

Cabinet

Agenda

MONDAY
14 OCTOBER 2013
6.00 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

Councillor Georgie Cooney, Cabinet Member for Education

Date Issued
02 October 2013

If you require further information relating to this agenda please contact: Kayode Adewumi, Head of Governance and Scrutiny, tel: 020 8753 20993 or email: Kayode.Adewumi@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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items **20-26** which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

The Cabinet has received no representations as to why the relevant part of the meeting should not be held in private.

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-16** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi 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 9 October 2013.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 16 October 2013**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 21 October 2013 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 21 October 2013**.

Cabinet Agenda

14 October 2013

<u>Item</u>		<u>Pages</u>
1.	MINUTES OF THE CABINET MEETING HELD ON 2 SEPTEMBER 2013	1 - 11
2.	APOLOGIES FOR ABSENCE	
3.	DECLARATION OF INTERESTS	
	<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>	
4.	REVENUE MONITOR 2013/14 : MONTH 4 AMENDMENTS	12 - 16
5.	THE GENERAL FUND, HOUSING REVENUE ACCOUNT AND DECENT NEIGHBOURHOODS CAPITAL PROGRAMMES - BUDGET VIREMENTS AT QUARTER 1 2013/14 (1 APRIL 2013 TO 30 JUNE 2013)	17 - 26
6.	PROPERTY ASSET MANAGEMENT PLAN 2013-2016	27 - 57

7.	DISPOSAL OF 87 LIME GROVE	58 - 97
8.	REQUEST TO AWARD AN INTERIM CONTRACT TO NOTTING HILL HOUSING FOR ELM GROVE HOUSE	98 - 102
9.	CONTRACT AWARD : STOP SMOKING (QUITS AND PREVENTION) SERVICE	103 - 108
10.	RECOMMENDATION TO AWARD AN INTERIM CONTRACT TO YARROW HOUSING FOR TWO YEARS FROM OCTOBER 2013 FOR THE PROVISION OF ACCOMMODATION SERVICES FOR PEOPLE WITH LEARNING DISABILITIES	109 - 113
11.	ACCESS AND CALL-OFF FROM THE WEST LONDON ALLIANCE INDEPENDENT FOSTERING AGENCY FRAMEWORK AGREEMENT	114 - 127
12.	EXTENSION OF SCHOOLS MEAL CONTRACT WITH EDEN FOODSERVICES LTD	128 - 134
13.	UNIVERSAL CREDIT - DELIVERY PARTNERSHIP AGREEMENT	135 - 141
14.	TFL FUNDED ANNUAL INTEGRATED TRANSPORT INVESTMENT PROGRAMME 2014/15	142 - 163
15.	TENDER FOR THE PROVISION OF A VEHICLE REMOVAL SERVICE AND THE OPERATION OF A CAR POUND	164 - 170
16.	MOVING THE IDOX AND UNIFORM IT SYSTEM TO A MANAGED SERVICES PLATFORM	171 - 177
17.	FORWARD PLAN OF KEY DECISIONS	178 - 197
18.	EXCLUSION OF PRESS AND PUBLIC	

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

19.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 2 SEPTEMBER 2013 (E)	
20.	REQUEST TO AWARD AN INTERIM CONTRACT TO NOTTING HILL HOUSING FOR ELM GROVE HOUSE : EXEMPT ASPECTS (E)	

- 21. RECOMMENDATION TO AWARD AN INTERIM CONTRACT TO YARROW HOUSING FOR TWO YEARS FROM OCTOBER 2013 FOR THE PROVISION OF ACCOMMODATION SERVICES FOR PEOPLE WITH LEARNING DISABILITIES : EXEMPT ASPECTS (E)**
- 22. CONTRACT AWARD : STOP SMOKING (QUITS AND PREVENTION) SERVICE : EXEMPT ASPECTS (E)**
- 23. EXTENSION OF SCHOOLS MEAL CONTRACT WITH EDEN FOODSERVICES LTD : EXEMPT ASPECTS (E)**
- 24. UNIVERSAL CREDIT - DELIVERY PARTNERSHIP AGREEMENT WITH DWP : EXEMPT ASPECTS (E)**
- 25. TENDER FOR THE PROVISION OF A VEHICLE REMOVAL SERVICE AND THE OPERATION OF A CAR POUND SERVICE : EXEMPT ASPECTS (E)**
- 26. MOVING THE IDOX AND UNIFORM IT SYSTEM TO A MANAGED SERVICES PLATFORM : EXEMPT ASPECTS (E)**

Agenda Item 1



London Borough of Hammersmith & Fulham

Cabinet

Minutes

Monday 2 September 2013

PRESENT

Councillor Nicholas Botterill, Leader (+ Regeneration, Asset Management and IT)
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
Councillor Georgie Cooney, Cabinet Member for Education

ALSO PRESENT

Councillor Michael Cartwright
Councillor Stephen Cowan
Councillor Caroline Needham

48. SAVE SULIVAN SCHOOL CAMPAIGN

The Leader welcomed the supporters of the Save Sullivan School Campaign to the meeting. He explained that legally Cabinet could not consider their proposed deputation request as the issue was not part of the published agenda. However, Standing Orders would be suspended and the meeting adjourned for Cabinet to hear the campaigners' case. He noted that the consultation was open until 8 October 2013.

Ms Donna Fine, spokesperson for the group, addressed the meeting. She highlighted the following issues:-

- concern about the timing of the consultation during the summer holidays, which had prevented parents and teachers from participating in the exercise,
- the Council not considering the damaging impact the closure would have on the children and the stress it placed on families in the area,
- full consideration had not been given to the welfare of the children in light of the proposed new residential developments near New Kings School,
- the number of classroom places stated in the consultation document was incorrect as New Kings and Sullivan schools were currently full. Parents would experience great difficulty in finding places for their children.

Finally, she asked for an extension of the consultation period to allow more responses to be submitted.

The Leader thanked Ms Fine for stating the Save Sullivan School case. He noted that it would be inappropriate to debate the issues highlighted as the consultation was still open but he would ask the Cabinet Member for Education to respond to the issue of the timing of the consultation.

Councillor Cooney noted that the consultation commenced at the end of the summer term for 12 weeks instead of the statutory 6 weeks period. The decision to double the consultation period was to take into account the summer holidays. A further 6 weeks of consultation would become available if the decision to close the school were taken. However, no decision had yet been made..

In response to a question from the audience regarding the timing of the consultation, the Leader noted that over 300 responses had already been received and urged the campaigners to take advantage of the ongoing consultation to submit their objections or concerns about the proposed closure. He noted that there were still 5 more weeks left for people to participate in the exercise.

Councillor Cowan was of the view that the teachers should be concentrating on settling the children into their new classes rather than trying to save the school. He asked Cabinet to extend the consultation period to allow the teachers focus on the children's education as well as present their case against closure. A member of the audience stated that DFEE guidelines discouraged consultation during the summer holidays. Rosie Wait, Chair of Governors, also noted that the end and beginning of an academic year was the busiest for staff. Consultation during this period was a distraction to both the teachers and children. Finally, Peter Grey, a campaign supporter, noted that a 800 place boys' school website was up and running before the consultation had ended. This was an indication that a decision had been made.

The Leader noted that the timing of a consultation of this magnitude would not be seen as ideal at any time during the year but such consultation had to be undertaken. He stated that the extended period of consultation offered was over and above the required period and was reasonable. He assured the meeting that the Council was not associated with the sponsors of the website. The website was independent of the Council. He thanked all present for attending the meeting and hoped that their strong feelings would be expressed in their responses to the consultation.

The meeting was adjourned at 18.23 and moved to the Courtyard Room.

Councillors Mark Loveday and Stephen Cowan left the meeting after this item.

49. MINUTES OF THE CABINET MEETING HELD ON 22 JULY 2013

RESOLVED:

That the minutes of the meeting of the Cabinet held on 22 July 2013 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

50. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Greg Smith.

51. DECLARATION OF INTERESTS

There were no declarations of interest.

52. REVENUE BUDGET 2013/14 : MONTH 2 AMENDMENTS

RESOLVED:

1.1 That approval be given to the budget virements of £4.3m as outlined in Appendix 1 of the report.

1.2 That bad debts of £0.627 million be written off and that retrospective approval be given to writing off the £0.100 million Park Royal debt already written off in 2012-3.

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.

53. CAPITAL PROGRAMME OUTTURN 2012-13 - QUARTER 4 REPORT

Cabinet noted that in accordance with the Council's debt reduction strategy, all year-end surplus General Fund receipts have been directed towards debt reduction. As a result of this strategy, the closing debt position for the General Fund as measured by the Capital Financing Requirement (CFR) for 2012/13 at quarter 4 was is £78.4m. The Leader welcomed this huge transformation in the balance sheet.

RESOLVED:

That the content of the report, which complies with financial standards, be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

54. TREASURY REPORT 2012/13 OUTTURN

RESOLVED:

1.1 To note that the Council has not undertaken any borrowing for the period 1st April 2012 to 31st March 2013.

1.2 To note the investment activity for the period 1st April 2012 to 31st March 2013.

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.

55. PROPOSED PROPERTY CONTRACT - AWARD OF CONTRACTS TO SUCCESSFUL BIDDERS

On the advice of Legal Services, an addendum was circulated to Cabinet with amended recommendations for consideration.

RESOLVED:

1.1 That the Framework Agreement for delivery of property services to the Council and the Participating Boroughs be awarded to the contractors listed below, commencing on 1 October 2013 for a period of 4 years:

For Lot 1: GVA Grimley

For Lot 2¹: Lambert Smith Hampton Group Ltd (all of Lot 2), BNP Paribas Real Estate Advisory & Property Management UK Limited (Lot 2 excluding Lot 2.5 and 2.6 – Housing Work) and Savills (UK) Ltd (Lot 2 excluding Lot 2.5 and 2.6 – Housing Work)

For Lot 3: Wilks Head & Eve LLP

For Lot 4: Lambert Smith Hampton Group Ltd, Bruton Knowles, Carter Jonas LLP, GL Hearn Limited, GVA Grimley

For Lot 5: Savills (UK) Ltd, Andrew Scott Robertson, Allsop LLP

For Lot 6: Pellings LLP

For Lot 7: Wildstone Property Ltd

For Lot 8A: Savills (UK) Ltd, Horton & Garton Ltd and Chris Kerr Property Services

For Lot 8B: Savills (UK) Ltd, Horton & Garton Ltd and Chris Kerr Property Services

For Lot 8C: Savills (UK) Ltd and Knight Frank LLP

For Lot 8D: Savills (UK) Ltd and Knight Frank LLP

For Lot 8E: Savills (UK) Ltd, Horton & Garton Ltd and Chris Kerr Property Services

- 1.2 That approval be given to the Council entering call-off contracts for each of Lots 2 to 8, noting that the identity of the contractors who are awarded particular call-off contracts for particular work will be determined in accordance with the call-off procedures set out in the Framework Agreement.
- 1.3 That for Lot 1 – Property Management – the decision for the Council to call off a contract be deferred pending further clarification on the cost benefit of outsourcing this service to the external provider on the Framework Agreement.
- 1.4 To note that the deferment of a decision by the Council in respect of Lot 1 will not prevent one of the Participating Boroughs calling off a contract for itself from the Framework for Lot 1 services should it choose to do so.

¹ Lot 2 is sub divided into various types of work. Lot 2, excluding Housing work numbered 2.5 and 2.6 in the Service Specification, is to be awarded to three contractors. Housing work is to be awarded to one contractor.

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.

56. HAMMERSMITH LIBRARY REFURBISHMENT AND THE RELOCATION OF ARCHIVES PROCUREMENT

Councillor Cartwright expressed his dissatisfaction about the procurement process. He was of the view that the process was flawed as it did not go through a proper tender route. The Executive Director of Finance and Corporate Governance stated that the most appropriate procurement route via a framework agreement had been selected for this project. The framework procurement process was open to scrutiny, and was the most cost effective method of procurement for the proposal. The Executive Director of Housing and Regeneration agreed to brief Councillor Cartwright on the ongoing work regarding Mitie which was separate from this project.

The Leader noted that the Administration was proud to refurbish the Library and maintain the Archive services when other local authorities were closing similar services across London.

RESOLVED:

- 1.1 That the "Scape" framework as the procurement route for this project, be approved.
- 1.2 That the authorisation of the award of the future contracts resulting from the framework, to a value that falls within the overall approved budget for the scheme, be delegated to Cabinet Member for Residents Services in conjunction with the Executive Director for Environment, Leisure and Residents Services and the Executive Director of Finance and Corporate Governance.

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.

57. PHOENIX LEISURE CENTRE

RESOLVED:

- 1.1. That the requirement of the Council's Contract Standing Orders to seek competitive tenders be waived in accordance with CSO 3.1, and that approval be given to negotiate with Greenwich Leisure Limited a new interim contract for the management of public leisure facilities at Phoenix High School, in accordance with Contracts Standing Order 9.11.
- 1.2. That the duration of this interim contract with GLL be aligned with the ending of the school academic year in July 2015.
- 1.3. That the interim contract with GLL continues, and for no more than the existing contract price of £388,000 per annum.
- 1.4. That the award of the final form of contract, following negotiations with GLL, be delegated to the Cabinet Member for Residents Services in consultation with the Executive Director of Environment, Leisure and Residents Services.
- 1.5. That a Prior Information Notice be posted to gauge future market interest and aid pre-procurement dialogue between interested organisations, Phoenix High School and H&F on what shape a future (2015-2019) contract should take to optimise value for money.

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.

58. TRI-BOROUGH MULTI AGENCY SAFEGUARDING HUB (MASH)

RESOLVED:

That an invest to save funding of £330,000 from the Efficiency Projects Reserve as set out in paragraphs 10.6 and 10.10 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.

59. AWARD OF A CONTRACT FOR THE PROVISION OF THE FRAMEWORKI, SOCIAL CARE CASE MANAGEMENT SYSTEM AND FINANCE IT SYSTEM FOR COMMUNITY CARE

RESOLVED:

That a contribution of up to £71,696 from the Efficiency Projects reserve (Invest to Save), towards the year one, one-off project costs for the provision of Frameworki, Electronic Social Care Case Management and Finance System, be approved, with all other one off and on-going costs being met from within existing budgets.

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.

60. PAYMENT OPTIONS FOR LEASEHOLDER RECEIVING ESTIMATED MAJOR WORKS INVOICES

RESOLVED:

- 1.1. That approval be given to offer the following menu of interest free payment options for resident leaseholders and non-resident leaseholders who own a single property:

Invoiced amount	Interest free period available
< £3,500	12 months
£3,500 - £5,500	18 months
£5,500 - £7,500	24 months
£7,500 - £10,000	30 months
> £10,000	36 months

- 1.2. That interest bearing instalment plans be offered to non-resident leaseholders who may own more than one leasehold property based on the same number of instalments as set out above.
- 1.3. That authority be delegated to the Executive Director of Housing and Regeneration, acting through the Head of Leasehold Services, to consider any applications on the grounds of hardship from leaseholders to allow additional instalments.

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.

61. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Forward Plan was noted.

62. 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.]

63. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 22 JULY 2013 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 22 July 2013 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

64. CAPITAL PROGRAMME OUTTURN 2012/13 - QUARTER 4 REPORT: EXEMPT ASPECTS (E)

RESOLVED:

That Appendix 4 of the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

65. PROPOSED PROPERTY CONTRACT - AWARD OF CONTRACTS TO SUCCESSFUL BIDDERS : EXEMPT ASPECTS (E)

On the advice of Legal Services, an amended report was circulated to the Committee for consideration.

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

66. **AWARD OF A CONTRACT FOR THE PROVISION OF THE FRAMEWORK,
SOCIAL CARE CASE MANAGEMENT SYSTEM AND FINANCE IT SYSTEM
FOR COMMUNITY CARE : EXEMPT ASPECTS (E)**

RESOLVED:

That the recommendations contained in the exempt report be agreed

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

Meeting started: 6.00 pm

Meeting ended: 6.43 pm

Chairman

 <p>the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>14 OCTOBER 2013</p>
<p>REVENUE BUDGET 2013/14 : MONTH 4 AMENDMENTS</p>	
<p>Report of the Leader: Councillor Nicholas Botterill</p>	
<p>Open Report.</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West – Executive Director of Finance and Corporate Governance</p>	
<p>Report Author: Gary Ironmonger, Finance Manager (Revenue Monitoring)</p>	<p>Contact Details: Gary Ironmonger Tel: 020 (8753 2109) E-mail: gary.ironmonger@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report sets out proposed amendments to the Revenue Budget as at Month 4.
- 1.2. Virement requests of £3.375m for General Fund and £17.782m for the HRA are recommended for approval.
- 1.3. It is proposed to write off bad debts of £0.018m relating to Works in Default within Housing & Regeneration and £0.134m relating to Children's Services.

2. RECOMMENDATIONS

- 2.1. That the budget virements of £3.375m General Fund and £17.782m HRA as outlined in Appendix 1 be agreed.
- 2.2. That bad debts of £0.152m be written off.

3. REASONS FOR DECISION

- 3.1. To comply with Financial Regulations.

4. 2012/13 REVENUE BUDGET AMENDMENTS MONTH 4

- 4.1. Cabinet is required to approve all budget virements that exceed £0.1m. Virements totalling £3.375m to the General Fund budgets and £17.782m to the HRA are requested (details in Appendix 1)
- 4.2. It is proposed that bad debts of £0.152m are written off. The Housing and Regeneration Department write off is for £0.018m unpaid Works in Default invoices raised before 2008. The remaining £0.134m is for outstanding debts owed by the Thema Golding Centre which was a facility run by the now defunct Ealing, Hammersmith and Hounslow Primary Care Trust. The debts are no longer collectable and there is no impact on revenue budgets as full bad debt provision has been made for these debts.

5. CONSULTATION

- 5.1. Not applicable.

6. EQUALITY IMPLICATIONS

- 6.1. It is not considered that the adjustments to budgets will have an impact on one or more protected group so an EIA is not required.

7. LEGAL IMPLICATIONS

- 7.1. Not applicable.

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. Virements totalling £21.157m are requested.

8.2. It is proposed that uncollectable debts of £0.152m are written off. The debts are no longer collectable and there is no impact on revenue budgets as full bad debt provision has been made for these debts .

8.3. Implications verified/completed by: Gary Ironmonger.

9. RISK MANAGEMENT

9.1. Budget Risk will be managed and reported via Corporate Revenue Monitoring.

10. PROCUREMENT AND IT STRATEGY IMPLICATIONS

10.1. Not applicable.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	CRM4	Gary Ironmonger	FCS

LIST OF APPENDICES

Appendix 1	Virement Request Form
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APPENDIX 1 - VIREMENT REQUEST FORM


BUDGET REVENUE MONITORING REPORT – PERIOD 4

Details of Virement	Amount (£000)	Department
GENERAL FUND:		
Move Director for Customer and Business Development salary budget to new ELRS cost centre	128 (128)	ELRS ELRS
Correct MTFS efficiency load for 24/7 policing (change nominals)	280 (280)	ELRS ELRS
Create income and expenditure budgets for Westfield policing	214 (214)	ELRS ELRS
Create income and expenditure budget for BID contribution to policing	100 (100)	ELRS ELRS
Transfer of Nubian and Shanti Third Sector Voluntary Day Service budgets from Corporate Business Support to Adult Social Care (ASC)	208 (208)	FCS ASC
Realignment of Departmental budgets to reflect clawback of budgets due to negotiated contract price reductions for destops, mobiles and storage	669 (119) (206) (74) (198) (42) (30)	CMB FCS CHS ASC TTS ELRS HRD
Transfer of budget from reserves to cover future dilapidations payments.	750 (750)	TTS CMB
Realign waste contract payments to appropriate nominals	31 (31)	ELRS ELRS
Transfer budget for clinical laundry service to Adult Social Care	34 (34)	ELRS ASC
Emergency services budget realignment to write out old vacant post	25 (25)	ELRS ELRS
Drawdown from reserve to offset Boat Race income target as there is no Boat Race in 2013/14	20 (20)	FCS ELRS
Transfer of the Clinical Laundry Service Budget from ELRS to Adult Social Care (ASC)	34 (34)	ELRS ASC
Drawdown from reserves to fund the White City Neighbourhood Community Budget Pilot in 2013/14. Funding for this project was approved by Cabinet in March 2012.	355 (355)	HRD CMB

Details of Virement	Amount (£000)	Department
Increase income budgets at Linford Christie Stadium in order to reduce budgeted drawdown from Wormwood Scrubs Reserve by £32k	32 (32)	ELRS ELRS
Distribution of Pay Award Contingency to Employees Budgets	855 (855)	All Departments CMB
GENERAL FUND: Total of Requested Virements (Debits)	3,735	
HOUSING REVENUE ACCOUNT (HRA)		
Appropriation from HRA past service pension cost earmarked reserve to fund increase in contribution from HRA as confirmed by the Council's actuaries	209 (209)	HRA HRA
Movement of Interest and Depreciation budgets to facilitate reporting in the Chart of Accounts	£12,333 (£12,333)	HRA HRA
Realignment of Repairs budgets across subjective codes	£4,066 (£4,066)	HRA HRA
Realignment of efficiency savings budgets	£1,174 (£1,174)	HRA HRA
HRA: Total of Requested Virements (Debits)	17,782	

Departmental Name Abbreviations	
ASC	Adult Social Care
CHS	Childrens' Services Department
CMB	Centrally Managed Budgets
ELRS	Environment, Leisure & Residents' Services
FCS	Finance & Corporate Services
HRD	Housing & Regeneration Department
TTS	Transport & Technical Services

Agenda Item 5

	London Borough of Hammersmith & Fulham CABINET 14 OCTOBER 2013
THE GENERAL FUND, HOUSING REVENUE ACCOUNT AND DECENT NEIGHBOURHOODS CAPITAL PROGRAMMES – BUDGET VIREMENTS AT QUARTER 1 2013/14 (1 APRIL 2013 TO 30 JUNE 2013)	
Report of the Leader of the Council : Councillor Nicholas Botterill	
Open Report	
Classification : For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Governance	
Report Author: Jade Cheung, Finance Manager (Corporate Accountancy & Capital)	Contact Details: Tel: 0208 753 3374 E-mail: jade.cheung@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the revised capital budget as at quarter 1 for 2013/14, compared with Capital Budget Estimates which were approved at the Budget Council on 27th February 2013.
- 1.2. This report will agree the budget virements for the General Fund, Housing Revenue Account capital programme and Decent Neighbourhoods capital budgets from the original budget to revised budget in quarter 1.
- 1.3. The net proposed increase to the Council wide capital programme is £39.5m (table 1). This increase is primarily attributable to a number of capital budget virements as detailed in section 6 for each service. There is an additional call on the use of capital receipts of £3.8m and therefore the debt reduction programme for 2013/14 is directly affected by the changes proposed in this report. The Capital Financing Requirement is projected to be £80.8m by the end of the year.

2. RECOMMENDATIONS

- 2.1. That approval be given to the budget virements as at quarter 1 for 2013/14 as set out in this report.

3. REASONS FOR DECISION

- 3.1. The reason for the recommendation is to comply with the Council's Financial Regulations which form part of the Council's Constitution. These regulations require that variations to the Council's Capital Programme – as agreed by full council – are authorised by cabinet.

4. INTRODUCTION AND BACKGROUND

- 4.1. This report sets out the revised capital budget as at quarter 1 for 2013/14, compared with Capital Budget Estimates which were approved at the Council on 27th February 2013.
- 4.2. This report will agree the budget virements for the General Fund, Housing Revenue Account capital programme and Decent Neighbourhoods capital budgets from the original budget to revised budget in quarter 1.

5. COUNCIL CAPITAL PROGRAMME

- 5.1. Table 1 below summarises the proposed revisions to the 2013/14 Council wide capital programmes (details in appendix 1).

Table1: Budget Virements to Quarter 1 2013/14

Service Area	Original Budget	2012-13 carry forwards	Slippage	Additions/ (Reduction)	Quarter 1 Revised Budget	Net Movement
	[a]	[b]	[c]	[d]	[a+b+c+d]	[b+c+d]
	£m	£m	£m	£m	£m	£m
Children's Services	51.2	13.2	(4.0)	9.6	70.0	18.8
Adult Social Care Services	2.1	0.2		0.4	2.7	0.6
Transport and Technical Services	10.5	5.9	(1.3)	0.4	15.5	5.0
Finance and Corporate Services	0.8			0.2	0.9	0.2
Environment, Leisure and Resident's Services	0.5	1.4	(0.4)	0.7	2.2	1.7
Libraries		0.9			0.9	0.9
Sub-total - General Fund	65.1	21.6	(5.7)	11.3	92.2	27.2
Decent Neighbourhoods	27.6	2.6		5.5	35.7	8.1
Housing (HRA)	37.0	7.4	(3.6)	0.5	41.3	4.2
Sub-total - Housing	64.6	10.0	(3.6)	6.0	77.0	12.3
Total	129.7	31.6	(9.3)	17.2	169.2	39.5

6. CAPITAL BUDGET VIREMENT ANALYSIS

- 6.1. The use of capital receipts is forecast for 3 additional new projects Fulham Town Hall rear car park (approved by Cabinet Member Decision 18/3/13), Relocation of HAFAD¹ to Edward Woods Community Centre and Related Refurbishment Requirements (Cabinet 22/7/13) and Fulham Palace Trust (Cabinet 8/4/13). There is a small possibility that the HAFAD project could be funded from section 106 contributions, in which case the use of receipts can be avoided. The other 2 projects have fully spent their budgeted amounts.
- 6.2. Childrens' Services
The budget movement from the original budget is a net increase of £18.8m in quarter 1. This relates mainly to growth in the programme of £9.5m due to the recognition of additional Basic Needs and LA Maintenance grant monies for 2013-15 and re-profiling of capital schemes funded by the Local Authority additional Basic Needs grant (received to 2013), into future years (net slippage £9.3m).
- 6.3. Adult Social Care
A net budget increase of £0.6m is reported in quarter 1. This is explained by the total carry-forwards of £230K for a number of projects, including the Disabled Facilities scheme and Wormwood Scrubs prison. A net £424K additional funding is attributed mainly to the £464K Disabled Facilities funding being received in quarter 1.
- 6.4. Transport and Technical Services
The budget movement from the original budget is a net increase in quarter 1 of £5m. The details of the carry-forwards and other budget movements are shown in the appendix to this report. The key planned maintenance programme has re-profiled £1.3m into 2014/15. Section 106 private developer contributions of £2.2m have been carried forward into 2013/14 from the previous year with an additional £197K in quarter 1. Transport for London externally funded schemes have carried forward £600K from 2012/13. Refer to para. 6.1.
- 6.5. Finance and Corporate Services
The budget movement from the original budget is a net increase in quarter 1 of £150K due to the Relocation of HAFAD to Edward Woods Community Centre (from Gresswell Centre) and Related Refurbishment Requirements. Refer to para. 6.1.
- 6.6. Environment, Leisure and Residents Services
The budget movement from the original budget is a net increase in quarter 1 of £1.7m. The details of the carry-forwards and other budget movements are shown in the appendix to this report. Refer to para. 6.1.

¹ Hammersmith and Fulham Action for Disability (HAFAD)

6.7. Libraries

The budget movement from the original budget is a net increase in quarter 1 of £0.9m. The details of the carry-forwards and other budget movements are shown in the appendix to this report.

6.8. Decent Neighbourhoods

The budget movement from the original budget to quarter 1 is net increase of £8.1m. The details of the carry-forwards and other budget movements are shown in the appendix to this report. The increase in the Decent Neighbourhoods programme of £8.1m is primarily due to new housing development and slippages from 2012/13. The Business Plan for the Housing Development Programme was approved by Cabinet on 24 June 2013. The Council has identified a pipeline of 16 sites to deliver 100 Discounted Market Sales (DMS) and 33 private homes in the next 4 years. The Programme will generate 20% return on capital over the period.

6.9. Housing Revenue Account

A net increase of £4.2m is reported in q1. The details of the carry-forwards and other budget movements are shown in the appendix to this report. The revised budget as at Quarter 1, taking into account carry forward of £7.4m, new resources due to additional Major Repairs Reserve of £0.5m, and subsequent re-profiling of £3.6m, is £41.3m.

7. CONSULTATION

7.1. Not applicable.

8. EQUALITY IMPLICATIONS

8.1. There are no equality implications relevant to this report.

9. LEGAL IMPLICATIONS

9.1. There are no legal implications relevant to this report.

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. This report is of a financial nature and has been approved by the Bi Borough Director of Finance (LBHF).

11. RISK MANAGEMENT

11.1. Not applicable.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1. Not applicable.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Quarterly capital Budget monitoring papers	Jade Cheung (telephone number 0208 753 3374)	Corporate Finance 2 nd Floor HTH ext.

LIST OF APPENDICES:

Appendix 1 – Capital budget variations:

For General Fund, Children’s Services, Adult Social Care, Transport & Technical Services, Finance and Corporate Services, Environment, Leisure and Residents Services, Libraries, Decent Neighbourhoods and Housing Revenue Account Capital Programmes

General Fund – Summary Capital Monitor

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippage s from/(to) future	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Children's Services	51,165	13,232	(4,000)	9,592	69,989
Adult Social Care	2,054	230		424	2,708
Transport & Technical services	10,536	5,921	(1,300)	396	15,553
Finance and Corporate Services	750			150	900
Environment, Leisure and Residents Services	500	1,385	(392)	712	2,205
Libraries		912			912
Total	65,005	21,680	(5,692)	11,274	92,267

Children's Services

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Lyric Theatre Development	12,203	1,441		240	13,884
Devolved Capital to Schools				11	11
Other Capital Schemes		87			87
Schools Organisational Strategy	38,962	11,704	(4,000)	9,341	56,007
Total	51,165	13,232	(4,000)	9,592	69,989

Adult Social Care Services

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Adult Social Care Grant	66			(40)	26
Hostel Improvement Grant		90			90
Supporting Your Choice - Social Care Reform (DoH)	87				87
Adults' Personal Social Services Grant	1,451				1,451
Wormwood Scrubs Prison		64			64
Disabled Facilities Scheme	450	76		464	990
Total	2,054	230	0	424	2,708

Transport & Technical Services

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Footways and Carriageways	2,030				2,030
Planned Maintenance/DDA Programme	4,340	2,239	(1,300)	101	5,380
River Wall Repairs				40	40
Transport For London Schemes	3,466	599			4,065
Parking Reserve/ Revenue Contributions	700	171		147	1,018
Developer Contribution Funded		2,171		197	2,368
Efficiency Reserve Fund					0
West London Grant		279			279
Fulham Town Hall car park				98	98
Other Capital Schemes		462		(187)	275
Total	10,536	5,921	(1,300)	396	15,553

Finance and Corporate Services

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Contribution to Invest to Save Fund	750				750
Gresswell Centre				150	150
Total	750	0	0	150	900

Environment, Leisure and Residents Services

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Parks Expenditure	500	391		94	985
Bishops Park		156			156
Shepherds Bush Common		62			62
Recycling		22			22
CCTV		592	(392)		200
Fulham Palace Trust project				618	618
Linford Christie Stadium Refurbishment		162			162
Total	500	1,385	(392)	712	2,205

Libraries

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£'000	£'000	£'000	£'000	£'000
Hammersmith Library Refurbishment		912			912
Total	0	912	0	0	912

Decent Neighbourhoods Capital Programme

Schemes	2013/14 Budget at Budget Council	Slippages to/from 12/13	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 1)
EXPENDITURE	£'000	£'000	£'000	£'000
Watermeadow Court (Demolition Costs)			700	700
248 Hammersmith Grove		600		600
Final decant cost at Watermeadow Court & Edith Summerskill			1,400	1,400
Housing Development Programme (Current Schemes) - Development costs			5,096	5,096
Fulham Court (development including Childrens Centre)	1,747			1,747
Hostel Improvements	1,321			1,321
Shop Investments	500			500
HRA Debt repayments taken under pooling rules from receipts	9,582			9,582
Earls Court Project Team Costs	643			643
Earls Court: Buying back leaseholder and freeholder properties including homeloss and disturbance	9,637	2,000		11,637
Earls Court: SDLT on leasehold properties (buybacks and new properties)	239	50		289
Ongoing Earls Court project Costs	205			205
Earls Court OT assessments	42			42
Earls Court Legal Fees post CLSA (includes costs of defending challenges)	1,161			1,161
Earls Court CPO costs	704			704
Earls Court Stopping up enquiries	51			51
Earls Court Financial advice (due diligence)	26			26
Contributions to Local Housing Company	1,700		(1,700)	0
Total	27,558	2,650	5,496	35,704

Housing Revenue Account Capital Programme

	2013/14 Budget at Budget Council	Slippages to/from 12/13	Slippages from/(to) future years	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 1)
Schemes	£ '000	£ '000	£ '000	£ '000	£ '000
Supply Initiatives (Major Voids)	2,750				2,750
Energy Schemes	1,284	106			1,390
Lift Schemes	3,470	1,731	(369)	197	5,029
Internal Modernisation					
Major Refurbishments	6,409	2,289	(1,591)	1,838	8,945
Preventative Planned Maintenance	14,171	598	(1,635)	(950)	12,184
Minor Programmes	7,825	2,039		(797)	9,067
Decent Homes Partnering	78	286		474	838
CSD/RSD Managed (Adaptations, CCTV)	1,050	28			1,078
Rephasing and reprogramming		298		(298)	
Total	37,037	7,375	(3,595)	464	41,281

Agenda Item 6

 the low tax borough	London Borough of Hammersmith & Fulham CABINET 14 OCTOBER 2013
PROPERTY ASSET MANAGEMENT PLAN 2013-16	
Report of the Leader : Councillor Nicholas Botterill	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Nigel Pallace, Executive Director of Transport & Technical Services	
Report Author: Miles Hooton, Head of Asset Strategy and Portfolio Management	Contact Details: Tel: 020 8753 2835 E-mail: miles.hooton@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report is a covering report to the Council's Property Asset Management Plan for the period covering 2013-16. This plan supersedes the previous version which was approved by Cabinet in January 2008.
- 1.2. The Plan covers all the Council's land and property with the exception of the Council's housing stock. The Plan sets out the Council's property objectives, performance to date, property strategy and action plan.

2. RECOMMENDATION

- 2.1. That approval be given to the Council's updated Property Asset Management Plan 2013-16.

3. REASONS FOR DECISION

- 3.1. This decision endorses the Council's strategy and action plan for managing the Council's property portfolio excluding the Council's housing stock over the next few years.

4. INTRODUCTION AND BACKGROUND

- 4.1. In January 2008 Cabinet approved the Council's Property Asset Management Plan. Attached to this report is the latest version of this Plan to cover the financial years 2013-16.
- 4.2. Considerable progress has been made since January 2008 in the way the Council manages and uses its property assets. This Plan sets out the current property holdings of the Council and the Council's core objectives and business drivers and their impact on property. It also covers the Council's property objectives and past and current performance. It also includes the Council's property strategy which is divided into two parts:
 - a) Property asset themes that we intend to address over the next 3 years and
 - b) Our specific intentions for particular categories of property assets over the next 3 years.
- 4.3. The Plan concludes with a Property Asset Management Project Action Plan.

5. EQUALITY IMPLICATIONS

- 5.1. Our property asset strategy is divided into 2 parts:
 - a. Property asset themes that we intend to address over the next 3 years;
 - b. Our specific intentions for particular categories of property assets over the next 3 years.

As and when detailed proposals are developed for our property, we will give consideration to all relevant factors that influence the need for floor space. That may include but may not be limited to: service priorities, types of tenure that suit the service and options available, financial, legal, risk, equality, procurement, resource, and IT considerations.

- 5.2. Some of the proposals for our property may be relevant to protected groups. As and when more detailed proposals are developed, further consideration (in the form appropriate) will be given.

6. LEGAL IMPLICATIONS

- 6.1. The relevant legal powers and legal implications will need to be considered on a property by property basis when Legal Services are instructed to carry out transactions in respect of such properties

- 6.2. Implications verified/completed by: Dermot Rayner, Principal Conveyancing Lawyer, tel: 020 8753 2715.

7. FINANCIAL AND RESOURCES IMPLICATIONS

- 7.1. The Council's Asset Management Plan 2013-16 is supported by the Council's capital programme, which is approved by Budget Council on a yearly basis.
- 7.2. The capital programme totals gross expenditure of £129.6m for 2013/14. This comprises the Decent Neighbourhoods Programme £27.6m, the General Fund Programme £65.0m (inclusive of the School's Organisation Strategy of £39m), and the HRA Programme £37m.
- 7.3. Since 2006/07, the Council has put in place a debt reduction strategy which has enabled £67m of CFR capital debt to be repaid by the end of 2011/12. The forecast 2013/14 closing General Fund debt as measured by the Capital Financing Requirement (CFR) – based on the capital programme approved in February 2013 - is £71.4m.
- 7.4. Implications verified/completed by: Christopher Harris, Head of Corporate Accountancy and Capital, tel. 0208 753 6440.

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Asset Management Plan 2007/09 (published)	Miles Hooton Ext 2835	B&PM, 6 th Floor, HTHX

London Borough of Hammersmith and Fulham

Property Asset Management Plan 2013-16

August 2013

Contents

Foreword.....	3
1. Property Asset Management Plan 2012-2015 – Executive Summary	4
2. Corporate Asset Management and an Introduction to the Council’s Property Portfolio.....	6
3. The Council’s Core Objectives and Business Drivers and their Impact on Property.....	7
4. Property Objectives and Future Performance Measures	8
5. Past & Current Performance.....	10
6. The Strategy – how we will deal with our property in the future	11
7. Property Asset Management Project Action Plan	22

Foreword

by the Leader of the Council

- i. This is the latest version of Hammersmith & Fulham's Property Asset Management Plan, superseding the previous version, approved by the Council in 2008. The plan covers all the Council's land and property with the exception of the Council's housing stock which has its own strategy, plans and action programmes.
- ii. Property change takes time, because of the long lead-in times involved, but we are pleased that we have made significant progress since 2008, for example, in office rationalisation and other property rationalisation, improved property utilisation, regeneration, property disposals and raising capital receipts, property improvement and new build. This progress is explained in more detail in the text of the plan.
- iii. Nonetheless there is still much to do if we are to continue to realise our ambitions of reducing debt, being totally efficient and providing good quality public services. In addition our collaboration with Westminster City Council and the Royal Borough of Kensington and Chelsea Council will lead to more effective and efficient ways of delivering services in the three boroughs and this will also lead to further property change in Hammersmith and Fulham.
- iv. This plan supports our property intentions by reaffirming our revised property objectives, updating our property asset management strategy, setting out our overall property performance measures and mapping out the property action that we will take over the next 2/3 years.
- v. For those who need to be aware of the strategy and the action that we propose, the Executive Summary provides an overview. The Full Document provides more detail for those who are involved in the implementation of the plan. It sets out a challenging but realistic programme and I commend it to you.

