except Cambridge School, where an Inclusive Saturday Programme will be offered.

5.3 In addition to the school based provision, it is proposed that we continue to commission community based provision to be delivered across the following wards at buildings to be identified by the provider:

- Wormholt & White City and Shepherds Bush Wards
- College Park & Old Oak Ward
- Askew and Shepherds Bush Wards
- North End and Fulham Broadway Wards
- Sand End Ward
- Avonmore & Brook Green and Addison Wards

5.4 The aim is to have a good geographical spread of provision (taking account of existing community based provision) that is accessible to all young people but located to enable effective targeting in the areas of highest need.

5.5 Each community based youth project will deliver a minimum of three evenings of provision across 48 weeks of the year.

5.6 Holiday programmes delivered across the borough, but targeted in areas of highest need, will continue to be commissioned, under the following four themes:

- Sport/Fitness/Well-being
- Art & fashion
- Music & performing arts
- Digital media

6. FUNDING PROPOSALS 2013-15

6.1 The proposed allocation of funding for provision is set out below:

Service Area	2013-14	2014-15
School Based Youth Projects	264,000	264,000
Community Based Youth Projects	250,000	250,000
Holiday Programmes	240,000	240,000
Targeted services for young people with a disability	100,000	100,000
Youth Involvement/Accreditation	88,900	88,900
S106 (Imperial Wharf)	50,000	50,000
Total spend	992,900	992,000
Total Core Funding	942,900	942,900
Total S106	50,000	50,000

- 6.2 The Council will continue to fund the Sands End Ward community based youth project from s106 funding, as contained in the Cabinet report of August 2010.
- 6.3 As part of the tri-borough commissioning directorate, savings of £86,500 will be achieved in 2012/13 on back office staff
- 6.4 It is proposed to enter into contracts with the providers for a term of 2 years with an option (at the Council's discretion) to extend for a further 1 year, subject to satisfactory performance and value for money being delivered . The option to extend will provide flexibility and allow us to extend some or all of the contracts for an additional year if sufficient funding is available in 2015 and agreed with by Cabinet - without having to undertake new tendering exercises earlier than is necessary. It would, furthermore, also align H&F's contracting arrangements with those of the City of Westminster and possibly the Royal Borough of Kensington and Chelsea, depending on the length of the contract RBK&C award to their proposed youth services employee-led mutual
- 6.5 As part of the tri-borough commissioning arrangements, officers will look for opportunities to commission on a bi or tri borough once these contract expire to reduce the overall cost of delivering such services.

7. PROCUREMENT PROCESS

7.1 In 2010 Children's Services established an Approved Providers List of organisations who are able to deliver services to young people, under the following themes:

- Sports/Fitness/Wellbeing
- Art/Fashion
- Digital Media/Film/Photography
- Music/Performing Arts
- Business/Study/Careers
- Services for young people with a disability
- Other

The list was established for three years and expires in 2013.

- 7.2 Organisations completed a Pre Qualification Questionnaire, which was assessed against an evaluation criterion by an appraisal panel.
- 7.3 It is proposed that this list is used to contract the services described in section 5.3 and 5.6 above.
- 7.4 The following initial timeframe for procurement has been set:

Activity	Date completed
Cabinet paper agreed	July 2012
Specification agreed	August 2012
Specifications issued	September 2012
Proposals returned	October 2012
Cabinet member agrees contract awards	November 2012
Providers notified	December 2012

8. RECOMMENDATIONS

- 8.1 That approval be given to the commissioning budget as set out in section 6 of this report.
- 8.2 That approval be given for a two year funding and commissioning cycle from April 2013 to March 2015.
- 8.3 To delegate authority to the Cabinet Member for Children's Services, in conjunction with the Executive Tri-borough Director of Children's Services to award the contracts within the agreed budget (as set out in section 6 of the Report).

9. EQUALITY IMPLICATIONS

- 9.1 Available on request

10. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 10.1. These proposals are supported by the current level of budget and therefore Finance agree with the proposals above.
- 10.2. However, with an eye on the uncertainty around the Early Intervention Grant post 2012/13 and a further savings requirement in Commissioning as a whole, it is hoped that there may be opportunities to commission some of these services either more efficiently or on a Tri-borough basis, that results in any necessary savings without affecting the quality, type or extent of provision.

11. COMMENTS OF THE DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

- 11.1. Legal Services will work with the client department to ensure that procurement of the service provision is in accordance with the Council's contract standing orders and EU procurement rules.

12. COMMENTS OF THE DIRECTOR FOR PROCUREMENT & IT STRATEGY

- 12.1 The Council's Standing Orders enable approval of forward procurement plans and the future award of contracts within that plan to be delegated to the appropriate Cabinet Member(s), so long as prior Cabinet approval has been obtained for this delegation.
- 12.2 The Director for Procurement & IT Strategy will work with the client department to ensure that procurement of the service provision is in accordance with the Council's contract standing orders and EU procurement rules.

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	Terry Clark x6220	CHSD/KTH
2.	Cabinet Paper August 2010	Terry Clark x6220	CHSD/KTH
3.	Positive for Youth Policy Statement	Terry Clark x6220	CHSD/KTH
4.	Year End Report	Terry Clark	CHSD/KTH
5.	Education Select Committee Report – April 2012 and minutes	Laura Campbell	FCG/HTH
CONTACT OFFICER: Terry Clark		NAME: Terry Clark EXT. 6220	

Agenda Item 8



London Borough of Hammersmith & Fulham

Cabinet

23 JULY 2012

**CABINET MEMBER
FOR COMMUNITY
CARE**

*(Councillor Marcus
Ginn)*

**OUTSOURCING OF THE PROVISION OF A
MEALS SERVICE FOR VULNERABLE
ADULTS**

**Wards:
All**

The proposed Framework Agreement will be for a five year period from 1st December 2012 to 30 November 2017. Other boroughs (as set out in paragraph 2.1) will be able to access the proposed service.

A separate report on the exempt Cabinet agenda provides exempt information about the procurement process and costs.