*Councillor Nicholas Botterill
Leader of Hammersmith and Fulham Council*

1. Property Asset Management Plan 2013-2016 – Executive Summary

Context

- 1.1. This is the latest version of the Council's property asset management plan, superseding the previous version approved in 2008. It covers the period 2013-2016. We are pleased with our progress since 2008 but we have much we still wish to achieve.
- 1.2. The plan covers all the council's land and buildings with the exception of Housing Revenue Account dwellings which have a separate plan. The Council has over 250 buildings (excluding HRA dwellings) with an asset value of £541m. It had a capital programme of £57.4m in 2012/2013 and £130m in 2013/14, and a maintenance backlog of some £14m-£18m. In 2011/2012 capital receipts from property disposals were £48m and in 2012/13 £58m.
- 1.3. The Council's key service priorities are delivering high quality, value for money public services, tackling crime, making the borough "greener", top quality education, home ownership, urban regeneration and supporting improved health. Similar to all UK local authorities, we are subject to very tight financial constraints which are part of the Government's economic austerity measures.
- 1.4. We have a tri-Borough collaboration initiative with the Royal Borough of Kensington and Chelsea and Westminster City Council and whilst most work to date has focused on other services, a Tri-Borough Asset Strategy and other asset initiatives are now emerging.
- 1.5. The impact of this, on property, means that there is a need for:
 - Reduction in the size of our property portfolio and its running costs, through rationalisation and joint use, which will allow us to release capital;
 - Improvement in the quality of retained property;
 - Environmental and other statutory compliance for property;
 - Using property holdings to support regeneration and to increase the supply of housing;
 - Supporting service and corporate transformation projects with an appropriate property response;
 - Better return on retained assets.

Property Objectives

- 1.6. Our property objectives are therefore:
 1. To have a "**Lean**" **property portfolio** that meets our service and business needs efficiently;
 2. To have a property portfolio that is **financially and environmentally sustainable**;
 3. To have a **safe, secure and productive** property portfolio;
 4. To look ahead and **plan our property portfolio effectively**.

Our Performance to Date

- 1.7. Since our last Property Asset Management Plan in 2008 we have made significant progress in:
 - a. **SmartWorking and office accommodation rationalisation** – our SmartWorking policy is being phased into our offices, with a reduction of some 37% in our occupied office floor space and a £2m reduction in annual running costs.
 - b. **Corporate Property Asset Management** – we have centralised all property and facilities related management for all non-HRA property and introduced corporate decision making for property.
 - c. **Capital receipts** – £18m, £15m, £27m, £45m and £65m in capital receipts from property over the last five years respectively.
 - d. **Property Review** – we have categorised all our property into those which we will hold long term, those which might change and, those which are ready for disposal now or in the near future.
 - e. **Regeneration** – we have made major physical and economic changes in two large areas of the Borough and have made significant progress with the planning and preparation for change in a number of other areas.
 - f. **Libraries** - We strategically manage our libraries on a Tri Borough basis.
 - g. **Parks** - We are mid way through a major parks improvement programme.
 - h. **Schools** – we have accommodated an increase in demand for school places and we are rationalising our school keepers' houses. We are also extending the use of schools with "out of hours" uses.
 - i. **Advertisement Hoardings** – we have significantly increased our income at Hammersmith (A4), at Shepherds Bush and on the A40.
 - j. **Facilities Management** – a contract for Tri-Borough Facilities Management has been let to Amey.
 - k. **Property Data** – we have acquired a new system and this is now giving us a much better understanding of our property portfolio and the use of the system is being developed further.

- I. **Community and Voluntary services** – we are rationalising 3rd Sector office accommodation and promoting shared community hubs across the Borough.

Our Property Strategy

1.8. Our Strategy comprise two parts – Property Themes and Property Categories

1.9. Our main Property Themes for the next three years are:

- i. All of our property assets are **corporate assets**;
- ii. We need to keep our **property services capacity** under review to ensure we have sufficient capacity to implement our plans;
- iii. We will develop **strategic performance measures** to assess how well we are achieving our property asset management objectives;
- iv. We will continue to **release significant capital** from our property portfolio over the next few years;
- v. **Regeneration** plans in seven key locations and increasing the supply of housing in the borough will be a priority for property work;
- vi. We will continue to facilitate the property aspect of the **3rd Sector hubs**;
- vii. We will develop **property initiatives with our Tri-Borough partners** where they can add greater value, than if we acted alone. Initially this will be in FM, Office Accommodation, and developing a Tri-Borough Asset Strategy;
- viii. We will continue to roll out **SmartWorking** to all our offices and further reduce our office occupancy. We will also work with our Tri-Borough partners to share offices in the most efficient way possible.
- ix. We will continue to develop access to our **corporate property data system** (CAMSYS).

1.10. The most significant of our intentions for our property categories over the next three years are:

- i. Our programme of disposal of **School Keepers' Houses** will continue;
- ii. **School** improvement works will continue to accommodate increasing school rolls and extended school use. We will also support the **West London Free School** by selling or leasing them suitable properties for their activities;
- iii. **Children's Centres** will continue to be improved;
- iv. **Extended schools use** will free-up properties which will be disposed (e.g. former library, youth and childcare properties);
- v. **Investment in libraries** will continue with major improvement works to Hammersmith Library in 2013/2014;
- vi. The **Parks and Open Spaces improvement programme** will continue;
- vii. **Sheltered Housing** provision is continuing to be reviewed and it is likely that this will result in additional 'extra care' housing being provided.
- viii. Small and medium sized sites will continue to be identified for **housing development**;
- ix. **Office accommodation** will continue to be reduced significantly and in some cases shared with our Tri-Borough partners.
- x. There will be some disposal of **commercially let property** with the management of the remainder to be outsourced.

Action Plan

1.11. A detailed action plan has been prepared to put the proposals of our property asset management plan in place. This is set out at the end of the document in section 7.

2. Corporate Asset Management and an Introduction to the Council's Property Portfolio

- 2.1. This plan covers the Council's non-HRA (Housing Revenue Account) property (i.e. land and buildings). However, where appropriate, reference is made to HRA property.
- 2.2. Asset Management is one of the Council's key priority areas and the Council manages its property (excluding Council dwellings) as a corporate resource, with strategic responsibility for property decisions resting with the Corporate Asset Delivery Team (CADT), the Leaders Asset Management Panel (LAMP) and the Council's Cabinet. In addition there are specific programme / project boards / panels for some of the Council's major programmes and projects.
- 2.3. The Building & Property Management Division (BPMD), (Transport & Technical Services Department) is responsible for the day to day management of Council non-HRA property and also for providing corporate asset management support to CADT, LAMP and the Cabinet. All non-HRA property matters must be referred to BPMD in the first instance, who will then decide how they should be dealt with. The BPMD's responsibilities cover asset strategy, building control, facilities management, property portfolio management and works contracts.
- 2.4. The Council's property asset portfolio for 2012/13 is valued at £1.43bn (including Council dwellings) and approx. £541m (excluding dwellings). It has over 250 non-residential buildings and a broad breakdown of the Council's non-HRA property is given in the table below:

Property Type	No.	Property Type	No.
Advertising Sites	6	Offices, Administrative Buildings	14
Allotments	2	Open Spaces	52
Cemetery/Crematorium	4	Residential Homes	2
Children's Centres	16	Resource Centres	5
Commercial – Business Space, retail and industrial	22	School – Nursery	4
Adult Education Centre	1	School – Primary	23
Community Buildings – Community Centres	6	School – Secondary	5
Day Centres	5	School – Special/Independent	11
Day Nurseries	4	School Keepers' Houses	27
Depots	2	Sport & Leisure – Leisure Facilities	7
Property Held for Alternative Use or Disposal	15	Sport & Leisure – Youth Facilities	2
Heritage Buildings	3	Tied Cottages	6
Hostels	5		
Industrial Estates	4		
Theatres	3		
Libraries	6		
Mooring Site/Slipways	4		
Mortuary	1		
Off Street Parking Sites	5		

- 2.5. The Council's Capital Programme in 2013/14 is planned to be £130m although it seems likely that this annual figure will significantly reduce in future years. In recent years capital receipts from property sales have realised significant amounts and in 2012/13 the receipts were £58 million (this figure includes receipts from "right-to-buy" sales of Council dwellings).
- 2.6. The backlog of repairs and maintenance (excluding Council dwellings) in 2013/14 is estimated to be between £14m and £18m.

3. The Council's Core Objectives and Business Drivers and their Impact on Property

Overall Corporate and Service Objectives

3.1. The Council's current Corporate Plan 2012/2015 sets out its key priorities:

- Delivering high quality, value for money public services
- Tackling crime and anti-social behaviour;
- Ensuring a cleaner, greener borough;
- Providing a top quality education for all;
- Promoting home ownership;
- Regenerating the most deprived parts of the borough;
- Setting the framework for a healthy borough.

It also states that the Council will focus on:

- Keeping Council tax bills amongst the lowest in the country;
- Protecting frontline services;
- Continuing to reduce Council debt;
- Providing quality services to our residents;

Tri Borough Working

3.2. The Tri-Borough Initiative is now gaining momentum and a series of tri-borough and bi-borough collaborative working arrangements are now in place or in development with the City of Westminster and Royal Borough of Kensington and Chelsea. At the time of writing there are tri-borough arrangements for Children's Services, Adult Social Care, Libraries and part of Finance & Corporate Services. There are bi-borough arrangements for Transport & Technical Services and for Environment Leisure and Residents Services. Finance & Corporate Services also has some bi-borough working. The main focus, so far, has been on collaboration in the management of services in the short term and it is more likely that major property implications will emerge from the tri-borough collaboration in the medium and longer term. However, short term benefits are expected from work that is underway on letting a Tri-Borough FM contract and work that has recently commenced on a tri-borough office accommodation project. A Tri-Borough Asset Strategy is under development, which includes possible property shared services and other premises sharing. It is anticipated that other property efficiencies may result in the medium and long term, as the joint delivery of services gains momentum.

Finance

3.3. In common with all other local authorities in the UK the Council has made significant savings over recent years. Local authority funding is expected to reduce by 30% from 2010/11 to 2017/18. Savings of more than £50m are required in the next three years. The Council's Medium Term Financial Strategy was approved by Budget Council in February 2013. It notes the tight financial circumstances for the Council and, amongst many other financial matters, it states:

- There is a focus on key local priorities, protecting front-line services and value for money (a council tax reduction of 3% was agreed for 2013/14). A number of new crosscutting transformational projects are to be taken forward both within the Council and as partners with our collaborative tri and bi borough partners, the Royal Borough of Kensington and Chelsea and City of Westminster.
- The scale of the financial challenge facing the Council is that savings of £21m (10% of the Base Budget) are required to balance the budget in 2013/14. A similar level of savings will be required in the following two years.

In bringing forward proposals to meet this challenge the Council has:

- Looked to protect front-line services;
- Continued to focus on asset rationalisation to reduce accommodation costs and deliver debt reduction savings;
- Built on previous practice of seeking to deliver the best possible service at the lowest possible cost;
- Considered thoroughly what benefits can be obtained from commercialisation and competition;
- Established a number of council wide transformation programmes to deliver cross-cutting savings;
- Taken forward working collaboratively with others;
- Made best use of the NHS funding for social care.

Impact on Property

3.4. The impact of these core objectives and business drivers, on property, means that there is a need for:

- Reductions in running costs of property;

- Capital receipts from property sales;
- Property rationalisation;
- Environmental and other statutory compliance for property;
- Reduction in portfolio size;
- Improvement in the quality of retained property;
- Joint use of property;
- Use of property holdings to support regeneration;
- Supporting service and corporate transformation projects with an appropriate property response;
- Increasing the supply of housing by using property to support housing development.

4. Property Objectives and Future Performance Measures

Hammersmith and Fulham Council’s Property Objectives

4.1. Our property objectives, derived from our core objectives and business drivers covered in the previous section, are set out below. Each one has its component parts described, and these will form the basis for measuring our performance in the future.

Objective 1: To have a “Lean” property portfolio that meets our service and business needs efficiently

- 4.1.1. To provide cost-effective and up to date property and accommodation, over time, to support the delivery of the Council’s objectives and its services, including service, regeneration and financial objectives.
- 4.1.2. To own the minimum of property (freehold or leasehold) that is necessary to meet our needs.
- 4.1.3. To release capital from our property portfolio to support our future investment programme and to reduce debt.
- 4.1.4. To work with our partners to improve our property utilisation and our customer offer.
- 4.1.5. To ensure that all of our property is functional, fit for purpose, and appropriately located.
- 4.1.6. To ensure that our portfolio reinforces our brand as a joined up, efficient and effective public service provider.
- 4.1.7. To recognise that property ownership may not be essential to service delivery.

Objective 2: To have a property portfolio that is financially and environmentally sustainable

- 4.2.1. To ensure that our property asset portfolio is financially sustainable in the future by reducing our total property revenue costs to affordable levels.
- 4.2.2. To achieve value for money in every aspect of property running costs and procurement of property (including construction) and property services.
- 4.2.3. To construct and use our property in an environmentally sustainable and environmentally friendly manner.
- 4.2.4. To limit our exposure to financial, environmental, or technological risk, through efficient and effective risk profiling and management.

Objective 3: To have a safe, secure and productive property portfolio

- 4.3.1. To ensure that our property is of appropriate quality, in good condition, and compliant with all relevant statutory requirements and safety standards.
- 4.3.2. To ensure that we provide a good environment for our staff which supports SmartWorking, good staff performance, recruitment, retention, motivation and productivity.

Objective 4: To look ahead and plan our property portfolio effectively

- 4.4.1. To anticipate future property needs of the Council by effective forward and corporate planning of property and accommodation.
- 4.4.2. To ensure that all of our core asset resources (property, ICT, human resources, and finance) work in harmony to support the Council's objectives.
- 4.4.3. To recognise the opportunities of strategic partnering with other public and private sector partners.
- 4.4.4. To monitor the performance of our portfolio by measuring our progress against our property objectives.
- 4.4.5. To sustain a corporate organisational structure and capacity to develop and implement good property planning.

Measuring Our Success

- 4.2. Our property objectives (see above) allow us to define our future performance measures. Whilst at the moment we may not hold data on possible proposed measures, they will be developed over time and will be based on the following:
 - 4.2.1. User satisfaction and service managers satisfaction;
 - 4.2.2. Capital receipts generated per annum;
 - 4.2.3. Reduction in total floor space owned by the Council;
 - 4.2.4. Project Progress compared to agreed timetable;
 - 4.2.5. Property utilisation per square metre;
 - 4.2.6. Reduction in total property revenue costs;
 - 4.2.7. Compliance with statutory or Council environmental standards;
 - 4.2.8. Value for money and risk management as judged by robust business case analysis;
 - 4.2.9. Improvement in our maintenance backlog;
 - 4.2.10. Timeliness and effectiveness of forward planning.

5. Past & Current Performance

5.1. We are satisfied that we have made significant progress in managing and using our property assets more effectively over the last few years, although we also realise that there is still more to do. Since the last property asset strategy in 2008, we have moved significantly forward in a number of property areas, for example:

- a. **SmartWorking and office accommodation rationalisation** – Reduction in our office floor space requirement has been achieved by our Smartworking Policy, which is being rolled out, and by some reduction in staff numbers. Between 2006 and 2011 we have reduced our offices from 32 buildings to 13 buildings with a consequent reduction of floorspace of some 10,700 sq m (a 37% reduction since 2006). This has brought with it a £2m pa reduction in office running costs. We plan to further reduce our office floorspace by a further 5 buildings and 2515 sq m by 2014 (a 45% reduction since 2006). Some of our office accommodation is currently occupied by our tri-borough partners and this trend may continue and lead to a further reduction in LBHF occupied office accommodation. The Council is working on an alternative office accommodation proposal in King Street which would allow it to vacate the Hammersmith Town Hall Extension, although this is yet to be approved and finally agreed.

<i>All office floorspace is expressed in NIA Sq m</i>	2006 OFFICE BUILDINGS occupied	2012 OFFICE BUILDINGS occupied	2014 FUTURE OFFICE BUILDINGS planned to be occupied
TOTAL OFFICE FLOOR AREA*	29,243	18,547	16,032
NUMBER OF OFFICE PROPERTIES	32	13	8
PERCENTAGE OF 2006 OFFICE SPACE	100%	63%	55%

- b. **Organisation and capacity for Property Asset Management** – We have significantly changed the way in which we manage our property by centralising all property and facilities related management of non-HRA property. We now have a single Division (the Building and Property Management Division [B&PMD]) that is responsible for all day to day and strategic property, construction and related services, including facilities management. In addition, we have a corporate officer group responsible for, and a member decision making processes for, strategic property asset management. We have increased the capacity of B&PMD to deal with the many challenges and priorities we have set ourselves, although we will now need to be careful in prioritising our work to match the capacity that we have.

- c. **Generation of capital receipts** - In the 2008 Asset Management Strategy it was noted that capital receipts were targeted at £17m pa for the subsequent 3 years. In fact the achieved figures were 2008/09 - £17.75 million, 2009/10 - £15.25 million, 2010/11 - £27.00 million, 2011/12 - £45 million and over £65 million in 2012/13.

- d. **Property review** – We have now reviewed all of our properties (excluding non-HRA dwellings which are the subject of a separate review) and we have categorised each of those properties as follows:

- A - Core property, which is definitely required by a Business Unit for delivery of Services;
- B - Properties where alternative options for the future are being, or could be, considered;
- C - Properties already agreed for disposal;
- D - Properties which are not part of that Business Unit operation and should be with another service or managed corporately.

This has enabled us, and continues to enable us, to reduce our property portfolio size, reducing our running costs, generating capital receipts and improving the utilisation and quality of our remaining property.

- e. **Regeneration** – we have made significant progress in a number of areas, notably South Fulham Riverside and Shepherd's Bush (Westfield) and proposals have been developed, and are due to be implemented, in a number of other areas, over the next few years (see the *Strategy* section of this plan – section 6).

- f. **Libraries** – In line with our plans to focus our library offer on fewer but stronger libraries we now have a new up-to-date library at Shepherd's Bush, we are about to expend in excess of £1 million on improvements to Hammersmith Library and we have improved Askew Road Library in partnership with the Post Office. We have closed Wormholt Library (which is now occupied by the Arc Conway Free School) and the responsibility for Barons Court Library Service has been transferred to one of our partners, the Citizens Advice Bureau. Sands End library has been moved to Hurlingham and Chelsea School.

- g. **Parks and Open Spaces** – In 2011 the Parks Department carried out a review of all of its buildings assets in partnership with the Council's Property team to determine what buildings needed to be retained, what could be leased out, what could be sold and what could be demolished. A disposal programme of surplus park lodges has been agreed and 2 lodges are now vacant, and available for disposal. Tennis courts in Bishops Park have been leased out to allow improved letting and facility improvement. In recent years full park refurbishments have been completed at Normand Park, Frank Banfield Park and Bishops Park. Other improvements have also been carried out in a number of parks, in particular play facilities, where new playgrounds at South Park, Hurlingham Park, Marcus Garvey Park, William Parnell Park, Ravenscourt Park, Wormwood Scrubs, Brook Green, Eel Brook Common and Wendell Park.

- h. **Fulham Palace** – This is now run and managed by the Fulham Palace Trust, which is seeking to maximise the use and the quality of the facility.
- i. **Schools** – In line with increasing child population and a trend for parents to send a greater proportion of children to maintained schools rather than the independent sector, the demand for places in Borough schools has increased in recent years and this trend is likely to continue into the future. The Council has succeeded in accommodating increased numbers of children in its schools (e.g. the Cambridge School relocation to Bryony Centre, Old Oak Expansion to 2 form entry and Dalling Road School refurbishment) although now there is no further capacity in maintained schools in certain areas of the Borough, and further proposals to, again, increase places are being brought forward.
- j. **School Keeper’s houses** – We have made alternative arrangements for a number of school keepers and are currently disposing of school keeper’s houses at Fulham Primary and Kenmont Primary, as part of an ongoing programme.
- k. **Schools buildings utilisation** – We are well advanced in the process of improving the utilisation of school buildings by extending after school activities and moving as many of our non-school based children’s services into schools. This includes out of school hours childcare services, children’s centres and youth provision. We have also transferred many of the activities from the Sands End Centre to Hurlingham and Chelsea School.
- l. **Advertising hoardings** – We have been very successful in generating in excess of £1.5 million p.a. in additional revenue income from new advertisement hoardings on the A4, A40, adjacent to the Irish Centre, adjacent to the L’Oreal (former Bechtel) building and at Shepherds Bush.
- m. **Facilities management outsourcing** – We have agreed and developed a Tri-Borough outsourcing contract which has been let to Amey. This will lead to much greater efficiency and effectiveness in facilities management across the three boroughs.
- n. **Building improvement and new build** – The Council has constructed a number of new Service properties since 2008 including the new Shepherd’s Bush Library next to the new Westfield Shopping Centre, a new Community hub in the Edward Woods Housing Estate, a new Community Centre known as the Tudor Rose on the Fulham Housing Estate, new buildings at certain schools such as Flora Gardens Primary School and Fulham Cross Secondary School. We have also seen the construction of a new Academy in Cathnor Park and the opening of two Free Schools in refurbished Council premises.

A scheme is currently in progress to extend the size of the existing Lyric Theatre at a cost of around £16.5 million. The funding is from a range of bodies including the Council, Arts Council, Department of Education, and fund raising by the Lyric. The scheme aims to double the size of the existing Theatre facilities in order to transform the Lyric Theatre into a new type of cultural and educational building.
- o. **Maintenance backlog** - The backlog of repairs and maintenance (excluding Council dwellings) in 2013/14 is estimated to be between £14m and £18m. This excludes backlog maintenance on buildings which are scheduled for disposal (e.g. Fulham Town Hall) and those which the Council hopes to sell or demolished in the foreseeable future (e.g. Hammersmith Town Hall Extension). Whilst the backlog maintenance on individual buildings has not reduced, the overall maintenance backlog figure has done so, as the Council gradually reduces the overall size of its office accommodation and ownership.
- p. **Property data and computer systems for property** – To make the most of our property and to make sure we only use what we really need, requires good property data. In 2008 we acquired a new property data system (CAMSYS). We have transferred existing data from other systems onto CAMSYS and we are well on the way to validating all this data, although some “cleansing” is still needed. The system is being linked to the Council’s asset register and valuation information. Links to the Council’s GIS systems are currently being established and a two way interface with financial systems is also being developed. Our property categorisation (see above) has been added, as has hazards information (e.g. presence of asbestos). Although we have more development of the system to do, particularly in user access, we are now using CAMSYS for the management and planning of our property.
- q. **Community and voluntary services property** – We are well advanced in rationalising 3rd sector accommodation in the borough focusing on developing shared buildings and community hubs spread across the borough. This has enabled us to free up property (for example, Palingswick House which is to be sold to West London Free School, The Information Centre at Hammersmith Broadway, disposal of the Irish Community Centre to Irish Cultural Centre Ltd., and Bulwer Street sold to a charity which has offered new leases to all the existing tenants). Modern, energy efficient Community hubs that have been created in the borough include Palingswick Community, Charity & Enterprise Network (CCEN) on the Edward Woods Estate in the north of the borough. Dawes Road Community Hub in Fulham –in the South of the borough and a Central hub is currently being created as part of the Lyric Theatre redevelopment. Council-owned buildings which offer shared use and continue to be supported include the Masbro Centre, Grove Neighbourhood Centre, Edward Woods Community Centre and The Ellerslie Centre.

6. The Strategy – how we will deal with our property in the future

6.1. Our property asset strategy is divided into 2 parts:

- a. Property asset themes that we intend to address over the next 3 years;
- b. Our specific intentions for particular categories of property assets over the next 3 years.

Property Asset Themes

1. Property Assets are Corporate Assets

All property assets are corporate property assets and therefore all property issues will first be referred to the Director of Building and Property Management. The Director will then decide if it is a day to day property matter or a strategic property matter. In the case of a day to day property matter, it will be dealt with by the Head of Asset Strategy and Portfolio Management in consultation with the relevant service(s) manager(s) and other managers. In the case of a strategic property matter it will be referred by the Director of Building and Property Management to the Executive Director of Transport & Technical Services, the Corporate Asset Delivery Team, the Leader's Asset Management Panel and the Cabinet, as appropriate, involving other Council officers and key Council Members as necessary and specifically consulting with relevant service(s) manager(s).

2. Property Asset Management Capacity

We have noted that the more emphasis we put on the role of asset management in contributing to the success of the Council, the more projects and workload that this generates for property services and for legal and planning services. There has also been additional work in delivering the property elements of transformation proposals for front line Services. In property services, we have improved our capacity to deal with this in recent years by the creation of the Building and Property Management Division. We will be careful in the forthcoming months and years to programme our work, so that it matches the resources we have to deal with it.

3. Strategic Property Performance Management

Hitherto we have measured our property performance in terms of capital and revenue income and expenditure monitoring. However in the future we will develop our performance management systems for property to enable us to measure the corporate contribution that property is making to our key priorities and objectives. As indicated in Section 4 these may cover:

- a. User satisfaction;
- b. Capital receipts;
- c. Property reduction;
- d. Project progress;
- e. Property utilization;
- f. Property revenue costs;
- g. Environmental compliance;
- h. Value for money;
- i. Maintenance backlog;
- j. Forward planning.

4. Capital Release and Major property disposals

At the beginning of 2011 the Council agreed a programme of major disposals including the following properties:

- a. **Cambridge House** (lease expires in 2014) and **Guardian House** (lease expires in 2015).
- b. **Fulham Town Hall** (it has been marketed and a potential purchaser has been identified and contracts exchanged);
- c. **Distillery Lane Centre** (completed March 2012)
- d. **Askham Centre** (likely to be put to permanent alternative use);
- e. **Palingswick House** (vacant and to be disposed to West London Free School);
- f. **58 Bulwer Street** (disposed to a charity in March 2012)
- g. **The Greswell Centre** (awaiting Hammersmith and Fulham Action on Disability [HAFAD] relocation.
- h. **20 Hammersmith Broadway** (lease surrendered)

- i. **Irish Community Centre** (sale completed in March 2013 to the Irish Cultural Centre Ltd.)
- j. **50 Commonwealth Avenue** (vacant possession due shortly and then it is likely to be sold to Pocket Living)
- k. **Sands End Community Centre** (Sale completed March 2013)

Capital receipts from General Fund property sales anticipated in 2013/14 are £15.5m. Receipts anticipated from HRA property sales are £45m in 2013/14.

5. Regeneration

Regeneration of the Borough is one of our key priorities. We will facilitate this by using property we own and we also will consider using our property related powers as appropriate. The main sites on which we will focus over the next 3 years will be:

- a. **Earl's Court, West Kensington** –This comprehensive mixed use scheme will redevelop two existing Council estates. Planning consent was approved by the Council in September 2012. The developer intends to redevelop 57 acres of land, including Earl's Court Exhibition Centres, Lillie Bridge London Underground Depot as well as the West Kensington and Gibbs Green Housing Estates.
- b. **White City Opportunity Area** –This area of approximately 93 acres of potential development land is anchored by the BBC, Imperial College London and Westfield London. Westfield have received outline planning consent to build up to 1,522 homes and an extension to the Shopping Centre. Imperial College London has secured approval for their development.
- c. **Old Oak** –Old Oak Common has been named as England's big High Speed 2/Crossrail Interchange. The Council in partnership with three neighbouring authorities and the Mayor of London is developing an Opportunity Area Planning Framework for this are and the wider Park Royal area.
- d. **Shepherds Bush Market** – Regeneration of the market and a mixed regeneration use scheme on land in multiple ownership.
- e. **King Street** – regeneration of land on King Street and adjacent to Nigel Playfair Avenue with a mixed use scheme, which includes the Town Hall Extension.
- f. **South Fulham Riverside** – continued regeneration of this part of the Riverside.

Further details can be found in the 2013-16 HRA Asset Management Plan approved by Cabinet in April 2013.

6. 3rd Sector Property and Community Hubs

In September 2009, Cabinet agreed the 3rd Sector Strategy which set out the council's approach to providing premises for the sector, through the development of Community Hubs, which offer cost effective, accessible and sustainable office/meeting space.

Our priority is to seek opportunities for establishing community hubs in the borough's highest areas of deprivation:

- a. **North: W11-W12** – Edward Woods Estate, Complete and operational. Palingswick Community, Charity & Enterprise Network (CCEN)
- b. **Central** – A small central hub will be created as part of the Lyric Theatre development.
- c. **South and North Fulham Hub** - Dawes Road hub is now complete and operational

3rd sector organisations will be encouraged to locate in these hubs and the Council will be unlikely to provide any other accommodation for 3rd sector organisations elsewhere. For organisations that are currently located in other Council buildings, the council will endeavour to ensure they are provided with support to help them find suitable premises when their current leasing arrangements expire. A business case will need to be made for any organsiation to continue its tenancy in a non-shared building and all tenants will be charged a market rent to ensure they do not have an unfair market advantage.

7. Collaboration and Co-Location - Bi and Tri Borough Working

Many projects are being pursued on a tri-borough and bi-borough basis with Kensington and Chelsea and City of Westminster Boroughs and we wish to strengthen our relationships with our tri-borough partners to achieve even more efficient and effective property. The main property projects currently being pursued are:

- a. **Tri-borough Facilities Management Contract** - The three Boroughs are progressing a Tri-Borough Total Facilities Management Contract, which has been awarded to Amey with a provisional go-live date of Oct 2013.
- b. **Accommodation Planning** - In addition to the office rationalisation that we have already achieved we are now investigating tri-borough accommodation planning which is designed to retain location sensitive staff in their boroughs, with the remaining back office staff (irrespective of which borough is the employer) possibly located to the most economical office accommodation within the tri-borough office portfolio. A Tri-Borough and Bi-Borough Office Accommodation Protocol has now been agreed to advance joint office accommodation planning and a joint project group is now working on joint accommodation planning.
- c. **Tri-Borough Property Strategy** – there is a strong commitment to the development of a tri-borough property strategy which will take forward, strengthen and reinforce the themes and proposals of this London Borough of Hammersmith and Fulham Property Asset Management Plan.

The three Councils have now set up a Tri-Borough Asset Management and Property Board and it is anticipated that more tri- and Bi Borough Property projects will emerge in the medium term.

8. SmartWorking and LBHF Office Accommodation Strategy

SmartWorking is the term used to define the council's vision for offering council employees a more flexible and rewarding working environment. The council's aim is to realise benefits in staff motivation and productivity, increase our options in attracting and retaining the right people, enable new service delivery efficiencies, while also minimising demand for, and maximising savings from, civic accommodation. Smart Working plays a crucial part in delivering savings.

As has been noted earlier in this document we have already realised a significant reduction in our office floorspace by the use of SmartWorking. Work is commencing on a Tri Borough initiative called 'Working From Anywhere'.

Our aim is to reach an average ratio of 5.6 sq m (net internal area [nia]) for each FTE of staff comprising an average of 8sq m (nia) for each workstation and 7 workstations for every 10 FTEs. By 2014 we aim to have reduced the office floorspace we occupy by 45% of the amount we occupied in 2006.

9. Property Data

Much has been achieved in the way we manage our property data over the last 5 years with the introduction, development and population of the CAMSYS system. It now can deliver a number of the benefits originally envisaged, although we still have more to do to get the system delivering all the benefits that we originally envisaged. Over the last two years we have completed the development of CAMSYS by undertaking the following tasks:

- Established wider inputting and updating of data, subject to ongoing validation on a regular basis
- Governance
- Integration with Finance systems
- Inclusion of valuation data
- Inclusion of health and safety compliance data
- Granted wider access to the data across the Council

We now need to establish a data platform for Tri Borough property management.

10. Maintenance and Repair

In 2013/14 we plan to spend £1.237 million revenue on unavoidable plant maintenance and statutory compliance responsibilities and £2.5 million capital on the maintenance

requirements.

Whilst this level of funding will be able to deal with essential health and safety works, items to maintain wind and weather tightness and be able to continue to address the backlog of maintenance, there is still a significant backlog outstanding (some £14 - £18m, excluding Hammersmith Town Hall Extension and Fulham Town Hall).

To a significant extent our backlog maintenance has fallen, and will fall, as the Council reduces the amount of property that it uses and/or occupies. However we will not deal with it completely, by this trend. In the longer term, some additional funding will be necessary to do this and as the Council reduces its running costs and releases capital, by reducing its property, it must consider re-allocating some of this money to funding maintenance and repair and developing a full planned maintenance programme, which will be fully consistent with our aim to have less but better property.

11. Community Infrastructure Levy

Whilst it is predominantly a planning matter rather than a property matter, Community Infrastructure Levy (CIL) does have property implications. The Council has a CIL webpage at www.lbhf.gov.uk/cil which sets out the Council’s CIL consultation timetable for the publication of its CIL charges. The Council is currently considering whether or not to consult at a later stage in this process on a S106 Supplementary Planning Document (SPD) which will clarify and set out policy on S106 agreements which will be additional to CIL.

Property Categories

(ASCD = Adult Social Care Department, ChD = Children’s Department, EL&RS = Environment, Leisure & Residents Department, F&CS – Finance and Corporate Services, HRD = Housing and Regeneration Department, T&TD = Transport & Technical Department.)

1. ASCD - Adult Education Buildings

The Adult Learning & Skills Service (ALSS) has been rationalised in recent years with Munster Road, Dawes Road and Bryony centre closures and in 2012 the closure of the Sands End Community Centre.

Services and classes are now provided from one consolidated main site, the Macbeth Centre & Annex, in Hammersmith. However outreach classes in community settings including the former Paragon Centre in partnership with Canberra Primary School, White City Estate, also at Normand Croft Community Centre at Normand Croft Primary School in Fulham and Hurlingham & Chelsea Secondary School in Fulham, are still delivered. Negotiations are on-going to re-accommodate the recently redundant LBHF employee who resides in tied accommodation at the Macbeth Centre. It is not proposed to retain a residential dwelling in the centre and the Council is considering adult learning service expansion options on this site, which generate income streams, particularly IT/Internet café and starter business desk space, in the light of funding pressures (ALSS [part of ASCD] is currently subject to annual Skills Funding Agency funding)

2. ASCD – Adult Day Centre

129 Bloemfontein Road. – Until recently used by the Options Day Service (in house Learning Disability service) but as no longer needed for this purpose has been vacated and returned to Housing.

3. ASCD – Residential Homes

17 Rivercourt Road, Short Breaks Service, Residential Care Home - Some work has been done on potential externalisation via market testing/social enterprise but at the moment no change is proposed

2 Coverdale Road, Coverdale Road Residential Care Home - Need for service currently being reviewed by ASC Commissioning

4. ASCD - Resource Centre and Community

87 Lime Grove, Community Support - Need for service currently being reviewed by ASC Commissioning

Support

- 5. ASCD - White City Collaborative Care Centre (including retail space and flats above)**
- This health and social care centre is set in a development that will also include retail space and mixed tenure housing, including 67 affordable units. The Collaborative Care Centre is a partnership project between the Council, NHS, Building Better Health (BBH) LIFTCo, local voluntary agencies and the local community. The Council's principal long term commitment to the scheme will be to accept the grant of an (under)lease from the NHS for the space the Council will take up in the WCCCC. The associated transfers of all property interests have now been completed.

Construction has commenced with the Centre due to open in 2014. WCCC brings together in one place; four general practices; a dental practice; community health and therapy staff; council social workers; the joint Council and NHS Learning Disability community team; the joint Council and NHS Children with Disabilities Team.

6. F&CS - Community Centres

The council owns six community centres. Two of these centres are, or have been, coordinated by council staff with the remainder let to local residents organisations;

1. **Sands End Community Centre** – as discussed elsewhere, this has been disposed.
 2. **Edward Woods Community Centre** – Council staffed and run centre. HAFAD, a voluntary sector organisation, have agreed to relocate to the Edward Woods Community Centre, subject to the approval by Cabinet for works to the centre to accommodate HAFAD whilst retaining community usage. The premises currently occupied by Hafad organisation will be offered for alternative purposes or disposal.
 3. **College Park** – The former occupier of the site is the College Park Residents Association (CoPRA) who transferred their services to the Kenmont School's community premises. This property has been marketed and contracts exchanged subject to receiving a planning consent.
 4. **1-7 Bradmore Park Road, Grove Neighbourhood Centre** – on a long Lease to The Grove Neighbourhood Centre Ltd who have full responsibility for running costs, staffing and management of the centre.
 5. **87 Masbro Road, Masbro Centre** – on a long lease to Urban Partnership Group / Blythe Neighbourhood Council who have full responsibility for running costs, staffing and management of the centre.
 6. **White City Drop in Centre** – Purpose built for older people on the White City estate and surrounding area. Hired to older persons social group. Currently being considered by Adult Social Care as a potential Day Centre in long term plans.
-

7. F&CS – Adult Day Centre

Ellerslie Day Centre, 50 Ellerslie Road, W12 - The building is now occupied by two day services (Ellerslie MH and Nubian Life) freeing up the building at 50 Commonwealth Avenue, W12 for potential sale.

280 Goldhawk Road, The Options Day Service - The Council is currently considering the future of this service and how it will be provided in the future.

89 Askew Road (Shanti Day Centre) – Leased to The Asian Health Agency. No change to this service, and a new short term lease has been recently completed. The Council will consider renewing the lease because the building is unsuitable for sale.

Greswell Centre – leased to Hammersmith & Fulham Action on Disability (HAFAD) on a tenancy at will, under the agreement that HAFAD will vacate once suitable alternatives are available.

105 Greyhound Road – leased to Age UK on a short lease. The Council will consider renewing the lease because the building is unsuitable for sale. The lease includes terms that encourage the tenant to share the building with other organisations.

- 8. F&CS - Hostels** **117 Goldhawk Road** is a residential hostel - no changes are planned for this site.
-

- 9. F&CS - Resource** **52c Lakeside Road** is an important resource centre. We have just agreed a new lease for this
-

Centre and Community Support

property. No changes anticipated.

69 Talgarth Road – is an important resource centre. We have just agreed a new lease for this property. No changes anticipated.

62 Blythe Road – Leased to MIND on a short term lease.

10. ChD - Dalling Road

This property is now used by the Haven Centre for respite care for children with disabilities.

11. ChD – School Keeper’s Houses

Several School Keepers Houses remain in the council’s portfolio of premises. Current Plans for school keeper’s houses are as follows:

1. **Fulham Primary School** – retired former school keeper has been rehoused and the premises are now available for disposal once planning consent for residential use has been achieved.
2. **Melcombe Primary School** – to be decided
3. **New Kings Primary School** – a former school keeper’s house located on New Kings Road. Currently retained and is a delivery venue for a Children’s Centre “Spoke”
4. **Miles Coverdale and Lena Gardens Primary Schools** – the current school keepers are in residence but options for achieving vacant position are being investigated in the event of which the properties will be disposed.
5. **Kenmont Primary School** – this site has two properties which are to be disposed of. The vacant site keepers house and directly behind the house the school annex which has housed out of school childcare. The childcare facility has moved into the school itself. Vital improvements to the School are proposed to be funded from the sale proceeds

12. ChD - Schools

In line with the rest of London over the last few years, the Council has seen a significant increase in parents applying for primary school places, with a consequent need to increase capacity. The demand for secondary places has also increased, requiring an increase in capacity of the Borough’s maintained schools.

As part of the Schools Organisation Strategy update in March 2012, the Council approved the following, subject to consultation:

- **Expansion of St Stephens Primary School** – expansion from 1FE to 2FE of a successful school which is popular with parents. The proposals require acquisition by the Diocese of adjoining private land which has been agreed in principle with the owners.
- **Expansion of Pope John Primary School** - expansion from 1FE to 2FE of a successful school which is popular with parents. The proposals require acquisition by the Diocese of adjoining Council owned land adjacent to the White City Area Housing Office.
- **Creation of Primary Provision at the Burlington Danes Academy** – provision of 1FE primary provision future-proofed to enable expansion to 2FE if future demand is demonstrated.
- **Sacred Heart High School Building Expansion (Sixth Form Provision)** – remodeling of former Convent accommodation to provide 11 classrooms in support of additional 1FE and 6th Form
- **Lady Margaret Bulge Class** – a standalone classroom that is part of a wider proposal expansion to expand to 4FE in the future
- **John Betts Primary Bulge Class** – part of a wider proposal to improve accommodation at this successful and popular school. The bulge class will help address demand for places in the centre of the Borough
- **Brackenbury Bulge Class** – will help address demand for places in the centre of the Borough
- **Creation of Studio School at Henry Compton site** (capital funded by DfE additionally) – project proposals are being developed with PFS to deliver vocational facilities in the City Learning Centre building at Henry Compton by September 2012. As the federated school has moved to trust status, completion of the statutory requirement to transfer the capital asset (land and buildings) from Council to trustees is a requirement of PFS funding.
- **West London Free Schools Primary Bid** (capital funded by DfE additionally) – subject to a successful bid from WLFS to DfE, a long term lease arrangement of the former Cambridge School site is envisaged to enable WLFS to extend its offer into Primary Provision, when the WLFS secondary provision moves to its permanent location at Palingswick House)

It was also agreed that the transfer of appropriate land / buildings in line with the legal advice for

Free Schools, Academies and Trust Schools should be implemented.