CONTRIBUTORS

Chief Officers
EDFCG
ADLDS
DPITS
ADHRSBC
ADBPM

**HAS A EIA BEEN
COMPLETED?
YES**

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

Recommendations:

- 1. That authority be given to outsource the provision of a Meals Service for vulnerable adults by setting up a Framework Agreement using the Restricted Procedure.**
- 2. That, following evaluation of the Pre Qualification Questionnaires and in accordance with Council Contract Standing Orders, the shortlist of tenderers who will be invited to tender be approved by the Cabinet Member for Community Care.**
- 3. That authority be delegated to the Cabinet Member for Community Care, in conjunction with the Tri Borough Executive Director of Adult Social Care, to award the contract for the Meals Service for vulnerable adults.**

1. BACKGROUND

- 1.1 Hammersmith & Fulham (H&F) currently provide a Meals Service for approximately 150 Service Users assessed as requiring this service; although it is forecasted that this number will decrease over the next few years. This is a chargeable service for which Service Users make a financial contribution; the actual chargeable amount per meal paid varies from borough to borough. For most of these Service Users the meal they receive is their main daily meal. The service also provides a daily check on the well being of Service Users, many of who live alone. The service operates for seven days per week with a delivery window of 11:30 to 13:30 hours. Frozen meals are purchased from Apetito Ltd and stored at Bagleys Lane Depot. The meals are heated in kitchens at the depot and transported in “hot locks” to preserve their temperature. The kitchen and delivery staff are H&F employees.
- 1.2 A number of option appraisal exercises have been conducted over recent years which have concluded that the most cost effective model for this service is “Cook on Route”. This involves the heating of frozen meals in ovens housed in the delivery vans. It also results in an improvement to meal quality as Service Users will receive their meals closer to when they reach optimum temperature than under the existing service model. The contract is however not being advertised on the basis of the provision of a “Cook on Route” service but on the basis on a Meals Service in order to encourage innovation in service delivery. The move towards shared services which resulted from the Tri Borough initiative demonstrated the majority of West London local authorities had outsourced their meals service to a “cook on route” model which had resulted in significantly lower costs per meal than H&F were achieving. Any joint tendering exercise with partner boroughs would require the H&F service be outsourced.
- 1.3 Market analysis has demonstrated there are two organisations who effectively dominate the national “Cook on Route” market, these being Apetito Ltd and Sodexo. The ovens used in their vans are not available on the open market. Both organisations have indicated their preferred business strategy is to secure contracts for the full “Cook on Route” service as opposed to entering into vehicle leasing agreements and meals supply contracts with local authorities who run the service with their own employees. While such a model could be arranged research has indicated this would be more expensive than to outsource the full service through a tendering exercise. This would involve the transfer of those H&F employees identified as having rights under the Transfer of Undertaking (Protection of Employment) Regulations.
- 1.4 Market testing and research have demonstrated that the procurement strategy required to deliver the most cost effective meals service would be delivered through outsourcing the current service and being party to a collaborative procurement exercise with partner local authorities.

2 JOINT PROCUREMENT WITH OTHER LONDON BOROUGHS

- 2.1 Consultation was undertaken with Bi, Tri Borough and West London Alliance (WLA) partner authorities to explore the possibility of joint procurement with the aim of a multi borough contract securing lower unit prices through volume. This joint procurement exercise includes RB Kensington & Chelsea, Westminster CC and the London Borough of Hounslow. There are currently ongoing discussions with the London Boroughs of Haringey and Richmond with a view to them joining this process.
- 2.2 Due to H&F's need for an early contract start date to resolve its current contractual position and having available resources to undertake this work it was decided that H&F would be the lead contracting authority. It was also agreed that Westminster CC's lawyers, Sharpe Pritchard would provide the appropriate legal advice as the most cost effective option.
- 2.3 A Project Board chaired by a Procurement Manager from H&F with representatives from the four participating boroughs has been established and is currently meeting fortnightly.
- 2.4 An Inter Authority Memorandum of Agreement will govern the relationship between the boroughs throughout the tendering process and will address the sharing of procurement costs, including legal fees.

3. TENDERING EXERCISE

- 3.1 An advert will be placed in The Caterer and The Guardian inviting tenderers to apply. As this is an EU Part B Service the Council will not be publishing a contract notice in OJEU but to demonstrate compliance with transparency requirements the tender will be conducted under the Restrictive Procedure. The PQQ will be used to draw up a shortlist of five tenderers who will proceed to the Invitation to Tender (ITT) stage.
- 3.2 The contract will be awarded based on the most economically advantageous tender with prices allocated 50% of the final marks and the non price element 50%.
- 3.3 Tenderers will be required to submit prices dependent on the total volume of meals purchased in any given four week period.

4. PROPOSED TENDERING TIMETABLE

Advert placed	Early June 2012
Deadline for receipt of completed Pre Qualification Questionnaire (PQQ).	Late June 2012
Tenders invited	Early July 2012
Deadline for Receipt of Tenders	Late July 2012
Completion of detailed evaluation	August 2012
Award	September 2012
Contract Commencement	1 December 2012

5. RISK MANAGEMENT

- 5.1 The subject of this report is to be included on a departmental or corporate risk register.
- 5.2 The main risk associated with any tendering exercise is the failure to meet timetable deadlines and thereby not achieve the proposed contract start date. This would impact on continued service delivery if contingency arrangements with incumbent providers cannot be arranged and delay the realisation of any anticipated savings.
- 5.3 This procurement exercise is being conducted in accordance with the authority's Project Management Tool kit. If slippage occurs in the tendering timetable outstanding milestone dates are reviewed and adjusted accordingly. Should any delays to the tendering timetable mean the proposed contract start date is not achievable officers will communicate with existing providers to affect a continuation of the current contractual arrangements.

6. EQUALITY IMPLICATIONS

- 6.1 The Equality Impact Analysis has demonstrated that the activity has a low impact with regard to the Public Sector Equality Duty and a positive impact with regard to any protected characteristic(s).
- 6.2 The effect of this activity will be to let a contract to for the provision of services currently being provided in house. It is not intended that the proposed contractual arrangements will result in any reduction to the existing level of service, although the service model may change. Arrangements will be made to ensure Service Users currently accessing the service are

transferred to the incoming provider without any disruption to the continuity of service they receive.

7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 7.1 The Tri-Borough Director of Finance (ASC) anticipates that savings will be made
- 7.2 A further report will be presented following the proposed delegation to the Cabinet Member for Community Services (recommendation 3) and at this stage the full financial implications of the tender will be evaluated.

8. COMMENTS OF THE DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

- 8.1 Legal advice on this procurement process is being provided by Westminster City Council's legal advisers, Sharpe Pritchard.
- 8.2 The Director for Legal and Democratic Services supports the recommendations in this report.