The School Organisation Strategy approved by Cabinet in March 2012 also approved the following projects, which are currently being delivered:

- **Old Oak Expansion to 2FE** – Project recently completed.
- **Holy Cross Expansion and Bi-lingual Project** – Basuto Road development at planning application stage with target completion Sept 2013. Planning application and building works to be submitted during 2013-14 for the development of Clancarty Road site.
- **Queensmill Relocation** – Project to co-locate with Haven Respite Centre currently under design with target delivery date of 2014.

Relocation of the Contact Service at Askham Centre is required to vacate the site for Queensmill construction and this requires the suspension of the disposal for 2 years of former Fulham Cross Youth Centre site and adjustment of capital receipts targets accordingly, as it will be temporarily needed to relocate the Contact Centre.

13. ChD – West London Free School

This West London Free Secondary School is currently housed at the former Cambridge School site and it is anticipated that the free school will buy the now vacant Palingswick House and relocate there as soon as possible. The West London Free Primary School will then be located at the former Cambridge School site.

14. ChD - Youth Facilities

In August 2010 it was agreed that the youth facilities will be delivered through the following provision:

1. School based generic locality provision
2. Community based generic locality provision
3. Positive Activities – holiday programmes; and
4. Youth Involvement projects

School based provision is now available at the following school sites, directly after school and during the holidays: Hurlingham & Chelsea School; Henry Compton School & Fulham Cross School (Fulham College); Phoenix School; Cambridge School.

The two buildings that have been released as a result of this are former Fulham Cross Youth Centre (which is now required for the temporary relocation of the Contact Centre) and former Avonmore Youth Project Premises, the site of which has now been disposed).

15. ChD - Children's Centres

The Council has reconfigured Children's Centre delivery by moving to a hub and spoke (/satellite) model which will complement the Family Support Programme.

The configuration is:

Locality	Name of the centre	Hub or Spoke	Provider
Northern	Old Oak	Hub	3rd Sector: Family Mosaic
	Randolph Beresford	Hub	Community School
	Shepherds Bush Families Project	Spoke	3rd Sector: Shep. Bush Fam.
Central	Masbro Centre	Hub	3rd sector: UPG
	Flora Gardens	Hub	Community School
	Cathnor Park	Spoke	Vanessa Nursery School
	Avonmore	Spoke	3 rd Sector - UPG
	Wendell Park	Spoke	Community School
	Broadway Centre (Masbro Children's Centre)	Spoke	LBH&F the Children's Centre services (2 sessions per week) are provided by UPG
Southern	Melcombe	Hub	Melcombe Children's School
	Fulham Central	Hub	3rd Sector: PSLA
	Bayonne (Spoke	Community School
	Normand Croft	Spoke	3rd Sector - PSLA
	New Kings	Spoke	3 rd Sector PSLA
	Fulham PalacePalace (Delivered from Bishops Park Community Buildings since April 2013)	Spoke	3rd Sector: PSLA
	Fulham South (Ray's	Spoke	Ray's Playhouse Ltd

	Playhouse) (Relocated to William Parnell Park)		
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These Hub and Spoke proposals have recently been reviewed for 2013/14. While proposals to governance arrangements are currently in the process of being implemented the delivery sites remain the same.

16. ChD –Out of School Childcare Sites

Following the transfer of the out of school childcare provision into schools, several former delivery sites remain in the council's portfolio:

1. **Lillie Road** – these premises will form part of the Earls Court redevelopment programme and be disposed of as a result.
2. **Distillery Centre** – this has been sold.
3. **Bradmore Centre** - this site is earmarked for the Friends Meeting House which enables the Council to purchase their current site adjacent to the Town Hall Car Park and which will form part of the development site adjacent to the Hammersmith Town Hall. It has been temporarily used by John Betts Primary School and then by the WLFS.
4. **Coningham Centre** – this site was situated on the grounds of the Stowe Road depot. It has now has been sold with the depot site.
5. **White City Centre** – this site is retained and is let to the Randolph Beresford Early Years Centre for the delivery of out of school childcare.

17. EL&RS - Allotments

There are no property changes planned.

18. EL&RS – Cemeteries and Crematoria

There are no significant future proposals involving property, although some refurbishment of chapels is being considered.

19. EL&RS - Libraries

In 2009 the Library Strategy for Hammersmith & Fulham Libraries was adopted. It proposed a rationalisation of the library service from the provision of six libraries to four enhanced libraries at:

1. **Askew Road Library** (improvements to this library were made in partnership with the Post Office);
2. **Fulham Library**;
3. **Hammersmith Library** (improvements to this library, costing almost £1,000,000, are programmed for commencement in 2013/14);
4. **Shepherds Bush Library** (a new library was built at Westfield Shopping Centre Development, and opened in 2009).

Alternative arrangements have been made for the existing Council run library services at Sand End and at Barons Court:

- At Barons Court Library, an agreement was reached to transfer this library to the 3rd sector; in 2012 the Citizen's Advice Bureau moved into the building, running its own service and a satellite library service from the building, and a third sector organisation; London Irish Care moved into the lower floor. Now named Avonmore Library and Neighbourhood Centre.
- The re-provision of Sands End library has been made at Hurlingham & Chelsea School; it opened in May 2013 with a term time service to the community.

20. EL&RS – Parks and Open Spaces and Park Buildings

Three key objectives have been identified for the provision of parks and open spaces:

- Protecting existing open space
- Securing new open space where possible
- Improving access to existing open space

A Parks refurbishment programme is in progress and the following parks are programmed for full refurbishment over the next three years:

- a. **Brook Green,**
- b. **Hammersmith Park,**
- c. **Wormholt Park**

21. EL&RS - Sport and Leisure – Leisure Facilities

Bishops Park tennis pavilion and courts were outsourced in September 2011 for a 21 year period to Rocks Lane Tennis. The facility has since been awarded Beacon and Club Mark Status from the LTA.

Hurlingham Park Pavilion is undergoing regular improvements and caters for those activities taking place from the increasingly busy Hurlingham Park.

The leisure associated building in South Park requires some investment. The South Park Master plan, if supported by the friends of South Park, could see significant improvements to the building infrastructure.

Virgin Active continue to operate Fulham Pools at Lillie Road and it has another 40 years remaining on their agreement, whilst GLL Ltd operate from the other 3 other Leisure sites, located at Hammersmith Broadway (agreement expires January 2019), Phoenix School (agreement expires Dec 2013) and Lillie Road (agreement expires January 2019). An extension to the GLL Phoenix contract of 20 months is being recommended to Cabinet to allow a full procurement exercise in 2013/14, thus enabling a co-terminus contract end dates of Jan 2019.

A project is in the pipeline at Hammersmith Park that will see the development of a football facility with club house, and numerous 5 and 6-side football pitches. The proposed site is currently occupied by the bowls club, tennis courts, basketball area, dis-used changing block & Serco welfare facilities. Planning application is currently pending, outcome due July 2013.

Linford Christie Outdoor Sports Facility remains a challenging venue and opportunities are continually being explored, both in the private sector and community infrastructure levy (CIL), to secure funding in order to undertake a feasibility study to determine options for refurbishment/replacement of the existing building structure. In the meantime £200k has been spent in the last 24 months and a further £350k will shortly to be spent to improve safety, reliability and enhance the visitor experience of centre users. The external facilities remain strong but the changing rooms and associated buildings are in dire need of replacement.

22. HRD - HRA Sheltered Housing and Extra Care Housing

The Council is currently considering the suitability of its sheltered housing accommodation, to provide such care and support into the future. A feasibility study to convert sheltered housing into extra care was completed in July 2012, with the conclusion that none of the Blocks were suitable for conversion. The Council is now considering other sites and will have completed this feasibility study by late September 2013.

23. T&TD - Advertising Hoardings

We have a good track record of increasing our income from new advertisement hoardings and we will take further opportunities to generate further income from this source when they arise.

24. T&TD - Civic Offices

Using SmartWorking (see above) and taking into account changing staff numbers and opportunities for co-location, the Council has reduced its office floorspace between 2006 and 2012 by some 37% and has disposed of, or will dispose of, almost all of the surplus space. A development proposal for

land to the west of Nigel Playfair Avenue includes offices which the Council wish to occupy, which in turn would allow for the proposed refurbishment of Hammersmith Town Hall Extension, a building that is now in poor condition and which would require considerable expenditure to extend its current life expectancy of only a few years. A planning application has recently been submitted for this development.

Office buildings that are currently occupied by the Council which are being considered for vacation over the next two years (and where appropriate disposal) are as follows:

- Glenthorne Road (968sqm)
- Fulham Town Hall (1,604sqm)
- 181/187 Kings Street (433sqm)
- Old Registrars Building (302sqm)
- Cambridge House (1358sqm)
- Cobbs Hall (629sqm)

25. T&TD - Commercial Let Property (Investment Property)

The remaining parts of the Council' commercially let property (after the disposal of some shops and other properties mentioned below will be retained and their management will be outsourced as soon as practical with the aim of letting the contract in 2013/14.

26. T&TD and H&RD - HRA Shops and other commercial let property

Following a study by Consultants, the Council had decided to dispose of a number of its shops (approx. 25% of all those held on the Housing Revenue Account plus other shops and some freehold and ground lease investments. This was programmed for early 2012/13. However, due to the current market conditions the highest bidder withdrew. Sales of a few individual shops have proceeded and we are currently considering whether or not to remarket some or all of the remaining properties.

27. T&TD, ASCD, EL&RD - Depots

Since the sale of Stowe Road depot the main Council depot is now at Bagley's Lane. This is occupied by Services such as Street lighting, Transport, Parking, Coroners Court and Serco. We are currently reviewing depots on a Bi Borough basis with RBK&C to see if a rationalisation across the two boroughs can be achieved.

The Council has a store at 50, Ravenscourt Gardens which is currently in use. Options for the future of this building are to be considered.

7. Property Asset Management Project Action Plan

7.1. The projects and actions set out in the table below are intended to capture all the property action that needs to be taken over the next three years or so. Inevitably, some are generic actions, in that they cover a great number of smaller projects / tasks which will need to be “unpacked” when the time comes.

Project	2013/14	2014/15	2015/16	Responsibility
Adult Social Care Department (ASC)				
Collaborative Care Centre	<ul style="list-style-type: none"> • Manage furniture and IT set up and arrange move-in. 			ASC, supported by the Director of Building and Property Management
Disposals	<ul style="list-style-type: none"> • Palingswick House (ASC) • 282 Goldhawk Road (ASC/ HRA) • Stevenage Road Day Centre (ASC) 		<ul style="list-style-type: none"> • 280 Goldhawk Road (ASC) 	Head of Asset Strategy and Portfolio Management
Children’s Department (ChD)				
Disposals	<ul style="list-style-type: none"> • School Keepers Houses (ChD) • Broom House Lane Day Nursery (ChD) • 12-14 Letchford Gardens (ChD) 	<ul style="list-style-type: none"> • School Keepers Houses (ChD) 	<ul style="list-style-type: none"> • Bradmore Centre (ChD) • School Keepers Houses (ChD) 	Head of Asset Strategy and Portfolio Management

Schools Capacity

Provide property support for the following ChD projects as they arise:

- Expansion of St Stephens Primary School
- Expansion of Pope John Primary
- Creation of Primary Provision at the Burlington Danes Academy
- Sacred Heart High School Building Expansion (Sixth Form Provision)
- Lady Margaret Bulge Class John Betts Primary Bulge Class
- Brackenbury Bulge Class Creation of Studio School at Henry Compton site
- West London Free Schools Primary Bid Put in All the "Red" Children's services projects
- Holy Cross Expansion and Bi-lingual Project
- Queensmill Relocation

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- Holy Cross Expansion and Bi-lingual Project
- Queensmill Relocation

Director of Buildings and Property Management

2Environment, Leisure & Residents Services (ELRS)

Disposals

- Tied Cottages (ELRS)
- Hurlingham Yard (ELRS)

- Tied Cottages (ELRS)

Head of Asset Strategy and Portfolio Management

Library

- Implement Hammersmith Library Improvements

Director of Building and Property Management

Improvement

Parks Lodges

- Continue action to vacate and dispose of Tied Cottages

- Continue action to vacate and dispose of Tied Cottages

Director of Safer Neighbourhoods supported by Head of Asset Strategy and Portfolio Management

Rationalisation

Finance and Corporate Services (F&CS)

<p>Community Hubs 3rd Sector</p>	<ul style="list-style-type: none"> • Provide proper support and assistance for the creation of the Central Community Hub 		<p>Head of Third Sector, supported by Director of Building and Property Management</p>
<p>Disposals</p>	<ul style="list-style-type: none"> • Gresswell Centre (F&CS) • 50 Commonwealth Avenue (F&CS) 		<p>Head of Asset Strategy and Portfolio Management</p>
<p>Property Support 3rd Sector Group</p>	<ul style="list-style-type: none"> • Provide Property support and assistance to 3rd sector groups in accordance with the Council's third sector strategy. 	<ul style="list-style-type: none"> • Provide Property support and assistance to 3rd sector groups in accordance with the Council's third sector strategy. 	<p>Head of Asset Strategy and Portfolio Management</p>

Housing and Regeneration Services

<p>Disposals</p>	<ul style="list-style-type: none"> • 248 Hammersmith Grove (HRA) • William Thompson Hall (HRA) • HRA Expensive Voids (HRA) • Various Retail Investment properties (HRA) • 282 Goldhawk Road (ASC/ HRA) 	<ul style="list-style-type: none"> • 714 Fulham Road (HRA) • Pennard Road Site (HRD) • HRA Expensive Voids (HRA) 	<ul style="list-style-type: none"> • HRA Expensive Voids (HRA) 	<p>Head of Asset Strategy and Portfolio Management</p>
<p>Housing Development</p>	<ul style="list-style-type: none"> • Provide property support for the possible development of small and medium sized Council owned housing development sites 	<ul style="list-style-type: none"> • Provide property support for the possible development of small and medium sized Council owned housing development sites 	<ul style="list-style-type: none"> • Provide property support for the possible development of small and medium sized Council owned housing development sites 	<p>Head of Asset Strategy and Portfolio Management</p>
<p>Investment Property HRA – Investment</p>	<ul style="list-style-type: none"> • Retained HRA Retail Investment Property and other Investment Property - Property Management 			<p>Head of Asset Strategy and Portfolio Management</p>

Management	outsourcing.			
Regeneration	<ul style="list-style-type: none"> Decide on and implement the property transactions needed to facilitate regeneration at Earl's Court, White City, Park Royal, Shepherd's Bush Market, King Street, South Fulham Riverside, Kings Mall/Ashcroft Square, as well as those involving the new housing development company and the associated housing charity. 	<ul style="list-style-type: none"> Decide on and implement the property transactions needed to facilitate regeneration at Earl's Court, White City, Park Royal, Shepherd's Bush Market, King Street, South Fulham Riverside, Kings Mall/Ashcroft Square, as well as those involving the new housing development company and the associated housing charity. 	<ul style="list-style-type: none"> Decide on and implement the property transactions needed to facilitate regeneration at Earl's Court, White City, Park Royal, Shepherd's Bush Market, King Street, South Fulham Riverside, Kings Mall/Ashcroft Square, as well as those involving the new housing development company and the associated housing charity. 	<p>Director of Building and Property Management</p> <p>and</p> <p>Head of Asset Strategy and Portfolio Management</p>
Transport & Technical Services (TTS)				
Disposals	<ul style="list-style-type: none"> Metro Building (TTS) Various Investment properties 	<ul style="list-style-type: none"> Nuffield Health Club, Eternit Wharf, Stevenage Road (TTS) Riverside Studios (TTS) Fulham Town Hall (TTS) Various Investment properties 		Head of Asset Strategy and Portfolio Management
Capital Receipts	<ul style="list-style-type: none"> Meet capital receipts target for 12/13 by the implementation of the ongoing disposals programme. 	<ul style="list-style-type: none"> Meet capital receipts target for 13/14 by the implementation of the ongoing disposals programme. 	<ul style="list-style-type: none"> Meet capital receipts target for 14/15 by the implementation of the ongoing disposals programme. 	Head of Asset Strategy and Portfolio Management
Investment Property		<ul style="list-style-type: none"> Retained HRA Retail Investment Property and other Investment Property - Property Management outsourcing. 		Head of Asset Strategy and Portfolio Management
Investment Property Advertisements	<ul style="list-style-type: none"> Seek and conclude further opportunities for advertisement hoardings in the Borough. 	<ul style="list-style-type: none"> Seek and conclude further opportunities for advertisement hoardings in the Borough. 	<ul style="list-style-type: none"> Seek and conclude further opportunities for advertisement hoardings in the Borough. 	Head of Asset Strategy and Portfolio Management
Maintenance			<ul style="list-style-type: none"> Develop a robust strategy for dealing with our maintenance 	Head of Professional

Maintenance Backlog

backlog and investing sufficient funds in ongoing planned and reactive maintenance

Services and Smart FM

Offices

- Continue the office rationalisation:

- Continue the office rationalisation

- Continue the office rationalisation

Director of Building and Property Management Division by 2014/15 supported other Service Heads affected

Rationalisation

- Margravine Cemetery, West Lodge

- Coningham Depot
- Fulham Town Hall
- Cambridge House
- Cobbs Hall, Fulham Palace Road

- 181/187 Kings Street
- Old Registrars Building
- Guardian House

Performance Management

- Develop corporate performance measures for property and a performance management system to monitor them and to take improvement action where necessary

Director of Building and Property Management

Capacity Building

- Review ongoing capacity of valuation and property services and take consequent action.

Director of Building and Property Management

And

Head of Asset Strategy and Portfolio Management

Tri-Borough Asset Management

Offices

- Tri-Borough Accommodation Strategy Development (or on a LBHF basis if other partners do not wish to proceed)

Director of Building and Property Management

Rationalisation

Professional Property Services Contracts Review

- Review existing contract arrangements and implement changes..

Director of Buildings and Property Management

And

Head of Asset Strategy and Portfolio Management

Facilities Management

- Let Tri-Borough Facilities Management Contract

Director of Building and Property Management Division let by end of June

Outsourcing

- Arrange any necessary consequential internal changes.

2013

Tri-Borough Asset Strategy

- Play a full part in the development of the Tri-Borough Asset Strategy

Play a full part in the development of the Tri-Borough Asset Strategy

Director of Building and Property Management

Depots

- Working in collaboration with ELRS to determine options for a Bi Borough Depot provision.

- Working in collaboration with ELRS to determine options for a Bi Borough Depot provision.

Director of Building and Property Management

	London Borough of Hammersmith & Fulham CABINET 14 OCTOBER 2013
DISPOSAL OF 87 LIME GROVE	
Report of the Leader : Councillor Nicholas Botterill; and the Cabinet Member for Community Care : Councillor Marcus Ginn	
Open report	
Classification: For Decision Key Decision: Yes	
Wards Affected: Shepherds Bush Green	
Accountable Executive Director: Stella Baillie – Director of Provider Services and Mental Health Partnerships	
Report Author: Christine Baker - Service Manager - Provider Services	Contact Details: Tel: 020 8753 1447 E-mail: christine.baker@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The proposed disposal of 87 Lime Grove forms part of the Hammersmith and Fulham *Learning Disability Housing and Support Strategy* (Appendix 1). This involves a review of the current Learning Disability housing including in house provided services to ensure they are compatible with current and future needs.
- 1.2 A needs analysis has indicated that the building at 87 Lime Grove is unable to meet the borough's current and emerging needs for this group, particularly as it cannot house those with challenging behaviour, physical and complex needs.
- 1.3 The building at 87 Lime Grove (within the Transport and Technical Services property portfolio) is currently used by the Council's Community Support Service for People with Learning Disabilities which is part of Tri - Borough Adult Social Care Provider Services. It is proposed that 87 Lime Grove will be vacated after October 2013 and that the service will move to a more suitable building at 33 Boscombe Road (owned by Notting Hill Housing). A short programme of building works is required to make the building at Boscombe Road fit for purpose.

- 1.4 Following the transfer of this service, ASC will have no further use for the building at 87 Lime Grove and it can be disposed of.
- 1.5 *The Learning Disability Housing and Support Strategy* (See appendix 1) has already been agreed by Cabinet in July 2013. A strong case has been put for the need and financial benefits of developing well-designed supported living units in the borough to replace the use of inappropriate older supported housing (such as 87 Lime Grove) and prevent the use of high cost residential care placements.
- 1.6 If the sale of 87 Lime Grove is agreed, it is proposed that funding from the Community Capacity Grant be used to improve the replacement accommodation and other existing accommodation for People with Learning Disabilities. The improvements would require that £40k of funding from the Community Capacity Grant be used to meet the cost of improvement to the replacement building at 33 Boscombe Road and to the existing H & F Short Breaks Service building at 17 Rivercourt Road to ensure they are fit for purpose for People with Learning Disabilities involving complex or physical needs.

2. RECOMMENDATIONS

- 2.1 That authority be given for the Council to vacate the building at 87 Lime Grove after October 2013 and for tenants who still require support to move to more suitable buildings.
- 2.2 That authority be given for the building at 87 Lime Grove to be disposed of once vacated at best consideration reasonably obtainable and that the details of the sale be delegated to the Director of Law and the Director of Building and Property Management.
- 2.3 That authority be given to H & F Community Support Service to extend their existing Service Level Agreement with Nottingham Housing to include 33 Boscombe Road
- 2.4 That authority be given for the Council to fund the costs of a short programme of building works through the Community Capacity Grant up to a value of £15k to ensure the building at 33 Boscombe Road is fit for purpose and meets the needs of vulnerable people.
- 2.5 That authority be given for the Council to fund an additional £25k spend from the Community Capacity Grant to be used to make improvements to fire safety at 17 Rivercourt Road.

3. BUILDING ISSUES AND REASONS FOR DECISION

- 3.1 The building at 87 Lime Grove is one of four buildings currently being used as supported accommodation for People with Learning Disabilities by the in-house

Community Support Team which is part of Tri - Borough Adult Social Care Provider Services. However, the building is not accessible and does not meet the needs of those with a Learning Disability who would be eligible for Adult Social Care.

- 3.2 The building is owned by the Council and was leased to A2 Dominion Housing Association in 2006. The lease with A2 Dominion expired in August 2009 and they are currently "tenants at will". The Council collects a low rent of £2,600 PA for this property.
- 3.3 87 Lime Grove is an older building in Shepherds Bush in need of refurbishment comprising of two flats over 4 floors with shared toilets, kitchen, living rooms and bathrooms. The upper flat has 3 bedrooms and the lower flat has two bedrooms (See Appendix 2 - *Plans - 87 Lime Grove W12*). The building has some narrow and steep stairways, is not suitable for conversion, and is inaccessible for Learning Disability service users who have challenging behaviour physical, or complex needs.

4. BACKGROUND

- 4.1 The background to this proposed disposal is that there is a need to remodel Learning Disability housing and support services in the borough. Currently there is an over reliance on residential care models and older supported housing and an insufficient supply and range of suitable housing, support and care options to meet the needs of people with learning disabilities, particularly those with complex and challenging needs.
- 4.2 The predicted increase in the number of people in London aged 18 to 64 with a moderate to severe learning disability (who are likely to be eligible for adult social care) is expected to increase by 11% by 2020¹. On this basis the number of adults with learning disabilities requiring services would increase from 460 people to 510.

5. PROPOSAL AND ISSUES

- 5.1 The building at 87 Lime Grove is not fit for future use as Learning Disability housing and a more suitable local accommodation has been identified as a replacement. It is proposed that this building is disposed of following a change of planning use from a special needs property to a residential property.
- 5.2 It is proposed that a short programme of building works up to £15k be funded by the Community Capacity Grant to bring the replacement property at 33

¹ Data source: PANSI website (Projecting Adult Needs and Service Information) using LD moderate/severe population projections aged 18 to 64

Boscombe Road up to standard. This would potentially release 87 Lime Grove for disposal.

- 5.3 The Council's current Learning Disability Short Breaks Service is an in borough respite service which is part of Tri - borough Adult Social Care Provider Services. It provides much needed short breaks for service users, parent and carers in the borough. The current building at 17 Rivercourt Road requires some investment in order to meet the fire safety standards recommended in a recent Health and Safety Audit. It is proposed that £25k of funding from the Community Capacity Grant be used to fund improvement to fire safety at 17 Rivercourt Road.
- 5.4 Longer term to improve the quality and quantity of local Learning Disability housing with support, and to meet the rising demands emerging from changes in demographics, investment will be needed for the development of better designed alternative housing and support services which are fit for the future, accessible and cost effective when compared to high cost residential placements. (Appendix 1 - *Learning Disability Housing and Support Strategy*).

6. OPTIONS AND ANALYSIS

- 6.1 Retaining existing supported housing (which is not fit for purpose and cannot be brought up to accessibility standards) will not deliver the same value for money as provision through the Extra Care and supported living models which have been used for People with Learning Disabilities in other boroughs such as Westminster.
- 6.2 Retaining existing supported housing will not address the overall shortage of accommodation for people with challenging and complex needs who need accessible specialist housing with support. .
- 6.3 The option of investing funding from the Community Capacity Grant in building an extra bathroom in the replacement property at 33 Boscombe Road will have the advantage of releasing Lime Grove for disposal . If this is not done the property at Boscombe Road cannot meet the needs of those with complex and challenging behaviour
- 6.4 The H & F Short Breaks Service at Rivercourt Road also needs to be brought up to standard to meet Fire Safety recommendations included in a recent Health and Safety Audit (Appendix 3). If this is not addressed using funding from the Community Capacity Grant the building will not meet current fire safety recommendations .

7. CONSULTATION

- 7.1 The proposals in this report regarding moving part of the Community Support Service from 87 Lime Grove to 33 Boscombe Road does not require a wider consultation as exactly the same housing and support service will be delivered from an alternative more suitable accommodation. However service users, parents and carers, staff and stakeholders will be kept up to date regarding developments.
- 7.2 A wider consultation will take place starting Autumn 2013 on the *Learning Disability Housing and Support Strategy* (Appendix 1). This will include consultation with Learning Disability service users, their families and carers, and stakeholders. This will report into a project board comprising of senior officers and other key stakeholders to provide governance and track progress.
- 7.3 The outcome of the consultation on the *Learning Disability Housing and Support Strategy* will be reported to Cabinet with detailed plans regarding the future of services. Staff and trade unions will be consulted about any proposals outlined in this report.

8. EQUALITY IMPLICATIONS

- 8.1 An Equality Impact Assessment is not necessary as no changes to service delivery are proposed apart from location. The new service will be 0.6 miles away from the current location. It is not possible to continue with the existing location, as the existing building is not suitable for people with mobility-related disabilities due to it being in need of repair and spread over four floors with steep and narrow stairways. Individual assessments will be carried for service users to ensure the new property meets their needs, for example, their needs relating to sensory impairments.
- 8.2 A wider consultation will take place starting Autumn 2013 on the *Learning Disability Housing and Support Strategy*. This will include consultation with Learning Disability service users, their families and carers, and stakeholders. Consultation documents will be drawn up with an easy read version which will be available for service users
- 8.3 As part of the wider consultation on the *Learning Disability Housing and Support Strategy* there will be a range of ways in which people can contribute to the consultation, in writing, at public meetings, via e mail and by individual meetings where appropriate.
- 8.4 As part of the wider consultation on the *Learning Disability Housing and Support Strategy* an Equalities Impact Assessment will be carried out during the consultation period and will contribute to decision making following the consultation.

9. LEGAL IMPLICATIONS

- 9.1 The building is owned by the Council and was leased to A2 Dominion Housing Association in 2006. The lease with A2 Dominion expired in August 2009 and they are currently “tenants at will”. An appropriate period of notice would need to be served.
- 9.2 Appropriate liaison with A2 Dominion would take place regarding service users individual tenancy agreements.
- 9.3 If authority is given to dispose of the property the Council would use their legal power under S.123 Local Government Act to do this.
- 9.4 The Council has a duty to its vulnerable residents and to make provision for services and accommodation. The Council has discretion on how it delivers the services and accommodation required and the proposals are clearly within that discretion. Although the Council is not obliged to undertake a public consultation on the *Learning Disability Housing and Support Strategy* it is sensible, reasonable and prudent to do so.
- 9.5. Legal implications verified/completed by: Dermot Rayner - Senior Solicitor (Property) x 2715.

10. PLANNING ISSUES

- 10.1 The property provides special needs housing, so would fall within Use Class C2 - ‘Residential Institutions’. The site is located in the Coningham and Lime Grove Conservation Area and within Flood Risk Zones 2 and 3. The site has a public transport accessibility level of 6a, benefiting from excellent public transport.
- 10.2 Local planning policy seeks to protect housing for people who need care and support, and supports planning applications for new special needs housing, where there is a local need.
- 10.3 If a planning application to change the use from special needs housing to general housing were to be submitted it would need to be demonstrated that there is no longer a need for this type of accommodation, or that the current facility is unfit for purpose, or that the housing would be replaced elsewhere.
- 10.4 A planning application for a change of use would, in this case, need to be supported by evidence for officers to consider, including details of a suitable replacement facility that is proposed to be provided at 33 Boscombe Road and/or an alternative location within the borough.
- 10.5 Subject to the above, given the property, its location and surrounding uses, the principle of general residential use would not be unacceptable. The quality of

the proposed residential accommodation would need to be assessed against guidance on residential quality set out in The London Plan and the Council's Core Strategy, Development Management Local Plan and Planning Guidance Supplementary Planning Guidance.

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1 The property at 87 Lime Grove was valued at £550,000 to £600,000 with existing C2 planning use in July 2013. If planning consent for residential use was achieved the property is likely to have a value of £1m to £1.1 m.
- 11.2 Any proposed changes as a result of further review and the consultation exercise will be detailed in a future report, which will include any further financial implications
- 11.3 The Community Capacity Grant allocation for 2013/14 could be used to meet the £40K capital expenditure. The proposals above meet the reform and efficiency criteria required to use this grant.
- 11.4. Finance Implications verified/completed by: Jade Cheung - Finance Manager – Capital x 3374

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

- 12.1 87 Lime Grove is held by TTS. Annual expenditure on this property is negligible but there would be a loss of rental income of £2,600 PA.
- 12.2 It is Council policy to use surplus capital receipts for debt reduction purposes.
- 12.3 The Community Capacity Grant allocation for 2013/14 could be used to meet the £40K capital expenditure. The actual grant has not been received yet by the Council but is due in August 2013, and any terms and conditions must be met. The Department of Health allocates the Community Capacity Grant to local authorities, providing capital funding to support development in three key areas: personalisation, reform and efficiency. The grant must be spent on these areas.

13. CONCLUSION

- 13.1 This report seeks permission to vacate and dispose of the building at 87 Lime Grove and move the service users to a more suitable property. It also seeks permission prior to disposal to support an application for change of use from Special Needs Housing to Residential Housing.

13.2 The report and proposal forms part of the Wider *Learning Disability Housing and Support Strategy* agreed by Cabinet in July 2013. As such it proposes that the funds from the Community Capacity Grant be used to bring some existing Learning Disability property up to required standards. It proposed that the Council use the Community Capacity Grant to fund the costs of a short programme of building works up to a value of £15k to ensure the replacement building at 33 Boscombe Road is fit for purpose. It is proposed a further £25k of funding from the Community Capacity Grant be used to fund improvement to fire safety at 17 Rivercourt Road to make the Council's Learning Disability Short Breaks service compliant with recent Health and Safety Audit recommendations.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None		

Appendices:

1. **Learning Disability Accommodation and Support Strategy**
2. **Plans - 87 Lime Grove W12**
3. **ASC Health and Safety EMT Report – Q1 13/14**

**HAMMERSMITH AND FULHAM
ACCOMMODATION AND SUPPORT STRATEGY FOR PEOPLE WITH
LEARNING DISABILITIES
2013- 2016**

CONTENTS

	SECTION	PAGE
Executive summary	1	2
Summary of key priorities	2	3
Vision for housing and support	3	4
Summary of key actions	4	4
Costs of housing and support	5	5
Framework for development and implementation	6	6
Appendix 1 Delivering housing options	7	7
Appendix 2 Background to the strategy		
1. National picture		
2. Local drivers for change and improvement		
3. Housing and support for people with challenging needs	8	12
4. What are people saying about their housing and support		
Appendix 3. Housing needs analysis		
1. Where people live		
2. Housing need and demand		
3. Housing supply	9	17
4. Supporting people in their own homes		
5. Gaps in housing provision		

1. EXECUTIVE SUMMARY

- 1.1 This strategy outlines the Council's vision and plan to improve the quality, quantity and choice of local housing and support options for people with learning disabilities in Hammersmith & Fulham. This will include provision that is funded by both health and social care.
- 1.2 Through the implementation of the strategy the Council will use assets more effectively to meet emerging demands and deliver service models that make best use of assets and revenue budgets. This is in line with the Council's Corporate Asset Management Plan which aims to re-invest from buildings that are no longer fit for purpose to create new facilities which will better meet local needs.
- 1.3 There is a need to remodel learning disability housing and support services in the borough. There is an over reliance on residential (registered) care models and insufficient supply and range of housing and support providers; and models of service; to offer real choice in meeting the needs of people with learning disabilities in the borough, particularly those with challenging needs. This has meant that many people with learning disabilities have had to be placed in out of borough high cost residential care placements. Appendix 2 contains more detail on the background to this strategy in terms of the local drivers for change and improvement.
- 1.4 A key objective is to replace out of borough high cost residential care services with local supported housing models that deliver better outcomes for people with learning disabilities in terms of promoting independence, increased choice and control, and value for money.
- 1.5 To meet the growth in need and numbers of people with learning disabilities in the borough new housing developments will be needed as well as a programme of remodelling existing accommodation services. There is a shortage of supply of high quality specialist housing provision in the borough to meet current and future complex health, social care and physical needs. Through the delivery of new and re modelled in-borough housing and support options for people, the Council aims to provide access to a range of quality local housing provision avoiding the need for out of borough expensive residential care provision.
- 1.6 A housing needs analysis has been undertaken. Further detail of this can be found in Appendix 3 of this Strategy. This has identified that over the next 3 years approximately 86 people will need to be found alternative specialist housing in the borough. This analysis is based on local demographic and needs information and includes people both inside and outside of the borough who need to be re provided into alternative housing that better meets their needs, and the increasing demand from numbers of people in transition from Children's to Adult services and people living with older carers. To meet this housing need the Council will work with existing housing providers to re provide and re model some existing provision and re invest capital from current Council housing stock that does not meet the future needs into 24 specially designed housing units for people with autism, challenging needs and physical disabilities.
- 1.7 The purpose of this local strategy is to set out what will be done in Hammersmith and Fulham to ensure that these gaps in housing and support services are addressed over the next three years. It is recognised that developing quality housing and support will require a number of different approaches and cannot solely rely upon access to scarce Council housing provision alone. It will require working with all sectors of the housing

Hammersmith and Fulham Learning Disability Accommodation and Support Strategy

market including the private rented sector as well as registered social landlords to identify opportunities for investment into existing; as well as new; housing developments.

- 1.8 The strategy includes an action plan for the first year of implementation, setting out how the objectives will be achieved. This strategy will be supported by a dedicated programme to deliver the overall objectives.

2. SUMMARY OF KEY PRIORITIES

- 2.1 The actions to implement this strategy are detailed in the delivery plan at Appendix 1 of this document. Appendix 2 details the background to what factors have informed these priorities in terms of policy, the views of people with learning disabilities, and local challenges. Appendix 3 contains the housing needs analysis that has also informed the key actions that need to be taken.

- 2.2 The following is a summary of the key priorities that will be delivered over the next three years :

- We will meet the demand in growth in needs and numbers of people with learning disabilities requiring specialist housing and support, with new and remodelled housing developments in the borough. This will both avoid people being placed in out of borough expensive residential care placements and provide alternative provision in borough for people who are currently placed outside. This will be achieved by working with private sector landlords as well as Registered Social Landlords to identify an increased number and range of accessible local housing.
- It is acknowledged that the quality of some of the existing local housing provision is not fit for the future in terms of meeting the longer term specialist and mobility needs of an ageing local population and young people with physical and complex needs coming into adult services. In line with the Council's Corporate Asset Management Plan a review of current housing stock will be undertaken and opportunities for capital re investment will be identified from some existing Council buildings which are not providing quality housing. This will provide local additional specialist housing developments for people with complex, challenging needs.
- Further opportunities will be explored to access existing and future extra care and sheltered housing provision in the borough which would provide an appropriate model of housing and support for people with learning disabilities who themselves may be older.
- To fill the gaps in the range and type of local accommodation, particularly in the provision of 'cluster' housing provision which could provide shared and peer support. A local Shared Lives scheme could provide a flexible local short breaks alternative to residential care . This option will be explored further.
- Avenues for attracting additional capital into local housing investment programmes will be explored such as the Mayor's Specialist Housing Fund.
- The existing pathways into and through mainstream housing and support will be reviewed to ensure that people have the opportunity to access more independent supported and mainstream housing tenancies.
- Future models of accommodation will be based on promoting independence through tenancy arrangements , flexible personalised support and access to community activities and supported employment opportunities. Current local residential care

Hammersmith and Fulham Learning Disability Accommodation and Support Strategy

provision will be re modelled where appropriate into housing with supported tenancies.

- People placed out of the borough will be given the opportunity to return through the provision of new and re modelled local services for people with complex and challenging needs.
- Effective, timely planning with people who are living with older carers and those who are moving from Children's and Adult Services will be delivered to ensure that future housing needs are identified and that people have access to good housing advice and information.
- The future development and implementation of this strategy will involve people with learning disabilities and their families/ carers and will be driven and monitored through the work of the Housing Sub Group reporting to the Learning Disability Partnership Board.

3. VISION FOR HOUSING AND SUPPORT

3.1 The delivery of this Strategy is based on the following key outcomes:

- That people with learning disabilities experience more choice and control in the range, quality and supply of local supported housing available as an alternative to out of borough residential care
- Housing and support services will maximise the opportunities for all people with learning disabilities to live ordinary lives in the community, in their own home , including people with autism, complex and challenging needs. People will only be accommodated within NHS and independent health resources if this is deemed necessary.
- Improved pathways into and through housing will offer independent 'move on' options to people who have gained skills and confidence and increased access to supported employment and other community activities.
- People will have access to new and improved high quality housing and support services that are fit for the future, providing flexible provision that meets people's longer term access needs .

4. SUMMARY OF KEY ACTIONS

4.1 The following is a summary of the key actions that will be taken in the first year of the implementation of the Strategy to deliver the above priorities and overall vision .

- We will work with Yarrow Housing one of the main in borough residential care providers to re model 7 residential care homes to supported living.
- Make decisions on the best options for expanding the use of the private rented sector through brokering longer term lease arrangements with landlords.
- Look to appropriately reinvest Council assets into new and refurbished local housing developments to meet the longer term housing needs of people with challenging behaviour, autism and physical disabilities.
- Identify possible sites, develop a design brief and business plan for the estimated 24 units of additional specialist housing required to meet increased housing needs.
- Review the process for referrals into and out of general needs supported housing

Hammersmith and Fulham Learning Disability Accommodation and Support Strategy

- Develop housing models within ‘clusters’ with access to a network of shared community support with links to employment, training and community activities .
- Existing local accommodation and housing provision will be reviewed to ensure that it is fit for purpose to meet changing needs.
- The access to existing extra care housing will be reviewed with the identification of joint scheme development opportunities with older person’s services.
- Develop options for a shared lives scheme in the borough for the provision of short breaks.
- Review the current contracts for accommodation and support across the Tri borough and identify any joint synergies for development.
- Review existing contracts with providers to move towards a core and flexi model of support
- Work with existing local housing and support providers to re model and refurbish provision where possible/appropriate to better meet the specialist needs of people with high level and challenging needs .
- To identify opportunities for bids for external capital funding , to help develop new specialist supported housing projects

5. COSTS OF HOUSING AND SUPPORT

5.1 To deliver the above vision and priorities will require both capital and revenue funding streams. Crucial to any housing developments is the need for the Council to make the best use of its assets and ensure longer term financial viability. Adult Social Care currently funds a number of people in residential care and supported living placements . More detail on the numbers of people living in different models of housing can be found in Appendix 3 which details housing supply.

5.2 Currently there are:

- **186** people living in registered care; **146** (78%) of these placements are funded by the Local Authority; **40** (22%) funded by NHS
- Of the 186 placements, **119** (64%) the greater number fall out of borough (with 95% of the 40 NHS funded placements falling out of borough).

Of the 170 residential care placements, about 70 are outside of Greater London (ie outside of the M25); 30 of which are beyond the Home Counties area (eg Wales, Lincolnshire, Darlington

Table 5: Number and Proportion of In/Out borough placements against funding source

Funding	Number			%	
	Out Borough	In Borough	Total	Out Borough	In Borough
LA	81	65	146	55%	45%
PCT	38	2	40	95%	5%
Grand Total	119	67	186	64%	36%

5.3 Within recent years fewer residential care placements are being made but they are increasingly for people with challenging needs at an increasing cost. Whilst the average cost of residential care is about £1,200 per week the average cost of a placement for person with complex needs in out of borough residential placements is in the region of £1,752 per week.

Hammersmith and Fulham Learning Disability Accommodation and Support Strategy

- 5.4 Calculating the costs associated with supported living schemes in comparison to residential care is not straightforward. Costs vary greatly depending on the needs of the person and the package of care required to meet those needs. Generally, the supported living package is cheaper as the rental stream is paid for by the person themselves, often through housing benefit, whereas in residential care the Council is paying the housing as well as the support and care costs.
- 5.5 Westminster and RBKC have successfully developed local supported living arrangements for people with complex needs. Drawing on comparisons with their costs and design requirements we can make some assumptions on the costs of residential care compared with models of supported living which identifies that the average cost of supported housing can be 10% lower than residential care.
- 5.6 The capital costs of developing new extra care/supported living schemes are enormously varied and will be influenced by land costs, site constraints and particular design features. The basic capital finance for most Extra Care Housing schemes, at least where there is a large social rental element, are in the main Social Housing Grant, Department of Health Grant (to Social Services Authorities), private finance in the form of a mortgage (or similar loan mechanism) and contribution of land and/or buildings from one of the partners involved in the development.

6. FRAMEWORK FOR DEVELOPMENT AND IMPLEMENTATION

It is important to note that this is an initial draft Strategy which will be subject to further development work and consultation with people with learning disabilities and their carers through the Housing Sub Group which reports to the Learning Disability Partnership Board.

The overarching principles and priorities within the Strategy and Implementation plan will be subject to review following the consultation before its final sign off and implementation.

It is important that carers and people with learning disabilities are involved in the implementation of the Strategy as well as its development. In this respect the ongoing review and monitoring of its delivery will be through the Project Implementation Board, and the Learning Disability Housing Sub Group.

7. APPENDIX 1. DELIVERING HOUSING OPTIONS

The following Implementation Plan sets out the actions that will be taken to deliver the outcomes of this Strategy in 2013 to 2014. It is acknowledged that this Plan can only be implemented on the basis of good partnership working with service users and carers and joint commitment and co-operation between council departments and other external housing and support agencies.

Outcome 1 - Greater Choice and Control:

People with learning disabilities experience more choice and control in the range, quality and supply of local supported housing available as an alternative to out of borough residential care

Aim	How	Target	By whom	By when
There is increased choice and range of local supported housing available as an alternative to out of borough residential care	To work with Yarrow Housing and other local residential care providers to re model services where appropriate as supported living. This will enable people to live more independently in their own homes through tenancy with support arrangements.	Re model 7 residential care homes to supported living	Francesca Gasparro-ASC Commissioning /LD Community team	April 2014.
	To consider developing a wider range of supported housing models including 'housing networks' or 'clusters' where people have access to their own accommodation within a wider network of community support	Explore viability and options for housing network developments	Francesca Gasparro-ASC Commissioning /LD Community team	Nov 2013
That people have more choice and control over their housing options and the support that they receive.	Models of supported housing will be delivered through the use of personal budgets to enable choice of support from a range of providers. Flexible individual hours of support will enable people to have more choice in the type	Review existing contracts with providers to move towards a core and flexi model of	Francesca Gasparro-ASC Commissioning	Dec.2013

	of support and who provides it.	support.		
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Outcome 2 – Access to your own home

Housing and support services will maximise the opportunities for all people with learning disabilities to live ordinary lives in the community, in their own home , including people with autism and complex and challenging needs. People will only be accommodated within NHS and independent health resources if this deemed necessary.

Aim	How	Targets	By whom	By when
To increase the volume and quality of specialist housing and support provision available in the borough to provide for the increasing numbers and needs of people with learning disabilities, autism and challenging needs.	To work with existing local housing and support providers to re model provision where appropriate to better meet the specialist needs of people with challenging needs and autism.	To review current local residential care and supported housing provision and provide recommendations for any re model or re commissioning arrangements.	Francesca Gasparro-ASC Commissioning /Christine Baker- Provider Services	April 2014.
	To review all people living in NHS and independent health resources and if appropriate, offer alternative supported accommodation in the borough		Learning Disability Community Team	
	To identify Council property assets for re investment opportunities to either refurbish or build new properties that would better meet the needs of people who require specialist housing		Identify possible sites, design brief, and business plan for 24 units of additional specialist housing.	Pauline Mason- Service Development/Planning Dept

Outcome 3 - Promoting independence

Improved pathways into and through housing will offer independent 'move on' options to people who have gained skills and confidence and increased access to supported employment and other community activities.

Aim	How	Targets	By whom	By when
Continue to review and strengthen systems to ensure people have access to information and support on available housing options	<p>To review the pathway's into general needs housing provision to ensure that the PATHS post is working effectively and that people are provided with timely effective information and advice about the range of housing options available.</p> <p>To ensure that people have access to mainstream housing by the effective identification of those who wish to move on from home or are ready for a more independent model of support</p>	Review the process for referrals into and out of general needs supported housing	Lucy Baker PATHS/Julia Copeland - ASC Commissioning	Feb 2014.
New housing options promote community links and social inclusion	That any new housing is developed within models of community hubs or clusters with support and links to employment, training and community activities.	Specification and design brief agreed.	Pauline Baker/Hannah Carmichael	Dec 2013.

Outcome 4 –Housing that is fit for the future

People will have access to improved high quality housing and support services that are fit for the future, providing flexible provision that meets people’s longer term access needs .

Aim	How	Targets	By whom	By when
Identify development opportunities to increase the availability and quality of current housing stock to meet the changing needs and specialist requirements of the local learning disability population.	To consider joint commissioning opportunities across the Tri Borough to achieve the economies of scale and level of investment needed to develop the new housing provision required.	To review the current contracts for accommodation and support across the Tri borough and identify any joint synergies	Mary Dalton – Senior Commissioner Complex needs	November 2013.
	Joint working between housing, adult social care and other local authority departments and agencies, to deliver the strategy.			
	The existing accommodation and housing provision will be reviewed to ensure that it is fit for purpose to meet changing needs. Where accommodation is deemed not fit for purpose, to consult with service users and their carers to consider alternative accommodation.	To review current in borough housing provision.	Christine Baker Operational Manager Provider services /ASC Commissioning	June 2014
	To identify opportunities for bids for external capital funding , to develop new specialist supported housing projects	Re visit bid to the Mayor’s Specialist Housing Fund	Housing Options	April 2014.
	To investigate the opportunities for using the private rented housing market to increase access to available	To consider options of using independent sector housing brokers to put in place lease arrangements with	Fran Pitcher ASC Commissioning	December 2013.

	housing in the borough.	private sector rented landlords.		
To meet the growing housing demand of an ageing local population of people with learning disabilities	To work with older person's services and housing partners to identify both access to existing; and development of; joint enhanced Extra Care Supported Housing schemes to meet the needs of older LD population who may have additional dementia/physical disabilities.	Identify new joint scheme development opportunities.	Hannah Carmichael/Mary Dalton /Adult Commissioning	November 2013.
	To ensure that the use of assisted technology is fully utilised within existing and new developments so that people's independence is maximised	Review the access to and referrals into existing extra care housing	Francesca Gasparro Adult Commissioning	April 2014.
	Ensuring that families are involved in planning for the future and that agreed plans are in place for people when families are no longer able to care	Incorporate into review of local housing	LD Community Team /PATHS	
		Incorporate into review of housing pathways		

8. APPENDIX 2 – BACKGROUND TO THE STRATEGY

1. NATIONAL PICTURE

1.1 The Care and Support White Paper, published in July 2012, emphasises the importance of prevention and encourages Adult Social Care and Housing departments to work together to effectively meet the housing and care needs of disabled people. The White Paper acknowledges that existing supply of accessible specialist housing is limited and that investment in new housing options is required to meet rising demands.

1.2 The key findings from a recent report published by national Mencap – *'Housing for people with a learning disability'*¹ found that :

- The demand for services is set to rise steeply. In 2011, there was a 3% increase in the number of people with a learning disability known to local authorities who needed housing with support. A further 5.7% increase is expected over the next two years.
- Nearly 20% of people with a learning disability known to local authorities live in accommodation that needs improvement.
- Most people with a learning disability who live with family and friends want greater independence, with around 70% wanting to change their current housing arrangements to achieve this.

The report also found that there were a growing number of national barriers that had to be overcome in order for people to access their own housing with support arrangements.

Resources: With growing demands on housing and support services, alongside reductions in local budgets, local authorities are finding it increasingly difficult to house people with a learning disability and support them to live independently.

Planning: A lack of support for planning for the future by individuals and families resulting in high-cost emergency housing solutions.

Complex needs: An overall lack of available appropriate local services and resources to people with high level needs.

Lack of housing: 61% of local authorities reported that they felt that local housing arrangements were not meeting the needs of people with a learning disability. This has led to long waiting lists, large numbers of people living far away from family and friends, and a high number of people living in arrangements that do not promote independent living

Welfare Reform Act 2012, will change the way many housing options are funded and the ability of local authorities to support independent living for people with a learning disability: Changes in the Act are likely to reduce the availability of benefits for those with low and moderate needs.

The new size criteria in social housing may force people to move or take a benefit cut if they have a spare room which could be used for their informal care and support arrangements. The tightening of Local Housing Allowance will make it harder for people

¹ Housing for people with a learning disability – Mencap 2013.

with a learning disability to access housing that adequately meets their needs and will reduce choice and control for individuals.

Within the above context modernising local and support housing services is a challenging agenda which will require working in partnership with a range of housing partners across the tri borough to look at shared needs and possible joint commissioning opportunities to ensure that services meet the holistic needs of the population.

2. LOCAL DRIVERS FOR CHANGE AND IMPROVEMENT

- 2.1 Increasing numbers of young people with a physical and learning disability are living into adulthood, and an aging population of service users with a learning disability combined with aging carers increase the need for accessible accommodation locally.
- 2.2 There is not sufficient provision for people with challenging behaviours, autism and people with physical needs in borough to meet the increasing need and numbers of younger people with very challenging behavior and increased need for specialist Autism provision.
- 2.3. This has led to a comparatively high number of people currently placed out of the borough in residential care and a lack of choice of suitable local alternatives. This is particularly true of people with complex needs who tend to be placed out of the borough. A good deal of the current housing stock is not fully accessible and not fit for purpose in the long term.
- 2.4 There needs to a broader range of supported housing options offering more choice of local provision and models of support.
- 2.5 The increase in demand for housing and support is at a time when local authorities need to use their resources efficiently with reduced expenditure. Alongside this, service standards are evolving rendering some buildings and services unfit for future demands. The Council aims to continue to deliver high quality services and will continue to review existing buildings and services to identify key areas for improvement.
- 2.6 Changes in the way day services are provided in the future will have an impact on residential care and supported housing providers with the need to deliver tailored made packages of support to enable access to community activities and deliver holistic packages of support.
- 2.7 The move to personal budgets will mean that residential care providers will need to re model the support delivered to enable a choice of support provider and housing options. Commissioner's and providers need to look at way services are currently costed and contracted to ensure that future models of provision are in line with the personalisation agenda and the further roll out of personal budgets.
- 2.8 Models of housing support need increasingly to be able to offer individual tailored support, but also be sustainable in the longer term by offering value for money through shared support and economies of scale .This challenge to providers and commissioners' will lead to some models of provision needing to re model to offer own individualized space , but within shared staffing and communal space.
- 2.9 A need to invest in Assisted Technology to enable people to live in their own homes as independently as possible, without an over reliance on support staff.
- 2.10 Greater choice of 'move on' housing options for people, to enable more people placed in residential care to be supported in less expensive more independent options.

- 2.11. In the light of the safeguarding issues raised in the serious case review into *Winterbourne view* , there is a need to look at commissioning more local solutions for people placed in out of borough independent sector hospital provision.
- 2.12 With the benefit changes, move to universal credit and changes in Housing Benefit there is the need to ensure that housing models are sustainable in terms of rental and benefit income and that they include opportunities for employment.
- 2.13 The development of new housing options will need to be in partnership with Health, Housing, Employment and Training and across the tri borough commissioning arrangements.
- 2.14 There is evidence to suggest that some existing models of housing and accommodation services are not providing best value, due to either the model of care or the comparative market cost.
- 2.15 The mapping of housing supply shows that LBH&F has a limited range of housing models available which offer people the opportunity to live independently in their own home whilst sharing support within a 'hub' or 'cluster' model.

3. HOUSING AND SUPPORT FOR PEOPLE WITH CHALLENGING NEEDS

- 3.1 In December 2012 the government published its final report into the events at Winterbourne View Hospital and set out a programme of action to transform services so that vulnerable people no longer live inappropriately in specialist NHS or independent sector hospitals and are cared for in line with best practice.
- 3.2 One of the key findings was that many people who were in hospital didn't need to be there, in terms of receiving assessment and treatment and many stayed for far too long beyond their assessed need. The report also exposes that the main reason given for referrals to hospitals was 'management of a crisis', which suggests an intrinsic lack of planning for crises or local responsive services for people with this type of support need.
- 3.3 The report and associate concordat has placed a number of key actions and deadlines on Local Authorities and Health partners. The key deliverable is the target date of the 1st June 2014 for people currently in specialist hospital provision to be repatriated into alternative local housing and support if following review the person has been assessed as no longer needing this provision.
- 3.4 The expectation is that each area will put in place a locally agreed joint plan for high quality care and support services for people of all ages with challenging behaviour.
- 3.5 In implementing these new local plans the concordat states that "*...the strong presumption will be in favour of supporting this with pooled budget arrangements with local commissioners offering justification where this is not done.*
- 3.6 This joint strategy and appended implementation plan addresses this need by identifying the specialist housing developments required over the next three years to meet the needs of people with complex and challenging needs who are in out of borough residential placements and independent hospital provision who would benefit from moving back locally.
- 3.7 **Model of support**

New local housing developments for people with challenging needs will be based on national models of good practice in terms of providing high quality self contained housing provision within a cluster arrangement, which would provide on site 24 hr support, sharing a staff support team, sleeping in, and waking night staff if required providing a safe independent living environment. Any new housing and support schemes would be provided on the basis of a “core” and “flexi” contracted service which would provide the varied amount of staffing hours needed to meet a range of individual needs . A core level of accommodation based staffing would be provided with the ability to purchase additional hours of support thereby individualising and personalising support packages.

4. WHAT ARE PEOPLE SAYING ABOUT THEIR HOUSING AND SUPPORT

4.1 The development of this Strategy has taken into account what people with learning disabilities have said about their current housing and support through representative housing sub groups and meetings . The following is some of the feedback people have given when consulted about their housing needs and current situation. The actions needed to address the issues that have been raised below are included in the Improvement Plan as part of this Strategy. There will be further wider consultation with families and people with learning disabilities on the development of this draft strategy before it is agreed. It is also important that carers and people with learning disabilities are involved in monitoring its implementation. The framework for further development and monitoring is included in the section below and the actions in the Implementation Plan.

- *Sometimes I get lonely*

Some people who live on their own feel isolated and the quality of their lives and ability to maintain their own home and independence could benefit from more peer and shared support within a close housing network. This model of locality based housing would allow the person to live independently but in close proximity to others, with the option of support.

- *The Council can do more to help people be independent*

It is important to make sure that there is a range of housing options available in the borough, to ensure that housing and support is provided to enable people to move on to different models of support as they become more independent or require more support due to changing needs.

- *I worry about getting older and not having the right place to live*

Having good planning structures in place to work with people and their families for when people become older is clearly important to ensure that the right housing and support is available

- *Why aren't there many places for people who need wheelchairs*

It is acknowledged within this Strategy that more housing and accommodation for people with learning disabilities who also have mobility needs should be developed locally and this is included in the Implementation plan.

- *I cannot get information about housing*

Hammersmith and Fulham Learning Disability Accommodation and Support Strategy Draft v 1

Providing information and advice about Housing is part of the work of the Housing Advice Worker who is part of the PATH's (Prevention and Advice to Homeless Single Person's) service based in Housing. This service is being reviewed over the coming year to ensure that it is providing timely, effective, advice to people who need it .

- *I worry about being safe*

Unfortunately people with learning disabilities can be victims of hate crime and are often vulnerable and open to exploitation from other people in the community.

It is acknowledged that this feedback is from a representative number of people and that a wider Housing Survey for residents and families of people with learning disabilities would need to be undertaken to get a wider range of views and needs

9. APPENDIX 3 HOUSING NEEDS ANALYSIS

1. WHERE PEOPLE LIVE

1.1 Accommodation is delivered across a range of building types often by a range of sources. These housing and accommodation types deliver services across the spectrum of care needs from highest needs in residential and nursing care through to independent living in mainstream housing. In Hammersmith and Fulham these models of housing are :

- a. Residential and nursing care
- b. Supported Housing
- c. Generic and mainstream housing

1.2 **There are 460 adults with learning disabilities currently receiving services from the local authority Adult Social Care Department.** Accommodation for this group breaks down as follows.

- **28** adults with learning disabilities in supported housing funded or part funded through the Supporting People budget .
 - **28** people living in other learning disability ' general needs' properties
 - **45** people living in the community with other tenancies
 - **173** people living with parents / family
 - **186** people are living in residential / nursing care services.
 - **0** people are living in adult placement services.
- This is a total of 460 individuals

- **38%** are living at home with their families
- **41%** people currently live in residential or nursing care services, funded by the Council or by the Primary Care Trust. The majority of these (170 individuals) are living in residential care
- Of those the majority (119 people) are placed in residential care homes out of the borough
- **146** (78%) of these placements are funded by the Local Authority; **40** (22%) funded by NHS
- **21%** have a tenancy of some sort (eg supported housing / general needs housing).

1.3 This compares with national figures

- **50-55%** of the population of adults with learning disabilities live with families
- **30%** of people with learning disabilities live in residential (registered) care
- **15%** of people with learning disabilities have a secure long-term tenancy or own their own home.

1.4 Residential and nursing care

Hammersmith and Fulham Learning Disability Accommodation and Support Strategy Draft v 1

A residential care or nursing home includes both the provision of accommodation and care with on site care being available 24 hours per day. People living in nursing or residential care services are outside the mainstream housing market, i.e. there is no formal security of tenure within a residential care home, such as a tenancy agreement.

1.5. Supported Living

Supported housing is typically accommodation where an individual has a tenancy agreement with the landlord of the property. Care and support is provided to an individual in their home either by the landlord or by another organisation(s). This includes self-contained housing and shared housing. It could also include extra care housing.

1.6 . Living at Home

In Hammersmith and Fulham, the learning disability team holds some information about where people live; their records indicate that 173 people with a learning disability who are known to services, were living in the family home in August 2012. It should be noted that there will be more people with learning disability who are living at home who are not known to adult social care services.

We also know that in August 2012, 128 individuals with a learning disability were receiving some form of community based services (for example domiciliary care, a direct payment or day care services.); and 32 adults with a learning disability were using a floating support service.

1,7 The following is a summary table of where people are living.

252 people live in mainstream accommodation (eg tenancy, or with family)															
186 people live in registered care 170 people in residential care 16 people in nursing care															
16 people live in other unsettled accommodation 5 in temporary accommodation 1 in a prison / young offender / detention centre setting 10 staying with friends and family as short term guest															
	<table border="1"> <thead> <tr> <th>Type Mainstream Accommodation</th> <th>No.</th> </tr> </thead> <tbody> <tr> <td>Living with family / friends</td> <td>154</td> </tr> <tr> <td>Tenancy (LA, ALMO, RSL, HA)</td> <td>69</td> </tr> <tr> <td>Owner Occupiers</td> <td>10</td> </tr> <tr> <td>Private tenancies</td> <td>2</td> </tr> <tr> <td>Sheltered / extra care</td> <td>5</td> </tr> <tr> <td>Total living in mainstream accom</td> <td>252</td> </tr> </tbody> </table>	Type Mainstream Accommodation	No.	Living with family / friends	154	Tenancy (LA, ALMO, RSL, HA)	69	Owner Occupiers	10	Private tenancies	2	Sheltered / extra care	5	Total living in mainstream accom	252
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	<p>Of these:</p> <ul style="list-style-type: none"> • 32 people are using floating support services • 28 people are in supported housing schemes • 128 people have a community based care package, eg home care 														

2. HOUSING NEED AND DEMAND

It is important to be clear about the current and future accommodation needs of the local population of people with learning disabilities as well as the number of people who will require housing in the medium to long term; in view of the changing demographics and the increasingly

complex needs of people with learning disability in H&F. This will inform the type of housing that will be needed.

2.1. Demographic trends and demand

To plan strategically it is necessary to have an accurate and realistic picture of the need and demand for housing over the next 5 – 10 years. This information has been drawn from a range of sources including the national context and local demographic and housing needs information held by Adult Social care.

National data

A report has been published by Improving Health and Lives; Learning Disability Observatory sponsored by the Department of Health on the future need for adult social care among people with learning disabilities in England for the period 2011-2030.² It is an update of previous estimates published in 2008 for the period 2009-2026 which has been updated in light of more recent data.

The key findings of the report are:

- The average annual growth rate in terms of need for social care services for adults with learning disabilities will be 3.2% up to 2030. This is not the growth in population but the growth in people meeting the threshold for eligibility for adult social care services.
- It is predicted that 24.4% of those people will have mild/moderate learning disabilities, 55.3% will have severe learning disabilities and 20.3% profound and multiple disabilities
- Approximately 25% of new entrants to adult social care with learning disabilities will belong to minority ethnic communities;
- Substantial increases in the percentage of older people with learning disabilities (whose parents are likely to have died or be very frail). By 2030 there will be a 14% increase in the number of adults aged 50+ using social care services and the number of adults aged 70+ will more than double.

2.2 Local Adult Population Data.

Predicted	<p>According to the above Emerson & Hatton work; and the PANSI (Projecting Adult Needs and Service system), there are:</p> <ul style="list-style-type: none"> • 3,394 people aged 18+ predicted to have LD in H&F • 724 of these are predicted to have moderate or severe LD
Actual	<ul style="list-style-type: none"> • 460 adults with learning disabilities (aged 18+) are known to the Hammersmith and Fulham community learning disability team, in terms of receiving services as at August 2012. • 715 people (aged 18+) are recorded on the adult social care

² Estimating Future Need for Social Care among Adults with Learning Disabilities in England: An Update - Eric Emerson & Chris Hatton

	<p>database as having a 'learning disability'. This includes people who were not eligible for services after assessment</p> <ul style="list-style-type: none">• 337 people have made their learning disability known to a GP inside Hammersmith and Fulham. This includes people who are registered with a H&F GP but live outside of the borough. This may also include people who are ineligible for adult social care. There will also be people with a learning disability living in Hammersmith and Fulham who are registered with a GP outside of the borough.
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2.3. Profile of need

The adult social care database is not comprehensive regarding the type of learning disability people have

- Records indicate that of the 715 people listed as having a learning disability on the adult social care database, 540 (76%) of people have a general learning disability. 60 (8%) have autism; 20 (3%) have sensory problems; 11 (2%) have cerebral palsy; 9 (1%) have physical mobility problems including MD, MS and amputees; 7 (1%) have epilepsy; and a further 64 (9%) have 'other' learning disabilities

The following is approximate information on people aged 18+ who are known to services. Note that people may have multiple needs (eg PMLD and autism) therefore numbers may overlap:

- Approximately **80** people aged 18+ have behaviours that challenge. The majority of these are under 35 years old. (PANSI projects that there are 55 people living in H&F aged 18-64 who have challenging behaviours).
- Around **50** people aged 18+ have been diagnosed with autistic spectrum disorder; and a further 50 people have autistic traits. (PANSI predicts that there are 1,272 people aged 18-64 who have autistic spectrum disorders, living in H&F, more than 90% of whom are predicted to be male.)
- Around **50** people aged 18+ have profound and multiple learning disabilities (PMLD). About 70-75% of these (around 40 people) have physical mobility problems
- **6** people have both Down's Syndrome and dementia. (PANSI predicts that **4** people aged 45-64 are predicted to have both Down's syndrome and dementia; it also predicts that there are **77** people aged 18-64 who Down's Syndrome.)
- **21** people with learning disability also receive CPA (Care Programme Approach) mental health support

Gender: More males than females are using LD services, though the proportion of males decreases with age

Ethnicity: **105** (23%) of those aged 18+ who are using services, are from Black and Minority Ethnic Groups. Of those known to (but not necessarily using) services, 60% of those aged 18+ are White; 20% are Black; 5% are Asian or Asian British; 5% are from Mixed / Multiple Groups; 2% are from Other Ethnic Groups (while 7% are not recorded)

2.4. Young adults reaching 18 years old between 2012-2016

There are increasing numbers of young people with very complex needs, including physical disabilities coming through from Children’s to Adults Services year on year. Below is a profile of need of people aged 14-17 years old who are known to Children’s services

14- 17 year olds Needs Profile:

- **8** people are thought to have behaviours that challenge
- **12** currently require 1:1 support in class
- **2** people have PMLD (2 of whom are wheelchair users)
- **4** people in total are wheelchair users
- **7** people have been diagnosed with autistic spectrum disorder

Around **20** people per year transition from Children’s into Adult services (ie become eligible for adult services) and most of these will have complex needs. A lack of good quality, suitable accommodation in borough can result in these young people being placed in residential schools located outside of the borough often at a very high cost.

2.5. Analysis future housing need

A detailed current and future housing needs analysis has been undertaken which has identified that there is an estimated demand for accommodation for 86 people with learning disabilities over the next three years. This analysis has been based on information on the numbers and needs of people coming through from Children’s to Adults services, the numbers of people who are getting older who are living with aging carers and people who are living both inside and outside of the borough who need to be appropriately re housed locally.

Table 1: LD Housing Need 2013/14 – 2016-17

PEOPLE CURRENTLY INSIDE THE BOROUGH NEEDING ACCOMMODATION	
OLDER ADULTS (50+)	37
ADULTS 18-50 YRS OLD	18
YOUNG PEOPLE IN TRANSITION 14-17 YRS OLD	17
SUB/GRAND TOTAL	72
CURRENTLY OUTSIDE OF THE BOROUGH NEEDING ACCOMMODATION IN BOROUGH	
ADULTS 18-50 YRS OLD	5
YOUNG PEOPLE IN TRANSITION 14-17 YEAR OLDS	9
SUB/GRAND TOTAL	14
TOTAL	86

It is important to acknowledge that the above housing needs analysis is focused on people who are currently or likely to be known to adult social care and will therefore meet the Fair Access to Care Services criteria. There is a much wider community of people with a Learning Disability who may need access to mainstream housing or low level support housing schemes to ensure they do not become vulnerable and that they also have access to community activities and employment and education opportunities.

3. HOUSING SUPPLY

3.1 Residential care in the borough

The residential care market in Hammersmith and Fulham for adults with learning disabilities consists of 12 residential care homes (CQC, October 2012) providing 65 bed spaces; 1

residential respite unit (Rivercourt Project – short breaks – 6 beds) and 3 care homes with nursing. These are clustered mainly in the north of the borough.

65 bed spaces are provided in the 12 in borough residential care homes as follows:

- 43 bed spaces are provided in nine homes under contract with Yarrow Housing. These range from 3 - 6 bedroom houses with shared communal facilities.
- 6 bed spaces are provided in one home (Coverdale Road) which is operated by the Council.
- 19 bed spaces are provided in two homes under spot purchase arrangements with Yarrow Housing and Cambus Lodge.

3.2 Supported Living

Supported housing is typically accommodation where an individual has a tenancy agreement with the landlord of the property. Care and support is provided to an individual in their home either by the landlord or by another organisation(s). This includes self-contained housing and shared housing. It could also include extra care housing. Individuals have a tenancy agreement within supported housing.

Much of the supported housing available to people with learning disabilities in Hammersmith and Fulham is funded or part funded by the Supporting People budget.

There are a total of 28 units of housing available across 7 supported housing schemes.

This includes 4 accommodation based schemes directly provided by the Council

In addition to these supported housing units, Hammersmith and Fulham has also ring-fenced some other flats for the use of people with learning disabilities in the borough. These used to be supported accommodation but in 2007, the support was decoupled so that the people living there now have a tenancy with the landlord of the property and live independently or only receive floating support services. There are 24 self contained general needs housing units; 20 are 1 bedroom self contained units and 4 are 2 bedroom units; giving a total capacity of 28 bed spaces

3.3 Local Housing Supply

The following is a summary table of the existing local housing and support

Type Mainstream Accommodation	No schemes	No units
In borough residential care homes	12	65
Supported housing schemes	7	28
Self contained general needs housing	24	28
Sheltered / extra care	n/a	5
Total	43	126

Historically very few vacancies occur within the Borough’s housing provision.

3.4 Quality of housing provision

Local demographic data indicates that both the numbers and needs of people with learning disabilities are increasing with people coming through transitions and living with older carers who have high level care needs requiring specialist accommodation. The quality of existing housing within the borough to meet those needs could be improved with some schemes not providing accommodation which is fit for the future in terms of meeting people's changing mobility and access needs and the needs of the wider learning disability community.

There is a need to review all the current housing and accommodation in the borough with a view to working with housing providers to either re provide or re furnish existing housing where it is not meeting people's existing or future specialist or mobility needs.

4. SUPPORTING PEOPLE IN THEIR OWN HOMES

A number of services are currently provided that support people to access and maintain their own homes in the community

4.1 **Housing Support Advisor .**

This is a service based in LBH&F Housing Department (PATHS Team) which provides people with learning disabilities support and advice to identify appropriate housing options to both prevent and resolve homelessness. They work to ensure that people have appropriate access to mainstream housing through the Council's Housing Register and to available supported housing within the borough.

4.2 **Floating Support**

This is funded by Supported People Budget and provides housing related hours of support to help people to maintain their mainstream housing tenancies. These hours are flexible and can be changed around the individuals needs . They are provided to support about 32 people who are living in mainstream housing tenancies.

4.3 **Accommodation based support**

There are hours of support which are also provided to people within their own housing tenancies and is funded through the Supporting People Budget within Adult Social Care. The difference is that these hours are attached to a particular scheme or housing development as opposed to the individual within their tenancy. As detailed above these housing schemes are referred to as supported living schemes and there are 28 units of housing available across 7 housing schemes. The Council directly provides a community support service to 4 of those housing schemes and the remaining housing schemes are funded through contracts with independent providers from the Supporting People Budget .

5. GAPS IN HOUSING PROVISION

5.1 In looking at the housing need and accommodation available locally it appears that there is both a shortage and lack of range of housing and support models that should be considered for future development.

5.2 **Supported Living schemes.** The numbers of people who could access their own home with support is likely to increase if there was the provision of more flexible support that could be provided across housing units that were within a network or cluster. Loneliness is highlighted as a key issue for people in the borough and small scale

clusters or networks of self contained flats offers people an opportunity for mutual support, community engagement, as well as sharing floating support.. This would reduce social isolation and potentially offer greater independence to a broader range of people who require a range of support. The level of support can be tailored to the individuals needs and offer people with higher level needs a more accommodation based intensive service.

5.3 **Shared Lives Schemes.** This service does not currently operate in LBH&F but has worked well in other boroughs in terms of providing an alternative flexible short breaks service to residential care.

5.4 **Extra Care housing.**

The term 'extra care' housing (ECH) is used to describe developments that comprise self-contained homes with design features and support services available to enable self-care and independent living with 24 hour on-site care available. It was developed primarily for older people, but these types of schemes are also increasingly being developed for people with learning disabilities and enhanced extra care provision could provide the additional accommodation needed for older people with a learning disability/dementia/physical disabilities

5.5. **New housing developments**

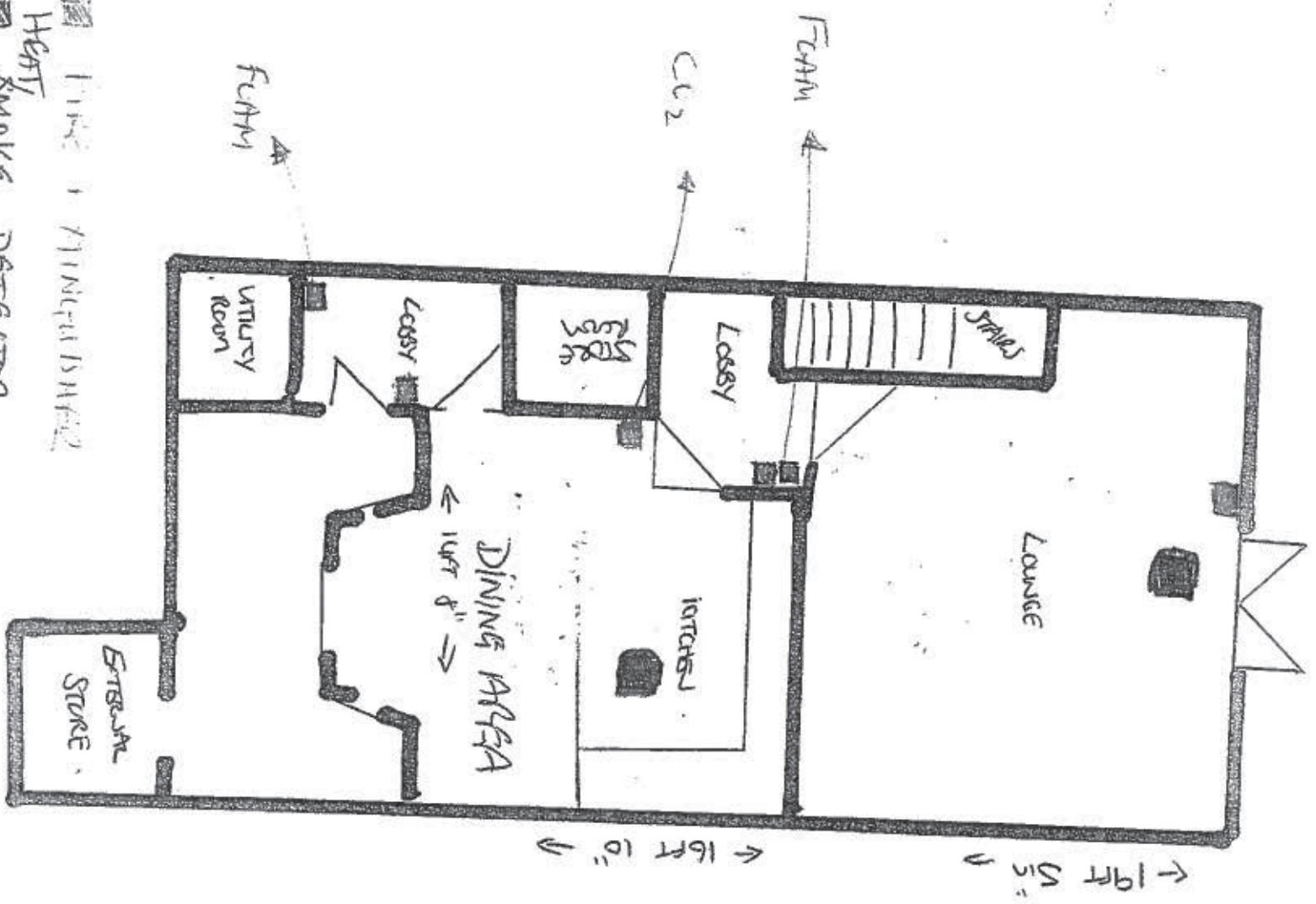
In addition to reviewing and re providing some of the existing accommodation which may not be fit for purpose in terms of meeting future needs there is also insufficient housing capacity within the Borough to meet the increasing numbers of people who require specialist provision. This is demonstrated in the numbers of people who are placed out of borough in residential care. To meet this need the numbers of housing units that are both wheelchair accessible and meet the specialist housing requirements for people with challenging needs and autism , need to be increased in the borough over the next 3 years.

A detailed needs and supply analysis has estimated that it will be necessary to develop an initial **24 new affordable supported housing units** for people with challenging needs and autism and for older people with a learning disability, and /or complex needs and physical disability to ensure that there is sufficient local housing supply to meet needs and numbers of people who are coming through from Children's into Adults Services , living with older carers and who need to move from out of borough residential care. Thereafter more schemes will need to be developed, but in any initial development/building round, this is the minimum number required.

Opportunities for new housing developments are being considered which would provide quality specialist housing within a supported housing or extra care model of care providing an optimum development of 6- 8 units of supported accommodation within each development.