9. COMMENTS OF THE DIRECTOR FOR PROCUREMENT & IT

- 9.1 The service is defined as a Part B Service for the purposes of the Public Contracts Regulations 2006 (as amended), and therefore not subject to EU procurement rules but to demonstrate compliance with the transparency requirements the tender will be conducted under the Restrictive procedure.
- 9.2 It will be subject to Hammersmith and Fulham's Contract Standing Orders as the lead borough and procurement advice on this project is currently being provided through its Corporate Procurement Division.
- 9.3 Working with Sharpe Pritchard agreement will be made in terms of the content of the PQQ, Invitation to Tender, the specification, the contract conditions, and other contract documentation.
- 9.4 By collaborating with other Councils on joint tendering exercises the Council achieves savings through greater economies of scale. This is in line with the Council's Procurement Strategy

10. COMMENTS OF THE DIRECTOR FOR HUMAN RESOURCES

- 10.1 The proposal is subject to the Transfer of Undertaking (Protection of Employment) Regulations. HR will ensure the legal/statutory and consultation

requirements are met. An Equality Impact Analysis on the workforce implications will be carried out to ensure the Council complies with its public sector equality duties.

10.2 The Director for HR is content with this report.

11. COMMENTS OF THE DIRECTOR FOR BUILDING AND PROPERTY MANAGEMENT

11.1 The Director of Building and Property Management concurs with the contents of this report.

12. CONCLUSION

12.1 It is recommended to outsource the provision of a Meals Service for vulnerable adults. Also that in accordance with Council Contract Standing Orders the shortlist of tenderers who will proceed to Invitation to Tender stage is approved by the Cabinet Member for Community Care and that authority is delegated to the Cabinet Member for Community Care, in conjunction with the Tri Borough Executive Director of Adult Social Care, to award the Contract for the Meals Service. This will enable contract award and commencement sooner than would be possible if Cabinet were to award the contract and will therefore ensure the service can commence by the required start date.

12.2 It is considered that by outsourcing this service and by awarding a multi borough contract this will safeguard this service and ensure that the quality of service benefits from technological advancements in the food industry.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	All background papers.	Tim Lothian Procurement Manager Community Services Department (x 5377)	CSD Partnerships & Procurement 3 rd Floor 77 Glenthorne Road. Hammersmith London W6
CONTACT OFFICER: Tim Lothian		NAME: Tim Lothian EXT. 5377	

Agenda Item 9



London Borough of Hammersmith & Fulham

Cabinet

23 JULY 2012

**CABINET MEMBER
FOR COMMUNITY
CARE**

*Councillor Marcus
Ginn*

**PROCUREMENT OF THE PROVISION OF AN OUT OF
HOSPITAL STROKE SUPPORT SERVICE FOR
LONDON BOROUGH OF HAMMERSMITH & FULHAM
AND ROYAL BOROUGH OF KENSINGTON & CHELSEA
AND A STROKE SUPPORT AND INFORMATION
SERVICE FOR LONDON BOROUGH OF
HAMMERSMITH & FULHAM ONLY**

**Wards:
All**

The proposed Framework Agreement will be for an initial term of two and a half year period from 1 October 2012 to 31 March 2015 with provision to extend for a further two periods of twelve months each.

A separate report on the exempt part of the Cabinet agenda provides exempt information on the procurement process and on costs.

Recommendations:

CONTRIBUTORS

Chief Officers
EDFCG
DLDS
DPITS
ADHRBC

- 1. That approval be given to procurement using Restricted Procedure of a framework for an Out of Hospital Stroke Support Service for London Borough of Hammersmith & Fulham and Royal Borough of Kensington & Chelsea, and a Stroke Support and Information Service for London Borough of Hammersmith & Fulham only.**
- 2. That following evaluation of the Pre Qualification Questionnaires and in accordance with Council Contract Standing Orders, the short list of tenderers who will be invited to tender is approved by the Leader and the Cabinet Member for Community Care.**
- 3. That authority be delegated to the Cabinet Member for Community Care, in conjunction with the Tri-Borough Executive Director of Adult Social Care, to award the contract for an Out of Hospital Stroke Support Service for London Borough of Hammersmith & Fulham and Royal Borough of Kensington & Chelsea and a Stroke Support and Information Service for London Borough of Hammersmith & Fulham only.**

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

**HAS A EIA BEEN
COMPLETED?
YES**

1. BACKGROUND

- 1.1 Effective out of hospital stroke support services allow early hospital discharges for patients admitted after suffering strokes. This is evidenced by a model currently operating in Westminster. Out of hospital services address not only the clinical and rehabilitation needs of the stroke survivor but also their practical and emotional needs and those of their family and carers. Early supported discharge services enable an earlier than usual seamless transfer of care from hospital to home. This gives stroke survivors the opportunity to continue rehabilitation, while being supported in their own surroundings and with input from a specialist stroke team. A recent review concluded that early supported discharge is an essential component of a comprehensive stroke service, which enables more stroke survivors to be independent and continue living at home as well as reducing long-term mortality and institutionalisation rates for up to half of patients. These in turn reduce the overall cost of strokes.
- 1.2 The current Hammersmith & Fulham Stroke Support and Information Service provides community support for people newly diagnosed with strokes, their families and carers. The ongoing support covers information, advice, and advocacy following discharge from hospital. The service works with other professionals to facilitate an effective and seamless transfer of care from the acute setting to the community. The contract for this service which is held by the Stroke Association is due to time expire on 31 August 2012 and will be extended for a further month.

2. JOINT PROCUREMENT

- 2.1 The creation of the Inner North West London Cluster of PCT's has enabled a greater coherence in the planning and commissioning of services across the three boroughs. The proposed service evidences how services can be designed to meet a common need across more than one of the three borough areas.
- 2.2 Where services are provided across more than one borough area they can be procured with the cost benefit of economies of scale in terms of lower unit costs and fixed overheads.
- 2.3 The Tri Borough Commissioning and Contracting hub is hosted by Hammersmith & Fulham. Based within this hub are Procurement staff who will undertake this procurement exercise.
- 2.4 As Hammersmith & Fulham are the lead authority the procurement will be conducted in accordance with this authority's Contract Standing Orders. A Project Group has been established which is chaired by the Senior Joint Commissioning Manager, Inner North West London Cluster PCT's and attended by Tri Borough Commissioning and Procurement Officers. The Project Group is awaiting nomination of a specialist stroke clinical advisor.