SHINE HOTEL
LOWER GROUND FLOOR

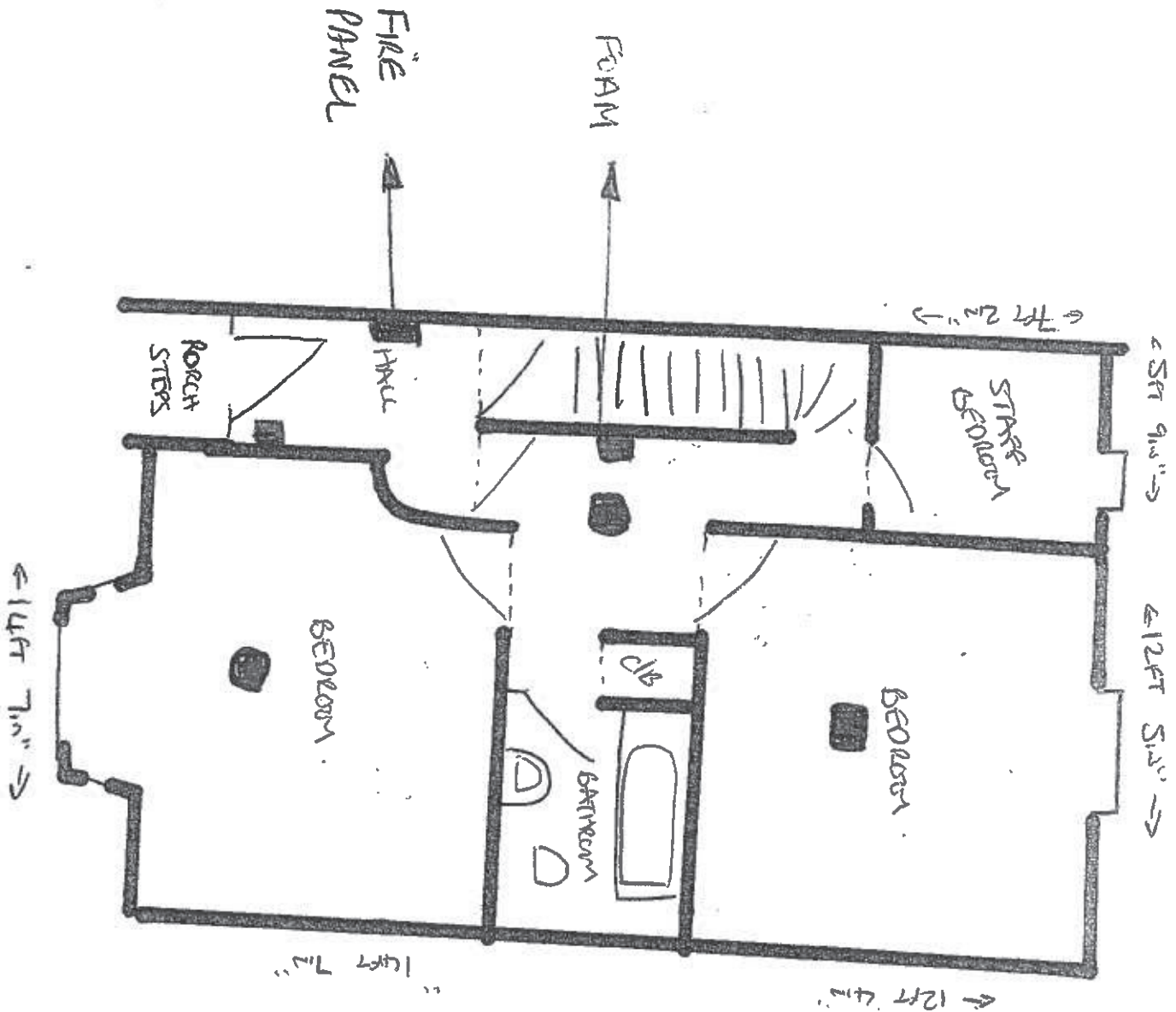
← 16ft 1in →



- FIRE ALARM POINT
- HEAT SMOKE DETECTOR

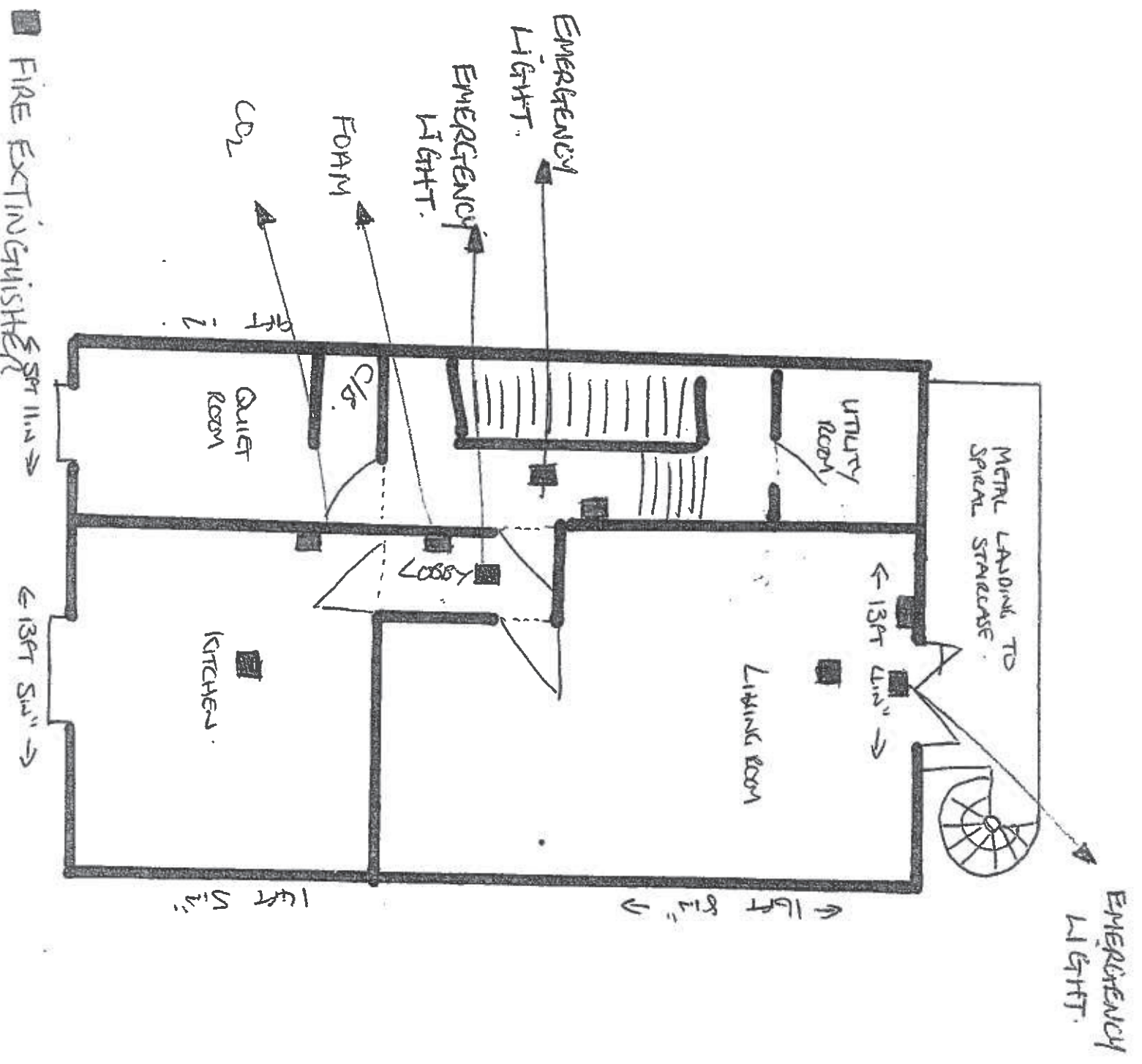
LOWER GROUND FLOOR

LIME GROVE

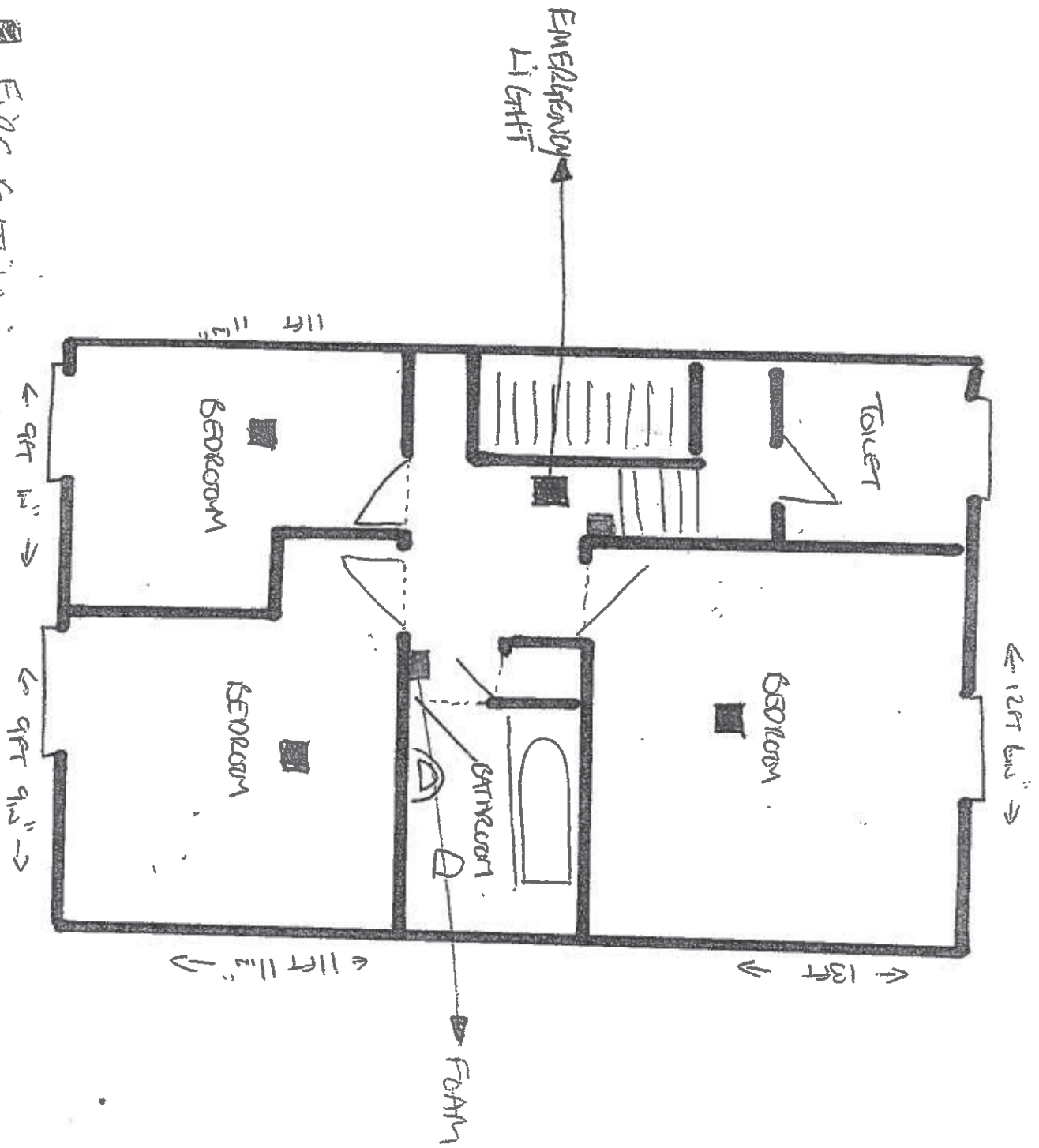


- FIRE EXTINGUISHER
- HEAT/SMOKE DETECTOR
- FIRE ALARM PULL

GROUND FLOOR



- FIRE EXTINGUISHER
 - HEAT/SMOKE DETECTOR
 - FIRE ALARM POINT
- First Floor



- FIRE EXTINGUISHER
- HEAT SMOKE DETECTOR
- FIRE ALARM BELL

SECOND FLOOR

Department	Executive Director	Safety Champion	Safety Advisor	Date
Adult Social Care (ASC)	Sue Redmond (Interim)	Nia Evans / Christine Baker	Justin Tyas	Apr - June 13 (Q1)

Overall Status	Current Position	Audit Update (Red/Amber/Green)
	<p>3 Audit reviews (1 Green; 2 Amber)</p> <p>Community Independence Services (Penny Magud) Good progress has been made with the original audit recommendations. Moving forward it has been agreed to follow up with a sampling audit / discussion with staff around safe working procedures and practices.</p> <p>Adult Social Work (Ann Stuart / Viv Whittingham) Progress has been made against the audit recommendations with continued support. The key outstanding actions are the sign off and launch of the risk assessments and lone/remote working procedures. These are due to be completed shortly; launching at two staff away days to ensure they go directly to all staff.</p> <p>Provider Services (Christine Baker). Good progress is being made towards developing the local site/service specific risk assessments. The backlog of accidents/incidents (for management review) at Coverdale road has been resolved. Outstanding actions include reviewing and agreeing the procedure for new client referrals with Learning &</p>	<p>Three sites audited/inspected (Rivercourt / Ellerslie Road / Careline):</p> <p>17 Rivercourt Road – Residential Home offering short breaks to adults with disabilities. Fire safety was generally well managed with clear evidence available that the overwhelming majority of statutory checks are being carried out. There was also considerable evidence of measures taken beyond the minimum standard of fire safety management. Serious consideration should be given to investigating the feasibility of upgrading the lift with a battery back-up so it could potentially be used to evacuate disabled individuals from above ground floor in a fire emergency.</p> <p>Ellerslie Road Day Centre – The centre has had a change of use following construction works, with Ellerslie staff and service users now based on the upper (first) floor. A third sector tenant has yet to occupy the ground floor. A review and update of the fire risk assessment is outstanding. The acting manager of Ellerslie road has implemented local safety checks and a draft service risk assessment has been completed along with a fire emergency plan.</p> <p>Careline [Located in a small isolated section of the closed Sunberry Court Day Centre] The service is proactively managed with a reasonable level of housekeeping and welfare provision. Service risk assessment and procedures have recently been reviewed. There is no fixed date for Careline to relocate. On-going attention is required by SmaffFM in relation to fire safety management and water hygiene monitoring.</p> <p>The Claybrook Health Unit is managed by the West London Metal Health Trust (WLMHT) and there is an integrated management/staff team with the council. Action has recently been undertaken to relocate some staff to alleviate overcrowding.</p> <p>Client Affairs Team work is on-going with the manager of the service to develop the risk assessment and control measures required, along with local safe working procedures.</p> <p>A lifting equipment audit across the council was recently undertaken. The purpose of the audit was to evaluate the adequacy of the current arrangements in place to manage fixed lifting equipment across the council's portfolio of corporate buildings and housing properties. Lifting equipment</p>

Disabilities.

managed under arrangements within Adult Social Care (Including Community Independence Services) were also reviewed. Recommendations for formalising arrangements with Housing (HRD) via a Service Level Agreement have been proposed along with a suitable percentage of contactor monitoring/checks. Further assurance work is being undertaken following a recent safety alert from another local authority, where a the trap board on a through lift failed, causing the user and powered wheelchair to fall to the level below.

Asbestos abatement works were completed at the Edward Woods and Masbro Centres. Abatement works were also completed within a restricted (closed) area of the former Sunberry Court Day Centre.

A Safety Champion for ASC has been sitting on the LBHF Corporate Safety Committee since April 2013.

KPI

Activity Related

Action plans have been reviewed within the last 12 months		% Suitable Risk Assessments in place		% Risk assessment Reviewed (12 month rolling period)		% of risk assessment control measures implemented		Representation at Safety Committee	
	85% Approx.		60% Approx.		60% Approx.		60% Approx		Yes
% of training undertaken in accordance with plan		% New staff (inc agency) completed E-Learning		10% Control of Contractors Performance Checks					
	Unknown				Unknown				

Building Related

% legionella risk assessments completed to programme		% legionella risk assessments actions completed to programme		% Gas safety checks completed to programme		% of asbestos management completed to programme	
						Surveys	
						Asbestos Management Plans	
% fire risk assessments (FRA) completed to programme		% FRA actions implemented to programme		Control of Contractors Performance Checks			

ACCIDENT/INCIDENT DATA

*Total Incidents	Accidents	Near Misses	Violent Incidents & Assaults	Other Incidents
22 (10)	4 (1)	4 (1)	14 (6)	0 (2)

The number above and below in parenthesis are comparisons with the previous yearly quarter i.e. Q1 (2012/13)

No reportable accidents under RIDDOR 95

Primary cause	Record Count	Violent Incident type	Record Count
Slip/trip	2 (1)	Physical violence	11 (5)
		Verbal abuse	2 (1)
Existing condition / natural cause	1 (0)	Other	1 (0)
Hitting / stepping on structure / object	1 (0)	Total	14 (6)

Total	4 (1)
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Site/Service	Record Count
Day Centre	7
Residential Unit	6
Adult Social Work	1
Total	14

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>14 OCTOBER 2013</p>
<p>REQUEST TO AWARD AN INTERIM CONTRACT TO NOTTING HILL HOUSING FOR ELM GROVE HOUSE</p>	
<p>Cabinet Member for Community Care : Councillor Marcus Ginn</p>	
<p>Open report</p> <p>A separate report on the exempt Cabinet agenda provides commercially confidential information about this contract.</p>	
<p>Classification: For decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director of Finance & Corporate Governance</p>	
<p>Report Author: Paulo Borges (Contracts & Procurement Manager)</p>	<p>Contact Details: Tel: 020 8753 5748 Email: paulo.borges@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 A significant increase in the population of the borough is expected over the next 20 years, with the largest percentage increases in the over 65 and over 85 age categories. With this increase in the older population it is expected that there will be significant increases in residents seeking housing with care. Consideration is therefore being given to supporting investment in Extra Care accommodation to meet the needs of older people. The rationale for this is to reduce the need to commission a proportion of these people in residential care and to ensure that the care needs of these individuals can be met in a cost effective way.
- 1.2 There is already a high demand for Extra Care within the Borough and work is currently being undertaken to look at ways of increasing provision. As there is no suitable housing stock available to convert into Extra Care, all current solutions being explored will take at least two years to come to fruition.

- 1.3 Elm Grove House is a small Extra Care unit run by Notting Hill Housing that the Council has been funding since 1987. Although the service does not meet with the accommodation standards that the Council has set down for Extra Care (it consists of bed sits as opposed to self-contained flats), it is a very well-run and popular scheme. The Council had always intended to close the service once better accommodation had been commissioned but the increased demand for Extra Care has meant that we have continued to need the scheme. The service has been out of contract for a number of years but we have not been able to go out to open tender for this service as we do not see this as a long term service.
- 1.5 The report below sets out the background, the details of the current contractual arrangements and the reason for the request.

2. RECOMMENDATION

- 2.1 That Cabinet approve a waiver of the Council's Contract Standing Orders and agree the award of a 3 year fixed term contract with Notting Hill Housing in respect of Elm Grove House at a cost of £283,944 per annum.

3. REASONS FOR DECISION

- 3.1 This recommendation is made under the auspices of the LBHF Corporate Transforming Procurement Programme (TPP) as undertaken by Agilisys.
- 3.2 Elm Grove House has been operating without a formal contract for a number of years and NHHG are offering significant savings with the proviso that they be allowed the opportunity to continue providing the service and formal contractual arrangements are put in place for three years.
- 3.3 The rationale behind the recommendation is that the demand for Extra Care housing in the borough is increasing and it is estimated that it will take around 3 years before a full strategy can be put in place to meet the growing need. The new strategy is likely to recommend for Elm Grove House to be decommissioned as it does not meet the Council's usual standards of Extra Care. If we were to go out to tender now it would be at least a year before a new contract would be let which would mean that we would be issuing a contract for only 2 years which no provider is likely to bid for. There is therefore a significant risk of the tender failing.
- 3.4 In January 2012 a Cabinet Member Decision was taken to review current sheltered housing stock in the borough with a view to

converting some of the properties into Extra Care. The finding was that there were no suitable sites within the current sheltered housing stock that could viably be transferred to Extra Care housing.

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

4.1 The Council is committed to the developing an Extra Care service that's in line with the Housing LIN Extra Care toolkit which represents current best practice:

- To provide a "home for life" as far as practically possible
- To create an enabling environment.
- To be domestic in style.
- To create a building to be proud of.
- To enable staff to run and manage the building efficiently and to meet care and support needs of residents.
- To allow individuals to find privacy, comfort, support and companionship.
- To create a resource for the local community.
- To provide green and intelligent housing.
- Consider the possibility of a mix of one and two bed flats. One bedroom flats should be at least 50 sq. m. Two bedroom flats should be at least 60 sq.m.

4.2 The current service at Elm Grove House has 14 bedsit units and is located just off the Hammersmith Broadway. The housing management and care is provided by Notting Hill Housing and the original contract was set up in 1997 for a period of five years. With the exception of the physical dimensions of the site, the scheme adheres to all the criteria for Extra Care. The initial idea was to build a new service at Elgin Close where the residents of Elm Grove House would move to. When the Elgin Close scheme was completed it was oversubscribed and the Council had to hold on to Elm Grove House until further provision could be sourced.

4.3 Although the facilities at Elm Grove House are not the most modern it does have a number of characteristics that make it attractive. With only fourteen units it feels very intimate, it is very centrally located, it has a large garden which is perfectly maintained and the turnover of staff and residents is very low. The scheme has always been very well run and the Council has never formalised the contractual arrangements.

4.4 The Council currently has 120 Extra Care units across four sites and there is currently a waiting list of 14 people. Extra Care is a core part of the Council's housing and care strategy and we are looking to increase provision going forward. We recently negotiated with Housing for an additional 25 units at Olive House which are currently being used as

sheltered housing. Even this additional provision will not be enough to meet the demand for Extra Care in the Borough.

- 4.5 All current adult social care services are being reviewed as part of the Council's Transforming Procurement Plan. Notting Hill Housing were approached to secure savings in both the Extra Care schemes they currently run in the Borough. The outcome of the negotiations with Notting Hill has been that they will offer up savings of 10% on the value of the two services in return for a fixed three year contract on the Elm Grove service. This equates to a saving of £50k in this financial year and £100k in 14/15 and for two years after that (to November 2016).
- 4.6 Consideration was taken to tender the service as per the Council's contract standing orders. In weighing up this option we took into consideration the time it would take to carry out a full tender exercise as well as the length of the contract term. We concluded that it would take up to a year to complete a tender exercise which would mean awarding a contract for two years. This did not appear to be a viable option as no provider would be likely to bid for a contract as short as that. The cost to the Council in man hours also make this a poor alternative. Notting Hill Housing also made it clear that the savings on both schemes was dependent on the Council formalising the contractual arrangements with regards to Elm Grove House.

5. EQUALITY IMPLICATIONS

- 5.1 No consultation has been carried out with the residents of Elm Grove House as the decision is to maintain the status quo and there will be no impact on the service or the residents. Awarding Notting Hill a three year contract will provide additional security and stability to the residents of Elm Grove House.

6. LEGAL IMPLICATIONS

- 6.1 It appears that there are no formal written contracts in place for either of the arrangements which are recommended to be formalised and extended under this report. However, there will be an implied contract in place the terms of which will be based upon any earlier written conditions, any agreed terms and the course of conduct of the parties. In the absence of an express notice period for termination a 'reasonable period' (determined by the circumstances) must be given to terminate the contracts.
- 6.2 The services described in this report are Part B services under the Public Contracts Regulations 2006 and are therefore not subject to the full regime of those Regulations. However, the Council should still seek to comply with general treaty principles of transparency, equal treatment, non-discrimination and proportionality. On this basis, contracts should not generally be extended beyond the term for which

they were originally advertised and procured not awarded without competition. The reasons for seeking to award these contracts directly are set out in the body of the report..

6.3 Implications verified/completed by: Catherine Irvine – 020 8753 2774

7. PROCUREMENT CODE IMPLICATIONS

7.1 Clause 12.2 of the Contract Standing Orders requires that the appropriate Cabinet Member be responsible for approving the relevant Business Case / procurement strategy at the beginning of the procurement process for all tenders regarding services where the estimated value exceed £1M. It is recommended that this be presented to the cabinet member for Community Care for his approval before going to full Cabinet in October.

7.2 Clause 12.3 requires the submission of a minimum of 5 tenders if the total estimated value is over £1M per annum. An exemption to this clause is being sought in order to award the contract to Notting Hill Housing.

8. FINANCIAL AND RESOURCES IMPLICATIONS

Budget/funding arrangements

8.1 The budget holder for the NHHG contract is Ann Stuart – Head of Assessment and Care Co-ordinator

8.2 The current 2013/14 annual contract value & budget for Elm Grove and Elgin Close is listed in the table below. The Elgin Close budget is being included for information purposes as there is a saving attached which is dependent on the Elm Grove contract.

8.3 There are other financial comments in the separate exempt report.




8.4 Implications verified/completed by: Prakash Daryanani – 020 8753 2523.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None		

Agenda Item 9

Executive Decision Report

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	Full Cabinet Date of decision: 14 October 2013	
	Cabinet Member for Adult Social Care and Public Health Date of decision (i.e. not before): Forward Plan reference: [insert]	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	Cabinet Member for Adults and Public Health Date of meeting or formal issue:	 City of Westminster
Report title (decision subject)	CONTRACT AWARD: STOP SMOKING (QUITS AND PREVENTION) SERVICE	
Reporting officer	<i>Christine Mead- Tri-Borough Public Health Behaviour Change Commissioner</i>	
Key decision	Yes	
Access to information classification	<i>Open. A separate report on the exempt Cabinet agenda provides commercially confidential information on the tendering process and its outcome.</i>	

1. EXECUTIVE SUMMARY

- 1.1. Tenders have been sought for a Stop Smoking (Quits and Prevention) Service (SSQP) to reduce prevalence of smoking and improve smoking related health outcomes in the Tri-Borough area in line with Public Health commissioning priorities. The report proposes that each of the three Councils enters into a contract with Thrive Tribe Ltd to provide this service.

2. RECOMMENDATIONS

For Westminster City Council

- 2.1. To enter into a contract for four years, with option to extend for one further year (subject to performance), with Thrive Tribe Ltd at a four year contract cost of £2,029,402.
- 2.2. To note the recommendations for LBHF and RBKC.

For the Royal Borough of Kensington and Chelsea

- 2.3. To enter into a contract for four years, with option to extend for one further year (subject to performance), with Thrive Tribe Ltd at a four year contract cost of £1,286,993.
- 2.4. To note the recommendations of LBHF and WCC.

For the London Borough of Hammersmith and Fulham

- 2.5. To enter into a contract for four years, with option to extend for one further year (subject to performance), with Thrive Tribe Ltd at a four year contract cost of £1,633,495.
- 2.6. To note the recommendations for RBKC and WCC.

3. REASONS FOR DECISION

- 3.1. To improve the health of Tri-Borough residents and reduce health inequalities.

4. BACKGROUND

- 4.1. Smoking is the leading cause of preventable and premature deaths in the UK and is estimated to cost the wider public purse within the Tri-Borough area £106.6m each year (£13.24b nationally).

Estimated Cost of Smoking in one year

Data source: local data obtained modelling Action on Smoking and health (ASH) factsheets for England

	(Billions)	(Millions)	(Millions)	(Millions)	(Millions)
Category	England	LBHF	RBKC	WCC	Tri-borough
Healthcare costs	2.7	8.4	7.3	10.1	25.8
Loss of Productivity	2.9	7.2	6.3	8.7	22.2
Output loss (early deaths among unemployed)	4.1	10.2	8.9	12.3	31.4
Passive Smoking	0.7	1.7	1.5	2.1	5.4
Environmental and fire damage costs	0.34	0.8	0.7	1	2.6
Total Cost	13.24	34.5	30.1	41.7	106.6

4.2. A high quality, evidence based, service has been sought to reduce the prevalence of smoking and improve smoking related health outcomes for Tri-Borough residents through:

- Interventions; targeted support and coaching (in group and one to one settings) to help current smokers within the Tri-Borough quit smoking, in accordance with NICE (National Institute of Clinical Excellence) guidelines and including 4 and 12 week 'follow ups'
- Promotion and Campaigns; to deter current non-smokers from starting to smoke and reduce the harm caused by passive smoking; it was stipulated that promotional work should tie in with national stop smoking campaigns, e.g. Stoptober.

4.3. The service will also work in conjunction with local GPs and Pharmacies, who provide related stop smoking services to residents, this work primarily involves training Stop Smoking Advisers, co-ordinating service and capturing and reporting data on quitters.

- 4.4. This not a mandatory Public Health service; however smoking is one of the most significant determinants of good health.
- 4.5. The successful provider has been set challenging targets to help residents quit smoking so that each of the Tri-Borough authorities meet the Department of Health's smoking prevalence target of 18.5% of the resident population by the end of the four year contract period. This is a national target, applied equally across all areas regardless of existing prevalence levels. None of the boroughs are currently meeting this target and if the provider is successful, this target will be achieved two years late in Kensington and Chelsea and three years late in Westminster and Hammersmith and Fulham. Whilst this delay is not ideal, the Tri-Borough targets set are some of the most challenging set nationwide and acknowledge that it will be difficult for the successful provider.
- 4.6. Current provider performance across the Tri-Borough area is variable. The service in Hammersmith and Fulham was performing well and meeting targets, Kensington and Chelsea performed to target, having improved significantly following intensive commissioner intervention. However, despite the same level of commissioner intervention performance in Westminster fell significantly short of target.

	TARGET	ACTUAL	PREVALENCE*	COST/QUITTER
WCC	2252	1720	20%	£104**
K&C	1215	1241	19%	£343
H&F	1748	1761	22%	£191

*prevalence rates as high as 30% in areas of deprivation

**contract costs were £90 but the best achieved in terms of actual delivery was £104

- 4.7. The cost/quitter differences are due to historical legacy; an error in the former PCT's financial procedures two years ago reduced the Westminster budget by £500,000 pa, since then the service has never been able to deliver to target.
- 4.8. To tackle under performance, the difference in service provision and variation in cost/quitter a number of changes have been implemented. The service has been redesigned following research in to Stop Smoking best practice nationwide. The service has been subjected to competition for the first time in Westminster and Kensington and Chelsea. The payment structure has been redesigned too; previously the service was delivered on a 'block contract' basis where the supplier's payment was not linked to performance. The new contract has been structured so that an element of the supplier's payment is dependent on results; 20% of the tender sum will be retained until year end and payment will depend on the provider meeting or exceeding the targets. 20% was considered to be a sufficient incentive but not so much that a supplier's cash flow will become so

volatile that a compensatory element is added to the tender sums to manage the risk to the supplier.

- 4.9. Pre-tender research identified a limited supply market. To minimise the barriers to entry for voluntary sector organisations and maximise the limited competitive tension the service was tendered in 3 separate lots (one for each of the three boroughs) and less onerous prequalifying criteria were set.
- 4.10. The tender was openly advertised and Pre-Qualification Questionnaires (PQQs) were received from nine organisations. Of the nine PQQs five failed to meet the required standard, including the incumbent provider to WCC and RBKC.
- 4.11. The Cabinet/Committee is advised to take note of the details in the exempt report.

5. CONSULTATION

- 5.1. Consultation meeting with Cllr Robothan held on Sept 9th 2013.
- 5.2. Consultation meeting with Cllr Weale held on Sept 10th 2013.
- 5.3. Consultation meeting with Cllr Ginn held on for Sept 2nd 2013.

6. EQUALITY IMPLICATIONS

- 6.1. An equality impact analysis was undertaken prior to tender and the findings integrated into the specification. The service has been designed to tackle health inequalities

LEGAL IMPLICATIONS

- 6.2. This service has been commissioned by Westminster City Council on behalf of the Tri-Borough Authorities. The service has been commissioned in line with the Local Authorities' new powers under the Health and Social Care Act 2013. Each borough will enter into its own contract with the successful provider. Legal advice on the procurement process has been provided by Sharpe Pritchard.
- 6.3. Bi-Borough Legal Services will be available to assist the client department with preparing and completing the necessary contract documentation.
- 6.4. Implications for RBKC and LBHF completed by: Kar-Yee Chan, Solicitor (Contracts), 020 8753 2772.

7. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The budget for each borough will be held within the respective borough. The provider will be paid by the three boroughs separately. The budget holder for the project is Peter Brambleby, Interim Director Public Health.
- 10.2. The budget is formed of monies from the Public Health Grant and is apportioned as follows:

Borough	FY 14/15 Budget	FY 15/16 Budget	FY 16/17 Budget	FY 17/18 Budget	Total
LBHF	£ 708,795	£ 708,795	£ 708,795	£ 708,795	£ 2,835,180
RBKC	£ 417,000	£ 417,000	£ 417,000	£ 417,000	£ 1,668,000
WCC	£ 491,092	£ 512,770	£ 512,770	£ 512,770	£ 2,029,402

- 10.3. The budget allocated to stop smoking service in Westminster City Council for financial year 13/14 is £183,068. The Public Health director has expressed his agreement to increase the budget to levels in the table above. This increase will be funded by the unallocated budgets within the borough which are sufficient to fund the increase in the budget.
- 10.4. 80% of the tender sum will be a guaranteed core payment paid quarterly in arrears. 20% of the tender sum will be retained until the year end and payment will be dependent on the provider meeting or exceeding the targets.
- 10.5. The three boroughs will pay the provider the 20% retained payment based on the data and evidence shared with the commissioners. The provider will maintain a robust system of internal control which must include appropriate checks, monitoring arrangements and adequate records to demonstrate that they are entitled to make the claim.
- 10.6. The three boroughs will validate payments on a regular basis by conducting a series of pre- and post-payment checks.
- 10.7. There are not considered to be any particular tax or accounting issues associated with this contract.

Peter Brambleby
Director of Public Health

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report


Note: Report to Westminster City Council Gate Panel.

Contact officer(s):

Christine Mead, Tri-Borough Public Health Behaviour Change Commissioner, cmead@westminster.gov.uk, 020 7641 4662

Kevan Twohy, Category Manager, Strategic and Commercial Procurement, Westminster City Council, ktwohy@westminster.gov.uk, 020 7641 407

Agenda Item 10

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>14 OCTOBER 2013</p>
<p>RECOMMENDATION TO AWARD AN INTERIM CONTRACT TO YARROW HOUSING FOR TWO YEARS FROM OCTOBER 2013 FOR THE PROVISION OF ACCOMMODATION SERVICES FOR PEOPLE WITH LEARNING DISABILITIES</p>	
<p>Cabinet Member for Community Care - Councillor Marcus Ginn</p>	
<p>Open report</p> <p>As separate report on the exempt Cabinet agenda provides commercially confidential information about the costs of this contract.</p>	
<p>Classification: For decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director of Finance & Corporate Governance</p>	
<p>Report Author: Francesca Gasparro (Commissioner) David Goulding (Contracts and Procurement Officer)</p>	<p>Contact Details: Email: Francesca.Gasparro@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 LBHF has a long term arrangement with Yarrow Housing since 1989 for the provision of 9 registered care homes for 43 adults with learning disabilities dispersed across the borough. This service provides more than 60% of accommodation where support is provided on site (including supported housing) for people with learning disabilities in the borough. As such the service is critical in enabling people to live locally and not have to be placed out of the area.
- 1.2 There is no formal written contract in place but there is an implied contract as both parties have been working to the terms of the agreement signed by the health authorities that originally commissioned the service, in 1995 & 1996.
- 1.3 In partnership with Agilisys, Council officers from adult social care commissioning and procurement have been working with Yarrow to

explore options to regularise the contractual arrangements and deliver savings. Officers have also been working in partnership with Yarrow on a programme of work to re-register seven of the nine homes from registered care homes into supported housing. This programme is crucial to both the delivery of savings and the development of the service so that it is more in line with the requirements of accommodation based services for people with learning disabilities.

- 1.4 Yarrow have agreed that they can deliver a 10% reduction in the annual contract price and work proactively towards the de-registering of seven homes with the proviso that they are issued with a two year contract .
- 1.5 The report below sets out the background, the details of the current contractual arrangements and the reason for the request.

2. RECOMMENDATIONS

- 2.1 That approval be given to a waiver of the Council's Contract Standing Orders and to the award of a fixed 2 year contract with Yarrow Housing to extend the current arrangement in regard to the block contract for the provision of 9 registered care homes at 161 Becklow Road; 172 Bishops Road; 37 Brackenbury Road; 35 Minford Gardens; 20 Old Oak Road; 25 Oxberry Avenue; 97 Percy Road; 60 Richford Street; 78 Stephendale Road.
- 2.2 That the Council continues to work with Yarrow to ensure that during this period seven of these homes will be re-registered to become supported housing, and to explore opportunities to provide suitable additional capacity within the borough, as appropriate.

3. REASONS FOR DECISION

- 3.1 These recommendations are made under the auspices of the LBHF Corporate Transforming Procurement Programme (TPP) as undertaken by Agilisys. Council officers have been working in partnership with Agilisys in order to reach this recommendation.
- 3.2 The rationale behind this recommendation is that the planning, reviewing & remodelling involved in order to be in a ready state to go out to the market and the subsequent tender process will take at least 18 months. In order for the programme of re-registration to be successful it will be essential for Council officers to work in partnership with the existing provider.
- 3.3 It has been acknowledged that the borough is currently over-reliant on registered care homes and that people with learning disabilities should have a greater range of housing options available to them. Early

indicators of the current Joint Strategic Needs Assessment place Hammersmith & Fulham at 5th lowest borough in London for people with learning disabilities who live in settled accommodation. The programme of re-registering existing homes will increase the proportion of people in settled accommodation significantly.

- 3.4 It would be beneficial to the Council if the homes were re-registered by the existing provider prior to re-tendering as to include this in a tender process as a requirement for the new provider is likely have implications on timing, cost and market interest.
- 3.5 A follow up report will be brought to Cabinet one year into the extension i.e. in October 2014 that makes recommendations about the future of the service. This will allow sufficient time to put in place a robust plan for the future of the service beyond this contract's expiry in October 2015.

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

- 4.1 LBHF does not formally have a contract with Yarrow Housing for the 9 registered care homes in the "block contract". The contracts were signed by Ealing, Hammersmith and Hounslow Health Authority in 1995 and 1996. LBHF took over the management of the cases and initially paid for them from the pooled budget under a s.31 agreement.
- 4.2 A programme of work is underway to work together on a programme to re-register 7 of the registered care homes. The benefit of this is that re-registration fits with the commissioning intention of allowing service users to have greater independence and more choice by moving to a supported living model of service provision. It also offers savings to the adult social care budget through it not being liable for the rent costs and through the delivery of the service being more flexible and responsive to need.
- 4.3 Over the years, a number of attempts were made to negotiate a new contract with Yarrow. Following the introduction of Tri-Borough, managers in Procurement and Commissioning Team agreed to go to the Tri Borough Commissioning and Contracts Board to request that notice should be served and preparations be made to go out to tender. The decision was based on the fact that the annual contract value is £3m therefore exceeding the thresholds that require public bodies to go out to the market.
- 4.4 After some negotiation with Yarrow Housing and on the recommendation of Agilisys this decision was reviewed. Consideration was given to offering them an extension to the current arrangement contingent on Yarrow delivering significant efficiencies during the term of the contract.

5. EQUALITY IMPLICATIONS

- 5.1 The Yarrow Housing is a service for people with learning disabilities therefore a protected group. The main objective for the re-commissioning and re-registration of the service is to provide the opportunity to deliver services that are more flexible and responsive to service users' needs in more cost effective way. The recommendation to extend the contract for 2 years offers the opportunity to provide service continuity and improvement. This recommendation should have a neutral or positive impact on people with learning disabilities in LBHF.

6. LEGAL IMPLICATIONS

- 6.1 It appears that there are no formal written contracts in place for the arrangement which are recommended to be formalised and extended under this report. However, there will be an implied contract in place the terms of which will be based upon any earlier written conditions, any agreed terms and the course of conduct of the parties. In the absence of an express notice period for termination a 'reasonable period' (determined by the circumstances) must be given to terminate the contracts.
- 6.2 The service described in this report is a Part B service under the Public Contracts Regulations 2006 and is therefore not subject to the full regime of those Regulations. However, the Council should still seek to comply with general treaty principles of transparency, equal treatment, non-discrimination and proportionality. On this basis, contracts should not generally be extended beyond the term for which they were originally advertised and procured not awarded without competition. The reasons for seeking to award these contracts directly are set out in the body of the report.
- 6.3 Legal comments implications verified/completed by: Catherine Irvine – 020 8753 2774

7. PROCUREMENT CODE IMPLICATIONS

- 7.1 Clause 12.2 of the contract standing order requires that the appropriate Cabinet Member be responsible for approving the relevant Business Case / procurement strategy at the beginning of the procurement process for all tenders regarding services where the estimated value exceed £1M. It is recommended that this be presented to the Cabinet Member for Community Care for approval before going to full Cabinet in October.