The Project Group will be supported by finance and corporate procurement and legal officers from Hammersmith & Fulham. Legal advice to support the procurement exercise will be provided by Hammersmith & Fulham Legal Services Department.

- 2.5 The existing Stroke Support and Information Service is wholly funded by Hammersmith and Fulham and this will not change under the new contracting arrangements. Consequently the service will initially continue to only be accessed by Hammersmith & Fulham.

3. TENDERING EXERCISE

- 3.1 An advert will be placed in an appropriate journal inviting tenderers to apply. As this is an EU Part B Service the Council will not be publishing a contract notice in OJEU but to demonstrate compliance with transparency requirements the tender will be conducted under the Restrictive Procedure. The Restrictive Procedure has been selected as opposed to the Open Procedure as the Project Board considers there are a reasonable number of providers in this market.
- 3.2 The PQQ will be used to draw up a shortlist of five tenderers for each service who will proceed to the Invitation to Tender (ITT) stage. Tenderers will have the option of indicating at PQQ stage whether they intend to be considered for either of the two services or both.
- 3.3 The contract(s) will be awarded based on the most economically advantageous tender and in accordance with the Tender Evaluation Model.
- 3.4 The initial term of the Framework Agreement is expected to run from 1 October 2012 to 31 March 2015.

4. RISK MANAGEMENT

- 4.1 The subject of this report will be included on a departmental or corporate risk register.
- 4.2 The main risk associated with any tendering exercise is the failure to meet timetable deadlines and thereby not achieve the proposed contract start date. This would impact on continued service delivery if contingency arrangements with the current provider of the Stroke Support and Information Service cannot be arranged. The Out of Hospital Stroke Support service is a new service.
- 4.3 This procurement exercise is being conducted in accordance with the authority's Project Management Tool kit. If slippage occurs in the tendering timetable outstanding milestone dates are reviewed and adjusted accordingly. Should any delays to the tendering timetable mean the proposed contract start date is not achievable officers will communicate with the

existing provider of the Stroke Support and Information Service to affect a continuation of current contractual arrangements.

5. EQUALITY IMPLICATIONS

- 5.1 The Equality Impact Assessment has demonstrated that the activity has a low impact with regard to the Public Sector Equality Duty and a positive impact with regard to any protected characteristic(s).

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 6.1 The Out of Hospital Stroke Support Service will be fully funded from a combination of Hammersmith & Fulham PCT's Reablement monies passported to the Local Authority.
- 6.2 The Stroke Support and Information Service will be met from an ear-marked reserve which will fully meet the known commitments arising within the duration of the contract.
- 6.3 There are no capital implications associated with this project.
- 6.4 Other comments are in the separate report on the exempt Cabinet agenda.

7. COMMENTS OF THE DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

- 7.1 The recommendations in this report are endorsed by the Director for Legal & Democratic Services.

8. COMMENTS OF THE DIRECTOR FOR PROCUREMENT & IT

- 8.1 The service is defined as a Part B Service for the purposes of the Public Contracts Regulations 2006 (as amended), and therefore not subject to EU procurement rules but to demonstrate compliance with the transparency requirements the tender will be conducted under the Restrictive procedure.
- 8.2 It will be subject to Hammersmith and Fulham's Contract Standing Orders as the lead borough and Procurement advice on this project is currently being provided through its Corporate Procurement Division.
- 8.3 By collaborating with other RB Kensington & Chelsea on joint tendering exercises the Council will achieve value for money through greater economies of scale. This is in line with the Council's Procurement Strategy.

9. CONCLUSION

- 9.1 That Cabinet agree to the procurement of an Out of Hospital Support Service for Hammersmith and Fulham and Kensington and Chelsea and a Stroke Support service for Hammersmith and Fulham. Also that in accordance with Council Contract Standing Orders the shortlist of tenders who will proceed to Invitation to Tender stage is approved by the Cabinet Member for Community Care and that authority is delegated to the Cabinet Member for Community Care, in conjunction with the Tri Borough Executive Director of Adult Social Care, to award the contract for the Out of Hospital Stroke Support Service and the Stroke Support and information Service. This will enable contract award and commencement sooner than would be possible if Cabinet were to award the contract.

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	All background papers relating to procurement.	Tim Lothian Procurement Manager, Hammersmith & Fulham Community Services Department Tel: 020 8753 5377	CSD Partnerships & Procurement 3 rd Floor 77 Glenthorne Road Hammersmith London W6 0LJ
2.	All background papers relating to commissioning	Paula Arnell Senior Joint Commissioning Manager Inner North West London Primary Care Trusts Tel: 0203 350 4361	Inner North West London Primary Care Trusts 15 Marylebone Road London NW1 5JD
CONTACT OFFICER: Tim Lothian		NAME: Tim Lothian EXT. 5377	

Cabinet

23 JULY 2012

**CABINET MEMBER
FOR TRANSPORT
AND TECHNICAL
SERVICES**

*Councillor Victoria
Brocklebank-Fowler*

**PROPOSAL FOR GRADUATED PARKING
SUSPENSION CHARGES 2012**

**Wards:
All**

Presently there is a standard charge for suspending a parking bay of £35 per day. This report proposes the introduction of a graduated charging rates for parking suspensions in H&F.

With the charges proposed in recommendation 1, if works last for example for 8 days, then the first 5 days would be charged at £40 and the last 3 days would be charged at £60.

The charges proposed in recommendation 2 are to encourage utilities to plan their works so that suspensions for traffic flow reasons are minimised and that work where such suspensions are utilised are carried out as quickly as possible.

The charges proposed in recommendation 3 are to encourage utility companies to start work on the first day of work as this will be the only day when the space will be guaranteed to be clear and also enables the space to be returned to use as soon as the work has finished.