- 7.2 Clause 12.3 requires the submission of a minimum of 5 tenders if the total estimated value is over £1M per annum. An exemption to this clause is being sought in order to award the contract to Yarrow.
- 7.3 Procurement comments implications verified/completed by: David Goulding - 020 8753 5070

8. FINANCIAL AND RESOURCES IMPLICATIONS

Budget/funding arrangements

- 8.1 The budget holder for the Yarrow contract is Mary Dalton – Head of Complex Needs Commissioning.
- 8.2 The contract is to be awarded for two years from October 2013 to September 2015.
- 8.3 Further comments are in the separate report on the exempt Cabinet agenda.
- 8.3 Finance comments implications verified/completed by: Prakash Daryanani – 020 8753 2523




LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
	None.		

Executive Decision Report

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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: 14 October 2013	
	<i>Cabinet Member for Children and Young People</i> Date of decision Forward Plan reference:	
	<i>Cabinet Members for Children and Young People and Finance and Customer Services</i> Date of formal issue:	
Report title (decision subject)	ACCESS AND CALL-OFF FROM THE WEST LONDON ALLIANCE INDEPENDENT FOSTERING AGENCY FRAMEWORK AGREEMENT	
Reporting officer	<i>Karen Tyerman: Director for Commissioning (Tri-borough Children's Services)</i> <i>Ros Morris: Head of Commissioning Specialist Intervention and Quality Assurance (Tri-borough Children's Services)</i>	
Key decision	Yes	
Access to information classification	Public	

1. EXECUTIVE SUMMARY

- 1.1. This report seeks Cabinet Member approval for the Councils of Westminster City Council and the Royal Borough of Kensington & Chelsea and full Cabinet approval for the London Borough of Hammersmith and Fulham to access through an Access Agreement, the London Borough of Hillingdon's West London Alliance (WLA) Framework for Independent Fostering Agency Placements (IFAs).
- 1.2. The Framework, using the collective purchasing power of West London authorities, will deliver preferable rates for IFAs, with additional fee reductions/discounts, as well as the benefit of tendered prices being fixed for the first 2 years of the Framework.
- 1.3. The Framework will enable all 3 Councils to meet efficiency and saving targets through more effectively commissioning, when required, high quality external independent foster placements in order to meet the needs of children in care of all 3 councils.
- 1.4. The majority of new foster placements are now provided by the Tri-borough fostering service. However, the need for an external market in fostering provision will continue, in particular for more specialist or complex needs placements and for sibling groups.
- 1.5. Westminster City Council, the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith & Fulham Councils have acted as a key partner in a West London initiative to develop a Framework Agreement for IFA placements which has been led by the London Borough of Hillingdon. Whilst all 3 Councils have had some success in the management of the IFA market to date, the Framework is recommended as being an effective procurement vehicle for achieving further quality and cost improvements in the sector over the coming four years.

2. RECOMMENDATIONS

Westminster City Council

- 2.1. That the Westminster City Council Cabinet Members for Children and Young People and Finance and Customer Services agree:
 - i) To enter into an Access Agreement with the London Borough of Hillingdon to use the Independent Fostering Agency Placements Framework for a period of 4 years until 31 March 2017.
 - ii) That authority be delegated to the Tri-borough Executive Director for Children Services to call off from the Independent Fostering Agency Placements Framework and to enter into call-off contracts with providers on the Framework as set out in Appendix B and within allocated budgets as set out in Section 10.

Hammersmith and Fulham

2.2. That the Cabinet agree:

- iii) To enter into an Access Agreement with the London Borough of Hillingdon to use the Independent Fostering Agency Placements Framework for a period of 4 years until 31 March 2017.
- iv) That authority be delegated to the Tri-borough Executive Director for Children Services to call off from the Independent Fostering Agency Placements Framework and to enter into call-off contracts with providers on the Framework as set out in Appendix B and within allocated budgets as set out in Section 10.

Kensington and Chelsea

2.3. That the Royal Borough of Kensington and Chelsea Cabinet Member for Children and Young People agrees:

- v) To enter into an Access Agreement with the London Borough of Hillingdon to use the Independent Fostering Agency Placements Framework for a period of 4 years until 31 March 2017.
- vi) That authority be delegated to the Tri-borough Executive Director for Children Services to call off from the Independent Fostering Agency Placements Framework and to enter into call-off contracts with providers on the Framework as set out in Appendix B and within allocated budgets as set out in Section 10.

3. REASONS FOR DECISION

- 3.1. The Framework, using the collective purchasing power of West London authorities, will deliver preferable rates for IFAs, with additional fee reductions/discounts, as well as the benefit of tendered prices being fixed for the first 2 years of the Framework.
- 3.2. The Framework will enable West London authorities to more effectively manage the quality and availability of such placements including ensuring the availability of more local placements. This agreement will assist the 3 Councils in meeting their statutory duty to provide sufficient local placements for children and young people in care. The Framework requires successful providers to be able to provide placements in West London and this was evaluated as a part of the tender process.
- 3.3. **Alternative options considered:** The alternative to the 3 boroughs not using the Framework is to continue a spot purchasing model for such placements. This is

not recommended as all 3 Councils will gain quality improvements, improved market management and fee reductions through significant volume discounts as a result of the 9 participating boroughs collectively using the Framework.

- 3.4. The extent of the success of the Framework (including the potential for additional savings to those modelled in this report) will depend upon close management of commissioning practice and co-operation across the West London boroughs.
- 3.5. As a signatory to the Agreement, the 3 Councils and other WLA members will have the opportunity to use the specified services of the named providers at the competitive rates. However, the Tri-boroughs will not be precluded from procuring services from other suppliers outside of the Framework where this is deemed to be competitive. The 3 Councils will additionally have the opportunity to seek further improvement on price by running mini competitions.
- 3.6. A 3 month termination clause is built into the Framework Agreement allowing boroughs to terminate Framework contracts at reasonably short notice, should this prove necessary at any point in the future.

4. BACKGROUND

- 4.1. The West London Children's Services Efficiencies Programme was launched in spring 2011 as a partnership of initially 6 West London Authorities, (Hillingdon, Harrow, Hammersmith and Fulham, Hounslow, Brent, Ealing,) with Westminster, Kensington and Chelsea and Barnet later joining.
- 4.2. A central project within the programme has been to develop a Framework Agreement to deliver more efficient commissioning arrangements for children in care placed with external Independent Fostering Agencies (IFAs). The London Borough of Hillingdon has acted as the lead borough in delivering this project on behalf of the West London boroughs.
- 4.3. Collectively, the boroughs in the WLA spend in excess of £120m (2011/12) per year on external placements for children in care and care leavers, of which £32m (11/12) was used to purchase foster placements from the private and voluntary sector. By jointly developing a Framework for the provision of IFA placements across the sub-region, the aim is to exploit the West London boroughs' combined purchasing power, deliver financial efficiencies and develop a diverse and quality assured market, with clear pricing frameworks and specifications.
- 4.4. Fostering is a way of providing care for children, in a family setting, who cannot live with their own families. The majority of local authorities also have their own internal services for recruiting suitable foster carers for children in care. However, due to challenges in Local Authorities being able to realistically achieve a continuing sufficient numbers of foster carers, particularly for children with more complex needs and for sibling groups, authorities have also used private sector IFAs to source foster parents at an enhanced rate.

- 4.5. The Tri-borough Councils' core strategy for the provision of foster placements has been to develop the Tri-borough fostering service and shift the balance of external placements to in-house foster carers, ensuring strong matches of children in care with carers in their local area. This approach continues to be successful, with the majority of new foster placements now being made with Tri-borough foster carers. However, the need for an external market in fostering provision will continue, in particular for more specialist or complex needs placements and for sibling groups. Additionally all 3 boroughs have varying numbers of existing IFA placements, many of which are long term permanent placements, and the financial benefits of the Framework will also apply to these IFA placements. The table below shows the number of current IFA placements across the 3 boroughs as at March 2012 and March 2013.

	WCC	H&F	RBKC
31 March 2012	52	67	11
31 March 2013	53	51	13

5. PROPOSAL AND ISSUES

- 5.1. **Opportunities and challenges in the IFA market:** The IFA market is changing; Local Authorities are increasingly employing more robust approaches to procurement and market management, while providers are seeking to rebalance their prices. The changing market centres on two particular factors:
- 5.2. **Inflationary pressures:** London Care Placements (LCP), the organisation responsible for setting benchmark rates in the IFA sector for London, have agreed to increases in rates for new placements in a significant number of cases. Many West London boroughs, such as WCC, have been successful in holding prices for existing IFA placements for a number of years whilst seeing the prices for new placements consistently rise. This has led to strong cost pressures for the market. Boroughs across the WLA are now seeing a number of requests from providers both for continued increases in the cost of new placements and more recently inflation rises on existing placements as well.
- 5.3. **Commissioning activity in London** – Other sub-regions and individual Local Authorities in London are currently undertaking similar procurement processes which will have a significant impact on the market.
- 5.4. There is a need for the Tri-boroughs and other West London boroughs to implement a robust market management vehicle which ensures that similar commissioning elsewhere in London does not negatively impact on the Councils' ability to source high quality placements at a competitive price.
- 5.5. In this context, the Tri-boroughs and the other West London boroughs have collaborated to develop an effective response to this set of pressures. Hillingdon are the lead authority and have been instrumental in managing a robust tender

programme with legal oversight and procurement challenge. The Terms & Conditions under the Framework have been subject to a robust development process. The core service specification for the Framework has been developed using the London Care Placements Model Specification 2010 and further developed by the West London boroughs. All 9 authorities have been fully instrumental in supporting the proposal, providing officer time and sharing valuable expertise and experience to ensure that the Framework will enable the participating councils to maximise the potential through the Access Agreement and achieve the best outcomes for children and young people in care.

- 5.6. The invitation to tender was advertised as a voluntary notice in OJEU; on both the WLA and LCP websites and also directly to all IFA agencies used by the 9 West London boroughs over the last 2 years. It was run as an open procedure and tender applications were received from 51 IFA agencies. As this Framework is to support and provide services to very vulnerable children, the award criteria was structured in such a way that a minimum 60% quality and safeguarding threshold had to be met before the finance criteria could be considered.
- 5.7. **Award of contracts:** Following the tender and evaluation process, it was recommended to Hillingdon Cabinet that contracts should be awarded to 32 providers spread across different levels of need – i) core fostering; ii) parent and child fostering; iii) specialist fostering (see Appendix B).
- 5.8. The Framework has been set up in such a way that Call-Off Contracts will be entered into between each participating borough and each provider under the Framework as listed in Appendix B. In addition, each individual placement will be made using a standardised Individual Child Agreement and Purchase Order or equivalent. Both these processes ensures that all boroughs have clear ongoing and robust contractual arrangements within the Framework.
- 5.9. The Framework and award of contracts was agreed by Hillingdon Cabinet on 20 June 2013. A detailed Implementation Plan has been drawn up by the WLA for all boroughs to implementation once relevant approvals have been given.

6. OPTIONS AND ANALYSIS

- 6.1. West London boroughs currently purchase all of their IFA placements on a spot basis, with inconsistent rates and a duplication of approaches for contract management and monitoring arrangements. There is now a need to move beyond this method of procurement, in order to deliver economies of scale and take a more rigorous and strategic approach to managing and developing the market.
- 6.2. Putting in place a Framework for the provision of IFA placements will improve the procurement strategy of all 3 Councils by ensuring a diverse and quality assured market with clear agreed pricing structures and shared specifications. It will allow West London boroughs to operate collectively as a large and influential group of

- local authorities, seeking further efficiencies by using the boroughs' combined purchasing power.
- 6.3. While spot purchases and attendant commercial negotiations leave the Council exposed to the risk of annual inflationary increases, the use of a Framework will deliver preferable rates fixed for the first two years with additional fee reductions built in for volume of placements, long term placements and discounts for the placement of sibling groups.
 - 6.4. The potential for quality improvements and better outcomes for children in care is also improved through the use of an identified set of robustly quality tested providers, enabling boroughs to obtain services at the right time, the right price and the right quality.
 - 6.5. Once the framework is operational, West London boroughs will work in partnership with the WLA to progress the development of more locally available services, reflecting the needs of the boroughs and addressing gaps in the market.
 - 6.6. Non-financial benefits will also be achieved by establishing the framework. These include:
 - 6.7. **Sufficiency requirements:** In 2010, new statutory guidance under the Children Act 1989 strengthened the duties upon local authorities in respect of children in care and imposed a new duty requiring local authorities to take steps that secure, so far as is reasonably practicable, sufficient accommodation within the authorities' area which meets the needs of its children and young people in care. The Framework will be a key part of the Tri-boroughs' overall sufficiency strategy and complement the Tri-boroughs' approach of developing its in house fostering provision. Additionally, consistent access to more specialist fostering placements has the possibility of being able to divert some young people from residential placements and add to additional overall placement savings.
 - 6.8. **Market development:** By awarding a framework contract for the next four years, West London boroughs will communicate a clear message of our joint intention to stimulate the growth of local capacity. This will be achieved by giving providers on the Framework the confidence to increase their recruitment of local foster carers, resulting in more placement choice for commissioners, social workers and children in care and also decreasing the likelihood of costly placement moves. In addition, by delivering more local placements there will be headroom savings to travel time for social workers and other relevant officers.
 - 6.9. **Improvement in quality:** By robustly specifying, tendering and monitoring independent fostering placements within the Framework, IFA placements will be delivered to a better standard of quality and any underperformance will be subject to rigorous contract management coordinated in partnership with the WLA and as set out in the Terms & Conditions.

- 6.10. **Contract management:** Commercial contract management of the framework will be facilitated by the WLA in partnership with boroughs ensuring robust quality performance management of providers on a sub-regional collective basis.
- 6.11. **Placement searches/negotiation:** Having a framework of approved providers with tendered prices, discounts, specifications and referral processes will reduce officer time required for finding and arranging placements.
- 6.12. A number of risks exist in managing and getting the most from this complex market. The success of the Framework will rely on effective coordination between West London boroughs and careful management of placement decisions. The Tri-borough Placements Team is developing its commissioning practice of IFAs in order to achieve maximum efficiencies from the Framework by ensuring that we commission as part of the sub-region. Nonetheless, the risks attached to inaction or reverting to a spot purchase procurement of IFAs by individual boroughs exceed the risks associated to the Framework.
- 6.13. Hillingdon's WLA IFA Framework is recommended as the most effective vehicle for achieving further quality and cost improvements in the sector for the 3 boroughs over the coming 4 years.

7. CONSULTATION

- 7.1. Children and young people were consulted with about the proposed tender. Westminster Children in Care Council participated in the drafting of questions for providers and also their views on what makes a good foster placement and how can high standards be maintained and robustly monitored. In addition to this young people from Brent, Hillingdon and Ealing were part of the interview panel and fully contributed to the interview questions and marking of the presentation.
- 7.2. WLA has been updating and consulting with Lead Officers, Assistant Directors and Directors throughout the process in the form of regular meetings and project status update reports.

8. EQUALITY IMPLICATIONS

- 8.1 By accessing IFA foster placements through providers on the Framework, it is anticipated that this will enhance service quality for children in care and enable additional quality monitoring and consistency of service. There has been a positive engagement with the market to offer high quality foster placements and to be more local within West London and providers under the Framework have been rigorously assured for quality and this will be maintained through cross-cutting contract management across the WLA. The evaluation for the tender process was split 60/40 in favour of price over quality and throughout the tender process there has been additional emphasis and attention to safeguarding requirements.

9. LEGAL IMPLICATIONS

- 9.1. Bi-borough Legal Services have advised the client department on the terms of the Framework Agreement which provide the necessary protection to the Councils.
- 9.2. Comments verified by: Catherine Irvine, Senior Solicitor (Contracts), tel: 020 8753 2774 and Westminster City Council's Legal Services

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The WLA Framework will provide the Tri-borough with the scope to reduce spend on external foster placements as the framework will give access to a variety of providers at contract rates fixed for the next two years and subject to renegotiation in year three. Whilst providing the benefit of competitive rates the Tri-borough will not be prevented from seeking placements outside of the Framework or from negotiating with additional suppliers to ensure that rates obtained for individual placements are as low as possible.
- 10.2. The Tri-borough authorities currently have children in care placed with IFAs and many of these are long term, complex or sibling group placements. These placements will continue with existing suppliers and where those suppliers are on the Framework the Tri-borough will benefit from the appropriate discounts.
- 10.3. Although the Tri-borough are actively taking steps to reduce the use of external placements by the increased recruitment and use of in house carers, it is reasonable to assume from the financial modelling that savings will still be achieved on both existing placements and when new IFA placements need to be made in the future.
- 10.4. Accessing the Framework forms a key part of the savings strategy for care placements and will enable delivery of planned savings from 13/14 and into future years.
- 10.5. The anticipated savings will be realised over time and are influenced by the number of placements commissioned from the Framework. Below shows the 12/13 expenditure and future savings which at this stage equate to a potential 2.3% saving over 3 years. Further savings are then dependant on the volume of commissioned placements through the Framework and across West London and the possibility that with access to consistent specialist foster placements, this could divert some young people from more expensive residential provision.

	2012/13 Annual Spend	Potential 3 Year Saving
LBHF	£ 2,622,309	£ 210,000
RBKC	£ 697,044	£ 80,000
WCC	£ 2,651,313	£ 160,000
Total Spend	£ 5,970,666	£ 450,000

At this stage it is difficult to predict the likely placement profile or placement costs for year 4 and therefore we have not included potential year 4 savings in the above.

- 10.6 Finance comments provided by Caroline Osborne – Tri-borough Head of Finance, Children’s Social Care, tel. 020 8753 1423.

Andrew Christie
Tri-borough Executive Director of Children’s Services

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report

None.

Contact officer(s): Ros Morris, Head of Commissioning – Specialist Intervention and Quality Assurance (Tri-borough Children’s Services) – Ros.Morris@RBKC.gov.uk 0207 938 8337

Other Implications

[The report author should consider, and include paragraphs on the following as appropriate within this separate appendix, unless these considerations are sufficiently important and relevant as to justify being included within the body of the report itself.]

1. Business Plan
2. Risk Management
3. Health and Wellbeing, including Health and Safety Implications
4. Crime and Disorder
5. Staffing
6. Human Rights
7. Impact on the Environment
8. Energy measure issues
9. Sustainability
10. Communications

APPENDIX B

Award of Contracts

51 tenders were received as part of the tender from Independent Fostering Agencies.

Following the evaluation process, the London Borough of Hillingdon Cabinet on 20 June 2013, awarded contracts to the following 32 providers in the following Lots. The majority of the providers are limited companies, with a small number being 3rd sector organisations.


Lot 1 – Core Fostering	Lot 2 – Parent & Child Fostering	Lot 3 – Specialist Fostering
Tier 1	Tier 1	Tier 1
Sunbeam Fostering Agency	Nexus Fostering	Brighter Futures Foster Care
Nexus Fostering	Greater London Fostering Ltd	Bridging Gaps Fostering Agency
Pride Fostering Agency Ltd	Sunbeam Fostering Agency	Nexus Fostering
The National Fostering Agency Ltd	Pride Fostering Agency Ltd	Pride Fostering Agency Ltd
UK Fostering Ltd	Ethelbert Children's Services	Sunbeam Fostering Agency
Chrysalis Care	Integrated Services Programme	Foster Care Associates
Foster Care Associates	The National Fostering Agency Ltd	By the Bridge
Cornerways Fostering Services Ltd	Brighter Futures Foster Care	Ethelbert Children Services
Brighter Futures Foster Care	UK Fostering Ltd	UK Fostering Ltd
Time for Children Ltd	Cornerways Fostering Services Ltd	Capstone Vision Foster Care
Capstone Vision Foster Care	Chrysalis Care	Chrysalis Care
Bridging Gaps Fostering	Bridging Gaps Fostering	The National Fostering

Agency	Agency	Agency Ltd
Children First Fostering Fostering Agency Ltd	By the Bridge	St Christophers Fellowship
Familyplacement.com	Rainbow Fostering Services Ltd	
Rainbow Fostering Services Ltd	Capstone Vision Foster Care	
Next Step Fostering	Familyplacement.com	
Tier 2	Tier 2	Tier 2
Ethelbert Children Services	Fostering Options	Foster Care UK Ltd
By the Bridge	Foster Care Associates	Fostering Outcomes
Fostering Options	Fostering Outcomes	Familyplacement.com
Families for Children	Children First Fostering Agency Ltd	Rainbow Fostering Services Ltd
Fostering Solutions	Next Step Fostering	Greater London Fostering Ltd
Foster Care UK Ltd	Fostering Solutions	Families for Children
Fostering Outcomes	Families for Children	Children First Fostering Agency Ltd
Outlook Fostering Services Ltd	Foster Care UK Ltd	Integrated Services Programme
St Christophers Fellowship	St Christophers Fellowship	Fostering Options
Hillcrest Care Ltd (trading as Orange Grove)	Futures for Children	Hillcrest Care Ltd (trading as Orange Grove)
Greater London Fostering Ltd	Hillcrest Care Ltd (trading as Orange Grove)	Fostering Solutions
The Fostering Foundation	Time for Children Ltd	Kites Childrens Services
Futures for Children	The Fostering Foundation	Futures for Children
Safehouses Ltd	Outlook Fostering Services Ltd	

Pricing Schedule

	Cost range per placement per week Tier 1	Cost range per placement per week Tier 2
Lot 1 – Core Fostering	£700 - £849	£721 - £1,022
Lot 2 – Parent & Child Fostering	£1,001 - £1,554	£1,149 - £1,540
Lot 3 – Specialist Fostering	£800 - £1,398	£1001 - £1,960

The above are core stand alone prices within the 3 Lots and do not include % discounts for long term placements; sibling placements; cost and volume discounts.

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>14 OCTOBER 2013</p>
<p>EXTENSION OF SCHOOL MEALS CONTRACT WITH EDEN FOODSERVICES LTD.</p>	
<p>Report of the Cabinet Member for Education : Councillor Georgie Cooney</p>	
<p>Open Report</p> <p>A separate report on the exempt Cabinet agenda provides commercially sensitive information in connection with this contract.</p>	
<p>Classification: For Decision</p>	
<p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Andrew Christie, Executive Director of Tri-borough Children's Services</p>	
<p>Report Author: Lynne Richardson School Contracts Manager</p>	<p>Contact Details: Tel: 0208 753 3604 lynne.richardson@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval to extend the Council's contract with Eden Foodservices Ltd. for the provision of school meal services in the borough's schools for a further one year, up to 2 November 2014.
- 1.2. This contract was awarded by Cabinet on 7 September 2009 and commenced 2 November 2009. It was for a period of 3 years, with two options to extend up to a further 2 years if beneficial.
- 1.3. The first option to extend the contract with Eden, to November 2013, was taken up last year following consultation with schools, and was approved by the Executive Director for Tri-borough Children's Service under delegated powers in consultation with the Cabinet Member for Children's Services.

- 1.4. Following revisions to Contracts Standing Orders agreed by Council earlier this year, contract extensions are now treated as new spend and therefore require Cabinet approval when expenditure is above £100,000.
- 1.5. The service provided by Eden remains good value for money, taking into account both cost and quality. Results from the latest round of site inspections by the Council's client-side organisation show good levels of satisfaction, and neither Eden nor the Council have suffered the kind of adverse publicity or reputational damage that others have following concerns about the sourcing and quality of food supplies.
- 1.6. Exercising the remaining option to extend Eden's contract by a further year is also important to aligning its termination with those in the Royal Borough of Kensington and Chelsea (RBKC) and in Westminster City Council (WCC), and to delivering a single Tri-borough procurement for a new contract in 2014. Should, however, the Tri-borough school meals contract have not commenced on or before 3rd November 2014, the report seeks prior approval to delegate to the Cabinet Member for Education any further short-term contract extension needed to realise the Tri-borough objective.

2. RECOMMENDATIONS

- 2.1 That the Council's contract with Eden Foodservices Ltd. for the provision of schools meals be extended to 2 November 2014.
- 2.2 That authority be delegated to the Cabinet Member for Education to approve any further decision needed in 2014 to extend the current contract with Eden beyond 2 November 2014, as an interim measure, in order to align contract termination with the commencement of a Tri-borough schools meals contract.

3. REASONS FOR DECISION

- 3.1. There are three main reasons for these recommendations:
 - i) to ensure continuity of the H&F schools' meals service after 4th November 2013;
 - ii) to enable contract alignment between H&F, RBKC and WCC, support a single procurement, and aid delivery of a future tri-borough contract;
 - iii) to enable, should one be needed, a Cabinet Member Decision on any interim contract extension beyond 2 November 2014 in order to give effect to (i) and (ii) above.

4. INTRODUCTION AND BACKGROUND

Background

- 4.1. As part of its 2006-2010 market testing programme, the Council competitively tendered a contract for school meals provision in 2009. The service, at that time, was provided by the Council's in-house Direct Service Organisation, which did not bid. Following the invitation of 6 tenders in early-2009, and the return of these by 3 organisations, Cabinet awarded the contract to Eden Foodservices Ltd. at its 7 September 2009 meeting. Eden's tender had scored highest on both quality and cost, and would deliver an improved service for less cost. Cabinet approved a 3-year contract with the option to extend up to a further 2 years if this delivers best value.
- 4.2. Once initial "teething" problems associated with first-generation outsourcings had been overcome (which in 2009 were significantly compounded by the introduction of new Jamie Oliver-inspired stricter nutritional standards), schools have been consistently satisfied with the service Eden provide. The first option to extend the contract beyond its initial 3-year period was approved by the Executive Director for Children's Services last year, in consultation with the Cabinet Member for Children's Services.

Structure of contract

- 4.3. The contract covers 45 H&F schools in total:
- 30 Primaries and 4 Nurseries;
 - 6 Secondary schools;
 - 3 Special schools;
 - 1 post-16 Maintained School (William Morris);
 - 1 PRU.
- 4.4. The contract is held between the Council and Eden Foodservices Ltd. (following schools' reluctance for it to be between them and the provider). The Council, through tri-borough CHS, manages the contract on behalf of those schools wishing to be party to it.

Funding arrangements

- 4.5. The exact cost to Eden Foodservices of providing a H&F primary school meal is reported on the exempt part of this agenda, for reasons of commercial sensitivity and confidentiality.
- 4.6. Primary schools are provided funding from the Dedicated Schools Grant to cover the cost of free meals. The sale price of paid-for meals to parents is £1.85 per meal; this is less than the total cost to Eden of providing the meal. Given the imperative of volume to commercial viability – that is, being able to sell to parents at an affordable price that maintains uptake - schools receive a subsidy agreed by Schools Forum to cover the shortfall between the total cost and sale price, and the management fee needed to cover the cost of maintaining the CHS Client-side organisation that manages and monitors the contract on schools behalf.

- 4.7 The total value of the contract is £4.3m per annum, depending upon uptake. As a result of awarding the contract to Eden, the subsidy previously provided by the Council to maintain affordability and viability ceased in 2009.

Current performance

- 4.8 The tri-borough CHS Contracts Management Team hold monthly operational meetings with Eden, bi-monthly contract review meetings, and termly Schools' Meals Management meetings - for which Eden produce KPI data. The CHS Contracts Management Team also monitors meals at each school through a site visit once a term. Head Teachers and Eden then receive a report listing any actions required.
- 4.9 Results from the latest round of inspections show 12 out of 13 schools receiving a score of between 95 and 100 % and 1 out of 13 achieving between 90 and 95 %. (pass rate is 90%).

Tri-borough collaboration

- 4.10 Rather than tender three separate contracts, at different times, tri-borough CHS are keen to pursue a single procurement, with schools acquiring greater responsibility and local management for the new contract.

5. PROPOSAL AND ISSUES

- 5.1 The proposal to extend the Eden contract achieves two key outcomes:
- i) Consultation carried out with H&F schools shows that they wish the current contract with Eden to be extended.
 - ii) A contract extension facilitates a tri-borough procurement in 2014.
- 5.2 If approval to extend the contract were not agreed, H&F will need to tender a new contract on a single borough basis,

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. There are three options.

Option 1. Terminate the contract and let schools make their own arrangements

- 6.2. Given the lack of time available to schools to do this, this would result in potential disruption to a high-profile highly sensitive front-line service and major reputational damage. Schools have been advised of the direction of travel concerning a future tri-borough contract and they are supportive of this. It is highly unlikely that individual schools, especially Primaries, have sufficient capacity and expertise at the current time to consider an alternative to the current arrangement with Eden. If they competitively tender their own contract or decide to take in-house and directly provide the meals service themselves, schools would have to navigate a number of high-impact risks, including the applicability and management of the TUPE Regulations and Pensions requirements for affected staff, and

various logistical matters such as sourcing a supply chain with reduced buying power. The outcome of this course would most likely be a higher cost service, with adverse implications for uptake, viability, school budgets, and the funding of/ on classroom priorities. This option is **not recommended**.

Option 2. Terminate the contract and H&F tender a single borough contract

- 6.3. This option would run counter to the Council's direction of travel on tri-borough collaboration and, wherever possible, joint procurement and shared services to improve value for money. There are no resources to do this. It would negate the benefits of a single tri-borough procurement. This option is **not recommended**.

Option 3. Extend the current contract with Eden to facilitate a Tri-borough service

- 6.4 H&F schools are satisfied with the service they currently receive from Eden. Extending H&F's contract with them for a further year will help bring about alignment with RBKC and WCC.
- 6.5 A Working Group is currently consulting with schools and undertaking a soft-market testing exercise with current and potential providers to help shape a robust, good quality, value for money tri-borough contract. It is expected that the benefits of such a single tri-borough service will include:
- schools meals being delivered at the same or improved quality, but at lower cost;
 - this lower cost releasing DSG funds for different school priorities;
 - lower contract management and Client-side costs;
 - improved transparency of school meal funding.

Option 3 is the recommended option.

7. CONSULTATION

- 7.1. Schools have been asked to sign up to the extension by the 6th September. To date, 42 have replied and have agreed to the extension and 3 have not replied. Eden would be content with this extension under the current terms and conditions.

8. EQUALITY IMPLICATIONS

- 8.1 There are no immediate equalities implications arising from the report's recommendation to extend the current contract with Eden. Equality Impact Assessments were undertaken when the contract was tendered in 2009, and again when a Cabinet Member Decision agreed an increase in the sale price of meals to parents in 2011. A full EIA will be conducted as part of the preparations for the new tri-borough contract.

8.2 Implications discussed with: Carly Fry, Opportunities Manager. Tel 0208 753 3430.

9. LEGAL IMPLICATIONS

9.1. The Bi-Borough Director of Legal service confirms the contract provides for extension to 4 November 2014.

9.2. Implications verified/completed by: Andre Jaskowiak, Senior Solicitor tel: 020 7361 2756.

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1 The School Meals Contract value in 2013/14 is £3.9 million. The value of the contract extension for Adult Meals is estimated to be £400k, which is in line with prior year expenditure on staff meals. The total value of the school meal contract in 13/14 is likely to be in the region of £4.3m.

10.2 Eden have confirmed an increase in the contract price of 40% of CPI for food and 60% of any NJU agreed labour increase. The latter is expected to take the price per meal over the current delegated budget. It is our expectation that any over spend on this budget, will be covered from DSG carry forward in the current financial year.

10.3 Implications verified /completed by: Lize Ferreira, Finance Manager tel 0208 753 1899.

11. RISK MANAGEMENT

11.1. The report proposals positively contribute to the Enterprise Risk register entries, no 1. Managing Budgets and no.2 meeting the Customer Needs and Expectations. Operational procurement risk management responsibility rests with the procuring department, in this case Tri-borough Children's Services. Should a significant risk emerge from the extension of this contract the exposure to this would be recorded through the Children's Services Portfolio and raised with its management team. The report proposals ensure that adequate provision of schools meals is maintained through extending the contract with Eden Food Services. It is also recognised that through exercising the remaining option to extend Eden's contract by a further year the council is aligning its procurement strategy with that of the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) with the objective to deliver a single tri-borough procurement for a new contract in 2014. Performance of the contractor is measured through a key set of indicators.

11.2. Implications completed by: Mike Sloniowski 2B Risk Manager tel 0208 753 2587.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. The schools meals contract awarded by Cabinet in September 2009 provides for two 1-year extensions being made to the contract, if this is beneficial. Recent changes to the Council's Contract Standing Orders require such contract extensions to be approved by Cabinet where the expenditure exceeds £100,000.
- 12.2. The increase in the contract price reported above in paragraph 10.2 is in accordance with the formula agreed between the Council and Eden in 2009; namely, 60% of any NJU agreed pay increase, and 40% of CPI indice 01 (food and non-alcoholic drinks).
- 12.3. The Director of Procurement and IT Strategy has advised Tri-borough CHS on this matter, and supports the report's recommendations. These are aimed at maintaining good quality value for money schools meals in H&F throughout 2014, followed by an even more efficient tri-borough arrangement thereafter.
- 12.4. Implications completed by: John Francis, Principal Consultant H&F Corporate Procurement 020 8753 2582.

LOCAL GOVERNMENT ACT 2000 LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet Key Decision 7 th September 2009: Award of School Meals Contract 2 nd November 2009 to 4 th November 2012 (published).	John Francis x2582	Corporate Procurement, FCS 3 rd Floor, West Wing, Hammersmith Town Hall.
2.	Consultation papers issued to H&F Schools on whether they wish to see the Eden contract extended (published).	Lynne Richardson School Contracts Manager 07947 706 526	Children's Commissioning 2 nd Floor, Orange Zone, Kensington Town Hall. Hornton Street W8 7NX

Agenda Item 13

 the low tax borough	London Borough of Hammersmith & Fulham CABINET 14 October 2013
UNIVERSAL CREDIT; DELIVERY PARTNERSHIP AGREEMENT	
Report of the Cabinet Member for Housing , Councillor Andrew Johnson	
Open Report A separate report on the exempt Cabinet agenda provides exempt information regarding the contract sum associated with the agreement..	
Classification: For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Melbourne Barrett Executive Director, Housing and Regeneration	
Report Author: Mike England Director, Housing Options, Skills and Economic Development	Contact Details: Tel: 020 8753 4592 E-mail: mike.England@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. Universal Credit (UC) is at the centre of the Government's Welfare Reform programme. It will replace a complex system of working-age benefits and credits with one payment and a single set of rules. Via UC, the Government is seeking to tackle welfare dependency, poverty and worklessness and to make work pay.
- 1.2. The Government's published programme for the introduction of UC is that roll-out would start in October 2013 and would be phased over the period to 2017. In July 2013, the Department for Work and Pensions (DWP) announced that the roll-out itself would start in 6 areas, one of which was the area covered by Hammersmith Job Centre. This is the only one of the 6 in London.
- 1.3. Once fully implemented, UC will be payable to many thousands of people in the borough. Initially, however, it will apply to only restricted categories of claimants – essentially single people newly –unemployed who have not previously been claiming benefits. UC will administered by DWP and the

intention is that access to it will primarily be online. However, given the vulnerability of some claimants a local support system will be required.

- 1.4. DWP intend to begin the roll-out at Hammersmith Job Centre on 28 October 2013. They wish to enter into an agreement with the Council for LBHF to provide local support services for this initial cohort of claimants, for which they (DWP) would pay a fee. The agreement would cover the period up to March 2014.
- 1.5. This report seeks authority to enter into the agreement.

2. RECOMMENDATIONS

- 2.1. That authority be given to the Executive Director, Housing and Regeneration and the Bi-Borough Director of Law, in conjunction with the Cabinet Member for Housing to negotiate and finalise the terms of the agreement and to enter into an agreement with the Department for Work and Pensions for the provision of support services to claimants of Universal Credit for the period from 28 October 2013 to 31 March 2014.

3. REASONS FOR DECISION

- 3.1. To allow for the signing of an agreement between the Council and the Department for Work and Pensions for the provision of support services for claimants affected by the initial roll-out of Universal Credit.

4. INTRODUCTION AND BACKGROUND

- 4.1. Universal Credit (UC) is at the centre of the Government's Welfare Reform programme. It will replace a complex system of working-age benefits and credits with one payment and a single set of rules. Via UC, the Government is seeking to tackle welfare dependency, poverty and worklessness and to make work pay.
- 4.2. The Government's published programme for the introduction of UC is that roll-out would start in October 2013 and would be phased over the period to 2017. Since April 2013, a number of "Pathfinders" (Ashton, Bolton, Wigan, Glasgow, Oldham and Warrington) have been testing different aspects of the system. In July, DWP announced that the roll-out itself would start in 6 areas, one of which was the area covered by Hammersmith Job Centre, one of the three Job Centres in the borough. Hammersmith is the only Job Centre in London to be selected as the location for UC roll-out. It is very likely that a key reason why Hammersmith has been selected is the excellent relationship and joint working already in place between the Council and Job Centre Plus under the One Place initiative.
- 4.3. Once fully implemented, UC will be payable to many thousands of people in the borough. Initially, however, it will apply to only very restricted

categories of claimants – essentially single people newly –unemployed who have not previously been claiming benefits. DWP advise that for the roll-out at Hammersmith Job Centre this will amount to about 100 claimants per month.

- 4.4. UC will administered by DWP and the intention is that access to it will primarily be online. However, DWP have always stressed that given the vulnerability of some claimants a support system will be required. When UC is fully implemented this “Local Support Framework” will be extensive and DWP will be looking to local authorities to provide it or organise its provision. DWP will pay for the Council to deliver this service.

5. PROPOSAL AND ISSUES

- 5.1. DWP have now approached the Council about the roll-out at Hammersmith Job Centre, which they plan to begin on 28 October 2013. The Department wish to enter into an agreement with the Council for LBHF to provide local support services for this initial cohort of claimants, for which they (DWP) would pay a fee. The agreement would cover the period up to the end of March 2014, with an option to extend into 2014/15.

Scope of the Agreement

- 5.2. DWP advise that the evidence from the “Pathfinder” authorities is that the majority of the initial cohort of claimants will make their UC claims online without the need for support . This agreement would cover a range of services to the minority who will need support and a number of other services. These are summarised below.

Complex Housing Cases

- 5.3. This will involve the response to queries from DWP about the housing circumstances of individual claimants. These will be handled either by H&F Direct or by the Housing Options service, depending upon the nature of the query.

Support for claimants to get Online and stay Online

- 5.4. Claimants needing ‘online basics’ support would receive it from tutors based at Hammersmith Job Centre and Shepherd Bush Job Centre, with a self-service offer available at 145 King St. Support would be tailored to the claimant’s abilities and would include provision for UC claim checking and guidance.

Council Tax Reduction Scheme Claims

- 5.5. The proposed arrangement will in the short term require the manual processing of Council Tax Reduction Scheme claims by claimants for Universal Credit. This will be handled by H&F Direct based on hard copy information provided by DWP.

Support to DWP Job Centres to get People into Work

- 5.6. The agreement itself will cover support for claimants to sign up to Job Centre Plus' Job Match service at the same time as they make their UC claim. However, at the same time they will be encouraged to access employment support, live vacancies, apprenticeships and volunteering opportunities via Council-delivered and funded initiatives.

Support on Personal Budgeting

- 5.7. The Council already commissions a personal budgeting support service from the Citizens' Advice Bureau (CAB). For UC claimants, CAB will provide an introductory workshop which will identify the level of financial capability support required in each case. If it is identified that support is needed claimants will be supported to complete a personal budgeting plan, gain money management skills, and learn to budget well and avoid or deal with debt. Each claimant would have access to a total of seven hours budgeting support.

Preparing Landlords for UC Implementation

- 5.8. Under the agreement the Council will hold a number of forums for landlords in the borough (Registered Providers and private landlords) to engage them in and inform them about the national roll-out of Universal Credit and the impact this may have on their tenants and their organisations.