CONTRIBUTORS

DF
DEnv
ADLDS

**HAS A EIA BEEN
COMPLETED?
N/A**

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

Recommendations:

- 1. That all applicants for parking suspensions be charged on a graduated basis, with £40 per space per day (for those lasting between 1 and 5 days), £60 per space per day (for those lasting between 6 and 42 days), and £80 per space per day (for those lasting for 43 days or more).**
- 2. That utilities companies be charged the full cost for suspensions that they request for traffic management/flow reasons, that is, where works on one side of the street means that there is not enough space for traffic to pass safely so that bays on both sides of the street are suspended.**
- 3. That suspensions requested by utility companies for road works be charged only for the first day, in order to reserve the space.**

- 4. That the Council charges utility companies for the full cost of traffic flow suspensions (for those bays suspended not directly for road works) from 5 November 2012.**

1. BACKGROUND

- 1.1. The Council suspends parking bays for a variety of reasons including facilitating building works, furniture removals, utility and highways works, filming and special events.
- 1.2. Currently the price of suspending a parking bay is £35 per day, where a parking bay is considered to be a 5 metre stretch of bay. There is also a fee of £35 for each amendment or cancellation to an existing parking suspension. Amendments and cancellations to existing parking suspensions are not be processed until this fee is paid.
- 1.3. Residents often complain about the number of suspensions of parking suspensions, especially long-term suspensions, as it reduces the available parking spaces, thereby increasing parking stress, and arguably adding to congestion and pollution. It can also often adversely affects the expeditious movement of traffic, including pedestrians.
- 1.4. As a result, officers propose introducing a graduated structure for suspensions fees to the following:
 - £40 per space per day for suspensions lasting between one and five days (equal to maximum cost of pay & display in the borough + 10%);
 - £60 per space per day for suspensions lasting between six and 42 days (cost above i.e. £40, + 50%);
 - £80 per space per day for suspensions lasting for 43 days or more (cost above i.e. £60, +33%).
- 1.5. This change in the fee structure is designed to reduce the number and length of parking suspensions unnecessarily and discourage the long term use of suspended bays so that the expeditious movement of traffic is maintained and the maximum number of parking bays provided whenever possible. Indications from the neighbouring Royal Borough of Kensington & Chelsea, who employ this graduated structure, indicates that the policy has been effective. RBKC introduced the scheme in two phases – firstly to residents and businesses, and then phased in for utilities companies.

2. SUSPENSIONS RELATING TO UTILITIES COMPANIES

- 2.1. The Council is a member of the London Permit Scheme, which means that utility companies are required to obtain a permit from the Council before they can begin work on-street. The Council is allowed to attach conditions to permits to ensure the works are carried out in a safe manner and in the least disruptive way. One of the conditions that we use regularly stipulates that the works promoter must maintain a minimum road width whilst carrying out the works.

- 2.2. If a road is narrow, and the road works extend further from the kerb than the parking bays being suspended, the utility company may need to suspend bays on both sides of the road; one suspension would clear space on the road for the road works itself and the other would allow traffic to flow past the site. Therefore utility works in narrow roads, which require traffic flow suspensions, are far more disruptive to residents as many more bays are suspended than would be the case if the same work was taking place on a wide road. This adversely impacts the expeditious movement of traffic.
- 2.3. If the utility company breaches a permit condition the Council may issue a Fixed Penalty Notice (FPN) which will cost the utility company £120 (or £80 if paid within 28 calendar days) or prosecute the company via the magistrates' court. The Council carries out inspections of work sites to assess whether permit conditions are being adhered to. We also respond to all complaints from residents regarding problem work sites.
- 2.4. For bays suspended for traffic flow reasons, the Council advertises the suspension for the expected full duration of works on-street. This means that if the works finish before the advertised end date of the suspension, the bay will still be out of use, unless the utility company informs the Council that they have finished works early. Currently, because utility companies pay only for the first day, they have no incentive either to minimise the length of their works or to tell us if they do finish early thereby directly impacting the expeditious movement of traffic and also adversely impacting the available number of parking bays. By introducing a graduated pricing structure there is more of an incentive for the Council to be informed of works being completed in a shorter space of time and for works to be better planned.
- 2.5. In 2010/11, the Council issued 5229 chargeable suspensions. Of these suspensions, 1461 were granted to utility companies, or 28% of all suspensions.
- 2.6. If the Council charged utility companies the full cost of traffic flow suspensions, we would need to change our process for administering suspensions and also changes to the IT system, which records and manages suspensions, would also need to be made in order to calculate the overall charge that is applied to those seeking parking suspensions.

3. PROPOSALS

- 3.1 Officers propose to:
 - charge all applicants for parking suspensions on a graduated basis, with £40 per space per day (for those lasting between 1 and 5 days), £60 per space per day (for those lasting between 6 and 42 days), and £80 per space per day (for those lasting for 43 days or more). Clearly with these charges, for example, if works last for 8 days, then the first 5 days would be charged at £40 and the last 3

days would be charged at £60;

- charge utilities companies the full cost for suspensions that they request for traffic management/flow reasons, that is, where works on one side of the street means that there is not enough space for traffic to pass safely so that bays on both sides of the street are suspended. This is to encourage utilities to plan their works so that suspensions for traffic flow reasons are minimised and that work where such suspensions are utilised are carried out as quickly as possible;
- charge utilities companies only for the first day for parking suspensions where there are road works involved on that particular section of highway that necessitate the breaking out of the carriageway. For example, for excavations the Council would charge only for the first day in order to reserve the space. This is to encourage utility companies to turn up on the first day of work as this will be the only day when the space will be guaranteed to be clear and also enables the space to be returned to use as soon as the work has finished;
- that the Council charges utility companies for the full cost of traffic flow suspensions (for those bays suspended not directly for road works) from 5 November 2012.

3.2 The proposed changes should result in a reduction in the total duration of suspensions made for traffic flow reasons. This will help facilitate the safe and expeditious movement of traffic the provision of suitable and adequate parking facilities under our duty of Section 122 of the Road Traffic Regulations Act 1984, and will help meet the requirements of the Network Management Duty as set out in Part 2 of the Traffic Management Act 2004. This proposal can also form part of the measures taken by the Council for the “Keep H & F moving” campaign. The proposal will also ensure that the maximum number of parking bays provided whenever possible.

4. TIMESCALES & COST OF IMPLEMENTING THE PROPOSALS

4.1 The main costs relating to the implementation of the proposals set out in section 3.1 relate to the IT infrastructure. The IT system is currently under review and the estimated cost for our requirements is £7,500 (subject to approval), within the proposal is the incorporation of the graduated payments structure. The estimated completion date for the project is 31 October 2012.

4.2 There will also be additional costs related to a notification street notice which will be placed around the borough as a supplementary measure to inform all stakeholders of the changes being introduced. The associated cost for this will be £700. There are no changes being made to the legal Traffic Management Order as the Order states that any suspension when implemented, requires that the person carrying out the suspension (Council Officer) places a traffic sign indicating the use of that parking place is suspended.

5. NOTIFYING THOSE AFFECTED

- 5.1 If agreed, the general public and utility companies will be notified of the proposals included in this report prior to implementing the changes via notice in the Chronicle newspaper.
- 5.2 Companies that regularly request suspensions would need to be given ample prior notification so that their works do not overlap the periods before and after the implementation of the changes, if the proposals are agreed.

6. RISK MANAGEMENT

- 6.1. With a graduated parking suspensions charging structure in place there is the slight risk of an increased number of incidents of building materials being stored on the footway or in frontage gardens to avoid paying for the higher suspension charges for parking bays. As a result there may be an increase in the number of StreetScene Enforcement inspections required, in which case there would be an associated impact on the resource requirements of the Environment, Leisure and Residents Services department.
- 6.2. In order to mitigate the identified risk, Council officers suggest that a communications strategy is implemented to ensure that when the graduated suspensions charging structure is publicised, reference is also made to the fact that the Council will also carry out enforcement action against any individuals storing material on the public highway.

7. EQUALITIES IMPLICATIONS

- 7.1 It is considered that the proposals in this report will have little or no adverse equality impact.

8. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE GOVERNANCE

- 8.1 Implementation of the scheme will require an additional upgrade to the IT system, which will be added to. The estimated cost of this work will be £7,500 and will be funded from existing revenue budgets for HFBP IT costs.
- 8.2 Graduated charges would result in increased income from suspension charges. This, however, would be offset by an expected reduction in volumes of suspension for longer time periods.parking bay
- 8.3 The table below indicates the income that would be generated if graduated suspension charges were introduced. This uses the data available for Quarter 3 (Oct-Dec 2011) of this financial year and uses this data to forecast for a full year. The table indicates the Council

would receive £263,308 in additional income (even with a fairly generous estimation of reduced demand).

Parking Bay Suspensions: Graduated Charging

Figures from Quarter 3 2011/12 (October - December 2011)

Category of Days	Number of Bay Days (Q3 2011/12)	Income from Current Charging (Q3 2011/12)	Income if graduated charging introduced (Q3 2011/12)	Additional Income from Graduated Pricing (Q3 2011/12)	Full Year Estimated Increase in Income (no reduction in demand)	Estimated Reduction in demand	Full Year Estimate (with reduction in demand)
1-5 days	4,213	£147,630	£168,520	£20,890	£83,560	20%	£66,848
6-42 days	3,563	£119,455	£194,480	£75,025	£300,100	40%	£180,060
43 days+	374	£13,090	£23,340	£10,250	£41,000	60%	£16,400
Grand Total	8,150	£280,175	£386,340	£106,165	£424,660		£263,308

9. COMMENTS OF THE DIRECTOR FOR LEGAL AND DEMOCRATIC SERVICES

9.1 The Council is under a number of statutory duties under the Traffic Management Act 2004 and the Road Traffic Regulation Act 1984. In essence, the Council must exercise its functions (in this case considering requests and suspending provisions under a road traffic order regulating a parking bay) as far as practicable to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

9.2 The amount of the charge the Council may set for considering any request for the suspension of a parking bay is at the Council's discretion. It must be a reasonable charge and the Council must have regard to the cost to the Council of dealing with the matter. The charge may be above the costs to be incurred by the Council and it would be appropriate to make such a charge if it is considered necessary and proportionate in order to meet its duties set out above, and as explained in the body of the report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Graduated Parking Suspensions Charges	Naveed Ahmed x1418	Transport & Technical Services
CONTACT OFFICER: Naveed Ahmed		NAME: Naveed Ahmed EXT. 1418	

Agenda Item 11



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period July 2012 to October 2012

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 July 2012 to October 2012.

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

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

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

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

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

Consultation

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

Reports

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

Decisions

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

Making your Views Heard

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

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2012/13

Leader (+ Regeneration, Asset Management and IT):	Councillor Nicholas Botterill
Deputy Leader (+ Residents Services):	Councillor Greg Smith
Cabinet Member for Children's Services:	Councillor Helen Binmore
Cabinet member for Communications:	Councillor Mark Loveday
Cabinet Member for Community Care:	Councillor Marcus Ginn
Cabinet Member for Housing:	Councillor Andrew Johnson
Cabinet Member for Transport and Technical Services:	Councillor Victoria Brocklebank-Fowler

Forward Plan No 122 (published 15 June 2012) - *updated 26 June 2012*

LIST OF KEY DECISIONS PROPOSED JULY 2012 TO OCTOBER 2012

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

New entries are highlighted in yellow.

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

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
July			
Cabinet	23 Jul 2012	Outsourcing of the provision of a Meals Service for vulnerable adults To request authority for the outsourcing of the Meals Service to a "cook on route" model. To notify of multi borough tendering arrangements. To request that authority to award the contract be delegated to Cabinet Member for Community Care in conjunction with the Executive Director of Adult Social Care.	Cabinet Member for Community Care
	Reason: Expenditure more than £100,000		Ward(s): All Wards
Cabinet	23 Jul 2012	Youth Provision Commissioning Proposals for the commissioning of Youth Provision from 2013-2015	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	23 Jul 2012	Proposal for the introduction of graduated parking suspension charges boroughwide Residents often complain about the number of suspensions of parking suspensions, especially long-term suspensions, as it reduces the available parking spaces, thereby increasing parking stress, and arguably adding to congestion and pollution. As a result, officers propose introducing a graduated structure for suspensions fees to the following: • £40 per space per day for	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		<p>suspensions lasting between one and five days;</p> <ul style="list-style-type: none"> • £60 per space per day for suspensions lasting between six and 42 days; • £80 per space per day for suspensions lasting for 43 days or more. 	
Cabinet	23 Jul 2012	<p>Tri-Borough Corporate Services Programme: Funding request for "Develop" phase</p> <p>Request for funding for resources required to deliver the "Develop" phase of the Tri-Borough Corporate Services programme.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p>
Cabinet	23 Jul 2012	<p>Procurement of the provision of an out of hospital stroke support service for London Borough of Hammersmith & Fulham and Royal Borough of Kensington and Chelsea and a stroke support and information service for London Borough of Hammersmith & Fulham</p> <p>To request that authority to award the contract be delegated to Cabinet Member for Community Care in conjunction with the Executive Director of Adult Social Care.</p> <p>This service will be accessed by the residents of LB Hammersmith & Fulham and the RB Kensington & Chelsea.</p> <p>Hammersmith & Fulham are the lead procurement and contracting authority.</p>	<p>Cabinet Member for Community Care</p> <p>Ward(s): All Wards</p>
Cabinet	23 Jul 2012	<p>Asset Disposals 2012/2013</p> <p>This report sets out the properties for which authority is sought for disposal as part of the Asset Disposal Programme for 2012/2013</p>	<p>Deputy Leader (+Environment and Asset Management), Cabinet Member for Children's Services, Cabinet Member for Housing</p>

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway; Sands End; Town
Cabinet	23 Jul 2012	<p>Earl's Court Regeneration Project</p> <p>The Council has been exploring the benefits of including the West Kensington and Gibbs Green estates within the proposed comprehensive redevelopment of Earl's Court and Lillie Bridge depot.</p>	Leader of the Council (+Regeneration, Asset Management and IT)
	Reason: Significant in 1 ward		Ward(s): North End
Cabinet	23 Jul 2012	<p>Troubled Families</p> <p>In December 2011, the Government launched its programme to turn around the lives of the country's 120,000 most troubled families: those experiencing multiple problems and disadvantages such as unemployment, truancy and causing problems such as crime and anti-social behaviour at an annual estimated cost of £9 billion. The Government has estimated that there are 1720 troubled families in the Tri-borough at an estimated annual cost to the taxpayer of £150 million.</p> <p>The programme will run for three years funded by a combination of attachment fees and on a "payments by results" basis to incentivise local authorities and other partners to prioritise this work. This report updates Members on:</p> <ul style="list-style-type: none"> •the work which has been undertaken in identifying the 1720 troubled families in the tri- borough according to the Government's criteria; •the work undertaken within services and partners on developing a proposal for 	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		implementing the Troubled Families Programme within Tri-Borough •the proposal for delivering the programme across the Tri-borough.	
September			
Cabinet	3 Sep 2012	Riverside Studios, Crisp Road, London, W6 Re-development of Riverside Studios Site.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): Hammersmith Broadway
Cabinet	3 Sep 2012	Looked After Children Social Care Report Looked After Children Social Care report.	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	3 Sep 2012	Child Protection Social Care Report Child Protection Social Care report.	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	3 Sep 2012	Local Safeguarding Children's Board (LSCB) Social Care Report Local Safeguarding Children's Board (LSCB) Social Care report.	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	3 Sep 2012	Learning Disability Social Enterprise Options Day Service and Rivercourt Short Breaks Services are currently in house provided services for People with Learning Disabilities. Staff, managers, parents and carers have been working together to develop a business case for a social enterprise company. A shadow board has been set up	Cabinet Member for Community Care
	Reason: Affects more than 1 ward		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		to plan the launch of the new social enterprise charity "Linking Hands" (working title). The governance involves H & F managers, staff, business people, parents and carers.	
Cabinet	3 Sep 2012	Economic development Priorities This report sets out the economic development goals as detailed in the draft Economic Development Strategic Priorities 2012-2017 in order to facilitate long term planning, partnership work and initiatives aimed at increasing local economic growth. The report seeks endorsement for key background documents; Local Economic Assessment (draft), Procurement Code, Business Investment Code and Job & Employment Code. In addition the report details related expenditure requirements.	Leader of the Council (+Regeneration, Asset Management and IT)
	Reason: Affects more than 1 ward		Ward(s): All Wards
Cabinet	3 Sep 2012	Hammersmith Town Hall - Smart Accommodation Programme - Phase 1	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000	Tender acceptance report to appoint contractor to carry out remodelling works on 1st and 2nd floor offices at Hammersmith Town Hall to provide smart working, open plan accommodation to maximise occupancy.	Ward(s): Hammersmith Broadway
Cabinet	3 Sep 2012	Tri-borough ICT strategy 2012-2015 The Vision for Tri-borough ICT - A Tri-borough ICT Strategy for 2012-2015	Leader of the Council (+Regeneration, Asset Management and IT)
	Reason: Affects more than 1 ward		Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	3 Sep 2012	Shepherds Bush Market - Land Assembly Report setting out progress to date on land assembly to facilitate regeneration of the market and next steps.	Leader of the Council (+Regeneration, Asset Management and IT)
	Reason: Significant in 1 ward		Ward(s): Shepherds Bush Green
Cabinet Full Council	3 Sep 2012	Treasury Outturn Report	Leader of the Council (+Regeneration, Asset Management and IT)
	24 Oct 2012 Reason: Expenditure more than £100,000	This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2012	Ward(s): All Wards
Cabinet	3 Sep 2012	Measured Term Contract for Boroughwide Cyclical Planned Maintenance to Council-owned Housing Properties 2012 – 2015	Cabinet Member for Housing
	Reason: Affects more than 1 ward	The term contract will include external and communal repairs and redecorations, plus works to communal services installations, to the borough's housing portfolio.	Ward(s): All Wards
Cabinet	3 Sep 2012	SmartWorking Stage D : Paperless Office Business Case	Leader of the Council (+Regeneration, Asset Management and IT)
	Reason: Expenditure more than £100,000	A detailed Business Case for SmartWorking Stage D : Phase B "Paperless Office"	Ward(s): All Wards
Cabinet	3 Sep 2012	Elevator Monitoring Unit Installation - Various Sites	Cabinet Member for Housing
	Reason: Expenditure more than £100,000	The works consist of the supply and installation of elevator Monitoring Units and Auto Diallers to be fitted to each lift in providing automatic reporting of lift breakdowns	Ward(s): All Wards

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
		and two communication between each lift car and operators at a manned call centre in dealing with lift entrapment.	
Cabinet	3 Sep 2012	Approval to procure WiFi service	Deputy Leader (+ Residents Services)
	Reason: Affects more than 1 ward	To procure WiFi on lampposts around the borough at key points.	Ward(s): All Wards
Cabinet	3 Sep 2012	Earl's Court Regeneration Project	Leader of the Council (+Regeneration, Asset Management and IT)
	Reason: Significant in 1 ward	The further report will outline progress to date on the discussions on the key issues around the Earls Court Regeneration project.	Ward(s): North End
October			
Cabinet	15 Oct 2012	Reprocurement of framework Social Care IT system	Cabinet Member for Community Care, Cabinet Member for Children's Services
	Reason: Expenditure more than £100,000	Confirmation of reprocurement of Framework social care system (or equivalent social care system) is requested for both Adult Social Care and Children's Services from January 2013.	Ward(s): All Wards
Cabinet	15 Oct 2012	Travel Assistance Policies	Cabinet Member for Children's Services
	Reason: Affects more than 1 ward	Travel Assistance Policy – Special education needs (SEN)	Ward(s): All Wards
Cabinet	15 Oct 2012	Building a Housing Ladder of Opportunity	Cabinet Member for Housing
	Reason: Affects more than 1 ward	Seeks adoption as housing policy following public consultation for four housing documents: housing strategy; housing allocation scheme; tenancy strategy; and homelessness strategy	Ward(s): All Wards



Cabinet

23 JULY 2012

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

CABINET MEMBER FOR TRANSPORT AND TECHNICAL SERVICES

Councillor Victoria Brocklebank-Fowler

12.1 LOCAL TRANSPORT FUND - 2012 / 13

This report outlines proposals to spend the £100k. Local Transport Fund allocation from Transport for London in 2012/13.

Decision made by Cabinet Member: 1 June 2012
1 June

That approval is given to funding of various schemes totalling £99,900 from the priority listing in appendix B of the report.

Wards: All

CABINET MEMBER FOR TRANSPORT AND TECHNICAL SERVICES

Councillor Victoria Brocklebank-Fowler

12.2 PLANNING GUIDANCE SUPPLEMENTARY PLANNING DOCUMENT: APPROVAL OF DRAFT DOCUMENT AND CONSULTATION PROCESS

This report seeks approval of the council's draft Planning Guidance Supplementary Planning Document (SPD) which includes policies that supplement the council's Core Strategy and proposed Development Management DPD. The SPD establishes more detailed guidance on the application of policies that are concerned with managing development proposals within the borough.

Approval is also sought to consult on the draft Planning Guidance SPD for 6 weeks under Regulation 12 Town and Country Planning (Local Planning) England Regulations 2012.

Decision made by Cabinet Members on 11 June 2012

- 1. That approval be given to the draft Planning Guidance Supplementary Planning Document (see Appendix 1).**
- 2. That consultation on the draft Planning Guidance Supplementary Planning Document is for 6 weeks commencing on 22 June or as soon thereafter.**
- 3. That any further technical or minor changes to the document that are necessary before consultation are delegated to the Director of Transport and Technical Services.**

Wards: All

**CABINET MEMBER
FOR TRANSPORT
AND TECHNICAL
SERVICES**

*Councillor Victoria
Brocklebank-Fowler*

**12.3 DEVELOPMENT MANAGEMENT DEVELOPMENT
PLANNING DOCUMENT: SUBMISSION FOR
EXAMINATION**

This report seeks approval of the council's submission Development Management Development Planning Document (DM DPD) (see Appendix 1).

The report identifies those changes made to the proposed submission DM DPD as a result of the consideration of representations received during consultation in October and November 2011 (see Appendix 2) as well as other changes made for technical reasons and updating (Appendix 3). It also discusses the issue of compliance with the National Planning Policy Framework (NPPF) and recommends inclusion of a "model policy" suggested by the Planning Inspectorate which reflects the principles of the presumption in favour of sustainable development and thus conformity with the NPPF. .

In addition, the report discusses the government's "Planning policy for traveller sites", published in March 2012 and the possibility that the planning Inspectorate may consider that the council's policy for traveller sites does not meet the new national policy.

Decision made by Cabinet Member on 11 June 2012

- 1. That approval be given to the submission Development Management Development Plan Document (see Appendix 1).**
- 2. That a further report to the Cabinet Member, prior to submission, will only be necessary should the Planning Inspectorate seek amendment to the council's policy on travellers sites, rather than officers proposal to rely on the development management policy in the government's "Planning policy for traveller sites", published in March 2012.**
- 3. That any further technical or minor changes to the document that are necessary before submission are delegated to the Executive Director of Transport and Technical Services.**

Wards: All

**LEADER
(+REGENERATION,
ASSET
MANAGEMENT
AND IT)**
*Councillor Nicholas
Botterill*

12.4 REQUEST FOR FUNDS FOR NEXT PHASE (“DEVELOP”) OF THE TRI-BOROUGH CORPORATE SERVICES PROGRAMME

This report requests £289,000 to fund the required programme team resources for the next phase of the Tri-Borough Corporate Services programme, “Develop”, which will run from June 2012 to March 2013. Split equally between the Tri-Borough partners this represents a total cost of £96,300 to each organisation

Decision made by Cabinet Member on : 11 June 2012

That funding of £289,000 be approved for the following core programme team resources to support the in-scope Corporate Services functions deliver the “Develop” phase from 31st July 2012 to 31st March 2013:

- **Programme Manager: £108,000**
- **Business Change Lead: £80,000**
- **Business Change Analyst: £40,000**
- **Finance Analyst: £27,000**
- **Programme Support Officer: £34,000**

**LEADER
(+REGENERATION,
ASSET
MANAGEMENT
AND IT)**
*Councillor Nicholas
Botterill*

12.5 REINVIGORATING RIGHT TO BUY (RTB): RETENTION OF RECEIPTS FOR REPLACEMENT HOUSING

The London Borough of Hammersmith and Fulham (LBHF) has welcomed Government’s recent increase in Right To Buy discounts up to £75,000. The Government is committed to ensuring that part of the receipt on every additional home sold under the Right To Buy (RTB) is used to fund, on a one for one basis, a new replacement home for affordable rent.

**CABINET MEMBER
FOR HOUSING**
*Councillor Andrew
Johnson*

In the related consultation paper Government asked if there was a preference for relevant RTB receipts being pooled with the Homes and Communities Agency or GLA in London, or alternatively being retained by the local housing authority. In response to the consultation LBHF argued strongly that the available receipts should be retained by the local housing authority. As a mechanism for achieving this, the Government is offering Councils the opportunity to retain RTB receipts for replacement housing, in exchange for signing up to an agreement which places certain conditions on the use of such receipts. LBHF proposes to enter into one of these agreements.

Prior to this change the maximum RTB discount in LBHF was £16,000 and LBHF was only able to retain 25% of RTB receipts, the balance having to be paid over to Central Government.

Decision made by Cabinet Members on: 25 June 2012

That approval is given to the Executive Director of Housing & Regeneration to enter into an agreement with Secretary of State to enable the Council to retain the net receipts from disposals of RTB properties to spend on replacement homes for affordable rent.

Wards: All