Other Costs

- 5.9. The agreement also makes provision for other costs to be incurred by LBHF. These include project management, staff training, IT and legal costs, senior management involvement and the cost of monitoring and reporting back to DWP.

Other Considerations

- 5.10. It is considered that the services in the proposed agreement are such that the Council is fully able to provide them. Either they are allied to existing mainstream services or to existing arrangements with other providers, such as the one with CAB over personal budgeting support. The proposed arrangements build on the existing successful collaboration between the Council and JCP at One Place at Hammersmith Job Centre.
- 5.11. In discussion over the agreement, DWP have used experience from UC Pathfinders elsewhere in the country to derive a range of the numbers of claimants who might be expected to access each aspect of the service in Hammersmith. For example, the estimate is that between 20 and 30 claimants per month will access support to get online and stay online. In each case the costing of the agreement has assumed the top of the range. DWP will pay for the service the Council has established, irrespective of the number of claimants. In the unlikely event of the assumed volumes being exceeded, there will be provision in the agreement for review and for variations.
- 5.12. DWP have indicated that it is likely they will wish to extend the agreement for a period beyond 31 March 2014. However, there will be provision for a review of scope and costings before any such extension is agreed.

- 5.13. Officers believe that despite the short timeframe for the preparation of the agreement and the support arrangements it will be possible for LBHF to provide the services required by DWP and that the proposed agreement will cover the costs likely to be incurred. It would also be consistent with the Council's previous approach to Welfare Reform to do all it can to assist in the introduction of the new system.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The Council is not required to enter into the agreement with DWP. However, given the support services required for UC claimants, LBHF is best placed to provide them or to organise their provision. When UC is fully rolled-out, it will have major implications for many households in the borough and, potentially, significant financial implications for the Council. Early involvement in the provision of support, albeit to a restricted initial cohort of claimants, will provide valuable experience that can be brought to bear when the categories of claimant are expanded.
- 6.2. In terms of the services within the agreement, the option of direct provision is appropriate at this stage given the close link with existing services. The exception is personal budgeting support where the existing arrangement with CAB fits well with DWP's current requirements. If further and more extensive agreements are considered in the future, it will be necessary to look more at the range of options for the provision of services.

7. CONSULTATION

- 7.1. To this point, discussions about the agreement have been limited to DWP and to those areas of the Council likely to be involved in the provision of services, including H&F Direct, and the Housing Options, Skills and Economic Development and the Finance and Resources divisions within HRD. CAB have been consulted about their involvement in personal budgeting support.

8. EQUALITY IMPLICATIONS

- 8.1. The report concerns the provision of support services on behalf of DWP to those claimants within the initial cohort needing support in making their claims. It is anticipated that this will have a positive impact on protected groups and an EIA is not required at this stage. This issue will need to be reconsidered if at some future point the Council is considering an agreement for the full range of claimants for UC.

9. LEGAL IMPLICATIONS

- 9.1 There are various statutory powers which enable the Council to contract with a third party in relation to the provision of services including the Local Authorities (Goods and Services) Act 1970, the Local Government Act 2003 and the general power of competence under the Localism Act 2011. Legal Services, where instructed, will work with the client department to finalise and complete the agreement.
- 9.2 Implications verified/completed by: Kar-Yee Chan, Solicitor (Contracts), 020 8753 2772

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. As noted in Section 5 above, in discussion over the agreement, DWP have used experience from UC Pathfinders elsewhere in the country to derive a range of the numbers of claimants who might be expected to access each aspect of the service in Hammersmith. In each case the costing of the agreement has assumed the top of the range and is based on the marginal cost of providing the service. DWP will pay for the service the Council has established, irrespective of the number of claimants. In the event of the assumed volumes being exceeded, there will be provision in the agreement for review and for variations.
- 10.2. DWP have indicated that it is likely they will wish to extend the agreement for a period beyond 31 March 2014. However, there will be provision for a review of scope and costing before any such extension is agreed.
- 10.3. In reaching the proposed fee proposal, officers have made a detailed assessment of the costs likely to be incurred on the assumption that the number of claimants accessing services is at the top of the range. This has included the level of hours likely to be worked by officers on different grades. The agreement also makes provision for other costs to be incurred by LBHF. These include project management, staff training, IT and legal costs, senior management involvement and the cost of monitoring and reporting back to DWP. It should be noted that the costing assumes that staff can be accommodated within existing planned office provision; as noted above there will be scope to review this as volumes increase.
- 10.4. Implications verified/completed by: Kathleen Corbett, Director of Finance and Resources, HRD, Tel. 020 8753 3031.

11. RISK MANAGEMENT

- 11.1. The main risk associated with the agreement is that the costs to the Council are higher than anticipated, mainly due to the number of claimants accessing services being higher than that assumed in the costing. Mitigation against this risk is that in preparing the costing a prudent view of the volume of claimants has been taken and DWP will pay the fee even if

this volume is not reached. In addition, there will be provision within the agreement for review and variation if these volumes are exceeded.


- 11.2. There are no risks around the procurement of services since the services within the agreement will be supplied either in tandem with existing mainstream services or, as is the case with CAB, via a pre-existing commissioning arrangement.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. There are no procurement or IT Strategy implications.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	None		

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>16 SEPTEMBER 2013</p> <p>DRAFT</p>
<p>TFL FUNDED ANNUAL INTEGRATED TRANSPORT INVESTMENT PROGRAMME 2014/15</p>	
<p>Report of the Cabinet Member for Transport and Technical Services : Councillor Victoria Brocklebank-Fowler</p>	
<p>Open Report</p>	
<p>Classification: For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Pallace – Bi Borough Executive Director of Transport and Technical Services</p>	
<p>Report Author: Nicholas Ruxton-Boyle – Transport and Development Manager</p>	<p>Contact Details: Tel: 020 8753 3069 E-mail: nick.boyle@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report refines and details the integrated transport programme which forms part of the Council's approved transport plan (LIP2) to be undertaken in 2014/15 and funded by Transport for London (TfL). This report is seeking approval for the design, consultation and implementation of the various elements of the programme and delegation of approval for construction of the capital programme to the Cabinet Member for Transport and Technical Services.
- 1.2. In addition to the above annual spending submission, this report includes the following as required by TfL:
 - an updated delivery plan for 2014/15 to 2016/17 which includes an indicative programme of investment for 2015/16 and 2016/17.
 - an updated performance monitoring plan including interim targets for 2017/18.

- an additional funding submission under the new TfL funded borough cycling programme.
- 1.3. The Council's integrated transport grant for 2014/15 is £1,724,000, (for Corridors, Neighbourhoods and Supporting Measures). For Principal Road Maintenance £538,000; for Local Transport Funding £100,000; and the 2014/15 submission for the borough cycling programme is £315,000. This funding is specifically provided by TfL for transport projects based on the Council's transport objectives, targets and delivery plan. The projects are designed and delivered by the Council on the basis of maximising value for money and reducing the costs to the Council of future maintenance.

Scheme Category	Capital (£)	Revenue (£)	Total (£)
Corridors & Neighbourhoods	1,414,700	309,300	1,724,000
Principal Road Maintenance	538,000	-	538,000
Local Transport Fund	100,000	-	100,000
Borough Cycling Programme*	180,000*	135,000*	315,000*
Total 2014/15 TfL funding	2,232,700	444,300	2,677,000*

*subject to the results of the borough cycling programme funding submission which is a competitive bidding process with other boroughs.

- 1.4 The Council continues to review the TfL LoHAC option however at this point there is no clear evidence that this contract provides any improved benefits against the Council's own contractors.

2. RECOMMENDATIONS

- 2.1 That approval be given to carry out feasibility design and consultation on projects N1 to N7 and C1 to C4 at a total cost of £180,480 (approximately 15% of the total capital project cost, and all charged to the capital project) as set out in paragraph 5.2 (forms part of the £1,724,000).
- 2.2 That authority be delegated to the Cabinet Member for Transport and Technical Services, in consultation with the Executive Director Transport and Technical Services, to approve the implementation of projects N1 to N7 and C1 to C4 totalling £1,022,720 (forms part of the £1,724,000), subject to a favourable outcome of public engagement.
- 2.3 That approval be given to complete the 2013/14 integrated transport capital projects at a cost of £141,000 as set out in paragraph 5.3 (forms part of the £1,724,000).
- 2.4 That approval be given to deliver the smarter travel programme at a cost of £262,300, as detailed in paragraph 5.4 (forms part of the £1,724,000).

- 2.5 That approval be given to utilise £47,000 to develop the Council's 2015/16 annual spending submission (charged to revenue) and utilise £70,500 as match funding for the Mayor's Air Quality Fund as detailed in paragraph 5.5 (forms part of the £1,724,000).
- 2.6 That authority be delegated to the Cabinet Member for Transport and Technical Services, in consultation with the Executive Director Transport and Technical Services, to approve the implementation of the Local Transport Fund programme of £100,000, as detailed in paragraph 5.6.
- 2.7 That approval be given to deliver the revenue elements of the borough cycling programme at a total cost of £135,000 and to carry out feasibility design and consultation on the capital projects making up the borough cycling programme at a total cost of £27,000 (approximately 15% of the total capital project cost, and charged to capital projects) as set out in paragraph 6.
- 2.8 That authority be delegated to the Cabinet Member for Transport and Technical Services, in consultation with the Executive Director Transport and Technical Services, to approve the implementation of the capital projects within the borough cycling programme at a total cost of £153,000, as detailed in paragraph 6.
- 2.9 That approval be given to the 2015/16 to 2016/17 indicative delivery plan and interim borough transport targets as detailed in paragraph 7 and 8.
- 2.10 That authority be given to place all works orders with one of the Council's existing term or framework contractors or consultants.

3. REASONS FOR DECISION

- 3.1 Physical improvements to the public highway and programmes of work designed to reduce congestion and manage traffic fall under the Council's statutory duty under a variety of acts including the Traffic Management Act 2004.
- 3.2 The production and implementation of a Local Implementation Plan (LIP2) is a statutory duty for all London boroughs under the 1999 GLA Act and failure to do so could ultimately result in TfL undertaking the work and charging the Council for it.
- 3.3 Where changes to the highway are proposed, these are in line with section 122 of the Road Traffic Regulation Act 1984; securing the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

4. INTRODUCTION AND BACKGROUND

- 4.1 The Council's Transport Plan 2011 – 2031 or Second Local Implementation Plan (LIP2) was approved by the Cabinet on 20 June 2011 and by TfL on 11 October 2011. The production of LIP2 is a statutory duty and its purpose is to show how each borough will implement the Mayor of London's Transport Strategy in its area. The Mayor's Transport Strategy (MTS2) was adopted in May 2010. Its main concern is how to accommodate the predicted growth in population and employment in London – the equivalent of an additional city the size of Birmingham which will have to be accommodated by 2031. Without significant interventions, problems of congestion, overcrowding, poor air quality, collisions and network disruptions are likely to become significantly worse than they are at present. LIP2 contains seven borough transport objectives, which were developed with the "Get H&F Moving" campaign and a performance management plan containing the borough's ten targets, both of which are detailed below;

Borough transport objectives

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

Enforcement of traffic regulations is a key factor in ensuring that we meet our objectives and as such is a necessary complement to the LIP.

Borough transport targets

Target no.	LIP2 objective	Indicator	Baseline	Short-term (interim target)	Long-term target (indicative)
1a.	1,2,4	Walking mode share % of residents trips by main mode	36.9%	37.5% (2013/14)	40% (2030/31)
1b.	1,2,4	Cycling mode share % of residents trips by main mode	3.9%	4.5% (2013/14)	8%(2030/31)
2.	2	Bus service reliability average excess wait time for high frequency services (mins)	1.2	1.2 (2013/14)	1.2 (2017/18)
3.	2,3,5	Asset condition % of the Borough Principal Road Network with a UKPMS score greater than 70.	8.4%	8.4% (2013/14)	10% (2017/18)
4a.	7	Road casualties Number of KSI (3 year rolling average)	110	99 (2013)	51 (2030)
4b.	7	Road casualties Number of all casualties per billion vehicle kilometres (3 year rolling average)	1195	1074 (2013)	558 (2030)
5.	2,3,4	CO² emissions Kilotonnes (kt) emanating from ground-based transport per year	155	130 (2013)	85 (2025)

Number	LIP2 objective	Indicator	Baseline	Short-term (interim target)	Long-term target (indicative)
6a.	2,4,5	Bus route 220 journey time and reliability Fulham Palace Road	NB 18.4/15.2 SB 18.0/10.2	NB 15.5/10.0 SB 16.5/7.0	NB 14.0/7.0 SB 14.0/5.0
6b.	2,4,5	Bus route 237 journey time and reliability Goldhawk Road	EB 7.0/4.3 WB 11.6/7.9	EB 7.1/3.0 WB 11.6/5.5	EB 6.0/3.0 WB 9.0/4.0
7.	2,4,5,7	The school run percentage of school trips made on foot or by bike	42%	49%	70%

5. 2014/15 INTEGRATED TRANSPORT PROGRAMME

- 5.1. The 2014/15 integrated transport programme is made up of a number of different project areas. Each project area has a slightly differing nature and as such the recommendation for each area differs. However, all the

projects will include underlying themes of de-cluttering and removing redundant street furniture, the provision of additional car and bicycle parking spaces subject to considerations of road safety and pedestrian convenience (particularly for those with mobility impairments), and renewing street materials and necessary assets so that there is a reduced demand on future maintenance funding for the Council. There are five project areas: new projects, completion projects, smarter travel projects, other transport projects and local transport fund projects.

project area	budget	paragraph
new projects	£1,203,200	5.2
completion projects	£141,000	5.3
smarter travel projects	£262,300	5.4
other transport projects	£117,500	5.5
local transport fund projects	£100,000	5.6
total	£1,824,000	

5.2. New Projects (£1,203,200)

The plan attached to this report as Appendix 1 shows the location of the new projects. Each project has either a neighbourhood reference (N1, N2 etc) or a corridor reference (C1, C2 etc).

Eynham Road Neighbourhood (N1) - £42,300

The Eynham Road Neighbourhood covers the small road network between Wood Lane, The Westway, North Pole Road and the West London Line. This is a reasonably small neighbourhood where there has been little investment in the last decade therefore much of this work will be prioritised to decluttering and targeting specific issues that are facing this neighbourhood such as improvements to cycle permeability and reducing conflict with pedestrian movement.

Thornfield Road Neighbourhood (N2) - £37,600

The Thornfield Road Neighbourhood covers the areas between Goldhawk Road, Coningham Road, Uxbridge Road and Lime Grove. The area contains two schools and is already a 20mph zone. It contains a number of existing road closures and one way streets that limit permeability and a number of opportunities exist to review and/or upgrade these.

Caxton Road Neighbourhood (N3) - £37,600

The Caxton Road neighbourhood covers the small road network between Uxbridge Road, Wood Lane, The West Cross Route and Westfield. The neighbourhood is unique due to its location sandwiched between Shepherds Bush town centre and Westfield. This project will concentrate on environmental improvements to soften the urban environment.

North End Road (north) Neighbourhood (N4) - £61,100

The North End Road (north) Neighbourhood covers a wide area between Hammersmith Road, Talgarth Road, Hammersmith Town Centre and the West London Line. There are a number of schools in the area, a number of traffic calming measures and restrictions that have been implemented over the last twenty years that would benefit from a review. The proximity of this neighbourhood to Hammersmith Town Centre and Talgarth Road (A4) creates rat running and through traffic which degrades the local environment.

Hammersmith Town Centre Neighbourhood (N5) - £61,100

The Hammersmith Town Centre Neighbourhood covers the area between Glenthorne Road, the river Thames, Hammersmith Broadway and Studland Street. Very little investment has occurred in the town centre since 2005 when King Street was upgraded. There has been, and still is, significant redevelopment in the town centre and significant opportunity for investment. This project would look to fill the gaps between the various section 106 agreements that are either in the process of being delivered or expected. Furthermore it is likely that TfL's cycle superhighway will now not go ahead which was to pass through the town centre. This project will pick up some of the cycling and environmental improvements that were planned.

Seagrave Road Neighbourhood (N6) - £61,100

The Seagrave Road Neighbourhood covers the road network between Fulham Road, North End Road, West Cromwell Road and the West London Line. The north of the area forms part of the Earls Court Regeneration area and both North End Road and Lillie Road are planned to be upgraded, through section 106 funding, as part of this 20 year project. The south of the area is an existing 20mph zone with associated traffic calming that would benefit from a review. There are two schools in the area and a number of width restrictions that reduce permeability.

Imperial Road Neighbourhood (N7) - £84,600

The Imperial Road Neighbourhood covers a significant area between the river Thames in the south, Wandsworth Bridge Road in the west, Kings Road in the north and the West London Line in the east. The area has seen significant development with Imperial Wharf over the last decade and more recently the South Fulham Riverside Regeneration Area. This project would look to fill the gaps between the various section 106 agreements that are either in the process of being delivered or expected.

New King's Road/King's Road Corridor (C1) - £169,200

The New King's Road/King's Road Corridor is a key east-west link in the borough and one that suffers from both delay and congestion due to the layout of the traffic signals and exhibits a higher than average number of

cyclist and motorcyclist casualties. The route was used in the inaugural RideLondon event on 4 August 2013 and any changes will take any future events into consideration, alongside any future new roads linking the South Fulham Riverside Regeneration Area.

Putney Bridge Approach Corridor (C2) - £94,000

Putney Bridge Approach is part of the Strategic Road Network and links Putney Bridge to Fulham High Street. For the last three years the Council has invested heavily in the Fulham Palace Road Corridor and this project would be the completion of this holistic corridor treatment which started with the slip-road at the junction with Hammersmith Gyratory. The project will concentrate on the upgrade of the existing pedestrian and cycle crossing and will look to address the conflict with bus movements into and out of Gonville Street which serves Putney Bridge Bus Station.

Australia Road Environmental Improvements (C3) - £329,000

The southern section of Australia Road outside Randolph Beresford Early Years Centre has been identified as a suitable environmental project to create a new pedestrianised area. There is strong support within the local community (including team White City) for this scheme. The proposal involves closing the road between India Way and Canada Way to general traffic. Only pedestrians, cyclists, emergency vehicles, and maintenance vehicles will be allowed access. It is anticipated the space will be used for children's play, community events, and safe pedestrian access between the school and playgrounds on the opposite side of the road. Sustainable urban drainage (SUDs) will also be incorporated into the scheme. Concept designs are being developed with a view to early consultation in 2013/14.

Kenmont Gardens Environmental Improvements (C4) - £225,600

Kenmont Gardens is within the 2013/14 College Park Neighbourhood project and as part of the engagement residents have identified a somewhat neglected pedestrianised area in Kenmont Gardens / Ponsard Road. Officers have investigated this and believe that there is potential for both improving this area and extending it southwards. The design of the scheme is currently being carried out in consultation with residents and it is intended to incorporate SUDs as part of the final design. The area does suffer from anti-social problems at present and consideration of possible CCTV and improved lighting is underway.

5.3 Completion of 2013/14 projects (£141,000)

Due to the complex nature of designing and delivering civil engineering projects and the funding requirements set by TfL most projects last 18 months spanning three financial years. The list below identifies the projects that have been substantially completed during the 2013/14 financial year. The exact split of the £141,000 between the eight projects will be established later in the financial year based on the specific requirements of each project.

St Marys Neighbourhood

Hammersmith Grove Neighbourhood

White City Neighbourhood

Cathnor Park Neighbourhood

5.4 Smarter Travel Projects (£262,300)

Smarter travel refers to a package of revenue projects covering road safety education and travel awareness, ranging from working with schools training children and supporting them on their travel plans to working with the large employers in the borough developing their travel plans. These projects are mostly on-going and flexible to respond to emerging trends in transport use or casualty statistics in the borough. Smarter travel projects promote sustainable modes of transport; walking, cycling and public transport and are proven to reduce congestion and increase the overall health of a population. According to TfL 28% of congestion in London is caused by collisions, so by reducing the number and severity of collisions, these projects will also help to reduce congestion and get H&F moving.

The Council's LIP2 commits to at least 15% of the total integrated transport funding to be allocated to smarter travel projects.

The smarter travel programme is split into five broad themes as below. As part of the annual road safety review the activities within these themes are reviewed and reported back to the Cabinet Member for Transport and Technical Services and the relevant Select Committee.

Cycle training - £85,000

Children's education, training and publicity - £126,000

Cycling campaigns - £0

General campaigns - £29,000

Travel awareness - £22,300

The value of the 2014/15 smarter travel programme is approximately £100,000 lower than last year's programme due to the reduction in the LIP settlement. However the borough cycling programme (as set out in paragraph 6) will allow us to plug some of these gaps and maintain the current level of service.

5.5 Other transport projects (£117,500)

Delivery Plan development - £47,000

It is proposed that £47,000 is allocated to developing the 2015/16 integrated transport investment programme (revenue) as it requires a considerable officer resource to collect and analyse a wide range of

transport data. An integral part of this project is the continued engagement with stakeholders which shall be facilitated through the multimedia Get H&F Moving campaign.

Mayor's Air Quality Funding - £70,500

Under the above funding regime boroughs are required to match fund any grants they have been successful in achieving both individually and through partnerships. The borough's approved submission identified that LIP funding would be used for this match funding and the borough was successful with the following projects;

Scrubs Lane dust suppression project

West London Strategic Transport Corridors*

Clean Air Better Business*

Green Infrastructure Implementation and Evaluation*(including Sustainable Urban Drainage Systems – SUDS)

Integrated Local Air Quality Improvements at Construction and Industrial Sites*

* indicates partnership projects with neighbouring boroughs and sub-regional partnerships.

All these projects will be taken through the relevant decision making progress subsequent to this report which is only seeking to provide £70,500 of match funding from the 2014/15 LIP programme.

5.6 Local Transport Fund Projects (£100,000)

As in the previous three years, TfL are providing each borough with a local transport fund of £100,000 that can be spent on any local transport project that broadly meets the high level objectives of the Mayor's Transport Strategy.

In 2013/14 the following project work was undertaken using this fund:

- school travel plan engineering measures
- cycle parking
- accessibility works (dropped kerbs etc)
- local traffic management projects

During the year officers collate requests for minor project work under this programme and this report seeks delegation of the approval of this programme to the Cabinet Member for Transport and Technical Services.

6. 2014/15 BOROUGH CYCLING PROGRAMME

6.1 The Mayor of London's vision for cycling outlines plans to transform the capital into a city where cycling is a key part of everyday life. He has announced almost £1bn in funding available over the next ten years, most of which will be available for boroughs to bid for.

6.2 The borough cycling programme (BCP) is one of the packages of funding for which all London boroughs can bid for. It is approximately £27m over a four year period of which 2014/15 will be the first year of significant funding. 2013/14 was for pump priming of which the borough submitted a bid for £30,000 to develop the White City cycle to school partnership project (more details in paragraph 6.7 below).

6.3 The BCP is made up of three sections of which boroughs can bid up to a maximum for each section and year. Below are the three sections and the 2014/15 maximum bids.

Safer streets for the bike - £59,000 max

More people travelling by bike - £190,000 max

Support for cycling - £66,000 max

6.4 As with the integrated transport bid the deadline for these submissions is 4 October 2013 and a draft submission will be made based on this report. However unlike integrated transport funding (which is guaranteed) funding allocation for the BCP will be announced in November 2013.

6.5 Each of the three sections is made up of between three and four sub-sections. The following sets out the submissions for each section and sub-section and a broad outline of the project should the submission be successful.

6.6 Safer Streets for the bike (£59,000)

Cycle training for adults and children - £20,000

This is in addition to the £85,000 which has been allocated for cycle training (see para 5.4 above), the same as in 2013-14. The additional funding reflects the greater emphasis being given by TfL to high quality cycle training, which gives cyclists the confidence and skills to ride on the roads and reduces their propensity to ride on pavements or disregard traffic regulations.

Safer lorries and vans - £19,000

The objectives of this sub-section is to reduce collisions between cyclists and freight vehicles through working with fleet operators. It is the intention with this project to work with the Council's own fleet and commit to achieving gold standard accreditation with the Fleet Operators Recognition Scheme (FORS) by December 2014.

Safer Urban Driver (SUD) Training - £20,000

SUD training is designed to improve the understanding of issues faced by vulnerable road users amongst van, lorry, minibus and coach drivers. The borough has been providing SUD training for a number of years now and are at the vanguard of local authorities training many of its fleet drivers. This funding will allow an increased number of courses to be run and an increased number of drivers will benefit from the training provided. About half of cyclist deaths in London result from collisions with hgv's, and the Council has signed the London Cycling Campaigns 'safer lorries' pledge and has won awards for its hgv driver/cyclist training schemes.

6.7 More people travelling by bike (£190,000)

Cycle to school partnership - £180,000

The area selected for the first cycle to school partnership in the borough is centred around Wormholt Park in the north of the borough. It is bounded to the south by Uxbridge Road to the west by Old Oak Lane (and the borough boundary) to the north by Du Cane Road and to the east by Wood Lane. A map of the area including the indicative routes can be found as appendix 2.

Two networks have been identified in the area; a quieter route and a busier route. It is our aspiration to treat both routes; however we will prioritise the quieter route. It is our intention to use this route as the starting point for the partnership and develop it with the aid of the cycle to school partnership funding with our stakeholders; the schools and team White City. We shall undertake an optioneering exercise to identify the most suitable infrastructure improvements for each link and junction on the route alongside softer measures delivered within the schools and in the wider area.

Cycle parking - £10,000

This funding will be used to engage with estate management organisations in the borough and look to install cycle parking hoops and possibly sheds on estate land to provide suitable facilities for the many flats in the borough. We anticipate being able to provide 100 spaces in 2014/15 and plan to increase this figure in subsequent years.

6.8 Support for cycling (£66,000)

Borough cycling strategies - £15,000

This funding is available for boroughs without cycling strategies to develop and publish a local integrated cycling strategy. The Council last produced a cycling strategy in 2004 so this will require substantial revision and update. We would use this funding and in house resources to develop, consult on and publish a new cycling strategy.

Monitoring - £15,000

This funding is available to monitor the impact of the additional investment in cycling both locally and strategically as part of this and the wider cycling vision over the next ten years. A wide range of counts will be commissioned alongside attitudinal surveys (of both cyclists and non-cyclists) to help prioritise investment.

Staffing - £36,000

Boroughs can use this funding to employ up to one full time officer over the three year period of funding. It is anticipated that a bi-borough resource (with RBKC) will be secured should this part of the submission be successful and the terms of the employment will only extend to the programme funding.

- 6.9 The high-profile cycling infrastructure scheme which have been announced by the Mayor – Cycling Crossrail, Cycle Superhighways and the Quietway network – will be funded by TfL through different mechanisms, the details of which we have yet to be notified. The support measures described above will enable us to start development work on these projects, which officers are currently discussing with the Mayor’s Cycling “Czar”, Andrew Gilligan. These discussions are at a preliminary stage, but Mr Gilligan has identified Hammersmith Broadway as a major barrier to cycling in the borough . The Mayor’s Cycle Hire scheme is on target to go live in most of the borough in December this year, and the measures described above will help to ensure that the scheme is used successfully, effectively and safely.

7. INDICATIVE 2015/16 AND 2016/17 DELIVERY PLAN

- 7.1 Boroughs are required to provide TfL with an indicative programme of investment for 2015/16 and 2016/17. This together with the detailed programme of investment for 2014/15 forms the borough’s second three year delivery plan.
- 7.2 The programme of investment is based on two principles. The first is that of a five year cycle in that every part of the borough will be consulted on what local improvements they would like to see in their neighbourhood. The 2014/15 programme will be the final year of the first five year cycle. The second is that of emerging and trending priorities such as casualty and congestion hotspots, sustainable urban drainage and opportunities for match funding.
- 7.3 The indicative integrated transport funding figure for 2015/16 is £1.688m and for 2016/17 is £1.764m. However it is likely that the recent Government spending review will result in changes to these figures and the annual guidance produced by TfL will reflect these in due course.
- 7.4 Indicative 2015/16 integrated transport programme:

project	budget
Year 1 of second round of 5 year neighbourhood cycle	£413,000
C1 - East-West Corridor	£100,000
C2 - East-West Corridor	£100,000
C3 - Environmental Improvement Project	£200,000
C4 - Environmental Improvement Project	£200,000
C5 - Casualty Reduction Project	£150,000
Completion of 14/15 projects	£100,000
Mayors Air Quality Fund match funding	£75,000
Preparation of 16/17 funding submission	£50,000
Smarter Travel Programme	£300,000
total	£1,688,000

7.5 Indicative 2016/17 integrated transport programme;

project	budget
Year 2 of second round of 5 year neighbourhood cycle	£413,000
C1 - East-West Corridor	£100,000
C2 - East-West Corridor	£100,000
C3 - Environmental Improvement Project	£238,000
C4 - Environmental Improvement Project	£238,000
C5 - Casualty Reduction Project	£150,000
Completion of 15/16 projects	£100,000
Mayors Air Quality Fund match funding	£75,000
Preparation of 17/18 funding submission	£50,000
Smarter Travel Programme	£300,000
total	£1,764,000

7.6 Both these programmes will be refined and submitted back to Cabinet for decision in due course.

8 INTERIM BOROUGH TRANSPORT TARGETS

8.1 The borough's LIP2 contained a suite of mandatory and elective transport targets that are detailed in paragraph 4.1. They consist of broadly a 2010 baseline, a 2013 interim target and a long term (typically 2030) target.

8.2 The 2013 interim targets are aligned with the first three year delivery plan and as part of the second delivery plan (2014/15 to 2016/17) as detailed in this report a second set of interim targets are required to be developed and submitted to TfL.

- 8.3 Performance against the interim targets has been good with 11 out of the 16 targets met. The targets not met are all road casualties, CO2 emissions, bus route 220 northbound journey time, bus route 220 southbound reliability and bus route 237 eastbound reliability. Progress has been made towards three of the targets not yet met. The table below shows performance against all transport targets.

target	indicator	baseline	2013 target	2013 performance
1a	walking mode share	36.90%	37.50%	39.00%
1b	cycling mode share	3.90%	4.50%	5.00%
2	bus service reliability (mins)	1.2	1.2	1.1
3	asset condition*	8.40%	8.40%	7.00%
4a	road casualties (ksi)	110	99	78
4b	road casualties (all)	721	649	737
5	CO2 emissions (thousand tonnes per year)	156	130	144
6a	220 northbound journey time (mins)	18.4	15.5	15.9
	220 northbound reliability	15.2	10	8.9
	220 southbound journey time	18	16.5	15
	220 southbound reliability	10.2	7	8.4
6b	237 eastbound journey time	7	7.1	6.3
	237 eastbound reliability	4.3	3	4.4
	237 westbound journey time	11.6	11.6	7.6
	237 westbound reliability	7.9	5.5	4.1
7	school run	42%	49%	52%

definitions of each of the targets are contained within the Council's published LIP2 document available online at www.lbhf.gov.uk.

- 8.4 One explanation as to why the bus route targets have not yet been met is that there are still on-going highways works on both of these routes, funded through the LIP programme. CO2 emissions have reduced from the baseline but not sufficiently to meet our target which is set by the Mayor of London.
- 8.5 With regards to road casualties the interim target for killed and seriously injured has been met however the target for all road casualties (which included killed and seriously injured) has not. High level analysis of the figures reveal that the number of casualties resulting in slight injury is fluctuating slightly but essentially has remained static over the last seven years. The figures are based on three year rolling averages which has a bearing on progress towards targets.
- 8.5 Based on the above performance, sub-regional transport plans, the Mayors road task force, cycling vision and road safety action plan and all available funding streams officers have developed a new set of interim targets that

maintain a similar trajectory to the first set of interim targets towards the long term 2030 targets. The new interim targets are in blue in the following table.

target	indicator	baseline	2013 target	2016 target	2030 target
1a	walking mode share	36.90%	37.50%	37.95%	40%
1b	cycling mode share	3.90%	4.50%	5.50%	8%
2	bus service reliability (mins)	1.2	1.2	1.2	1.2
3	asset condition*	8.40%	8.40%	8.40%	10%
4a	road casualties (ksi)	110	99	90	51
4b	road casualties (all)	721	649	595	500
5	CO2 emissions (thousand tonnes per year)	156	130	115	85
6a	220 northbound journey time (mins)	18.4	15.5	15	14
	220 northbound reliability	15.2	10	9	7
	220 southbound journey time	18	16.5	16	14
	220 southbound reliability	10.2	7	7	5
6b	237 eastbound journey time	7	7.1	7	6
	237 eastbound reliability	4.3	3	3	3
	237 westbound journey time	11.6	11.6	11	9
	237 westbound reliability	7.9	5.5	5	4
7	school run	42%	49%	52%	70%

- 8.6 Officers consider these targets to be realistic yet ambitions based on all the factors involved in transport network operation, maintenance and performance and the large amount of population and employment growth that is forecast for London. We will develop further interim targets for intermediate years between 2016 and 2031.

9. OPTIONS AND ANALYSIS OF OPTIONS

- 9.1 LIP funding is ring fenced for the sole use of developing and delivering revenue and capital projects that in some way work towards the borough meeting its own transport objectives and those set out by the Mayor of London in his second Mayor's Transport Strategy (MTS2).
- 9.2 The value to which a project is funded is based on a wide range of data and matters assessed by an internal working party set up with the sole purpose of allocating the annual grant. Some of the principles of allocation are set out in the LIP2 (smarter travel funded at 15% for example) and others are influenced by match funding opportunities, other funding opportunities, emerging transport trends and policies and ability to deliver.

10. CONSULTATION

- 10.1 The 2014/15 integrated transport programme is the first year of the borough's second three year delivery plan. The first three year delivery plan forms part of the borough's transport plan which was subject to considerable consultation with a wide range of stakeholders during its development in 2010/11. The delivery plan sets out sources of funding, delivery actions and a high level programme of investment in order to achieve the Councils transport objectives and targets detailed in paragraph 4.1.
- 10.2 As with the successful approach taken in previous years all new neighbourhood projects are subject to a blank canvas consultation in the final quarter of the preceding financial year. The consultation simply asks what transport issues residents, businesses and ward Councillors are faced with. This will be the fourth year this approach has been undertaken and response rates are increasing every year.
- 10.3 Following detailed design those residents and businesses, along with ward Councillors, who are directly affected by any proposals are consulted again detailing the specific features that are proposed. It is to this stage that approval is sought and the results of this second consultation is reported back to the cabinet member for approval for construction.

11. EQUALITY IMPLICATIONS

- 11.1 The groups with the following protected characteristics will benefit from improvements to the Council's highway network and urban environment through accessibility improvements such as dropped kerbs, wider footways and improved street lighting; Age, Disability, Pregnancy and maternity.

12. LEGAL IMPLICATIONS

- 12.1 Where further consultation is to be carried out (as indicated in various parts of the report) either on an informal or statutory basis, it must follow public law principles in that it must be carried out at a formative stage of the decision making process, last for a reasonable period, provide sufficient information for consultees to make an informed representation and all representations must be taken into account before any decision is made.
- 12.2 The Council has the power to carry out the physical highway works anticipated in the report under the Highways Act 1980 although some will require the Council to follow a formal procedure, which may lead to a public inquiry. Any changes made to existing traffic management orders will require the Council to follow the statutory process set out in the Road Traffic Regulation Act 1984 and secondary legislation and

may lead to a public inquiry. A number of projects identified are exercisable pursuant to the Council's incidental powers as highway authority under s.111 of the Local Government Act 1972 and general powers of competence under s.1 of the Localism Act 2011.

12.3 As road traffic authority, the Council must exercise its functions as far as practicable to secure the expeditious, convenient and safe movement of vehicular traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

12.4 Implications verified/completed by: Alex Russell – Environmental Services Lawyer. 0208 753 2771.

13. FINANCIAL AND RESOURCES IMPLICATIONS

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

13.2 Design, feasibility and consultation costs relating to certain projects set out in section 2 will be funded from the TfL grant and charged to capital and revenue depending on the nature of the project.

13.3 The capital programme 2014/15 is dependent on the Transport for London external grant funding, approximately £2.2m out of the £2.7m total to which this report refers. This report refers solely to external grant financing and no other funding types. Funding allocations confirmation will be advised by TfL in December 2014.

13.4 Implications verified by: Gary Hannaway, Head of Finance. 0208 753 6071.

14. RISK MANAGEMENT

14.1 The Council and TfL approved transport plan deals with programme level risk management, in particular chapter three, the delivery plan. The table below details the capital programme risk and mitigation measures:

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

14.2 All integrated transport projects are managed through a divisional ISO 9001:2008 certified quality management system which incorporates all elements of project risk management and mitigation required for capital and revenue projects.

14.3 Implications verified by: Michael Sloniowski – Head of Risk Management. 0208 753 2587.

15. PROCUREMENT AND IT STRATEGY IMPLICATIONS

15.1 All integrated transport projects are designed and managed either in house or through an existing transport framework contract. All integrated transport projects are implemented using existing divisional term contracts.

15.2 Implications verified by: Alan Parry – Corporate Procurement Team. 020 8753 2581

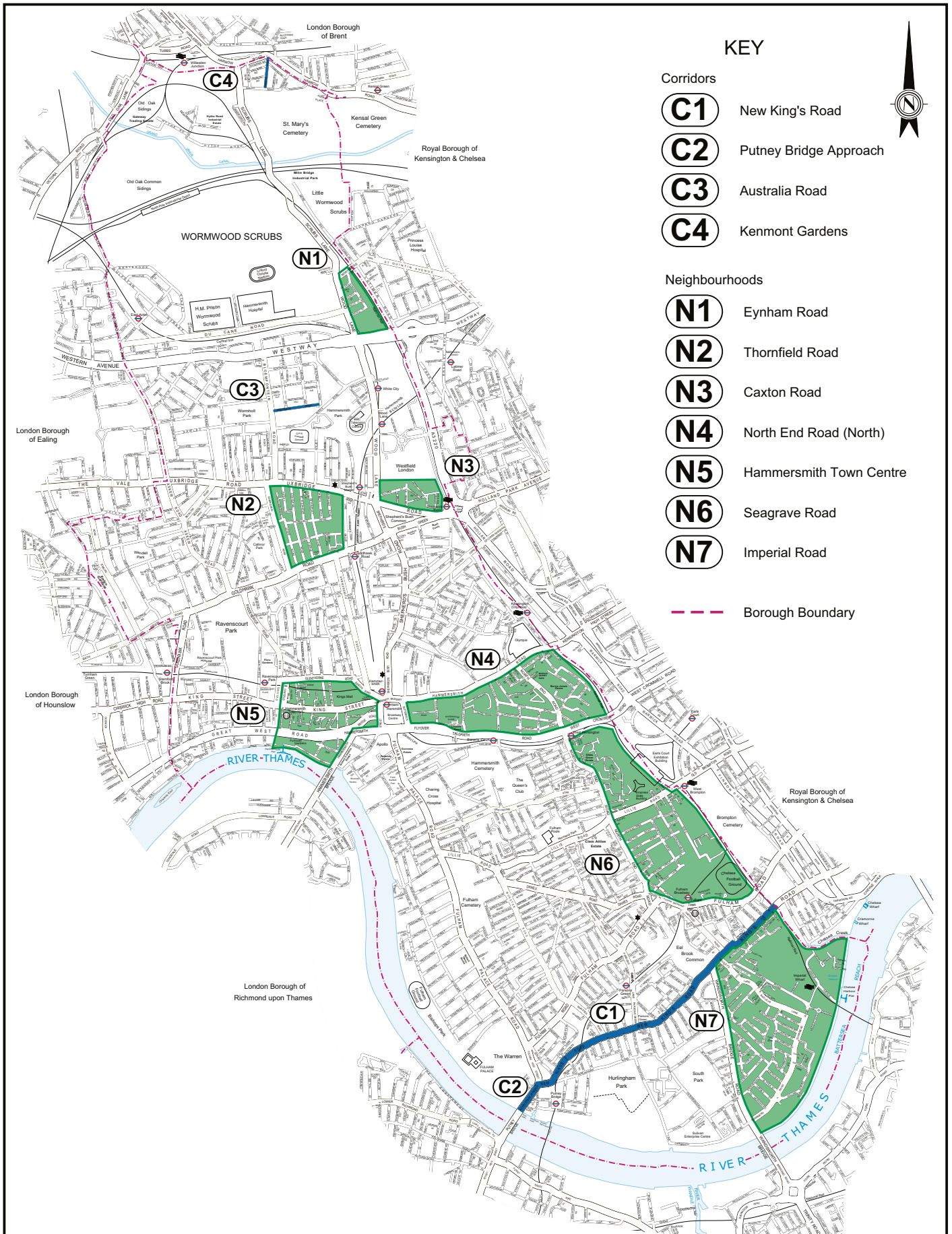
LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	TfL integrated transport funding guidance 2014/15	Nicholas x3069	Ruxton-Boyle TTS, HTHX
2.	TfL borough cycling programme funding guidance	Nicholas x3069	Ruxton-Boyle TTS, HTHX

LIST OF APPENDICES:

Appendix 1 – 2014/15 Integrated Transport Programme

Appendix 2 – cycle to school partnership location plan



HAMMERSMITH & FULHAM COUNCIL
 Transport & Technical Services
 Town Hall Extension, King Street
 London W6 9JU
 Tel. 020 8748 3020

Drawn	Checked	Approved
CEP	WAS	NB
Scale	Original Sheet Size	
NTS	A4	
DWG No.	Revision	Date
18341/2014/2		Aug. '13

PROJECT

**TFL 2014/15
 ANNUAL SPENDING SUBMISSION
 (ASS)**

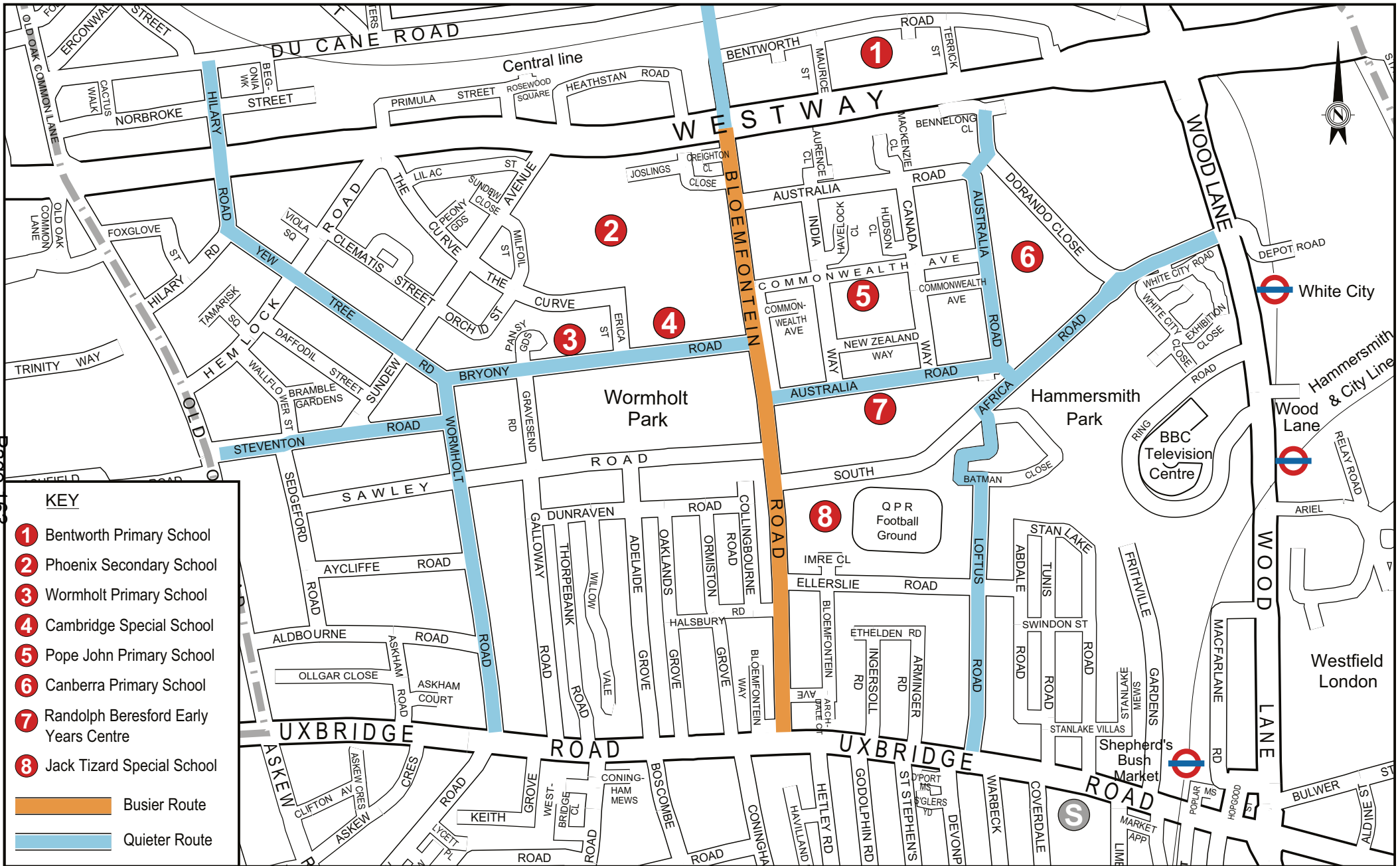
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NOTES Date Rev Init

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FS 32265



- KEY**
- 1 Bentworth Primary School
 - 2 Phoenix Secondary School
 - 3 Wormholt Primary School
 - 4 Cambridge Special School
 - 5 Pope John Primary School
 - 6 Canberra Primary School
 - 7 Randolph Beresford Early Years Centre
 - 8 Jack Tizard Special School
- Busier Route
 Quieter Route

HAMMERSMITH AND FULHAM COUNCIL
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Drawn	Checked	Approved	NOTES	Date	Rev	Init
WAS	HOR	NB				
Scale	Original Sheet Size					
Not To Scale	A4					
DWG No.	Revision	Date				
88900/142/1	-	Jul.'13				

**WHITE CITY
 CYCLE TO SCHOOL PARTNERSHIP
 LOCATION PLAN**

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 <p>h&f the low tax borough</p>	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">14 OCTOBER 2013</p>
<p>TENDER FOR THE PROVISION OF A VEHICLE REMOVAL SERVICE AND THE OPERATION OF A CAR POUND</p>	
<p>Report of the Cabinet Member for Transport & Technical Services – Councillor Victoria Brocklebank-Fowler</p>	
<p>Open Report</p> <p>A separate report on the exempt Cabinet agenda provides exempt information about the procurement process.</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Pallace, Transport & Technical Services Department</p>	
<p>Report Author: Osa Ezekiel, Assistant Head of Parking Services</p>	<p>Contact Details: Tel: 020 9753 3264 E-mail: osa.ezekiel@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the recommendation of the Tender Appraisal Panel (TAP) to award the contract for vehicle removal service and the provision and operation a car pound to Ontime Parking Solutions (the incumbent contractor) for three years from January 2014.

2. RECOMMENDATION

- 2.1. That a contract be awarded for the provision of a vehicle removal service and the operation of a car pound service to Ontime Parking Solutions Ltd for three years, at an annual notional value of £592,000 excluding VAT.

3. REASONS FOR DECISION

- 3.1. The tender received from Ontime Parking Solutions Ltd was the most economically advantageous receiving the highest overall evaluation scores on the pre-published price and quality model.

4. INTRODUCTION AND BACKGROUND

- 4.1 The existing contract for a vehicle removal service and the provision and operation of a car pound is with Ontime Parking Solutions Ltd. A previous decision from the Cabinet gave authority to continue with the current contract on the existing terms and conditions until a new contract scheduled to start by January 2014 is in place.
- 4.2 Officers tried to arrange a bi-borough tender for the services, but this was not possible. RBKC are tied into their existing contract and have extended it for three years. H&F therefore had to tender on its own for a three year contract which will enable H&F and RBKC to tender jointly in the future.
- 4.3 The contract is for the removal, transportation and storage of illegally parked vehicles from the public highway. This service plays an integral part in the Council's enforcement of parking restrictions with around 1713 vehicles being removed from on street locations and 2238 vehicles being relocated per annum.
- 4.4 The contract provides for the prompt removal of abandoned and surrendered vehicles from on-street and housing estate locations. Around 59 abandoned vehicles and surrendered vehicles were removed in the last 12 months.
- 4.5 The process has been overseen by a Tender Appraisal Panel (TAP) comprising representatives from Parking, Legal Services and Corporate Procurement that was formed in December 2012.. The tender was advertised on 8 May 2013 and the tendering process has been in compliance with current legislation and the Council's Contract Standing Orders.
- 4.6 7 firms viewed the advert. These were:
 - Wembley man and van
 - Swift vehicle recovery Ltd
 - Ontime Parking solutions
 - Legacy facilities management Ltd
 - Boleyn transport ltd
 - ELV Solutions Ltd
 - NSL Ltd

- 4.7 Of the 7 firms that viewed the advert, 2 firms (Ontime Parking Solutions and NSL) submitted tender documents.
- 4.8 This report sets out the results of the evaluation of tenders undertaken by the TAP and the financial implications of the recommended Contract.
- 4.9 The proposed tendering timetable is set out as follows:
- Tender Award November 2013
 - Contract Commences January 2014

5. PROPOSAL AND ISSUES

- 5.1. The Contractor proposals were scored in accordance with the evaluation criteria set out in the tender documents. The quality element were scored using the quality model based on the following headings:
- *Contract manager*
 - *Vehicle operations*
 - *Disposal of abandoned vehicles*
 - *Provision of car pound*
 - *Collection of payments*
 - *Administration*
- 5.2 The result of the quality scores is attached as **Appendix 1** and shows Ontime Parking Solution with 399 marks compared to NSL's 386 out of a maximum total of 475.
- 5.3 Financial checks were also carried out and both tenderers were satisfactory.
- 5.4 The price analysis was carried out with a predetermined model using rates provided by the tenderers. The rates were used to find out how much each tenderer would cost to meet the Council's vehicle storage, truck and crew provision, abandoned vehicle requirements and pound administration. This is included in the exempt report as **Appendix 2a (NSL) and Appendix 2b (Ontime Parking Solutions)**.
- 5.5 The combined result of the price and quality scores is included in the exempt report as **Appendix 3**. This shows Ontime Parking Solutions with 89% compared to NSL's 77.31%.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The Council has no alternative but to re-let the contract, without which it would lose the ability to deal with illegal parking and the removal of abandoned vehicles - both of which would cause obstructions to other

users of the highway; this service plays an integral part in the Council's enforcement of parking restrictions. This would be disadvantageous to the Council as it could jeopardise the ability to enforce bay suspensions and could lead to complaints.

7. CONSULTATION

7.1. Not applicable.

8. EQUALITY IMPLICATIONS

8.1 Under the Equality Act 2010, the Council must consider its obligations with regard to the Public Sector Equality Duty (PSED). It must carry out its functions (as defined by the Human Rights Act 1998) with due regard to the duty and its effect on the protected characteristics (below) in relevant and proportionate a way. The duty came into effect on 5th April 2011. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion/belief (including non-belief)
- Sex
- Sexual orientation

8.2 In this case, officers are seeking Cabinet approval to award a contract for the removal of vehicles and the provision of a car pound to Ontime Parking Solutions Ltd. As such, there are no direct equality implications for consideration, and the Council recognises that it remains the responsible body for the service. The contractor would need to take needs into account when providing the service, for example, ensuring that there is adequate access to the vehicle pound for disabled people.

9. LEGAL IMPLICATIONS

9.1 The proposed contract award has been carried out in the compliance of the Council's Contract Standing Orders and the Public Contracts Regulations. Accordingly the Bi-Borough Director of Law endorses the recommendation in this report.

9.2 Legal Services will be available to assist the client department with preparing and completing the necessary contract documentation.

9.3 Implications completed by: Kar-Yee Chan, Solicitor (Contracts), 020 8753 2772

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The proposal is to award the contract to the incumbent supplier. The price analysis (Appendix 2B) gives an annual cost of £592k. This is less than the current annual cost of £612k.
- 10.2. The costs of the contract will therefore be met from the existing revenue budget for a vehicle removal service.
- 10.3. The price made up 50% of the overall tender score, with weightings assigned to 5 sections of the pricing schedule. The percentage weightings are shown below. The score for Ontime Parking Solutions came out higher on this basis.

Section 1 – Enforcement Vehicles	25%
Section 2 – Car Pound Spaces	5%
Section 3 – Abandoned Vehicles	5%
Section 4 – Pound Admin and Cashiers	10%
Section 5 – Automatic Vehicle Locator	5%

- 10.4. Implications completed by Amit Mehta, Principal Accountant - TTS
Telephone: 0208 753 3394

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 11.1. The Director has been represented on the TAP and confirms that the tendering exercise complies with both current legislation and the Council's Contracts Standing Orders. Once the contract has been awarded the Council must serve a Contract Award Notice for possible publication in the Official Journal of the European Union.
- 11.2. Implications completed by Alan Parry Procurement Consultant (telephone 020 8753 2581)

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Tender documents (exempt)	Osa Ezekiel	TTS, Bagleys Lane depot

LIST OF APPENDICES:


Appendix 1 – Quality score result

APPENDIX 1 - Quality score result

		WEIGHTING	MAX SCORE	NSL	NSL WEIGHTED SCORE	ONTIME	ONTIME WEIGHTED SCORE
1	Contract manager		25				
1.1		5	25	4	20	4	20
2	Vehicle operations		100				
2.1(a)		2	10	4	8	3	6
2.1(b)		1	5	5	5	5	5
2.1(c)		1	5	4	4	4	4
2.2(a)		1	5	5	5	5	5
2.2(b)		1	5	2	2	4	4
2.2(c)		1	5	4	4	4	4
2.2(d)		1	5	4	4	4	4
2.3(a)		1	5	5	5	5	5
2.3(b)		1	5	2	2	2	2
2.4(a)		1	5	4	4	4	4
2.4(b)		1	5	4	4	4	4
2.5(a)		1	5	4	4	4	4
2.5(b)		1	5	4	4	4	4
2.5(c)		1	5	4	4	4	4
2.6(a)		1	5	4	4	4	4
2.6(b)		1	5	5	5	4	4
2.6(c)		1	5	5	5	5	5
2.6(d)		1	5	5	5	5	5
2.7(a)		1	5	4	4	3	3
3	Disposal of abandoned vehicles		50				
3.1		2	10	5	10	5	10
3.2		2	10	5	10	5	10
3.3		2	10	5	10	5	10
3.4		2	10	5	10	5	10
3.5		2	10	5	10	5	10
4	Provision of a car pound		150				
4.1(a)		10	50	5	50	5	50
4.1(b)		2	10	2	4	5	10
4.1(c)		2	10	5	10	5	10

4.1(d)		2	10	5	10	5	10
4.2(a)		2	10	5	10	4	8
4.2(b)		2	10	5	10	5	10
4.3(a)		2	10	4	8	3	6
4.3(b)		2	10	2	4	2	4
4.4		2	10	4	8	4	8
4.5		2	10	4	8	4	8
4.6		2	10	4	8	4	8
5	Collection of payments		100				
5.1		6	30	4	24	4	24
5.2		8	40	4	32	4	32
5.3		6	30	2	12	4	24
6	Administration		50				
6.1(a)		1	5	4	4	4	4
6.1(b)		1	5	5	5	5	5
6.1(c)		1	5		0		0
6.2(a)		1	5	4	4	5	5
6.2(b)		1	5	5	5	4	4
6.2(c)		1	5	4	4	3	3
6.2(d)		1	5	5	5	2	2
6.2(e)		1	5	5	5	5	5
6.3		1	5	2	2	5	5
6.4		1	5	2	2	4	4
					386		399

Agenda Item 16

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>14 OCTOBER 2013</p>
<p>MOVING THE IDOX AND UNIFORM IT SYSTEMS TO A MANAGED SERVICES PLATFORM</p>	
<p>Report of the Cabinet Member for Transport and Technical Services : Councillor Victoria Brocklebank-Fowler</p>	
<p>Open report</p> <p>A separate report on the exempt Cabinet agenda provides confidential information on costs and savings attributable to this project.</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Pallace, Executive Director, Transport and Technical Services</p>	
<p>Report Author: Matt Caswell, Departmental Project Manager</p>	<p>Contact Details: 020 8753 2708</p>

1. EXECUTIVE SUMMARY

- 1.1. Idox and Uniform provides the land and property based IT system used by Planning Services, Environmental Health, Licensing, Trading Standards, Building Control and Land Charges, and associated document management and web interfaces in Hammersmith and Fulham Council.
- 1.2. As part of an on-going drive to reduce costs and deliver ICT services in a more efficient way, officers have been investigating with HFBP the potential for moving Idox to a 'managed services' platform, where the system is hosted and supported directly by the supplier.
- 1.3. It is anticipated that moving to a managed services platform will significantly reduce annual support costs as set out in the separate report on the exempt Cabinet agenda. The objective will be to move to the managed services platform by April 2014.
- 1.4. This proposal will realise an MTFs efficiency target of £21,000 for 2014/15.

2. RECOMMENDATIONS

- 2.1. That approval be given to one-off costs of £103,000 to complete the procurement and implementation of the provision and support of a hosted platform for the Uniform IT system (the savings figure takes into account implementation costs).
- 2.2. That a contribution of £103,000 from the Efficiency Projects reserve (Invest to Save), towards the year one, one-off project costs, be approved, with any other one off and on-going costs being met from within existing budgets.

3. REASONS FOR DECISION

- 3.1. The recommendation is that the Council moves the Idox systems used primarily by Planning Services, Environmental Health and Building Control divisions of the Council to a supplier hosted, managed services platform. This will enable significant savings as set out in the exempt report from 2014/15, contributing to departmental MTFs targets.
- 3.2. Moving to a hosted solution will ensure that the Council is always maintained and supported on the latest platform and able to benefit from the latest software developments within the negotiated contract costs.
- 3.3. It reduces the risks of impact on service provision during any future corporate IT service transitions as the system will be hosted and technically supported directly by the supplier.

4. BACKGROUND

- 4.1. Idox Uniform is a land and property based system and is the key IT platform for multiple services in the TTS department, specifically:
- Building Control (including contraventions and dangerous structures)
 - Planning (applications, appeals, enforcement, listed buildings, tree preservation orders, development condition monitoring)
 - Environmental Health (accident reports, commercial premises, service requests, infectious diseases, pest control, pollution prevention and control, private water supplies).
 - Land Charges
 - Private Sector Housing (residential premises, housing assistance grants, service requests, licensing houses in multiple occupation (HMO's).
 - Trading Standards (business register, service requests, risk analysis, Consumer Direct interface).
 - Contaminated Land (register of land which has hosted uses that may lead to contamination).
 - Licensing (licensed premises and individuals covering alcohol, gambling and all other licensable activities).
 - Electronic document management system.
- 4.2. Public and consultee web access for Planning, Building Control and Licensing. The department requires support, maintenance and management of infrastructure for Idox. This support includes essential day-to-day support and maintenance of the system that is critical to the business functions of the Transport and Technical Services department. Currently, support for Idox is contracted to the Council's IT partner HFBP.
- 4.3. TTS have asked HFBP to provide a cost-benefit analysis of moving the support, maintenance and management back to the supplier, Idox. A Solution Proposal provided by HFBP shows the Council will realise significant savings as set out in the exempt report by moving to a hosted platform.

5. PROPOSAL AND ISSUES

- 5.1. It is proposed that HFBP procure a five year contract to move Idox to a hosted platform for April 2014. HFBP have prepared a Solution Proposal which details the approach to be taken. The key details have been summarised below:

5.2. HFBP will lead on the procurement and transition to a managed service. The areas covered by HFBP include the following:

- Idox will assume responsibility for all the application support of Uniform and the Idox systems within the managed service following an agreement between HFBP and H&F on how calls to the service desk relating to Idox will be logged and managed.
- HFBP will retain a Service Integration and Management (SIAM) function for Idox applications and this will be supported by the contract between HFBP and H&F. HFBP's role will be limited to SIAM.
- HFBP will not be required to retain any application support capability in relation to the new hosted application.

5.3. **Benefits**

Moving to a hosted platform provides a number of benefits including:

- No need to pay additional charges for system refreshes and version upgrades as they are included in the annual charge. It is also easier to deploy new platforms more quickly resulting in a reduced impact on operational staff. This benefits the service and customers by enabling use of the latest software developments as they are released.
- If there are issues or errors with the software the Council will not incur additional charges from HFBP to fix them as responsibility will lie with Idox.
- Provision of a full suite of connectors which will allow interfaces with other systems and web services to be developed. This will be included as part of the hosted service and therefore will not need to be procured and maintained separately at additional cost.
- Reduced costs and responsibility for HFBP to support Idox and manage the infrastructure. Moving a major system such as Idox Uniform to a hosted platform before 2016 will reduce the transition costs and risks for the Council as it moves ICT provision and support to new providers.
- A clear service level agreement will remove the ambiguity over who is responsible for resolving issues. At present, some issues are resolved by HFBP application support and others are passed to Idox. A single point of contact and responsibility should help the speed of effective incident resolution.
- Idox currently provide systems to WCC and RBKC. WCC entered into a managed services arrangement with Idox in 2012. Strategically this may allow convergence of IT systems in the future in line with the Tri-borough ICT strategy.

5.4. Timescales

The following table sets out the summarised provisional timetable from the HFBP Solution Proposal for the migration to the new Idox Uniform hosted system.

Milestone	Responsible party	Date
Cabinet paper approved	H&F	14 th October 2013
Contract signed off	Agilisys Legal	30 th October 2013
Agreement to start project	H&F	November 2013
Hardware acquisition and installation	Idox	November 2013
Software implementation	Idox	December 2013
Initial systems testing	Idox, HFBP & H&F	February 2014
User acceptance testing	H&F	March 2014
Go-live	Idox, HFBP	April 2014
Post go-live testing	H&F	April 2014
Project closure	HFBP	April 2014

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1. **Remaining on the current platform** - Staying on the current HFBP hosted platform will not enable the Council to make the savings anticipated by moving to an Idox hosted solution. In addition, it is unknown ICT how services will be provided in the future when the current contract with HFBP comes to an end in 2016. By moving to a managed services platform now, this enables the Council to reduce the risk of issues when the ICT service provision changes.
- 6.2. **Carry out a full bi-borough procurement** – Moving to a single system for both boroughs would require extensive alterations to the business operations, cross departmental support and investment, full procurement under OJEU rules and authorisation of significant funds to cover implementation costs including migration of data from multiple existing modules of systems onto a new system. At this point the option is thought likely to be prohibitively expensive and intensive with minimal benefits for predominantly single borough services and therefore would not have a justifiable business case.
- 6.3. **Join Westminster City Council's hosted platform** - An option to migrate H&F into the existing WCC instance on a hosted Idox managed service was considered, but due to current differences in business processes and configuration this would not provide a viable solution to H&F at this time.

7. CONSULTATION

- 7.1. The following have been consulted – H&F Contract Management Office, H&F Business Board, Uniform user group, Councillor Brocklebank-Fowler.

8. EQUALITY IMPLICATIONS

- 8.1. There are no service equalities implications arising from the recommendations in this report.
- 8.2. Implications completed by: Carly Fry, Opportunities Manager, Telephone: 020 8753 3430.

9. LEGAL IMPLICATIONS

- 9.1. The Council's IT requirements are provided by HFBP under a service contract dated 1 November 2006 (the "IT Service Contract"). Under the IT Service Contract, HFBP contracts directly with software suppliers for the provision of IT software to the Council.
- 9.2. HFBP will enter into the new contract with Idox for the provision of the managed services solution.
- 9.3. Implications completed by: Janette Mullins, Head of Litigation, Telephone: 020 8753 2774.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 These are in the separate report on the exempt Cabinet agenda.

11. COMMENTS OF THE DIRECTOR FOR PROCUREMENT AND IT STRATEGY

- 11.1. There are no procurement related issues as the order is to be placed under existing arrangements in place between Hammersmith & Fulham and HFBP.
- 11.2. This is in line with the design principles as stated in the Tri-borough ICT Strategy for 2012-2015 that applications and services should move to managed service and web-based applications, and that ICT should enable moving to infrastructure-free models. It also provides a platform for the key element of the strategy, that of enabling convergence on a single application to support combined team operation.

11.3. Implications completed by: Howell Huws, Head of Business Technology,
Telephone: 020 8753 5025.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	HFBP Solution Proposal	Matt Caswell (2708)	TTS/HTHX6
CONTACT OFFICER:		NAME: Matt Caswell EXT: 2708	

NOTICE OF CONSIDERATION OF A KEY DECISION

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Cabinet hereby gives notice of Key Decisions which it intends to consider at its next meeting and at future meetings. The list may change between the date of publication of this list and the date of future Cabinet meetings.

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Cabinet also hereby gives notice in accordance with paragraph 5 of the above Regulations that it intends to meet in private after its public meeting to consider Key Decisions which may contain confidential or exempt information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to key decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please e-mail Katia Richardson on katia.richardson@lbhf.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 14 OCTOBER 2013 AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2014

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting and future meetings. The list may change over the next few weeks. A further notice will be published no less than 5 working days before the date of the Cabinet meeting showing the final list of Key Decisions to be considered at that meeting.

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

- Any expenditure or savings which are significant (ie. in excess of £100,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising 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 Key Decisions List will be updated and published on the Council's website on a monthly basis.

NB: Key Decisions will generally be taken by the Executive at the Cabinet.

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

Access to Cabinet reports and other relevant documents

Reports and documents relevant to matters to be considered at the Cabinet's public meeting will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

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 list by contacting the officer shown in column 4. 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) will be shown in the Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2013/14

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
Cabinet Member for Education:	Councillor Georgie Cooney

Key Decisions List No. 12 (published 13 September 2013)

KEY DECISIONS LIST - CABINET ON 14 OCTOBER 2013

The list also includes decisions proposed to be made by future Cabinet meetings

Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).

* 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 (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
October				
Cabinet	14 Oct 2013	<p>Seeking Approval to Access and Call-Off from the West London Alliance Independent Fostering Agency Framework Agreement</p> <p>Requesting permission to Call-off the West London Alliance IFA Framework for Children's Services.</p>	Cabinet Member for Children's Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Contact officer: Terry Clark Tel: 020 8578 5642 terry.clark@lbhf.gov.uk				
Cabinet	14 Oct 2013	<p>Property Asset Management Plan 2013-2016</p> <p>This is an updated plan which was approved by Cabinet in 2008. It is set out in the Council's Strategy for all properties held by the Council except the Council's Housing Stock.</p>	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Contact officer: Miles Hooton Tel: 020 8753 2835 Miles.Hooton@lbhf.gov.uk				
Cabinet	14 Oct 2013	<p>TfL funded annual integrated transport investment programme 2014/15</p> <p>This report refines and details the integrated transport programme which forms part of the council's approved transport plan (LIP2) to be undertaken in 2014/15 funded by Transport for London (TfL). This report contains a new three</p>	Cabinet Member for Transport and Technical Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Contact officer: Nick Boyle Tel: 020 8753 3069 nick.boyle@lbhf.gov.uk				

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		year delivery plan 2014/15 to 2016/17, interim LIP2 targets and a submission for the Mayors cycling vision fund.		papers to be considered.
Cabinet	14 Oct 2013 Reason: Affects 2 or more wards	2013-14 Corporate Revenue Monitoring Month 3 and 4 Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013-14.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	Capital Budget Monitor 2013/14 - Quarter 1 To report the forecast outturn and projected CFR PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	Approval to vary contracts for Older People's Day Services to enable a phased approach to move the services to Personal Budgets and Direct Payments The report seeks authority to extend a number contracts for day services provided to older people in Hammersmith and Fulham, Kensington and	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Martin Waddington martin.waddington@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		<p>Chelsea and the City of Westminster to enable further work to be completed to move these services from block contract arrangements to local residents assessed as needing a day care place purchasing there day care place more directly with the provider of the service.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		considered.
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	<p>Disposal of 87, Lime Grove</p> <p>The report seeks permission for the disposal of a Council owned building at 87, Lime Grove and the bid for capital funding to enable the resettlement of the current tenants.</p>	<p>Cabinet Member for Community Care, Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): Shepherds Bush Green</p> <p>Contact officer: Stella Baillie</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	<p>Extension of Schools Meal Contract with Eden Foodservices Ltd</p> <p>Approval is sought to execute an option to extend the current schools meals contract with Eden Foodservices Ltd for a further year until 2nd November 2014. Eden's existing performance is good. The recommended contract extension</p>	<p>Cabinet Member for Education</p> <p>Ward(s): All Wards</p> <p>Contact officer: Andrew Christie andrew.christie@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		is considered to represent good value for money to the Council and local schools, and will also enable contract alignment with RBKC and WCC and delivery of a Tri-borough procurement in 2014.		papers to be considered.
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	<p>Tender for the provision of a Vehicle Removal Service and the operation of a Car Pound Service</p> <p>Tender to provide a car pound and vehicle removal service</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Transport and Technical Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Osa Ezekiel Osa.Ezekiel@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	<p>Moving the Idox and Uniform IT systems to a managed services platform</p> <p>Proposal recommending H&F move the Idox Uniform IT system used by Environmental Health, Planning Services and Building Control to a more cost effective managed services platform.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act</p>	<p>Cabinet Member for Transport and Technical Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Nick Austin Tel: 020 8753 nick.austin@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	14 Oct 2013 Reason: Expenditure more than £100,000	<p>Request to award a 3 year interim contract to Notting Hill Housing for Elm Grove House</p> <p>Request to waive the contract standing orders and award Notting Hill Housing a 3 year interim contract for the provision of Extra Care services at Elm Grove House.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Community Care</p> <p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Martin Waddington</p> <p>martin.waddington@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	14 Oct 2013 Reason: Affects 2 or more wards	<p>Western Riverside Waste Authority (WRWA) – Review Outcomes</p> <p>This report seeks Member views regarding the outcome of the WRWA reviews, including proposed Partnership Agreement that is being drawn up amongst the four Western Riverside Waste Authority (WRWA) constituent Councils and WRWA.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a</p>	<p>Deputy Leader (+ Residents Services)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Sue Harris Tel: 020 8753 4295 Sue.Harris@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	14 Oct 2013 Reason: Affects 2 or more wards	<p>Recommendation to award an interim contract to Yarrow Housing for two years from October 2013 for the provision of accommodation services for people with learning disabilities</p> <p>Request to award Yarrow Housing an interim two year contract for the provision of accommodation services to people with learning disabilities in Hammersmith & Fulham.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Community Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Martin Waddington martin.waddington@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	14 Oct 2013 Reason: Affects 2 or more wards	<p>Contract Award: Stop Smoking (Quits and Prevention) Service</p> <p>This report seeks the award of a contract for a Stop Smoking (Quits and Prevention) Service</p> <p>Report Author- Christine Mead, Behaviour Change Commissioner</p>	<p>Cabinet Member for Community Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Christine Mead Tel: 020 7641 4662 cmead@westminster.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		<p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>14 Oct 2013</p> <p>Reason: Affects 2 or more wards</p>	<p>Right to Buy Part and Tenants' Reward Purchase Scheme</p> <p>Sale of small shares to existing Council tenants</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>14 Oct 2013</p> <p>Reason: Expenditure more than £100,000</p>	<p>Universal Credit - Delivery Partnership Agreement</p> <p>The Secretary of State for Work and Pensions has announced that the national roll out of Universal Credit will start from Hammersmith Job Centre in October 2013. DWP has asked for the assistance of LBHF in providing support to claimants applying for the new credit.</p> <p>Initially the type of claimants affected will be very restricted, numbering no more than 100 per month. DWP will pay for the services provided and the arrangement will be governed by a Delivery Partnership Agreement between the Council and DWP.</p> <p>This report brings the agreement</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): Addison; Avonmore and Brook Green; Hammersmith Broadway; North End</p> <p>Contact officer: Mike England Tel: 020 8753 5344 mike.England@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		<p>before members for their approval.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>14 Oct 2013</p> <p>Reason: Expenditure more than £100,000</p>	<p>Library Management System Procurement</p> <p>Tri-Borough plan to consolidate their library management systems (LMS) and move to a more cost effective operating model whilst improving customer services. The decision will be to select a LMS Supplier to achieve this.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Deputy Leader (+ Residents Services)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Lyn Carpenter lyn.carpenter@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
November				
Cabinet	11 Nov 2013 Reason: Expenditure more than £100,000	<p>Renewal of Serco waste contract</p> <p>Decision on whether to extend current waste collection and street cleansing contract with Serco beyond 2015, as allowed under current contract clause.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Deputy Leader (+ Residents Services)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Sue Harris, Chris Noble, Thomas Baylis Tel: 020 8753 4295, , Sue.Harris@lbhf.gov.uk, chris.noble@lbhf.gov.uk, thomas.baylis@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Nov 2013 Reason: Expenditure more than £100,000	<p>Future options to enhance Revenue Collection</p> <p>To propose a new approach to revenue collection across H&F</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	11 Nov 2013	<p>Re-alignment of the Quadron Ground Maintenance Contract</p> <p>The Council's existing arrangement with Quadron Services LTD (QSL) whereby QSL manages the ground maintenance in parks runs until 30th April 2015. There is also the ability to extend the contract for a further seven years until 30th April 2022.</p> <p>Lead Cabinet Members have already signed off the recommendations of the Parks Service Review which included aligning the contract end date for LBHF with that of the RBKC end date of 31st March 2021.</p> <p>Approval is therefore sought for realigning the end date for the ground maintenance contract in parks to 31st March 2021.</p>	Deputy Leader (+ Residents Services)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	11 Nov 2013	<p>Housing Estate Investment Plan (HEIP) update</p> <p>This report provides and update on the Housing Estate Investment Plan proposals for Emlyn Gardens, Sullivan Court and Becklow Gardens.</p>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): Askew; Sands End	
Cabinet	11 Nov 2013	<p>2013_14 Corporate Revenue Monitoring month 5</p> <p>Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.</p>	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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Cabinet	11 Nov 2013	Economic Development priorities This report seeks Members' approval for future economic development priorities which respond to the borough's longer term economic growth and regeneration vision and makes recommendations on use of Section 106 funds to achieve key outcomes.	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	11 Nov 2013	Special Guardianship Allowance Policy To agree a revised policy for allowances to carers	Cabinet Member for Children's Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	11 Nov 2013	Corporate contract for card acquiring Services Acquiring services for all credit/debit card transactions via all Corporate channels PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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Cabinet	11 Nov 2013	<p>Highway works contract extensions</p> <p>To approve proposed one year extensions to four highway works terms contracts.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Transport and Technical Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	11 Nov 2013	<p>Edward Woods Penthouses</p> <p>Decision on the letting of the recently constructed penthouses to Norland, Stebbing and Poynter Houses.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): Shepherds Bush Green	

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December				
Cabinet	9 Dec 2013 Reason: Affects 2 or more wards	<p>Housing and Regeneration joint venture - selection of preferred partner</p> <p>Following an OJEU procurement, final selection of a private sector partner to form a Joint Venture with the Council.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	9 Dec 2013 Reason: Affects 2 or more wards	<p>2013_14 Corporate Revenue Monitoring month 6</p> <p>Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	9 Dec 2013 Reason: Affects 2 or more wards	<p>Housing Development Business Plan 2013-2017 Q2 2013/14 update</p> <p>The Housing Development Business Plan 2013-17 was approved by Cabinet on 24 June 2013.</p> <p>This report updates the Cabinet on progress against the Business Plan, sets out CMDs approved</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mel Barrett, Daniel Jones Melbourne.Barrett@lbhf.gov.uk, Daniel.Jones@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		<p>and other delegated decisions approved since the Business Plan and recommends any Cabinet decisions required.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		considered.
Cabinet	<p>9 Dec 2013</p> <p>Reason: Expenditure more than £100,000</p>	<p>Award of Primary Care Support Services contract for Substance Misuse on a Tri-borough basis</p> <p>Approval is required for the award of contract for primary care support services for substance and alcohol using residents across the tri-borough area as a result of a competitive tendering process.</p>	<p>Cabinet Member for Community Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Darren Sutton Tel: 020 7361 3485 Darren.sutton@rbkc.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>9 Dec 2013</p> <p>Reason: Expenditure more than £100,000</p>	<p>Award of Group Programme Support Services including criminal justice group programmes for Substance Misuse on a Tri-borough basis</p> <p>Approval is required for the award of contract for group programmes for substance misuse and alcohol treatment for residents - including offender group programme - across the tri-borough area as a result of a competitive tendering process.</p>	<p>Cabinet Member for Community Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Darren Sutton Tel: 020 7361 3485 Darren.sutton@rbkc.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	9 Dec 2013 Reason: Affects 2 or more wards	Housing estate parking review Consent to consult and design parking schemes for Council estates across the borough in order to effectively manage and enforce parking.	Cabinet Member for Transport and Technical Services, Cabinet Member for Housing Ward(s): All Wards Contact officer: Naveed Ahmed, Wendy Reade, Matthew Rumble, Edward Stubbing Tel: 020 8753 1418, Tel: 020 8753 4375, , Tel: 020 8753 4651 Naveed.Ahmed@lbhf.gov.uk , wendy.reade@lbhf.gov.uk, matthew.rumble@lbhf.gov.uk, Edward.Stubbing@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
January 2014				
Cabinet	6 Jan 2014 Reason: Expenditure more than £100,000	Economic Development Priorities This report seeks Members' approval for future economic development priorities which respond to the borough's longer term economic growth and regeneration vision and makes recommendations on use of Section 106 funds to achieve key outcomes.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Kim Dero Tel: 020 8753 6320 kim.dero@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Jan 2014 Reason: Affects 2 or more wards	2013_14 Corporate Revenue Monitoring month 7 Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	6 Jan 2014 Reason: Expenditure more than £100,000	<p>Tri-borough ICT services contract award</p> <p>The call-off from a framework contract, let by WCC, for three ICT services, distributed computing, data centre and service desk and service management, in line with the Tri-borough ICT strategy.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Deputy Leader (+ Residents Services)</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Jan 2014 Reason: Expenditure more than £100,000	<p>Dementia Day Services - contract award</p> <p>To approve the award of a contract for Dementia Day and Outreach services in LBHF.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Community Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Martin Waddington martin.waddington@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet Full Council	6 Jan 2014 26 Feb 2014 Reason: Expenditure more than £100,000	Corporate Planned Maintenance 2014/2015 Programme To provide proposals and gain approval for the 2014/2015 Corporate Planned Maintenance Programme.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Mike Cosgrave Tel: 020 8753 4849 mike.cosgrave@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
February				
Cabinet	3 Feb 2014 Reason: Affects 2 or more wards	Letting of a concession to monetise the ducting within the council owned CCTV network Monetising LBHF CCTV network. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Deputy Leader (+ Residents Services) Ward(s): All Wards Contact officer: Sharon Bayliss Tel: 020 8753 1636 sharon.bayliss@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
March 2014				
Cabinet	3 Mar 2014 Reason: Affects 2 or more wards	2013_14 Corporate Revenue Monitoring month 8 Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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April 2014				
Cabinet	7 Apr 2014	2013_14 Corporate Revenue Monitoring month 10 Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
	Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk			