

Cabinet

Agenda

MONDAY
11 NOVEMBER 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
30 October 2013

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

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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items 14-17 which are exempt under paragraphs 3 or 5 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, or to information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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 **4-10** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 6 November 2013.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 13 November 2013**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 18 November 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 18 November 2013**.

Cabinet Agenda

11 November 2013

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| 2. | APOLOGIES FOR ABSENCE | |
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| | <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p> | |
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| 12. | 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.

- | | | |
|------------|--|--|
| 13. | EXEMPT MINUTES OF THE CABINET MEETING HELD ON 14 OCTOBER 2013 (E) | |
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| 16. | CORPORATE CONTRACT FOR CARD ACQUIRING SERVICES (E) | |
| 17. | DISPOSAL OF 1-3 CARNWATH ROAD AND RELOCATION OF CO-OP HOMES TENANTS ON 5 CARNWATH ROAD TO THE ADJACENT SITE (E) | |



London Borough of Hammersmith & Fulham

Cabinet

Minutes

Monday 14 October 2013

PRESENT

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

67. MINUTES OF THE CABINET MEETING HELD ON 2 SEPTEMBER 2013

RESOLVED:

That the minutes of the meeting of the Cabinet held on 2 September 2013 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

68. APOLOGIES FOR ABSENCE

RESOLVED:

There were no apologies for absence received.

69. DECLARATION OF INTERESTS

RESOLVED:

There were no declarations of interest.

70. REVENUE MONITOR 2013/14 : MONTH 4 AMENDMENTS

RESOLVED:

- 1.1. That the budget virements of £3.375m General Fund and £17.782m HRA as outlined in Appendix 1 be agreed.

1.2. That bad debts of £0.152m be written off.

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.

71. 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)

RESOLVED:

That the budget virements as at quarter 1 for 2013/14 as set out in this report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

72. PROPERTY ASSET MANAGEMENT PLAN 2013-2016

RESOLVED:

That the Council's updated Property Asset Management Plan 2013-16 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.

73. DISPOSAL OF 87 LIME GROVE

RESOLVED:

- 1.1 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.
- 1.2 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.
- 1.3 That authority be given to H & F Community Support Service to extend their existing Service Level Agreement with Nottinghill Housing to include 33 Boscombe Road.
- 1.4 That the costs of a short programme of building works through the Community Capacity Grant up to a value of £15,000 to ensure the building at 33 Boscombe Road is fit for purpose and meets the needs of vulnerable people, be approved.
- 1.5 That an additional £25,000 spend from the Community Capacity Grant to be used to make improvements to fire safety at 17 Rivercourt Road, 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.

74. REQUEST TO AWARD AN INTERIM CONTRACT TO NOTTING HILL HOUSING FOR ELM GROVE HOUSE

RESOLVED:

That a waiver of the Council's Contract Standing Orders and 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, 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.

75. CONTRACT AWARD : STOP SMOKING (QUITS AND PREVENTION) SERVICE

RESOLVED:

- 1.1. To note that Westminster City Council will enter into a contract for four years, with an option to extend for one further year (subject to performance), with Thrive Tribe Ltd at a four year contract cost of £2,029,402.
- 1.2. To note that Royal Borough of Kensington and Chelsea will enter into a contract for four years, with an option to extend for one further year (subject to performance), with Thrive Tribe Ltd at a four year contract cost of £1,286,993.
- 1.3. That a contract for four years, with an option to extend for one further year (subject to performance), with Thrive Tribe Ltd at a four year contract cost of £1,633,495, 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.

76. 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

RESOLVED:

- 1.1 That a waiver of the Council's Contract Standing Orders and 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, be approved.
- 1.2 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.

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.

77. ACCESS AND CALL-OFF FROM THE WEST LONDON ALLIANCE INDEPENDENT FOSTERING AGENCY FRAMEWORK AGREEMENT

RESOLVED:

- 1.1 That the Council 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.
- 1.2 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 of the report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

78. EXTENSION OF SCHOOLS MEAL CONTRACT WITH EDEN FOODSERVICES LTD

RESOLVED:

- 1.1 That the Council's contract with Eden Foodservices Ltd. for the provision of schools meals be extended to 2 November 2014.
- 1.2 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.

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.

79. UNIVERSAL CREDIT - DELIVERY PARTNERSHIP AGREEMENT

RESOLVED:

That the Executive Director, Housing and Regeneration and the Bi-Borough Director of Law, in conjunction with the Cabinet Member for Housing, negotiate and finalise the terms of the agreement and 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.

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.

80. TFL FUNDED ANNUAL INTEGRATED TRANSPORT INVESTMENT PROGRAMME 2014/15

RESOLVED:

- 1.1 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).
- 1.2 That the Cabinet Member for Transport and Technical Services, in consultation with the Executive Director Transport and Technical Services, 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.
- 1.3 That 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), be approved.
- 1.4 That the smarter travel programme at a cost of £262,300, as detailed in paragraph 5.4 (forms part of the £1,724,000), be approved.
- 1.5 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).
- 1.6 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.
- 17 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.

- 1.8 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.
- 1.9 That the 2015/16 to 2016/17 indicative delivery plan and interim borough transport targets as detailed in paragraph 7 and 8 of the report, be approved.
- 1.10 That authority be given to place all works orders with one of the Council's existing term or framework contractors or consultants.

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.

81. TENDER FOR THE PROVISION OF A VEHICLE REMOVAL SERVICE AND THE OPERATION OF A CAR POUND

RESOLVED:

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.

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.

82. MOVING THE IDOX AND UNIFORM IT SYSTEM TO A MANAGED SERVICES PLATFORM

RESOLVED:

- 1.1. That 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), be approved.
- 1.2. 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.

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.

83. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Forward Plan was noted.

84. 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.]

85. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 2 SEPTEMBER 2013 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 2 September 2103 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

86. REQUEST TO AWARD AN INTERIM CONTRACT TO NOTTING HILL HOUSING FOR ELM GROVE HOUSE : EXEMPT ASPECTS (E)

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.

87. 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)

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.

88. **CONTRACT AWARD : STOP SMOKING (QUITS AND PREVENTION) SERVICE : EXEMPT ASPECTS (E)**

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.

89. **EXTENSION OF SCHOOLS MEAL CONTRACT WITH EDEN FOODSERVICES LTD : EXEMPT ASPECTS (E)**

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.

90. **UNIVERSAL CREDIT - DELIVERY PARTNERSHIP AGREEMENT WITH DWP: EXEMPT ASPECTS (E)**

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.

91. TENDER FOR THE PROVISION OF A VEHICLE REMOVAL SERVICE AND THE OPERATION OF A CAR POUND : EXEMPT ASPECTS (E)

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.

92. MOVING THE IDOX AND UNIFORM IT SYSTEM TO A MANAGED SERVICES PLATFORM : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in 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.

Meeting started: 6.00 pm

Meeting ended: 6.04 pm

Chairman

| | |
|--|--|
|  | <p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">11 NOVEMBER 2013</p> |
| <p>REVENUE BUDGET 2013/14 - MONTH 5 AMENDMENTS</p> | |
| <p>Report of the Leader of the Council – 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</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 5.
- 1.2. Virement requests of £0.289m for General Fund and £0.160m for the Housing Revenue Account (HRA) are recommended for approval.

2. RECOMMENDATIONS

- 2.1. That approval be given to the budget virements of £0.289m General Fund and £0.160m HRA as outlined in Appendix 1.

3. REASONS FOR DECISION

- 3.1. To comply with Financial Regulations.

4. 2013/14 REVENUE BUDGET AMENDMENTS MONTH 5

- 4.1. Cabinet is required to approve all budget virements that exceed £0.1m.
- 4.2. Virements totalling £0.289m to the General Fund budgets and £0.160m to the HRA are requested (details in Appendix 1).

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 £0.449m are requested.
- 8.2. Implications verified/completed by: Gary Ironmonger, Principal Revenue Accountant..

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. | CRM5 | Gary Ironmonger | FCS |

LIST OF APPENDICES : Appendix 1 : Virement Request Form


APPENDIX 1 - VIREMENT REQUEST FORM

BUDGET REVENUE MONITORING REPORT – PERIOD 5

| Details of Virement | Amount (£000) | Department |
|--|------------------|----------------------------------|
| GENERAL FUND: | | |
| Reduce budget on Greenwich Leisure Limited contract payment to reflect £25k saving on contract in 2013/14. | (25) 25 | ELRS ELRS |
| Realignment within the Safer Neighbourhoods Directorate to reduce unachievable income target (Proceeds of Crime Act) | (58) 58 | ELRS ELRS |
| Increase variable grounds maintenance budget | (40) 40 | ELRS ELRS |
| Realignment of cemeteries budget | (166) 166 | ELRS ELRS |
| Total of Requested Virements (Debits) | 289 | |
| HRA: | | |
| Appropriation from earmarked reserve for HRA 2013/14 1% pay increase | 160 / (160) | Housing Revenue Account (HRA) |
| Total of Requested Virements (Debits) | 160 | |

| Departmental Name Abbreviations | |
|--|--|
| ELRS | Environment, Leisure & Residents' Services |

Agenda Item 5

| | |
|---|---|
|  <p>h&f the low tax borough</p> | <p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>11 NOVEMBER 2013</p> |
| A WATER MANAGEMENT POLICY FOR HAMMERSMITH & FULHAM | |
| Report of the Leader of the Council - Councillor Nicholas Botterill | |
| Open Report | |
| Classification: For Decision) Key Decision: Yes | |
| Wards Affected: All | |
| Accountable Executive Director: Nigel Pallace, Director of Transport & Technical Services | |
| Report Author: (name and title) Tom Conniffe, Principal Policy & Strategy Officer, FCS | Contact Details: Tel: 020 8753 2195 E-mail: tom.conniffe@lbhf.gov.uk |

1. EXECUTIVE SUMMARY

- 1.1. In London, our management of water as a resource has become unbalanced. We are failing to address the increasing pressure on this resource nor are we adapting our water management systems to cope with more unpredictable changes in precipitation.
- 1.2. The Water Management Policy for Hammersmith & Fulham (“the policy”) is a first step to ensuring that the authority uses its powers and undertakes its statutory duties to maximise best practice, including within its own assets, to address local, national and European requirements for better and more sustainable water management.
- 1.3. The policy is attached as Appendix 1 to this report.

2. RECOMMENDATIONS

- 2.1. That, subject to available resources, the Council:

- a) implements, where it has yet to do so, the recommendations of the Flooding Scrutiny Task Force report of July 2012 as they relate to water management;
- b) includes the recommendations of this Policy in the ongoing update to the surface water management plan;
- c) develops a highways sustainable drainage policy to set out the context and options available with a cost and delivery time frame;
- d) develops green infrastructure (GI) and sustainable drainage policies (SuDS) in each client department, in order to promote the uptake of GI and SuDS, and considers implementing GI and SuDS in all capital schemes;
- e) requires all capital scheme approvals to consider the implications for flood risk and to assess the costs and benefits of installing sustainable drainage;
- f) undertakes an assessment to determine whether there are any current opportunities for parks and green spaces to include flood risk mitigation measures;
- g) identifies a list of potential integrated water management and sustainable drainage projects for further evaluation and/or implementation across the whole range of Council assets and seeks third-party funding wherever possible to help bring these to fruition;

2.2 It should be recognised, however, that all works will need to be done within existing budgets, where third party funding is not forthcoming. The recommendations within this document, therefore, reflect long term goals for delivering an integrated water management strategy across the borough.

3. REASONS FOR DECISION

3.1. The Water Management Policy for Hammersmith & Fulham is being adopted as a first step to ensuring that the authority uses its powers and undertakes its statutory duties to maximise best practice, including within its own assets, to address local, national and European requirements for better and more sustainable water management.

4. INTRODUCTION AND BACKGROUND

4.1. Changes in population, sea levels and weather systems are predicted to continue across the globe and throughout the rest of the century at an ever increasing rate.

4.2. The 2011 Census revealed that the population of England and Wales has increased by 7% in the last ten years, from 52.4m to 56.1m. The

population in Hammersmith and Fulham has increased by 10% over the same period, from 165,500 in 2001 to 182,500 in 2011. The further population increase in Hammersmith and Fulham over the next ten years is expected to be even greater than 10%.

- 4.3. Population increases lead to increasing demands on the finite natural resources that we rely upon for life and good health. An increasing population places ever increasing demand on the infrastructure that we rely upon for the provision of potable water, to maintain sanitation and a healthy society.
- 4.4. In London, as in many other major cities around the world, our management of water as a resource, from the cradle to the grave, has become unbalanced. We are failing to address the increasing pressure that a growing population places upon this resource nor are we adapting our water management systems to cope with more varied and unpredictable changes in precipitation.
- 4.5. In 2012 the wettest April to June on record took place in the UK, with floods throughout the country, and yet a hosepipe ban was in force in the South East at the same time. This anomaly is due to the fact that we lack an integrated water management strategy. During periods of heavy rainfall in London the combined sewerage system can become overloaded with surface water run-off. During dry periods we find we have a water shortage because we haven't retained our surface water.
- 4.6. Several strategies at various levels have already been developed to try and combat the problems of poor water resource management. In March 2009, the Environment Agency published a national water strategy for England and Wales, including a detailed section on water resources management containing specific actions that will, inter alia:
 - ensure water is used efficiently in homes and buildings, and by industry and agriculture;
 - provide greater incentives for water companies and individuals to manage demand;
 - share existing water resources more effectively;
 - further reduce leakage;
 - ensure that reliable options for resource development are considered;
 - allocate water resources more effectively in the future.
- 4.7. In October 2011, the Mayor of London published "Securing London's Water Future", the water management strategy for the capital. Its goal is to improve water management across the spectrum, from drinking water to sewage and floodwater.
- 4.8. In November 2012, the European Commission published a "Blueprint for Europe's Water Resources". In aiming to ensure compliance with the European Union Water Framework Directive (WFD), this strategy places a significant emphasis on moving towards 'green' infrastructure, such as

sustainable drainage systems (SuDS), away from traditional 'grey' infrastructure, such as tunnelling, in managing water resources.

- 4.9. A key responsibility for H&F is the Local Flood Risk Management Strategy, including a Surface Water Management Plan (SWMP), which are currently being drafted. The Surface Water Management Plan should therefore be developed with this integrated policy in mind. The Council has already addressed wider issues relating to flooding through the Flooding Scrutiny Task Force, which reported in July 2012.
- 4.10. Hammersmith and Fulham's Water Management Policy is a first step, therefore, to ensuring that the authority uses its powers and undertakes its statutory duties to maximise best practice in every sphere, including within its own substantial assets to address local, national and European requirements for better and more sustainable water management.

5. PROPOSAL AND ISSUES

- 5.1. Water management issues need to be viewed from a holistic perspective in order to deliver sustainable solutions. Many of the problems that we have with water management in London today are because hitherto inter-related issues have only been addressed in isolation from one another with no authority able to take a holistic approach. We have built drains that run into the sewerage system either for treatment or, in times of heavy runoff, before discharging directly into the River Thames. Where we have had water supply problems we have built reservoirs and pumped water in from elsewhere. Sustainable drainage systems or Green Infrastructure (GI) offer more holistic and sustainable solutions to our water management problems in a 21st century urban environment.
- 5.2. Thames Water's plan to build the Thames Tideway Tunnel is far from a holistic solution to our water management problems in London. At a current projected cost of £4.2bn it will only partially address the problem of sewage overflow in the Thames. It will do nothing to alleviate flooding, which is a real problem in riparian boroughs, nor will it do anything to address spring and summer water shortages.
- 5.3. In more ecologically enlightened cities and regions, such as Philadelphia, Chicago, Portland, Milwaukee, Malmo and the North Rhine-Westphalia region of Germany, no one is looking at grey infrastructure storage solutions in isolation anymore. There is a clear consensus amongst progressive governments, mayors and municipalities that GI and SuDS are the way forward. We need to redirect surface water run-off from the sewerage system and return it to the natural ecosystem or store it for use in times of drought. Sustainable drainage measures such as green roofs, permeable paving, rain gardens, rainwater harvesting and rills and swales offer a holistic solution to our water management problems.
- 5.4. The fragmented nature of London government presents problems in delivering an integrated city-wide water management strategy that all-powerful mayoralities, such as those that exist in US cities, do not face.

What is needed in London is the appointment of a Water Commissioner with sufficient powers to oversee the implementation of SuDS and GI. In the absence of any such appointment, however, we need all areas of London government to do their bit in delivering an integrated solution. This policy sets out Hammersmith & Fulham Council's commitment to use our statutory and regulatory powers to direct and influence all infrastructure within the borough to utilise and adopt GI and SuDS and to encourage other authorities to take a similar stance.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The water management policy contains long term goals for delivering integrated water management across the borough. In doing so, it brings together policies and actions from other sources, including the Flooding Scrutiny Task Force and the Surface Water Management Plan. As such, no options appraisal is included here.

7. CONSULTATION

- 7.1. The key objective, of expanding sustainable drainage systems and green infrastructure across the borough, is included in the current public consultation on the Sustainable Community Strategy 2014-22. This consultation runs until mid-December. Key partners have already been consulted on its inclusion.
- 7.2. Owing to its long-term, aspirational and largely internal-facing nature, the water management policy has not been subject to wider consultation.

8. EQUALITY IMPLICATIONS

- 8.1. There are no direct equalities implications arising from this report.

9. LEGAL IMPLICATIONS

- 9.1. The legal implications are contained in the body of the report.
- 9.2. Implications verified by: Tasnim Shawkat, Director of Law, 020 8753 2700.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. It is too early at this stage to cost out the full programme, however as more detailed work plans and projects are identified they will be fully costed and the finance resource – which is likely to come from existing budgets – will be identified.
- 10.2. Implications completed by: Gary Hannaway, Director of Finance and Resources (TTS), 020 8753 6071.

11. RISK MANAGEMENT

- 11.1. The report proposals and linked policies contribute directly to the management of the built and natural environment risks. These risks and the responsibility for their management extend into the client departments whom should consider developing sustainable drainage policies as integral to capital schemes. Where areas are at risk these should be measured, identified and treated within appropriate and suitable flood risk management strategy. Natural environmental weather related risks are considered within the Bi-borough Enterprise Wide Risk Register, risk number 2 Customer and client needs and expectations. Consideration will be given to a new risk entry to the register on this specific area. This will provide greater clarity to the Executive and Members on the effect of the mitigations developed to counter this risk.
- 11.2. Implications completed by: Michael Sloniowski, Bi-borough Risk Manager, 020 8753 2587.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. None at this stage.
- 12.2. Implications verified by: Robert Hillman, Procurement Consultant, 020 8753 1538.

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 | | |

LIST OF APPENDICES:

Appendix 1: A Water Management Policy for Hammersmith & Fulham

A Water Management Policy for Hammersmith & Fulham

1. Why We Need a Water Management Policy

- 1.1 In the 21st century we are seeing global population increases at an unprecedented rate. We are also seeing the impact of climate change in melting ice caps, rising sea levels and the increasing frequency of extreme weather events. These changes in population, sea levels and weather systems are predicted to continue across the globe and throughout the rest of the century at an ever increasing rate.
- 1.2 The 2011 Census revealed that the population of England and Wales has increased by 7% in the last ten years, from 52.4m to 56.1m. The population in Hammersmith and Fulham has increased by 10% over the same period, from 165,500 in 2001 to 182,500 in 2011. The further population increase in Hammersmith and Fulham over the next ten years is expected to be even greater than 10%, with over 20,000 new homes planned for the north of the borough.
- 1.3 Population increases lead to increasing demands on the finite natural resources that we rely upon for life and good health. The most important of these resources, of course, is water. In urban areas an increasing population also places ever increasing demand on the infrastructure that we rely upon for the provision of potable water, to maintain sanitation and a healthy society. Water is, again, the key resource in sanitation systems.
- 1.4 In London, as in many other major cities around the world, our management of water as a resource, from the cradle to the grave, has become unbalanced. We are failing to address the increasing pressure that a growing population places upon this resource nor are we adapting our water management systems to cope with more varied and unpredictable changes in precipitation.
- 1.5 Most major urban centres in the Western world developed around major river systems. Problems of public health were managed through improved water supply and effective disposal of sewage and waste water. In London this was championed by the Victorian engineer, Joseph Bazalgette, in designing combined sewerage and water drainage systems around those river systems. Today those major cities have much greater populations and have expanded into sprawling metropolises, concreting over much of their green spaces. This has resulted in the need for new thinking in water and sewage management to avoid the overloading of combined sewerage and

surface water drainage systems and the waste of valuable fresh rain water.

- 1.6 In 2012 the wettest April to June on record took place in the UK, with floods throughout the country, and yet a hosepipe ban was in force in the South East at the same time. This anomaly is due to the fact that we lack an integrated water management strategy. During periods of heavy rainfall in London the combined sewerage system can become overloaded with surface water run-off, which can result in overflows of raw sewage into the River Thames. During dry periods we find we have a water shortage because we haven't retained our surface water.
- 1.7 Several strategies at various levels have already been developed to try and combat the problems of poor water resource management. In March 2009, the Environment Agency published a national water strategy for England and Wales, including a detailed section on water resources management containing specific actions that will, inter alia:
 - ensure water is used efficiently in homes and buildings, and by industry and agriculture;
 - provide greater incentives for water companies and individuals to manage demand;
 - share existing water resources more effectively;
 - further reduce leakage;
 - ensure that reliable options for resource development are considered;
 - allocate water resources more effectively in the future.
- 1.8 In October 2011, the Mayor of London published "Securing London's Water Future", the water management strategy for the capital. Its goal is to improve water management across the spectrum, from drinking water to sewage and floodwater.
- 1.9 In November 2012, the European Commission published a "Blueprint for Europe's Water Resources". In aiming to ensure compliance with the European Union Water Framework Directive (WFD), this strategy places a significant emphasis on moving towards 'green' infrastructure, such as sustainable drainage systems (SuDS), away from traditional 'grey' infrastructure, such as tunnelling, in managing water resources.
- 1.10 Hammersmith and Fulham's Water Management Policy is a first step, therefore, to ensuring that the authority uses its powers and undertakes its statutory duties to maximise best practice in every sphere, including within its own substantial assets to address local, national and European requirements for better and more sustainable water management.

2. What a Water Management Policy Needs to Deliver

- 2.1 Water management issues need to be viewed from a holistic perspective in order to deliver sustainable solutions. Many of the

problems that we have with water management in London today are because hitherto inter-related issues have only been addressed in isolation from one another with no authority able to take a holistic approach. Where we have had drainage problems we have built drains that run into the sewerage system either for treatment or, in times of heavy runoff, before discharging directly into the River Thames. Where we have had water supply problems we have built reservoirs and pumped water in from elsewhere. Sustainable drainage systems or Green Infrastructure (GI) offer more holistic and sustainable solutions to our water management problems in a 21st century urban environment.

- 2.2 Thames Water's plan to build the Thames Tideway Tunnel is far from a holistic solution to our water management problems in London. At a current projected cost of £4.2bn it will only partially address the problem of sewage overflow in the Thames. It will do nothing to alleviate flooding, which is a real problem in riparian boroughs, nor will it do anything to address spring and summer water shortages – surface water run-off, combined with raw sewage, will be stored in a 'super sewer' 70 metres below ground.
- 2.3 In more ecologically enlightened cities and regions, such as Philadelphia, Chicago, Portland, Milwaukee, Malmö and the North Rhine-Westphalia region of Germany, no one is looking at grey infrastructure storage solutions in isolation anymore. There is a clear consensus amongst progressive governments, mayors and municipalities that GI and SuDS are the way forward. We need to redirect surface water run-off from the sewerage system and return it to the natural ecosystem or store it for use in times of drought. Sustainable drainage measures such as green roofs, permeable paving, rain gardens, rainwater harvesting and rills and swales offer a holistic solution to our water management problems.
- 2.4 The fragmented nature of London government presents problems in delivering an integrated city-wide water management strategy that all-powerful mayoralities, such as those that exist in US cities, do not face. What is needed in London is the appointment of a Water Commissioner with sufficient powers to oversee the implementation of SuDS and GI. In the absence of any such appointment, however, we need all areas of London government to do their bit in delivering an integrated solution. This policy sets out Hammersmith & Fulham Council's commitment to use our statutory and regulatory powers to direct and influence all infrastructure within the borough to utilise and adopt GI and SuDS and to encourage other authorities to take a similar stance.

Recommendations:

- In order to promote the uptake of green infrastructure and sustainable drainage systems, all Council client departments should develop GI and SuDS policies and consider implementing GI and SuDS in all

capital schemes. Funding may be available through the flooding budget to cover feasibility assessments for schemes.

- All capital scheme approvals should consider the implications for flood risk and assess the costs and benefits of installing sustainable drainage.

3. Flood Risk Management

3.1 The Council as a Lead Local Flood Authority has the responsibility to improve flood risk management by planning for and reducing (or mitigating) the impact of flood events. Flood risk, in this context, is defined as flood risk originating from surface runoff, groundwater and ordinary watercourses. Tidal and flood risk from 'main rivers', namely the River Thames, is not the responsibility of the LLFA but of the Environment Agency (EA). The LLFA responsibilities do not include flooding from sewers unless this is wholly or partly caused by rainwater or other precipitation entering or otherwise affecting the system, or from water supply systems (for example burst water mains).

3.2 The Council as a Lead Local Flood Authority is responsible for:

- Managing flood risk in a co-ordinated way and creating effective partnerships with adjacent LLFAs and other key stakeholders such as Thames Water (TW)*, Environment Agency (EA), TfL;
- Investigating flood events in the borough;
- Developing and maintaining a public register of Flood Risk Management Assets;
- Approving, maintaining and adopting sustainable drainage systems through the SuDS Approval Body. The SuDS Approval Bodies have not yet been set up as enabling legislation is awaited.

** TW may wish to deliver, either on its own or in partnership with the Council, sustainable surface drainage in order to reduce the impact of surface runoff entering critical sewers that are at capacity or where sewer flooding occurs, particularly in properties with basements. This is different to where the Council may wish to target schemes which are likely to be in areas where there is a risk of surface water flooding.*

3.3 A key responsibility for H&F is the Local Flood Risk Management Strategy, including a Surface Water Management Plan (SWMP), which are currently being drafted. The Surface Water Management Plan should therefore be developed with this integrated policy in mind. The Council has already addressed wider issues relating to flooding through the Flooding Scrutiny Task Force, which reported in July 2012.

Recommendations:

- Subject to available resources, the Council should implement, where it has yet to do so, the recommendations of the Flooding Scrutiny Task Force report as they relate to water management;
- The Council should include the recommendations of this policy in the ongoing update to the surface water management plan.

4. New Development

- 4.1 The Mayor's London Plan and H&F planning policies aim to reduce water use and the risk of flooding in new developments. Policies promote sustainable drainage and the use of rainwater harvesting and using dual potable and grey water recycling systems where they are energy efficient and cost-effective.

5. Housing

- 5.1 Housing estates in the Council's ownership offer scope for SuDS works. There are numerous flat-roofed buildings with the potential for green roof technologies as well as extensive areas of impermeable hard landscaping, which may be replaced with permeable alternatives. Sheltered housing schemes may also offer opportunities for rain water harvesting and potential soakaway alternatives to the rainwater sewer connections. However, it should be noted that larger schemes will come with a high capital cost for which there is usually no budgetary provision. Notwithstanding, SuDS should be considered wherever possible when implementing capital schemes. Consideration should also be given to the role that local communities can have with the upkeep of SuDS projects, such as encouraging local gardening groups to take a proactive approach to maintenance of green areas.

6. Schools

- 6.1 Average annual water consumption per pupil per year in secondary schools without swimming pools is around 4,400 litres, which could be reduced to 2,600 litres per pupil per year with careful water management coupled with an education programme¹. The 2012-14 Water for Schools retrofit programme (see 6.3) is aiming for an average £1,600 saving per participating school. The programme pilot cost £122,000 to cover four schools.

- 6.2 Cost savings can be made by:

- Reducing water use by the specification of water efficient technologies at the design stage, e.g. for toilet flushing and urinals;
- Good ongoing water management including monitoring of water use to help target areas where cost savings can be made;
- Sub-metering certain specific water uses within schools such as garden watering, to provide evidence to claim reductions in sewerage charges from the water companies;
- Sustainable drainage systems, which may be cheaper to build than traditional drainage and easier to maintain by on-site staff;
- Efficient plumbing design which can reduce heating costs;

¹ Figures provided by ech2o, the delivery consultancy for Cambridge school's rainwater harvesting system (see 6.3)

- Other sustainable drainage systems may also include swales, rain gardens, reed beds, green walls, green roofs and/or other water friendly garden and landscape features.

It should be noted that larger schemes that utilise these technologies will come with a high capital cost for which there is usually no budgetary provision. Notwithstanding, SuDS should be considered wherever possible when implementing capital schemes.

- 6.3 The Council participated in Phase 1 of the 'Water in Schools' project, run and funded by the Greater London Authority (GLA) and made up of a partnership consisting of the GLA, Thames Water, the Environment Agency and the London Sustainable Schools Forum. The aim is to deliver a water retrofit programme in all London schools by undertaking water audits, repair work to leakages, distribution of free water efficiency devices, and an educational programme to raise awareness of water efficiency; highlight sustainable water solutions; and promote pathways into pre-apprenticeship and apprenticeship opportunities in the water and Green sectors. In phase one (March 2012) of this project, Cambridge School was chosen to take part and a rainwater harvesting system was retrofitted followed by a whole day of workshops to raise awareness in the school on the subject of water efficiency and water management in school and at home. More info and the case study are at:
http://www.lbhf.gov.uk/Directory/Environment_and_Planning/Carbon_education/Green_schools/176755_School_case_studies.asp.

7. Public Buildings

- 7.1. The Council is concerned about the amount of localised flooding incidents which have occurred in the past in the borough and would like to set an example to residents and business and, thereby, also reduce the strain on the combined sewers in the area.
- 7.2. Retrofitting rainwater harvesting in council buildings and collecting rainwater to be used back in the buildings will not only reduce the strain on the combined sewer system and, therefore, reduce localised flooding incidents, but will also reduce the demand for mains water and reduce water consumption and utility costs associated with water usage.
- 7.3. Hammersmith Town Hall was chosen as a possible site for a pilot project to retrofit a rain water harvesting system. When benchmarked for water usage the Town Hall was found to be 5 times higher in water usage compared to an average office where typical consumption is 7m³ per person per year. A rainwater harvesting system for the Town Hall can potentially yield between 95-288m³ of rainwater in a year, thus reducing the same amount of mains water required. The pilot project is currently on hold due to possible re-development of the town hall, however, water management and minimisation, as well as low energy design, have all been included as part of the future re-development.

- 7.4. The Council is also looking at other projects for water minimisation and management which include working with Thames Water to fit automatic meter reading for water meters to better understand consumption patterns in water usage and identify other potential projects for reducing water usage and costs.

Recommendation:

- The Council should identify a list of potential integrated water management and sustainable drainage projects for further evaluation and/or implementation across the whole range of Council assets and seek third-party funding wherever possible to help bring these to fruition.

8. Parks and green spaces

- 8.1 Parks can also play a positive role in water management. Green spaces can be better utilised to attenuate surface water. This should be integrated where possible into any parks developments such as play areas.

Recommendation:

- The Council should undertake an assessment to determine whether there are any current opportunities for parks and green spaces to include flood risk mitigation measures.

9. Highways

- 9.1 Road and footways are impermeable and in a dense urban environment, such as Hammersmith and Fulham, represent a significant proportion of the borough's total impermeable area. The implication of any impermeable area is that it is a barrier to the natural flow-path of rainwater into the watercourses. At present virtually all the rain falling onto the road and footway surfaces, which does not evaporate, flows into the highway drains and the combined sewerage system.

- 9.2 The impact of heavy rainfall on our road network will give rise to an increased risk of flooding on the ground as well as risks of sewer flooding, particularly in basements below ground. There are a range of potential solutions but each site will have to be assessed on its relative importance and the local circumstances. Any designs must be assessed on a cost/benefit basis, bearing in mind any impact on the streetscape, traffic and loss of valuable road space. A highways sustainable drainage policy needs to be developed to set out the context and options available with a cost and delivery time frame.

- 9.3 It should be noted that virtually 100% of all road maintenance in the borough is surface renewal treatments only and any measure to develop permeable solutions, storage or attenuation measures come

with an additional high capital cost and hence could not be accommodated within existing budgets.

- 9.4 The effectiveness of any permeable paving proposals are not currently known because of a lack of detail on ground permeability, although other measures could be considered.

Recommendation:

- The Council should develop a highways sustainable drainage policy to set out the context and options available with a cost and delivery time frame.

10. Summary of Recommendations

- 10.1 In conclusion it is recommended that the Council:

- implements, where it has yet to do so, the recommendations of the Flooding Scrutiny Task Force report of July 2012 as they relate to water management;
- includes the recommendations of this policy in the ongoing update to the surface water management plan;
- develops a highways sustainable drainage policy to set out the context and options available with a cost and delivery time frame;
- develops green infrastructure and sustainable drainage policies in each client department, in order to promote the uptake of GI and SuDS, and considers implementing GI and SuDS in all capital schemes;
- requires all capital scheme approvals to consider the implications for flood risk and to assess the costs and benefits of installing sustainable drainage;
- undertakes an assessment to determine whether there are any current opportunities for parks and green spaces to include flood risk mitigation measures;
- identifies a list of potential integrated water management and sustainable drainage projects for further evaluation and/or implementation across the whole range of Council assets and seeks third-party funding wherever possible to help bring these to fruition.

- 10.2 It should be recognised, however, that all works will need to be done within existing budgets, where third party funding is not forthcoming. The recommendations within this document, therefore, reflect long term goals for delivering an integrated water management strategy across the borough.

Agenda Item 6

| | |
|---|---|
|  | London Borough of Hammersmith & Fulham CABINET 11 NOVEMBER 2013 |
| EXTENSION AND RE-ALIGNMENT OF THE QUADRON GROUND MAINTENANCE CONTRACT | |
| Report of the Cabinet Member for Residents Services - Councillor Greg Smith; and of the Cabinet Member for Housing - Councillor Andrew Johnson | |
| Open Report | |
| Classification - For Decision Key Decision: Yes | |
| Wards Affected: All | |
| Accountable Executive Director: Lyn Carpenter, Environment, Leisure and Resident Services, together with Melbourne Barrett, Housing and Regeneration | |
| Report Author: Ullash Karia, Head of Service Leisure and Parks | Contact Details: Tel: 020 7938 8171 E-mail: Ullash.Karia@RBKC.Gov.UK |

1. EXECUTIVE SUMMARY

- 1.1 The Council's existing arrangement with Quadron Services Limited (QSL) whereby QSL manages the grounds maintenance in parks, open spaces (such as Wormwood Scrubs) and amenity land on housing estates within the Housing Revenue Account, runs until 30 April 2015. There exists the ability to extend the contract for a further seven years until 30 April 2022.
- 1.2 Lead Cabinet Members have previously endorsed the recommendations of the Parks Service Review which included aligning the contract end date for LBHF with that of the RBKC end date, 31 March 2021.
- 1.3 Approval is therefore sought to extend the end date for the ground maintenance contract with QSL to 31 March 2021 so that it aligns with the ending of RBK&C's grounds maintenance contract to facilitate an even more efficient Bi-borough procurement in the future.
- 1.4 In the interim, officers will examine opportunities for combining the two ground maintenance contracts in LBHF and RBKC into a single contract, together with a review of the Housing Estate element in LBHF. This will result in some economies and efficiencies and these will be tested under normal contract procurement procedures.

2. RECOMMENDATIONS

- 2.1 That the recommendation in the Parks Service Review to align the ground maintenance contract with the RBKC ground maintenance contract end date of 31 March 2021 be agreed.
- 2.2 To note that the Cabinet Member for Housing is in agreement with this approach on the basis that extending the existing contract will enable the Council's tenants and leaseholders to benefit from continuing improvement in the service delivered, at a reduced cost; and that continuation of the existing combined parks and housing service will assist the Council in achieving its aspirations for achieving a seamless service across all land, ensuring that a high 'tenure neutral' standard is achieved which delivers value for money.
- 2.3 That officers investigate and report back to the Cabinet Member for Residents Services and the Cabinet Member for Housing any further identifiable opportunities for efficiencies through a combined bi-borough ground maintenance contract and/ or possible future efficiencies with the recently market tested housing services contracts.

3. REASONS FOR DECISION

- 3.1 ELRS has now conducted a Bi-Borough review of parks services. Aligning the two grounds maintenance contracts following closer working between the two boroughs will allow the findings of the review to inform a new single bi-borough ground maintenance contract and deliver economic efficiencies where appropriate or possible.

4. INTRODUCTION AND BACKGROUND

4.1 Background

- 4.1.1 In theory as it is non-statutory, the Parks service could cease completely. However, the current administrations in both boroughs highly value parks and green spaces, and recognise the wider benefits from good-quality open spaces. 80% of LBHF residents and 78% of RBKC residents are currently satisfied with the parks and open spaces provided in their boroughs. Economic benefits include the increase in neighbouring house prices and investment in the local area.
- 4.1.2 Both boroughs currently have a mixed delivery model for their Parks services. Small internal client teams manage Grounds Maintenance (GM) activity by Quadron Services Limited, as well as work by other contractors. A significant proportion of the annual contract spend is funded by the Housing Revenue Account (HRA) in respect of amenity land on housing estates. This situation can be contrasted with the situation in Kensington & Chelsea where

the Arms Length Tenant Management Organisation (TMO) procures its own grounds maintenance separately from RBKC and has different service providers.

4.1.3 There are further significant differences between the two boroughs. These include:

- A greater number of sites in LBHF (approximately 230 designated sites, including schools and HRA land) than RBKC (110);
- The specifications for the Grounds Maintenance contracts are performance-based in RBKC and frequency-based in LBHF;
- There is a partnership approach to contract monitoring and management in RBKC, compared to a more traditional client-contractor relationship in LBHF.

5. THE PARKS SERVICE REVIEW OPTIONS AND ANALYSIS OF OPTIONS

A. Service delivery

5.1 The service review considered three options for service delivery:

- **Option A: Two separate operational Parks teams;**
- **Option B: One integrated Parks team with a view to co-location;**
- **Option C: One integrated and co-located Parks team delivered in all or part by a single Contractor.**

5.2 **Option B** was recommended by the Project Board, as it allows for the progressive development of Bi-borough working while also providing the appropriate level of operational resource and site knowledge required to deliver the service priorities specific to each borough.

5.3 A version of Option B was trialled through an interim Bi-borough Parks Manager between July and December 2012. Learning during this period suggests that the following areas should be further developed to support the effective implementation of Option B:

- a) Closer working and supporting staffing structure with GM contractor, Quadron Services Limited.
- b) Improved alignment in GM contracts and specifications in order to develop a common approach to contract management and monitoring in both boroughs;
- c) Clearer & more streamlined reporting lines;
- d) More consistent working practices in both boroughs.

5.4 The option of not extending the current LBHF contract with Quadron and procuring for a single contract was also considered. However Officers have concluded that this would not realise the efficiencies of a larger joint contract,

the cost involved would be significant, and it would not deliver the other major benefits of a joint up service.

B. Service procurement

- 5.5 Grounds Maintenance (GM) is currently provided by Quadron in both boroughs. However, RBKC uses a performance-based specification whereas LBHF uses a frequency-based specification.
- 5.6 Within the current LBHF contract, there is an option to extend by seven years in 2015, so the review investigated the viability of a joint contract with advice from Corporate Procurement.
- 5.7 Legal Services advise that it is possible, by negotiation with Quadron, to extend the LBHF contract by six years, rather than the contractually stated seven, in 2015. This would ensure the end dates of both contracts would align to March 2021 and a natural milestone to implement a joint Grounds Maintenance contract would be established.
- 5.8 Alternatively, in order to pursue a joint GM contract from 2015, a termination of contract in RBKC would be required. The current contract runs until 31 March 2021, with termination possible at 31 March 2015 following 12 months' notice. However, Officers do not think that termination is appropriate, as there are no performance issues with the current contract and there are no further benefits in implementing a joint contract from 2015.
- 5.9 As part of phase one, greater alignment between the contracts can be sought without implementing a joint contract because Quadron are keen to pursue the opportunities presented by Bi-borough.
- 5.10 Areas proposed for further investigation include:
 - A Bi-borough management structure and enhanced staffing structure within the contract;
 - Quadron take responsibility for sports bookings across both boroughs;
 - Further investment in operational staff skills and horticulture by Quadron.
- 5.11 In order for the alignment of contracts to achieve maximum efficiency and effectiveness, the following differences will need to be considered and addressed:
 - a) The current input (frequency-based) specification in LBHF. Quadron strongly advocates changing LBHF to an output specification to be supported by open book accounting and an agreed level of assets. This will ensure a common approach to monitoring and operational cultures, which will assist the flexibility of resource in the contract;
 - b) The current locations of client teams and contractors. It is advised that both client teams and the contract management are co-located, in order to improve communication and the resolution of issues on a day-to-day basis;
 - c) The varying terms and conditions of employment of contract staff in both boroughs.

- 5.12 The benefits from pursuing increased contract alignment and collaboration include:
- a) Total cashable savings of at least £300k (£200k LBHF, £100k RBKC) on the current value of the contracts;
 - b) Improved operational synergies through an integrated management and staffing structure;
 - c) Other areas of added value such as increasing the number of permanently staffed static sites in LBHF and contractor investment in assets and management systems.

C. HRA Comments

- 5.13 In place of a full market test, HRD officers have negotiated service enhancements to the existing and extended contract that will benefit residents. These are:

- Joint client monitoring of the contract with the operators QSL
 - Clearer accounting processes to inform resident service charges
 - Training of resident inspectors
 - Sustained improvements through delivery of a seamless service across both RSD and HRD managed sites.
 - A proportional share of the savings achieved across the contract for the benefit of service charge payers.
- 5.14 ELRS officers will be invited to attend the next round of Area Housing Forums (September 2013) to inform residents of the council's proposal and our future aims. In addition, housing will advertise the extended and improved service to HRD residents in the next scheduled 'Your Home' magazine.

6. CONCLUSION

- 6.1 It is recommended that the Procurement Options previously agreed by Members under the Service Review are ratified and in order to achieve the possible financial savings and efficiencies, the LBHF contract is extended by six years, rather than the contractually stated seven, in 2015. This would ensure the end dates of both contracts would align to March 2021 and a natural milestone to implement a joint grounds maintenance contract would be established.

7. EQUALITY IMPLICATIONS

- 7.1 There are no Equalities Implications.

- 7.2 Implications completed by : Carly Fry Opportunities Manager Telephone 020 8753 3430

8. LEGAL IMPLICATIONS

- 8.1 An extension of contract for 6 rather than 7 years in order to align the termination dates of the two boroughs GM contracts is permissible in law and may be agreed between the parties.
- 8.2 Implications completed by Andre Jaskowiak, Senior Solicitor (RBKC) 020 7361 2756.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1 There are no additional costs as a result of extending the current LBHF grounds maintenance contract by six years, as opposed to the originally expected seven years. Aligning the contract end dates across both boroughs would allow for a joint bi-borough contract to be considered.
- 9.2 The expected saving from a joint bi-borough grounds maintenance contract, as set out in this report is £200k for LBHF. Without a joint bi-borough grounds maintenance contract these savings will likely be at risk.
- 9.3 As such, the recommendations set out in this report are supported from a financial perspective.
- 9.4 Implications completed by Kellie Gooch, Head of Finance - ELRS, 020 8753 2203.

10. RISK MANAGEMENT

- 10.1 There are no specific risks identifiable with this project.
- 10.2 Comments approved/verified by the BiBorough Risk Manager Michael Sloniowski, ext.2587

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 11.1 The report seeks Cabinet approval to vary the Council's grounds maintenance contract with Quadron Services Limited (QSL) so that Officers can negotiate a contract extension for 6 years, rather than the 7-year period suggested in the current contract with QSL.
- 11.2 The Director for Procurement and IT Strategy supports this approach.
- 11.3 The opportunity to align H&F and RBK&C contract-end dates should further enhance service delivery and value for money in both boroughs via a future joint procurement.
- 11.4 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. | None | | |

| | |
|--|---|
|  <p>h&f the low tax borough</p> | <p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>11 NOVEMBER 2013</p> |
| <p>POTENTIAL EXTENSION OF SERCO WASTE CONTRACT</p> | |
| <p>Report of the Deputy Leader and Cabinet Member for Residents Services – Councillor Greg Smith.</p> | |
| <p>Open report A separate report on the exempt Cabinet agenda provides additional exempt information about the costs and affordability of the contract.</p> | |
| <p>Classification - For Decision</p> <p>Key Decision: Yes</p> | |
| <p>Wards Affected: All</p> | |
| <p>Accountable Executive Director: Lyn Carpenter, Executive Director of Bi-borough Environment, Leisure & Residents Services</p> | |
| <p>Report Authors: Sue Harris, Director for Cleaner, Greener & Cultural Services & Kathy May, Bi-borough Head of Waste and Street Enforcement</p> | <p>Contact Details: sue.harris@lbjf.gov.uk 020-8753-4295 kathy.may@rbkc.gov.uk 020-7341-5616</p> |

1. EXECUTIVE SUMMARY

- 1.1. This report recommends extending the Council's contract with Serco for Waste and Street Cleansing services until 2021. The current contract is due to expire in June 2015, but can be extended if beneficial and agreed by both parties.
- 1.2. The proposed extension will be subject to a revised specification with variations to reflect lessons learnt in the first five years of operating the contract. The extension, as envisaged in the original procurement, will be subject to the Council varying the extant contract with Serco for optimising the services. The implications of, and rationale for, extending the contract are set out in this report, with a summary of the key changes, their implementation, timeframes and implications provided below, in table format, in paragraph 5.1 of this report. Further details of the revised arrangements, their annual costs, potential risks and mitigating actions are reported

on the exempt part of the agenda due to their commercially sensitive and confidential nature.

- 1.3 In order to strike a balance between high quality standards of service and value for money, a number of variations to the existing specification are proposed. It is anticipated that the changes will ensure a minimum impact on the high standards of street cleanliness in the borough but by altering the specification to be more output driven, this will enable Serco to be flexible with resources to maximise value for money. Suggested revisions include changes to specification that will give Serco the flexibility to achieve these objectives. These will include:

- cleansing frequency and standards
- waste collection route changes (which would mean collection day changes for some residents),
- changes to working hours,
- reduction in vehicles and crew numbers, and
- sickness reduction.

The aim is still to strive for high standards, but there are risks which are explained in this report.

- 1.4 Research has been undertaken to establish some other authorities' findings when they have gone out to retender a waste and street cleansing contract in order to assist the Council's assessment of benefits and disadvantages of re-procuring a new contract versus agreeing to an extension. A comparison of unit costs has also been possible on a Bi Borough basis. On balance, it is believed that an extension to the existing contract offers a balance between best value for money and on-going quality of service, for the reasons set out in section 6 of this report.
- 1.5 Heads of Terms are being completed to reflect the proposed new revised arrangements with Serco.

2. RECOMMENDATIONS

- 2.1 That officers be instructed to negotiate terms of a possible contract extension, including variations, with Serco as in the report on the exempt part of this agenda.
- 2.2 That the extension end date be 2021, which would then be co-terminous with the Royal Borough of Kensington and Chelsea contract end date
- 2.3 That the Leader and the Cabinet Member for Resident Services, in consultation with the Executive Director for Environment, Leisure and Resident Services, approve any revised contractual terms.
- 2.4 That a further report to be submitted for approval if required.

3. REASONS FOR DECISION

- 3.1 The options regarding extending the contract versus going out to tender have been carefully considered. This has been done with the support of London Waste and

Recycling Board's efficiency programme utilising the expertise of Eunomia Research & Consulting Ltd, who are technical experts in this field.

4. INTRODUCTION AND BACKGROUND

- 4.1 The Council and Serco have been in the process of renegotiating the terms for a potential contract extension of the waste collection and street cleansing contract beyond the break clause date of June 2015, as is permitted within the existing contract arrangements. H&F has been assisted in both the financial and technical analysis of a contract extension by Eunomia Research & Consulting Ltd, appointed by The London Waste and Recycling Board (LWARB). A decision on whether or not to utilise the extension option within the existing contract must be taken in this calendar year to ensure that if the retender option is to be followed, there is enough time for a full procurement exercise to be both completed and a new contract fully mobilised before the 2015 deadline.
- 4.2 The proposal to extend the Serco contract is for a period of 6 years and not the 7 years permitted in the current arrangements as this would ensure the end date of 2021 was co-terminous with that of the Royal Borough of Kensington and Chelsea's waste and street cleaning contract with Sita. The opportunity for one contract across the Bi-borough area could potentially result in greater future efficiencies.
- 4.3 A series of efficiencies have been agreed that require only a limited number of specification changes, and changes in working practice within the current terms of the contract. These are summarised below. The achievement of these savings would be entirely at Serco's financial risk. In implementing the above, Serco have committed to efficiency savings which will allow them to deliver a high quality service that is economically sustainable for both parties. There are also opportunities to bring forward some elements of the revisions to allow for savings to commence earlier than June 2015, as outlined below in paragraph 5.1.
- 4.4 Recognising that Members require assurance that the Council would receive value for money from the proposed extension, Members should note that there are also areas of service enhancements that would be delivered through the extension. The enhancements extend the scope of cleansing in areas that would previously not have received additional cleansing or were not formally recognised within the contract. For example, the tops of side roads at junctions with high visibility roads would receive a daily cleanse for up to 25 metres which was never included in the original contract. Also, to reflect the changing demographics of the borough, cleansing schedules will be increased to twice-weekly on some residential, high footfall roads.

5. PROPOSALS AND ISSUES

- 5.1. The proposed features, associated issues and risks are described in the table below, and explored more fully in Appendix 2 of the report on the exempt part of the Cabinet agenda:

| | Item | Implementation plan | Potential Timeframe | Implications |
|-----|---------------------------------|---|---------------------|---|
| | Collections | | | |
| 1. | Refuse & recycling productivity | Re allocate work onto 11 rounds, minor day changes Mon/Tues | Pre Dec 13 | May impact on industrial relations, loss of good will etc. |
| 2. | General | | | |
| 3. | Supervisor reduction | Rationalise role of Supervisor | Mar/Apr/2014 | Cleansing standards/ redundancy cost |
| 4. | Streets | | | |
| 5. | Spec - restore to grade | Discuss and agree reduced response times to restore cleaning grade. Savings may be greater or less depending upon H&F requirements | As soon as agreed | |
| 6. | Spec - cleansing frequencies | Discuss and agree white roads cleansing that may hold up to once a week/ red roads review Savings may be greater or less depending upon H&F requirements | Summer 2014 | Will also take account of requirement for increased cleansing in some areas |
| 7. | Clean season | Following changes 5 & 6 above to evaluate further reduction in resources during the winter period | tbc | Will need to review following items 5&6 |
| 8. | Collections | | | |
| 9. | Bulk productivity bins | Need external consultants to optimise routes (cost taken account of) Additional drivers' hours/relaxation of operating hours to allow double shifting (estates) Serco to manage beat sheets | Autumn 2014 | Short term increase in complaints |
| 10. | Labour Cost | | | |
| 11. | Sickness management | More robust implementation of procedure and less risk averse | To commence ASAP | New starters do not get paid for first 3 days of any period of sickness so cost benefit reduced |

6. OPTIONS AND ANALYSIS OF OPTIONS

Advantages and disadvantages of extending versus re-procurement

- 6.1 As previously reported to Members in July 2013, the key option is whether to extend the Serco contract beyond 2015, or to re-procure the services.

- 6.2 A summary of the proposals from Serco, which officers have been discussing with Eunomia Research & Consulting - experts in waste and recycling and street cleansing contract procurement - along with advice received from Eunomia on the option of re-procuring, is presented below:
- i. The municipal environmental services market is highly competitive at the current time. Recent experience suggests that it is very difficult to win a typical municipal collection contract without under-resourcing the bid in order to reduce price. This risk can be mitigated but not eliminated by carefully designing the procurement process to avoid this outcome.
 - ii. Given the apparently loss making nature of the current contract for Serco, it is arguable that the key risk for H&F is less the lack of opportunity to make savings than the risk of a significantly under-resourced bid from a contractor who does not have an in-depth understanding of the local operational issues.
 - iii. Any procurement would need to be well-planned and executed to maximise the level of competition and potential for price constraint yet avoid jeopardising service quality.
 - iv. One issue for the Council in seeking to ensure a good price is the issue of contract term; procuring a new contract that would expire at the same time as the existing RBKC contract would necessitate a six year contract. (It would also mean commencing a regulated competition for a 2021 Bi-borough arrangement four-and-half years in to a new H&F contract.) Environmental services contracts are typically seven to eight years as a minimum to allow for reasonable depreciation of collection assets (mainly vehicles). A shorter contract risks contractors incurring additional costs which would be likely to be passed on in the tendered price.
 - v. The costs to the Authority of a re-procurement exercise would not be insubstantial; H&F could consider the use of the IESE Waste Management Services Framework to reduce procurement costs, however it is important to note that whilst the framework has been open for over a year, to date there have been no major waste and recycling contracts procured using it. To this extent the potential savings of going down this route are as yet untested.
 - vi. A reasonably conservative estimate of the likely costs that H&F could expect to incur for a non-framework procurement exercise is £200k-£300k (including external technical and legal advice and officer time).
 - vii. H&F is currently benefiting from a relatively well-performing service with good levels of customer and Member satisfaction. Any transition from old to new contractor, however well managed, is likely to lead to some (hopefully short-lived) disruption to service, not least since cost savings are likely to be delivered through rationalisation of resources.
 - viii. The potential for a degree of (albeit short-term) disruption to service performance is, therefore, another consideration when weighing up the potential benefits of achieving significant cost savings through retendering. There is also the consideration that re-tendering is likely to lead to a need to repeat, to some extent at least, the hard work already invested in developing the current contract management relationship with Serco.

- 6.3 Officer contact with other London authorities has confirmed that the current market is very competitive, with the difference between the highest and lowest being very close in percentage terms, particularly where a very comprehensive and detailed specification is provided. Although, many companies are expressing an initial interest and submitting PQQ's, few are submitting final bids, which indicates a wariness to enter into a contract where risk could be high.
- 6.4 Some Bi-Borough cost benchmarking has been possible and is reported on the exempt part of this agenda.

7. PROPOSED TERMS

Contract expiry

- 7.1 The expiry of the extension would be co-terminous with the expiry of the RBKC SITA contract in 2021, allowing for a joint procurement of services by the two boroughs at that time. This means that the extended Serco contract term is reduced from 7 to 6 years.

Specification changes

- 7.2 The efficiency-led specification changes and risks are outlined in Appendix 2 of the report on the exempt part of this agenda.

Deed of Variation

- 7.3 Both the Council and Serco have agreed to incorporate the content of the deed of variation proposed by the Council in 2012 within the new extension variation. This variation made some specification changes relating to collections from, for example, mansion blocks, and bulky waste, WEEE and special collection services. The majority of the specification changes within this deed of variation have already been enacted by Serco.

Future savings share

- 7.4 In addition to the efficiency savings already identified by Serco, the terms of the extension will require the Contractor to seek to identify further savings on an annual basis. Where such further savings are made then these will be shared on a 70/30 basis in favour of the Council. Such savings will be discussed, planned and agreed via the proposed Improvement and Efficiency Board, and will be factored in to future year savings proposals.

Cost monitoring

- 7.5 Currently, service costs are monitored using a Bill of Quantities approach. This approach does not provide for the level of scrutiny of actual costs incurred by the Contractor and, in addition, does not allow the desired flexibility to be able to accurately identify the impacts on real costs of future service changes (including those that may be required due to future budgetary pressures). For this reason, the extension will also allow for the Council and Serco to adopt a new form of contract cost monitoring based on a detailed contract cost reporting process. Transparent contract cost reports will be provided by Serco that better reflect the true apportionment of costs between services. In reality many resources are shared across a number of services and the contract cost report will provide a detailed

schedule of actual costs for the resources deployed, alongside details of the services undertaken by each resource.

Street Cleansing Performance Incentive Mechanism

- 7.6 A new incentive mechanism will be agreed to incentivise the Contractor to meet or exceed the required street cleansing standards. This will involve a financial reward per year paid to the Contractor in the event that it exceeds a benchmark performance standard. Where the independent survey confirms that cleansing standards have not been met, the Council will have the right to deduct up to the reward amount from payments to the Contractor per year. The measurement of performance shall be via the independent street cleansing survey which is carried out three times per year; therefore the reward or deduction will be paid on the basis of one third for each survey. The details of the benchmark against which Serco's performance is to be measured is yet to be agreed but it will relate to an average performance standard achieved by Serco over a number of previous years, yet to be agreed (financial figures are in the exempt report). This is a new feature of the contract and therefore a budget would need to be set aside within the overall contract budget in order to accommodate this should Serco meet or exceed the standards.

Additional services

- 7.7 In addition to the existing core services delivered by Serco, officers are exploring the possibility of including a small number of related services that are currently delivered in-house within the extension. These are:
- Graffiti removal
 - Clinical
 - Litter bin installation.

Should the price offered by Serco for any of these services represent a saving for the Council, when compared with current service costs or alternative service provision business cases already prepared, then the service will be included within the scope of the extension, subject to legal advice at the time.

Other considerations

- 7.8 It is anticipated that, over the next 12 months, H&F will decide on the future potential use of Bagley's Lane depot; this could involve relocating temporarily or permanently, and securing the site's redevelopment either with a replacement depot in situ or by securing a replacement depot elsewhere. Such moves could start within that time frame if a decision is taken to move early. Serco are aware of these potential plans and could be considered well placed to respond to any requirement for flexibility. Any additional costs associated with a move from their current operational base are not factored in to this report.

Recycling - 'TEEP'

- 7.9 From 1 January 2015, waste collection authorities will be required to collect paper, metal, glass and plastics separately from source rather than in a co-mingled collection, as is the case at present. Co-mingled collection will only be an option if it is not 'Technically, Environmentally and Economically Practicable' (TEEP) to switch to separate collection. This arises from the Waste (England and Wales) (Amendment) Regulations 2012 which were introduced to comply with the 2010 revision to the Waste Framework Directive. Local Authorities are awaiting formal

advice from Defra which is expected around November this year. Officers will feed back to the Cabinet Member for Residents Services shortly on any implications, discuss such implications with Serco, and report back to Cabinet if necessary,

8. CONSULTATION

- 8.1 The usual internal consultations will have taken place including consideration at the Bi Borough Procurement Board. External consultation is not deemed practical or necessary for such a contract review. However, as part of the waste and street scene enforcement review, the views of customers are being gathered and will inform this process. External challenge has been provided via Eunomia's review, the cost of which is to be paid once the savings are delivered. This is expected to be funded from an invest-to-save bid, which will be repaid in year one of the extended contract.

9. EQUALITY IMPLICATIONS

- 9.1 The recommendations in this report have no impact on the public sector equality duty. Should potential issues arise from service changes (for example, any changes to days of collection or cleansing close to places of worship, or potential impacts of changes to frequency of collections for or near to residential care homes), these can be dealt with at the time, as would normally be the case for such changes. Such potential issues will be raised as part of the further negotiations with SERCO.

Comments verified by Carly Fry, H&F Opportunities Manager. Tel 020-8753-3430.

10. LEGAL IMPLICATIONS

- 10.1 The present contract extension proposal is subject to compliance with Public Contracts Regulations. In principle, if the variations being proposed in the service specification were envisaged as part of the original procurement and do not materially alter the nature of the contract so as to form the subject matter of a new contract and procurement, then these would be permissible. These variations are still being negotiated and so a definitive view cannot be made but going by the proposed changes mentioned in the appendix 2 to the Exempt version of this report, it would appear that these proposed changes may not be seen as material amendments to the contract and the risk of successful challenges may be remote.

Implications verified/completed by: Babul Mukherjee, Solicitor (Contracts) Bi-Borough Legal Services Team, RBKC, 020736

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1 In addition to the current fixed annual cost of the waste and street cleansing contract, the Council incurs variable charges, including an amount for services relating to commercial waste which is passed on to customers through fees and charges (details in the exempt report). Equivalent amounts are included in the existing departmental revenue budget for the waste and street cleansing service. An increase in the fixed contract sum that would increase the fixed contract cost per annum is not currently included in the departmental revenue budget and will be requested as budget growth as part of the 2015/16 Medium Term Financial Strategy (MTFS). This

growth requirement has also been included as a pipeline growth bid for 2015/16 as part of the 2014/15 MTFs process at the original (higher) amount. It is expected that the cost reductions and efficiencies identified by Eunomia and Serco, as set out in this report, will contribute to the ELRS MTFs savings target for 2015/16. Further detail and analysis of the financial implications of the proposed extension and associated changes are reported on the exempt part of this agenda due to their commercial sensitivity.

- 11.2 Implications verified/completed by: Mark Jones, Director for Finance TTS and ELRS, telephone number 020 8753 6700

12. RISK MANAGEMENT

- 12.1 It has been made clear in the report that given the current value of the contract to Serco, they would not continue beyond 2015 under existing terms. This risk, including options to re-tender, have been carefully considered in liaison with Officers and Eunomia. The options presented inevitably come with an element of risk, however the proposals also present new opportunities that include a new incentive payment mechanism for meeting street cleaning standards, options to include existing in-house services in the extension and the future alignment of contracts with the Royal Borough of Kensington and Chelsea. Where service provision changes either in volume or quality on the street there may be some negative risk impact as the public's expectations is against current provision levels and coverage. As the terms of the extension will require the Contractor to seek to identify further savings on an annual basis and, where such further savings are made, then these will be shared on a 70/30 basis in favour of the Council contributing to the management of budget risks.
- 12.2 Whilst the contractor is responsible for risk management on the ground the Environment, Leisure and Resident Services Department is responsible for contract management and procurement risk and they have set out the proposals with risk considered throughout.
- 12.3 Implications completed by: Mike Sloniowski, Bi-Borough Risk Manager, 0208 753 2587

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1 The Director of Procurement and IT Strategy supports the report's recommendations: extending the Council's contract with Serco for refuse collection and street cleansing services so that it aligns with RBK&C's contract, and thereby facilitates a future joint procurement and possible shared service; incentivising the contract; and varying it to improve value for money. These proposals were discussed by the Bi-Borough Procurement Board at its 19th September meeting where, after considering a number of implications, they were approved for Member consideration.
- 13.2 A key
judgement concerns the current state of the market (which at some point the Council will have to re-visit), and whether H&F would get a better deal from others in it than

the one currently being offered by Serco for a 6-year contract extension? The report authors and the external consultant's advise that "the market is highly competitive at the current time". This though needs to be weighed against the risk of such competitiveness resulting in under-resourced bids being returned, with a consequential decline in service quality and resident satisfaction – both of which in H&F are currently high and amongst the best in London. On balance, it is likely that the best possible available outcome – for residents and the Council - will be delivered through a future joint procurement and shared service with RBK&C. In order to achieve this, the Director of Procurement and IT Strategy supports extending the current contract with Serco, subject to the improvements being agreed with Serco and at the cost reported on the exempt part of the agenda.

- 13.3 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. | Phase 2 Efficiency Review – Summary of Interim Findings for London Borough of Hammersmith and Fulham | Kathy May | CGCS |

LIST OF APPENDICES:

- Appendix 1 - Current classification of roads
Appendix 2 - Proposed street cleansing grade levels, and restoration times

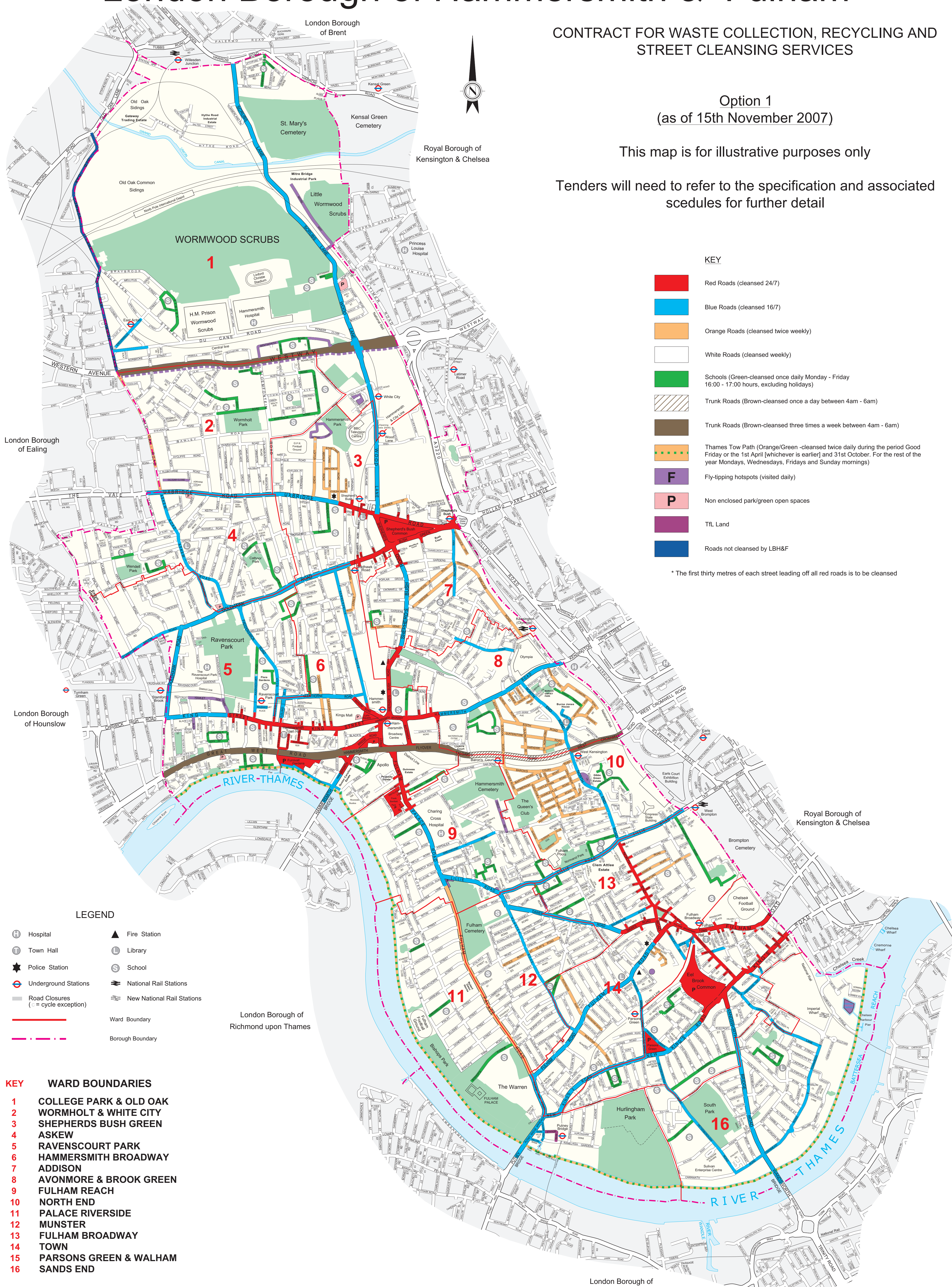
London Borough of Hammersmith & Fulham

CONTRACT FOR WASTE COLLECTION, RECYCLING AND STREET CLEANSING SERVICES

Option 1
(as of 15th November 2007)

This map is for illustrative purposes only

Tenders will need to refer to the specification and associated schedules for further detail



KEY

- Red Roads (cleansed 24/7)
- Blue Roads (cleansed 16/7)
- Orange Roads (cleansed twice weekly)
- White Roads (cleansed weekly)
- Schools (Green-cleansed once daily Monday - Friday 16:00 - 17:00 hours, excluding holidays)
- Trunk Roads (Brown-cleansed once a day between 4am - 6am)
- Trunk Roads (Brown-cleansed three times a week between 4am - 6am)
- Thames Tow Path (Orange/Green -cleansed twice daily during the period Good Friday or the 1st April (whichever is earlier) and 31st October. For the rest of the year Mondays, Wednesdays, Fridays and Sunday mornings)
- F Fly-tipping hotspots (visited daily)
- P Non enclosed park/green open spaces
- TfL Land
- Roads not cleansed by LBH&F

* The first thirty metres of each street leading off all red roads is to be cleansed

LEGEND

- Hospital
- Town Hall
- Police Station
- Underground Stations
- Road Closures (= cycle exception)
- Fire Station
- Library
- School
- National Rail Stations
- New National Rail Stations
- Ward Boundary
- Borough Boundary




- KEY WARD BOUNDARIES**
- 1 COLLEGE PARK & OLD OAK
 - 2 WORMHOLT & WHITE CITY
 - 3 SHEPHERDS BUSH GREEN
 - 4 ASKEW
 - 5 RAVENSCOURT PARK
 - 6 HAMMERSMITH BROADWAY
 - 7 ADDISON
 - 8 AVONMORE & BROOK GREEN
 - 9 FULHAM REACH
 - 10 NORTH END
 - 11 PALACE RIVERSIDE
 - 12 MUNSTER
 - 13 FULHAM BROADWAY
 - 14 TOWN
 - 15 PARSONS GREEN & WALHAM
 - 16 SANDS END

APPENDIX 2

PROPOSED STREET CLEANSING GRADE LEVELS, AND RESTORATION TIMES

| | | | CURRENT RESPONSE TIMES | PROPOSED GRADE CONDITION | PROPOSED RESPONSE TIMES |
|--------------------------------|---|--------------------------------------|---|---|---|
| Road Classification | Required Grade after Cleansing | Lower Grade Condition | Response Time to Restore to Required Grade | Lower Grade Condition | Response Time to Restore to Required Grade |
| Red and Blue Roads | A | B | 2 Hours | B | 4 Hours |
| | | B/C or below | 1 Hour | B-/C or below | 2 Hours |
| All Other Roads | A | B | 12 Hours | B- | 24 Hours |
| | | C | 6 Hours | C | 12 Hours |
| | | D | 3 Hours | D | 4 Hours |

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 | <i>Councillor M Ginn</i> Date of decision: 11 November 2013 |  |
| | <i>Councillor M Weale</i> Date of decision: 8 October 2013 Forward Plan reference: 04063/13/A/A |  THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA |
| | <i>Tri-borough Contracts Approval Board</i> Date of decision: September 2013 |  City of Westminster |
| Report title (decision subject) | 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 | |
| Reporting officer | <i>Interim Tri-borough Executive Director Adult Social Care:</i> <i>Liz Bruce</i> <i>Director Policy, Business Intelligence and Workforce:</i> <i>Martin Waddington</i> | |
| Key decision | <i>Yes</i> | |
| Access to information classification | <i>Open report.</i> | |

1. EXECUTIVE SUMMARY

- 1.1 The report requests extensions and variations to contracts for a number of older people's day services in Hammersmith and Fulham, Kensington and Chelsea and Westminster, to enable a phased approach to move the services from current block contract arrangements to Personal Budgets.
- 1.2 The extension period will be used to put in place the appropriate processes and systems within Council (financial and care management) and to allow work to be completed with local day service providers to support them to move to this new funding approach. Adult Social Care commissioners will also be consulting with local residents and staff about day services developing more choice of opportunities, activities, services and support for older people in the future.
- 1.3 The extension period will also be used to pilot a scheme to enable older people to use day centres across the three boroughs and embed the new day centre transport bus services that will commence in February 2014.
- 1.4 This report takes forward the recommendations to personalise day services for older people from previous Key Decision and Scrutiny reports including "Changes to Day Services" 2011, "Remodel of Day Services" 2012 and "Changes to Day Services Update" 2013 (H&F), "Personalising Older People's Day Opportunities" 2010 and "Amendment to Funding Older People's Day Services" 2011 (K&C) and "Changes to Day Services for Adults with Social Care Needs – Responses to Consultation" 2011 (WCC).

2. RECOMMENDATIONS

Westminster (WCC) recommendations

- 2.1 To vary and extend the contract with **Pullen Day Centre** managed by Housing 21 from October 2013 until 31 March 2015 on a "Rolling" basis with a three month termination clause and a variation to phase funding over this period from a block contract to Personal Budgets.
- 2.2 To vary and extend the **Outreach Service** attached to Pullen from 1st October 2013 until 31 September 2014 with a three month termination clause. A review of the service will be conducted during the contract extension period leading to procurement.

Royal Borough of Kensington and Chelsea (RBKC) recommendations

- 2.3 *Kensington Day Centre and Quest* will be moving to Personal Budgets using a phased approach from October 2013, so that both day centres are fully purchased with Personal Budgets and Direct Payments from April 2014.
- 2.4 That the drop-in and lunch service provided at *Kensington Day Centre and Quest* for vulnerable older people continues to be block funded.

- 2.5 To note that the Council's in-house day centre *Miranda Barry*, which focuses on dementia day support will move to Personal Budgets after further work has taken place to develop a service that is a social and health resource for people with dementia.
- 2.6 To vary the grant funding agreement with the Pepper Pot Centre which terminates 31st March 2014 by extending the grant funding arrangements to 31 March 2015 with a three month termination clause and a variation to phase funding over this period from a grant to Personal Budgets for day care places.

Hammersmith and Fulham (H&F) recommendations

- 2.7 To vary the contracts with Nubian Life and the Asian Health Agency (Shanti Day Service) which both terminate on 31 March 2014 by extending the contract term to 31 March 2015 with a three month termination clause and to move the service from a block arrangement to a personalised budget approach.
- 2.8 To vary the contract with Notting Hill Housing Trust for Elgin Day Centre which terminates 30 September 2013 by extending the contract term to 31 March 2015 with a three month termination clause and to move the service from a block arrangement to a personalised budget approach. That a £50,000 saving is sought from the contract extension.

3. REASONS FOR DECISION

- 3.1 The main reason for the recommendations is to move day centres from block contracts to more personalised purchasing arrangements.
- 3.2 Councils have been experiencing challenges in moving day services to more personalised arrangements, which is due to a number of reasons:
- Day services have **relied previously on block funding** to subsidise the overall service, even if numbers are low e.g. building costs, core staffing etc.
 - The issue of potential **market collapse** i.e. providers may find it difficult to sustain themselves without guaranteed funding if numbers drop e.g. staff retention, utility bills, building rents etc.
 - **Historical patterns of usage** that reflected block funding arrangements and availability of places rather than being based on levels of need
- 3.3 Also whilst we anticipate that older people in the future will want more choice and control over their services and have different expectations, the current cohort of older people favour more traditional day centres settings and social interaction with people of the same age.

- 3.4 Extending the contracts and phasing providers to Personal Budgets allows more time to develop systems both in the Councils and with day service providers to manage this new approach. Also it enables any risks and issues to be worked through and solutions sought.

BACKGROUND

Putting People First Concordat (2007)

- 3.5 All Councils were required to have seventy per cent of Adult Social Care service users on Personal Budgets by April 2013. With the implementation of the Care Bill in 2015 the target will be that every assessed person with care support will have a Personal Budget by April of the same year. Locally, there has also been a target aiming to get everyone on a Personal Budget by April 2014. This was driven by the *Putting People First Concordat* based on section three (3.3) of the Concordat (A Personalised Adult Social Care system). This does not mean that every person has to have a cash budget managed by them; however they need to have an amount of money allocated to their budget for their care support, whether virtual or actual. This means the process proposed in this report is in line with current government policy.
- 3.6 A **Personal Budget** is an allocation of money for the person's care following an assessment by Adult Social Care. In this case the budget allocation is for day services. The person may then ask the Council to choose and arrange the best service for them using the money allocated in their budget, or they may choose to have a **Direct Payment**, where they decide what service they use, arrange this directly and make payments to the day service provider.

Current Day Services

- 3.7 Tri-borough has nine external and two internal day services that will need to be moved to Personal Budgets. These include:

| RBKC | Provider | Places available per day currently |
|--|----------------------------|------------------------------------|
| Kensington Day Centre and Quest Day services | Octavia | 60 |
| Pepper Pot Centre | Pepper Pot | 8 |
| Total | | 68 |
| H&F | | |
| Elgin Day service | Notting Hill Housing Trust | 25 |
| Nubian Life day service | Nubian Life | 16 |
| Shanti day service " | Asian Health Agency | 10 |
| Imperial Wharf " | LBHF | 25 |
| Total | | 76 |
| WCC | | |
| Pullen "day service | Housing 21 | 25 (reduce to 20) |
| Leonora House " day service | Octavia | 20 |
| Total | | 45 |
| Total Tri-borough | | 189 |

Dementia Specific Day Centres

| Borough | Centre | Provider | Places per day |
|--------------|---------------|---------------------|----------------|
| RBKC | Miranda Barry | RBKC | 30 |
| WCC | 42 WPK Rd | Housing 21 | 25 |
| H&F | St Vincent's | Alzheimer's Society | 25 |
| Total | | | 80 |

3.8 The total number of day care places across the three boroughs available Monday to Friday is 269. Some day services offer reduced places on a Saturday and Sunday.

3.9 Westminster already has one day service at Leonora House that is purchased by individuals with Personal Budgets (via direct payments). The service delivered by Octavia Housing using 3rd party payments via Pendarels. (3rd party payments are when the Council pay an external organisation to receive, manage and payout an individual's budget on their behalf).

Future direction

3.10 Appendix one contains a brief description of the future direction for older people's day services with personalisation, moving to Personal Budgets and highlights some of the internal and external issues that need to be investigated during the contract extension period.

4 PROPOSAL AND ISSUES

4.1 Hammersmith and Fulham contract extensions

| Service | Contract End Date | Extension | Value pa | Extension value | Total contract value |
|--|-------------------|-----------|----------|---------------------|----------------------|
| Elgin Close Day Services (contractor: Notting Hill Housing Trust) | 30 September 2013 | 18 months | £228,764 | Indicative £369,147 | £1.1m(4 years) |
| Outreach | 30 September 2013 | 18 Months | £35,965 | £53,948 | £143.8k(4 years) |
| N.B. | | | | | |
| Nubian Life Day Services (Contractor Nubian Life) | 31 March 2014 | 12 months | £116,524 | £116,524 | £466k (4 years) |
| Shanti Day Services (Contractor: Asian Health Agency) | 31 March 2014 | 12 months | £91,700 | £91,700 | £366.8k(4 years) |

4.2 Westminster contract extensions

| Service | Contract End Date | Extension | Value pa | Extension value | Total contract value |
|-----------------|-------------------|-----------|----------|---------------------|----------------------|
| Pullen | 30 September 2013 | 18 months | £252,877 | Indicative £379,316 | £1.19m (4.5 years) |
| Pullen Outreach | 30 September 2013 | 12 months | £99,123 | £99,123 | £396.4k (4 years) |

N.B. The figures above do not include any savings anticipated from the contract extension.

4.3 Kensington and Chelsea

| | | | | | |
|-------------------|---|-----------|----------|----------|---|
| Pepper Pot Centre | 31 March 2014 Pepper Pot receive discretionary grant funding | 12 months | £110,380 | £110,380 | £420.7k (4 years) Year 1&2 funding of the contract £100,000 per year. |
|-------------------|---|-----------|----------|----------|---|

4.4 Contract extensions vary between 12 and 18 months. Depending on the current contract end dates, different extension periods will be required until April 2015.

5. CONSULTATION

5.1 As personalisation is about an individualised approach, the main consultation will be on a one to one basis with the person using day services and the care manager. They will discuss what, why and how the Councils will be personalising day services and the options. Given that the introduction of Personal Budgets will become a legal requirement for Councils when the Care Bill comes into force in April 2015, the proposed phased introduction of Personal Budgets does not require a full public consultation but does require the steps set out in this section of the report and paragraph 6.3 to implement this.

5.2 A FAQs sheet (Frequently Asked Questions) will be developed and made into an accessible version for users of services and their carers to read about the changes. This will be updated on a regular basis as new questions are asked. Carers will also be informed via the FAQs sheet. An information webpage will also be established.

5.3 Local advocacy services will be engaged to do an initial small group and one to one work (if required) with all people in day centres to make sure they understand what is happening and feedback any issues and concerns.

5.4 During the whole period of change, the local Older Residents Forum and Health Watch will be engaged to work with day centres to seek older people's views on and feedback to commissioners.

- 5.5 A regular provider forum has met bi-monthly to discuss the move to Personal Budgets and has had key speakers, including the Tri-borough ASC lead for personalisation, finance and the Tri-borough web portal team to discuss the future.

6. EQUALITY IMPLICATIONS

- 6.1 The essence of Personal Budgets and personalisation is to give people choice and control over their social care services, so there should be positive impacts. However, one of the major risks with personalisation is that as people exercise choice, some providers will grow and others may reduce in size, meaning that some people may not have the service of their choice if it changes or is no longer available.
- 6.2 Although the service is primarily for older people assessed as needing day services, carers do receive respite whilst the person is at the day centre and may assist in the person remaining at home. Each day service and Tri-borough ASC commissioners will hold meetings with carers to discuss moving to Personal Budgets.
- 6.3 A full Equality Impact Assessment will be actioned as this work commences in the autumn of 2013 to investigate impacts, which could possibly affect smaller local providers. This will be alongside ongoing consultation and feedback from people using services (and carers), representative organisations and providers.

7. LEGAL IMPLICATIONS

- 7.1 All Councils must have every person who is assessed as needing adult social care services on a Personal Budget by April 2015. This does not mean they have to have a cash budget managed by them; however they need to have an amount of money allocated to their budget for their care support, whether virtual or actual. This means the process proposed in this report is in line with current government policy.
- 7.2 In implementing the introduction of Personal Budgets due regard needs to be given to the public sector equality duties under s149 Equality Act 2010. As indicated at paragraph 6.3 a full Equality Impact Assessment will be carried out in autumn 2013, which will be informed by the consultation process described in section five of this report.
- 7.3 The proposed extensions of contracts and variations, which are Part B contracts under the Public Contracts Regulations, would mainly be governed by the Contracts Regulations of the Borough to which it relates and an appropriate exception from such rules, where required, would need to be justified on the grounds of dovetailing these various social care contracts on a Tri-Borough basis

as is mentioned this report. The contract variations would need to be agreed with the Service Providers.

8 PROCUREMENT

- 8.1 The Procurement guidelines for all three Tri Borough Councils allow for an extension of current contracts in order to allow for the tendering of a new service or to remodel a current service to affect change to a new, agreed, service delivery model.
- 8.2 LBHF Contract Standing Order 20.2.3 allows for the variation of contracts provided that there is no breach of the Public Contracts Regulation (2006). Any variation where the value exceeds £100,000 must get Cabinet approval. Standing order 20.2.4 requires that any "report recommending a variation to the term of a contract shall include reasons for the proposed extension which demonstrate the need for the extension is genuinely exceptional".
- 8.3 According to Regulation 2.27 (b) of the Royal Borough of Kensington and Chelsea's Contract Regulations: No variation may be made until approved by the relevant Cabinet Member if the effect of that variation taken on its own, or taken cumulatively with any preceding variations would:
- (i) extend the contract period by 50 per cent or more than three months whichever is the greater;
 - (ii) add more than 20 per cent to the estimated value of the contract for contracts between £100,000 and £275,000; or
 - (iii) add more than 5 per cent to the estimated value of the contract for contracts exceeding £275,000; or
 - (iv) increase the estimated value from below £100,000 to £125,000 or more; In remodelling the day services in RBKC, approval will need to be sought for the Cabinet Member.
- 8.4 Section 8 of the WCC Procurement Code requires all extensions to be subject to the same approvals as those for letting a new contract. This report is being presented to the Contract and Commissioning board before being taken to Cabinet Member and the Tri-borough Contracts Approval Board for final decision.
- 8.5 Procurement endorses the recommendations made in this report with regards to the services listed above. A previous report was presented to the Adult Social Care Contracts and Commissioning Board on 15 July 2013, where options for procuring the services in this report were discussed. It was the recommendation of the board that an extension report be presented to allow for the development of the new services.

8.6 Tri-borough Adult Social Care Contracts have advised that there are two main risks. Firstly, challenge from other day service providers because the Councils have not tendered these services through an open and competitive process. It is however considered that the risk of challenge is low as the extension, and therefore the contract were it to be retendered, is only be for 12-18 months. Secondly, current providers do not wish to continue providing the service. Commissioners' have been working with local providers over the last year to get ready for the new model of purchasing and there is no indication that they do not wish to continue offering day services.

8.7 A full risk log is provided in appendix 2.

9 RISK

9.1 Section eight of this report highlights some of the procurement risks related to the extension of contracts, however it must be noted that there are risks in the proposed longer term approach to move away from block contracts with day services. These are briefly discussed below, with mitigation approaches

9.2 Risk and Mitigation table.

| Risk | Mitigation |
|---|---|
| Market Collapse | A phased approach to move off block contract arrangements will be adopted over a period of 12-18 months. A provider forum has been established and is looking at market issues and sharing good practice between providers around how they are managing the move to Personal Budgets and develop a business approach. |
| Personal Budget users (using a Direct Payment) decide to spend their money elsewhere and the day service is no longer viable | This is a core principle of personalisation that people have choice and control over the services they purchase. Commissioners have been working with day services through a provider forum to discuss marketing their services. |
| Reducing size of day centres | In some cases this is already happening as stronger assessment, charging and choice are starting to see numbers reducing in current services. |
| The Council's have less control of day services, as we are no longer the contractor of the service and the individual will be the purchaser | This is linked to the changing role of commissioning and contracting to one of a market enabler and developer rather than the traditional council purchasing role. |
| Safeguarding | Commissioners and the Tri-borough Safeguarding team will be working on systems and protocols as part of the phased move from block contracts to Personal Budgets. |

| | |
|--|--|
| Leases Leases with a number of day centres are either Pepper Corn or very reduced rents and will cease in 15/16' | A longer term property strategy for some day services will need to be developed, for example this could linked to the better development and usage of sheltered and extra care lounge room facilities. |
| Dependent on other departments and systems From care management to finance, the personalisation of day services is dependent on other departments, personnel and systems being in place to make it work. | To engage these departments as part of the project as required. |
| Personalising day services may affect other ASC and NHS services | To consult and engage as appropriate. |
| Pressure on preventative day services as people increase their choices and criteria is implemented | To engage in dialogue with these services through provider forums and contract monitoring. |
| Current block funding arrangements reflect historical patterns of usage, and do not take account of voids or irregular patterns of use and therefore do not provide reliable benchmarking information for unit costs | A Tri-borough and wider Councils day care cost benchmarking exercise has commenced. |
| Carers and the potential impact on respite | Carers will be engaged as part of the process of informing and supporting users about their future options with day services. |

10 FINANCIAL AND RESOURCES IMPLICATIONS

10.1 The overall spend on older people's day services, including in-house facilities and staff across the Tri-borough is around just over £3m per year. Contract prices vary between £90,000 and £380,000 per centre/service in the third sector to around £0.4-£5m for in-house day services. In-house services have higher running costs due to internal recharges and other Council overheads.

Borough based spending on older people's day services (not including transport)

10.2 H&F based on current funding levels

| | 2013/14 October 13'-April 14' | | 2014/15 | | 2015/16 | | Total costs of proposal 1.5 years |
|---|----------------------------------|---------------------|---------------------------|---------------------|---------------------------|---------------------|--------------------------------------|
| | Confirmed budget figure £ | Costs of proposal £ | Confirmed budget figure £ | Costs of proposal £ | Confirmed budget figure £ | Costs of proposal £ | |
| <i>Please separate revenue and capital implications into two tables</i> | | | | | | | |
| Current Budgets | | | | | | | |
| Council Revenue budget | £157,365 | | £522,953 | | £ | £ | £680,318 |
| Council Capital budget | | | | | | | |

| | | | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|---|---|-----------|
| External funding sources, e.g. TfL, NHS etc. | | | | | | | |
| SUB TOTALS | £157,365 | | £522,953 | | £ | £ | £680,318 |
| Start-up Costs | | | | | | | |
| Lifetime Costs | | £144,865 | | £472,953 | | | £617,818 |
| Close-down Costs | | | | | | | |
| TOTAL | £157,365 | £144,865 | £522,953 | £472,953 | | | |
| Savings (indicative) | | (£12,500) | | (£50,000) | 0 | 0 | (£62,500) |

10.2.1 Annual spend on each day centre in H&F

| | |
|------------------|----------|
| H&F | |
| Nubian Life | £116,524 |
| Elgin Day Centre | £278,209 |
| Elgin Outreach | £35,965 |
| Imperial Wharf | £385,300 |
| Shanti | £91,700 |

10.2.2 St Vincent's day service for people with dementia is being tendered separately. The cost at the time of going to tender was £337,300.

10.2.3 Up to £50,000 saving will be negotiated with Notting Hill Housing Trust (NHHT) for Elgin day centre with the contract extension. Savings cannot be achieved until quarter four 2014, as a three month minimum notice period is required.

10.3 K&C based on current funding levels

| | 2013/14 October 13'-April 14' | | 2014/15 | | 2015/16 | | Total costs of proposal 1.5 years |
|---|----------------------------------|------------------------|---------------------------------|------------------------|----------------------------------|---------------------------|---|
| | Confirmed budget figure £ | Costs of proposal £ | Confirmed budget figure £ | Costs of proposal £ | Confirme d budget figure £ | Costs of proposal £ | |
| <i>Please separate revenue and capital implications into two tables</i> | | | | | | | |
| Current Budgets | £465,184 | £465,184 | £930,367 | £930,367 | | | £1,425,581 |
| Council Revenue budget | £397,529 | £397,529 | £795,058 | £795,058 | | | £1,192, 587 |
| Council Capital budget | | | | | | | |
| External funding sources, e.g. TfL, NHS etc. | £77,665 | £77,665 | £155,329 | £155,329 | | | £232,994 |
| SUB TOTALS | | | | | | | |
| Start-up Costs | | | | | | | |
| Lifetime Costs | | | | | | | |
| Close-down Costs | | | | | | | |
| Savings | | | | | | | |
| TOTALS | £397,529 | £397,529 | £950,387 | £950,387 | | | £1,425,581 |

10.3.1 Annual spend on each day centre in K&C.

| | |
|---------------|---|
| RBKC | |
| KDC & Quest | £377,147 (including £155,329 NHS) |
| PPC | £110,380 |
| Miranda Barry | £442,840 |

10.3.2 That up to £27,000 is made available as a “rolling” funding arrangement with a three month notice facility to the Octavia Housing services (Kensington Day Centre and Quest). This is to deliver a drop-in and lunch service for vulnerable older people and that the requirement to tender is waived under RBKC standing orders.

10.4 WCC based on current funding levels

| | 2013/14 October 13'-April 14' | | 2014/15 | | 2015/16 | | Total costs of proposal |
|---|----------------------------------|---------------------|---------------------------|---------------------|---------------------------|---------------------|----------------------------|
| <i>Please separate revenue and capital implications into two tables</i> | Confirmed budget figure £ | Costs of proposal £ | Confirmed budget figure £ | Costs of proposal £ | Confirmed budget figure £ | Costs of proposal £ | 1.5 years |
| Current Budgets | | | | | | | |
| Council Revenue budget | £207,995 | £207,995 | 415,990 | 415,990 | | | £623,987 |
| Council Capital budget | | | | | | | |
| External funding sources, e.g. TfL, NHS etc. | | | | | | | |
| SUB TOTALS | | | | | | | |
| Start-up Costs | | | | | | | |
| Lifetime Costs | | | | | | | |
| Close-down Costs | | | | | | | |
| Savings | | | | | | | |
| TOTALS | £207,995 | £207,995 | 415,990 | 415,990 | | | £623,987 |

10.4.1 Annual spend on each day centre in WCC

| | |
|--|----------|
| WCC | |
| Pullen | £252,877 |
| Pullen Outreach | £99,123 |
| Octavia PB service at Leonora (£32 per day * 20 users* 2 days per week*50 weeks) | £64,000 |

10.4.2 42 Westbourne Park is a dementia day service delivered by Housing 21. The current cost is £322,682. The contract terminates in 2015 and the service will be procured.

10.4.3 The contract extension for Pullen Day Centre managed by Housing 21 will seek to deliver up to a £50,000 saving from winter 2014.

Liz Bruce

Tri-borough Executive Director Adult Social Care

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

Putting People First Concordat 2007

http://www.cpa.org.uk/cpa/putting_people_first.pdf

Contact officer(s): Pete McDonnell, Adult Social Care Senior Commissioner (Community) Tel 020 7361 2715 email: Peter.McDonnell@rbkc.gov.uk

Comments on the report

| | |
|-------------|--|
| Legal | Babul Mukherjee - H&F and K&C Rhian Davies – WCC Kevin Beale – H&F |
| Procurement | Paulo Borges – Tri- borough ASC contracts Joanna Angelides – Procurement Consultant H&F |
| Finance | Mark Sone – RBKC David Hore - H&F John Agboola - WCC |

1 Personalising Older Peoples Day Services

- 1.1 The three Councils have already agreed to move older people's day services from block contract arrangements to Personal Budgets, where a more individualised purchasing approach will be adopted. Whilst this is a clear direction, the practicalities of undertaking this approach with both internal council processes and how the external day services market manage this needs considerable planning and support.
- 1.2 Below summarises how Adult Social Care intend to implement Personal Budgets and Direct Payments for older people's day services and some of the issues and processes that need to be worked through.
- 1.3 A more detailed brief will be presented to senior officers and members in the autumn/winter of 2013 based on the below proposals.

2 How an older person will purchase a day care place in the future?

- 2.1 A person with assessed day care needs and a Personal Budget will have three choices in how they receive their money and are supported.
 - 1 If the older person wants the Council to manage and purchase their day services on their behalf not wanting any choice or they do not have the capacity to decide or make a choice, the Council will "**Spot Purchase**" a day service on their behalf at local centre. Initially single borough, however the intention is to be able to purchase across the Tri-borough area in the future. To be compliant with the Procurement Regulations and Council standing orders, Legal services and the procurement teams are investigating the best option to spot purchase in the future.
 - 2 The person decides they want a particular day service or centre and will be given a *direct payment* to buy this, but does not want to manage the payment. In this case they will receive a **Managed Account**, which is where the Council or an external agency manage the money and pay invoices on the person's behalf to the day service or services. The intention is to have a council based service in the future to provide managed account support.
 - 3 The person decides they want their budget as **Direct Payment** and arrange and purchase their own day services.

3 Cancellations

- 3.1 Commissioners are working with finance and care management to establish suitable cancellation periods and process for day services. Unlike homecare, day services have fixed costs like buildings and core staff teams, so suitable notice periods are needed if someone is in hospital or dies for example.

4 Cross borough purchasing

- 4.1 There will be a pilot during the summer and autumn 2013 to enable about 10 older people to buy a day care place in a different Tri-borough to the one they reside in. The reason for piloting this approach is to monitor financial processes e.g. the recharging of one borough to another and to also investigate more flexible transport options and other issues.

5 The market and how they manage the change

- 5.1 A key concern is how the day service market will manage this move to Personal Budgets. Block contracting has meant day services have not had to worry about falling numbers as they have a guaranteed budget, however with Personal Budgets there is no longer a guarantee of funding. Day services need to market what they do, investigate more flexible staffing, provide more attractive services and opportunities and look at the wider potential of self funders not known to the Council.
- 5.2 This is a major shift in thinking and commissioners have already been working with the market since the autumn 2012 to move this forward.

APPENDIX 2 - Day Services PROJECT RISK LOG

Key

PROBABILITY = Score 1-5, assessed by the risk owner
 IMPACT = Score 1 - 5, assessed by the risk owner
 RISK SCORE = Probability x Impact Score 1 -25, used to prioritise actions
 RISK (ACTION) STATUS = Identified, Agreed, Started or Closed

| | | | | | | | |
|------------|---|---|----|----|----|----|--------|
| Likelihood | 6 | 6 | 12 | 18 | 24 | 30 | 36 |
| | 5 | 5 | 10 | 15 | 20 | 25 | 30 |
| | 4 | 4 | 8 | 12 | 16 | 20 | 24 |
| | 3 | 3 | 6 | 9 | 12 | 15 | 18 |
| | 2 | 2 | 4 | 6 | 8 | 10 | 12 |
| | 1 | 1 | 2 | 3 | 4 | 5 | 6 |
| | | | | | | | Impact |

| | |
|--|------------------------------|
| | Red: ACT |
| | Yellow: Housekeep/Improve |
| | Green: Monitor/Accept |
| | Brown: Plan/Manage |

| RISK ID NUMBER | RISK OWNER | DATE IDENTIFIED | DESCRIPTION | LIKELIHOOD | IMPACT | RISK SCORE | POSSIBLE RESPONSE ACTIONS | CHOSEN ACTION | TARGET DATE | CLOSURE DATE | RISK STATUS | RISK ACTION STATUS |
|----------------|----------------------------------|-----------------|--|------------|--------|------------|---|---------------|-------------|--------------|-------------|--------------------|
| DS1 | Pete McDonnell / Paulo Borges | 14/08/2013 | Possibility of challenge from other providers over the extension for all sites.. | 2 | 3 | 6 | Contracts are being extended in order to move to a DP model. Providers unlikely to gain anything from forcing the Council to go out to tender as any subsequent contract would be for a very short period of time and would be economically unviable. | No action | | | | Agreed |
| DS2 | Pete McDonnell / Paulo Borges | 14/08/2013 | Providers do not want to continue to provide the service | 1 | 5 | 5 | Providers have already been approached and are happy to continue to provide the service for the extended period. In the unlikely event that a provider changes their mind then service users can be moved to other schemes on a spot basis. | No action | | | | Agreed |
| DS3 | | | | | | | | | | | | |

| | |
|--|--|
|  | <p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>11 NOVEMBER 2013</p> |
| <p>EDWARD WOODS ESTATE - NORLAND, POYNTER & STEBBING ROOFTOP APARTMENTS</p> | |
| <p>Report of the Cabinet Member for Housing – Councillor Andrew Johnson</p> | |
| <p>Open report</p> | |
| <p>Classification - For Decision Key Decision: Yes</p> | |
| <p>Wards Affected: Shepherds Bush Green</p> | |
| <p>Accountable Executive Director: Melbourne Barrett – Executive Director Housing and Regeneration</p> | |
| <p>Report Author: Stephen Kirrage – Director Asset Management & Property Services</p> <p>Roger Thompson – Head of Planned Maintenance</p> | <p>Contact Details: Tel: 020 8753 3064 E-mail: stephen.kirrage@lbhf.gov.uk</p> <p>Tel: 020 8753 3920 E-mail: roger.thompson@lbhf.gov.uk</p> |

1. EXECUTIVE SUMMARY

- 1.1 On 15 October 2012 the Council adopted four Housing Strategy documents that would be used in guiding its approach to housing.
- 1.2 The common thread running through the Housing Strategy, Homeless Strategy, Tenancy Strategy and Housing Allocation Scheme is the Council's "Borough of Opportunity" vision which seeks to foster more balanced, mixed- income communities, increase and balance housing and home ownership options and to support hardworking households in affordable housing.
- 1.3 The over-arching vision of Hammersmith & Fulham's Housing Strategy, "*Building a Housing Ladder of Opportunity*", is to create a borough of housing opportunity for all. One which enables all local people to have a real stake in the area and share in its growing prosperity. Central to this is

the creation of the opportunity for a wider section of the community to be able to access a greater range of housing options and varieties of tenure.

- 1.4 In the context of the overall housing strategy, and in particular, the need to increase the range of intermediate housing products within the Borough, the tenure of the new properties being completed on the top of Norland, Poynter and Stebbing houses on the Edward Woods Estate has been reviewed and will be offered on a Discount Market Rent basis to persons on the Home Buy Register. This will create an opportunity for applicants on the Home Buy Register to access suitable accommodation below market rates, enabling them to save for a deposit which can be used to access low cost homeownership options.
- 1.5 The new properties form part of a Major Regeneration Scheme, which also comprised concrete repairs and energy efficiency works to the three existing high rise blocks, and is now nearing completion.
- 1.6 Initially the scheme was conceived in 2005 and was taken forward by the now defunct ALMO H&F Homes. It was aimed at transforming the visual impact of Edward Woods as a major west London landmark, delivering reductions in energy consumption & costs, improving the appearance of the towers at both estate and wider neighbourhood level and creating a flagship renewable energy project within the borough.

2. RECOMMENDATIONS

- 2.1. That the rooftop apartments are retained by the Council within the HRA and let at discount market rent (80% of market rent), estimated to be in the region of £243,288 per annum (based on £1,646 per month for each of six 735 sq ft 2 bed flats and £1,733 per month for each of six **1,044 sq ft** 2 bed flats). This equates to a Net Present Value (net of management costs) over 30 years of £ 2,936,871.
- 2.2. That the letting of the rooftop apartments be carried out by the Home Buy Team initially to applicants on the Home Buy register on a 2-year fixed-term tenancy, and that the management be carried out by the in-house Housing Management service.

3. REASONS FOR DECISION

- 3.1. The reason for this decision is to ensure the most economically advantageous use of the rooftop apartments is adopted at this time and, in line with Hammersmith & Fulham's Housing Strategy – *Building a Housing Ladder of Opportunity*, create access to a wider range of housing options and varieties of tenure.

4. INTRODUCTION AND BACKGROUND

- 4.1. The Edward Woods Estate is located in the northeast of the borough overlooking the Westfield shopping centre. It is a purpose built estate consisting of three high rise (23 storey) and 4 medium rise (4/5 storey) blocks of flats and maisonettes. Over the last fifteen years, the estate has benefited from major public and private investment to support various regeneration and redevelopment initiatives. This has included the demolition of one medium-rise block and replacement with 122 new homes for sale and rent; the creation of a new urban park; the installation of CCTV; new pitched roofs, new windows and general improvements to the medium-rise blocks. All blocks have benefited from internal modernisation to meet the decent homes standard. In addition, the medium-rise blocks have recently received external cladding to improve thermal efficiency and reduce householder fuel bills.
- 4.2. The final phase of the original regeneration project was to address the three tower blocks and secure their structural integrity, improve thermal insulation, and enhance their physical appearance. Following a very limited scoping exercise at the schemes inception in 2005/2006, the need for extensive brick and concrete repairs was highlighted in 2007 when bricks fell from the nineteenth storey of Norland House during high winds. The block was declared a dangerous structure by Building Control, and this necessitated temporary restraining measures for all three blocks
- 4.3. The tower block project comprised the over cladding and regeneration works at Norland, Poynter, and Stebbing Houses, and included insulation; the provision of enhanced energy saving (photovoltaic panels and associated works); the provision of gas central heating to studio flats; the construction of 12 new residential accommodation units on the roofs of the three blocks (originally intended for sale); the creation of office accommodation in unutilised ground floor areas (intended for commercial / voluntary sector letting).

5. PROPOSAL AND ISSUES – Rooftop Apartments

- 5.1 Twelve rooftop apartments have been created, four per block at the 23rd floor level. As the project commenced, Goldschmidt Howland were appointed as the marketing agents and Spence, Harris & Hogan as the interior designers.
- 5.2 The original 2005 feasibility scoping of the project gave consideration to, but did not proceed with, the re-engineering of the lifts serving each block to extend the lift service to the new rooftop apartments. Rather it was proposed that residents of the rooftop apartments would alight at the 22nd Floor and then walk up an access controlled flight of stairs to their accommodation. This does have an impact on marketability, although the existing lifts are scheduled for a full upgrade in the pending Housing Capital Planned Programme.

5.3 Costs

5.3.1 The flats are due to complete in November 2013. The current anticipated outturn costs for the construction of 12 rooftop apartments is £3,887,006 (i.e. circa £324,000 per unit). The table below provides a breakdown of main expenditure items:

| Summary of Key Elements of Construction Costs of Rooftop Apartments | | |
|--|-------|------------------|
| | | £ |
| Preliminaries | 14.5% | 337,693 |
| Measured Works | | |
| Internal works to 23 rd floor (within existing envelope) | | 752,197 |
| New works to levels 23 and 24 | | 839,828 |
| M & E installation | | 287,095 |
| Provisional sums, dayworks & contingencies | | 440,199 |
| Variations relating to Rooftop Apartments | | 1,229,994 |
| Estimated total costs for Rooftop Apartments | | 3,887,006 |

5.4 Sales

5.4.1 The estimated sales value of the Rooftop Apartments in the July 2009 Cabinet report was £5,103,000. Officers obtained two updated valuations in December 2011 at which time Goldschmidt Howland projected a net sales value of £4,204,000 and Lambert Smith Hampton a net sales value of £4,626,000. These figures have recently been revalidated confirming that the values remain substantially unchanged at this time.

5.4.2 These prices were significantly lower than the 2009 valuation due to:

- Changes in the residential property market,
- A reduction of specification to the ground floor communal internal areas to Norland and Stebbing Houses to just painting and new flooring (Poynter House entrance lobby was only painted).
- Some of the internal flat specification has been downgraded due to budget issues.
- No lift serving to the 23rd floor or upgrading of existing lifts until 2015/16.

5.4.3 Therefore, based on the revised valuations, any sales receipt is expected to be between £477,000 to £899,000 less than the anticipated capital receipt originally reported to H&F Decent Homes Committee in July 2009.

5.5 Letting

5.6.1 Officers have investigated two letting options for the rooftop apartments.

(a) *Discounted Market Rent*

Officers have investigated this option and are recommending it because:

- While only applicants on the H&F Home Buy register will initially be considered, it has been confirmed that there are sufficient numbers on that register who would be interested in short term letting.
- The total estimated net discount rent at 80% of the market rent per annum for 12 properties is £243,288.
- The Net Present Value of the estimated rental of 80% of the market rent (net) over 30 years (including running costs) is £ 2,936,871 using a discount rate of 6%.
- It would be in line with Council's adopted Housing strategy, "Building a Borough of Opportunity", creating options for persons on the Home Buy Register to access suitable accommodation.

It is recommended that letting be carried out by the Council's Home Buy Team but there are two options for the management of the properties:

- i) Management and maintenance of the properties is carried out in-house (Hammersmith North Neighbourhoods Team) and the Customer Services Centre.
- ii) Management and internal maintenance of the properties is given to an external agency. The service to be procured through a mini tender exercise within the framework agreement being set up by Property & Valuations Department.

An example of the costs that could be incurred by choosing Option(ii) is given below:

Agency X would charge 9% of the total rent for the period of the tenancy plus VAT on a sole agency basis. Assuming full occupancy and a 2 year rental period, this would result in a cost of £43,804 plus VAT. If there is some turnover in rentals, then this figure would rise as the agency would charge 9% plus VAT for each tenancy renewal or extension.

For this reason, Option (i) is preferred as likely to incur less costs.

b) Full Market Rent

Officers have investigated letting at full market rent; however this is not being recommended because, although this would have resulted in an NPV over 30 years of £3,774k, as opposed to £2,937k for Discounted Market Rent (at 80% of market rent), this option does not meet the criteria for expanding the provision of intermediate housing products as outlined within the Council's adopted Housing Strategy and which is a significant consideration for the Administration.

- 5.6.3 As a landlord the Council can only offer secure tenancies (either periodic or fixed). The Council is unable to offer shorthold assured tenancies. In line with the Council's tenancy strategy and housing allocation scheme it is proposed to let the properties on 2 year fixed term tenancies. It is intended that these tenancies will be a platform for stepping up to low cost home ownership. It should be noted that only a tenant who has lived in a property for 5 years (which can include time spent in other public sector tenancies) would be eligible for Right to Buy.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. Options regarding the disposal/ use of the rooftop apartments have been considered in section 5 above.

7. CONSULTATION - Residents

- 7.1. A Resident Working Group has met on a monthly basis throughout the project and a Satisfaction Survey Questionnaire has been prepared and will be issued to all Residents upon completion. Progress of the project has been notified through the regular distribution of Newsletters. Specific consultation on the disposal/use options for the rooftop apartments has not been undertaken with residents.

8. EQUALITY IMPLICATIONS

- 8.1. An Equality Impact Assessment is not required in relation to this report; relevant issues have not changed since original approval of this project.

9. LEGAL IMPLICATIONS

- 9.1. The Council, as a housing authority, has a broad discretion under s24(1) of the Housing Act 1985 to "make such reasonable charges as they may determine for the tenancy or occupation of their houses". This discretion would permit the letting of the flats at a discounted market rent given the small number of flats involved and the particular circumstances requiring reconsideration of the manner in which the regeneration is to be financed.

- 9.2. All Council properties must be allocated in accordance with the Council's housing allocation scheme. It is proposed that the roof top apartments be let to applicants on the Council's Home buy register. The Council's Housing Allocation Scheme contains provision for doing this through a Local Lettings Plan pursuant to Section 166A(6) of the Housing Act 1996. This enables local housing authorities to allocate particular accommodation, such as these properties, to be let to people of a particular description whether or not they fall within the reasonable preference categories.
- 9.3. Implications verified/completed by: Janette Mullins, Principal Solicitor (Housing and Litigation) 020 8753 2744

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. Officers have reviewed the underlying assumptions contained within the net present value (NPV) calculation. The NPV of £2.9m over 30 years is considered to be a robust estimate and will provide a net revenue benefit to the Housing Revenue Account if let at 80% of market rent.

It is noted that although the sales estimates exceed the NPV figure above, selling is not currently a viable option for the reasons outlined in section 5 (limited commercial market interest).

- 10.2. Implications verified/completed by: Danny Rochford, Head of Finance, 020 8753 4023.

11. RISK MANAGEMENT

- 11.1. The risk of financial loss through the sale of deeply discounted rooftop apartments has been considered. By seeking to let these at discounted market rent competitive income can be recovered and further consideration given to sale in a future, more receptive, property market.

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. | Original Approval Papers | Roger Thompson ex3920 | HRD |
| 2. | Contract Documents | Roger Thompson ex3920 | HRD |
| 3. | Rooftop apartments I Advice | Matin Miah ex 3480 | HRD |

Agenda Item 10

| | |
|---|--|
|  the low tax borough | London Borough of Hammersmith & Fulham CABINET 11 NOVEMBER 2013 |
| REVIEW OF DEVELOPMENT MANAGEMENT SERVICES FOR PRE-APPLICATION CHARGES, HOUSEHOLDER PLANNING SERVICES AND FIXED PRICE PLANNING PERFORMANCE AGREEMENTS | |
| Report of the Cabinet Member for Transport and Technical Services – Councillor Victoria Brocklebank-Fowler | |
| Open Report | |
| Classification: For Decision | |
| Key Decision: Yes | |
| Wards Affected: All | |
| Accountable Executive Director: Nigel Pallace, Executive Director, Transport and Technical Services | |
| Report Author: Peter Kemp, Planning Change Manager | Contact Details: Tel: 0208 753 6970 E-mail: peter.kemp@lbhf.gov.uk |

1. EXECUTIVE SUMMARY

1.1. This report seeks authority for the Planning Division, TTS to implement: -

- 1.1.1. A revised charging structure for Pre-Application Advice for residents and developers;
- 1.1.2. A new Householder Planning Package; and
- 1.1.3. Fixed Price Planning Performance Agreements (PPA) for small scale “major” schemes (e.g. more than ten dwellings).

1.2. The Planning Division has provided a non-statutory pre-application advice service for a number of years, a service which has proved popular and effective. The charges for this advice were initially set low to encourage use of the service and help raise the standard of applications submitted to the Council. The charges associated with this service have been increased annually in line with inflation, and not in line with the true cost of delivering this service. The proposed revision addresses this issue.

- 1.3. In addition to the revised pre-application advice service, two new targeted pre-application options are proposed to be offered that will improve and extend the service we offer to both residents and developers: -
 - 1.3.1. An optional packaged service for householders which encompasses pre-application advice on the likely outcome to their proposals, building control advice, and recommendations to comply with local policies and design standards, and a defined fast service for the determination of the resultant planning application. The intention is that applicants using this service will obtain a decision within 6 weeks of their first approach to the Council (plus the time they take between receipt of pre-application advice and formal submission of the planning application), i.e. the combined pre-application and application processes. This would be a premium service with a combined charge pitched at full cost recovery.
 - 1.3.2. Optional fixed fee PPA's for small scale Major Planning applications. PPA's are aimed at larger scale developments that need substantial amounts of officer time and negotiation throughout the life of the application and allow officers time to improve the quality of the planning applications that are eventually submitted and determined. They also allow the Council to charge for the officer time taken up by these larger scale schemes rather than pass the burden of this cost on the local taxpayers. PPA's are also an effective project management tool that will allow LBHF to successfully managed DCLG's 13 week target for the determination of applications of this nature.
- 1.4 It is also proposed that a scheme of charging be introduced to cover the Council's administration costs in refunding fees to applicants where they have chosen not to proceed with the registration of an application or pre-application, and also for providing written confirmation of compliance with enforcement notices. At present these are services which the Council provides without charge.

2. RECOMMENDATIONS

- 2.1. That the Planning Division be authorised to: -
 - 2.1.1. Implement the amended Pre-Application charging structure as set out in Appendix 1 to this report;
 - 2.1.2. Implement the new Householder Planning Package as set out in Appendix 2 to this report; and
 - 2.1.3. Implement the new Fixed Price Planning Performance Agreements as set out in Appendix 3 to this report.
 - 2.1.4. Charge a reasonable administration fee (initially proposed to be £25) for refunds of fees paid where the refund is required for reasons not in the Council's control, and a fee for confirmation of compliance with an enforcement notice (initially proposed to be £100).

3. REASONS FOR DECISION

- 3.1 Providing pre-application advice and other project management services are incidental powers of the Planning authority and as such the Council is entitled to charge for the provision of the services to recover those costs. Increasing the prices to reflect the actual cost of the provision will remove any cost being passed to the taxpayer whilst also enabling the Council to improve on its current performance.
- 3.2 The increases are not considered to be so high as to deter people from using the service, the benefit of which is set out in the report, but in summary ensures better applications are submitted to the Council which will enable decisions to be made in a timely way and ensure that decision making for complex schemes are achievable and do not fall foul of Government targets.

4. INTRODUCTION AND BACKGROUND

- 4.1 Local Planning Authorities are able to pass on the cost of operating non-statutory services. As a result pre-application advice is a chargeable service, enabling the costs to be recovered, although at present these are not recovered fully.
- 4.2 A decision is required from Cabinet because of the change in charging structure, for discretionary paid for services. This requires Cabinet approval in accordance with the Council's scheme of delegation and procurements rules.

5. PRE-APPLICATION CHARGING

- 5.1 The formula for pre-application charging was last reviewed in 2008, since then only inflationary increases have been added. During this period the nature of enquiries received has changed, and the complexity and cost of operating the service has increased substantially.
- 5.2 It is proposed that 3 different levels of advice be offered based on experience of the types of service that customers seek. This will enable customers to choose the level of service most suitable to their needs. A full copy of the scheme is attached as Appendix 1 to this report.
- 5.3 The different levels of service proposed are: -

Level 1 - High Level 'in principle' advice based on limited information and generic assumptions;

Level 2 - Detailed advice in writing based on plans submitted with a letter and other supporting information, providing confirmation as to whether the development complies with planning policy, and what alterations are recommended to achieve compliance; and

Level 3 - Detailed advice, as in level 2, in a meeting with one or more Officers, followed up with notes of the meeting.

- 5.4 The charging scheme is based on the type and size of development proposed, and is comparable with a framework used by the Royal Borough of Kensington and Chelsea.
- 5.5 The scheme proposed provides greater clarity for customers to choose the services relevant to their needs, and to understand the costs. It will also be simpler and more cost effective to administer. The levels of fees now proposed reflect full cost recovery at current values.

6. HOUSEHOLDER PLANNING PACKAGE

6.1 The significant majority of planning applications handled by the Planning Division are for householder development. We are keen to improve the options available to residents, by finding ways assist them with the Planning process. The proposed package will make it easier for residents to lodge applications that can be dealt with by us in the most speedy and efficient manner, with minimal cost to the service, whilst still enabling positive decisions to be reached.

6.2 It is proposed that a packaged service be provided to enable residents to achieve a decision on a planning application within 6 weeks of the initial approach (plus the time taken by the applicant between receipt of pre-application advice and their submission of a formal application) . This 6 week target includes any pre -application advice and formal application determination and represents a combined time saving of 4 to 6 weeks for our residents in real terms. The householder package would include: -

- (i) Pre-application Advice/Checking Service – which would confirm that the scheme complies with all current design standards and planning policy;
- (ii) Pre-application advice from Building Control to confirm that there are no predictable objections to the scheme;
- (iii) Determination of the planning application within 5 weeks from the date on which a planning application is made; and
- (iv) Guaranteed contact from the Planning Officer to confirm the status of the planning application at given intervals, and notice of issues that have arisen.

6.3 The benefits to residents using this scheme would be: -

- Greater support from the Planning Service;
- Certainty of timeframe for achieving a decision;
- Updates from Officers at fixed stages;
- Guarantee of notice of issues as they arise – no last minute surprises;

- Greater confidence in making arrangements for builders; and
- Proposals managed by one person, end to end in the planning process.

6.4 The benefits to the Council of operating this scheme are expected to be: -

- More applications coming through the pre-application before being formally submitted;
- As a consequence design issues can be addressed at the outset of the process so fewer applications will be refused, reducing the additional workload of appeals and resubmissions of applications without a fee;
- Developers will have contact with the building control team; and
- The Planning Service will be able to improve its cost recovery.

6.5 Given the nature of this service, being a package of elements of the service combined, it is proposed that the fee be set just very slightly higher than those separate elements to reflect the additional case management. As such it is proposed initially to set the fee at £500, reflecting the proposed £300 pre-application fee and £172 nationally set planning application fee. There is no charge related to the faster process of determining applications within 5 weeks as envisaged by the householder PPA (rather than the 8 week national target set). However, the 5 week target is capable of being achieved through officer's involvement in pre-application advice, which is intended to negate the need for further time consuming post-submission discussion and negotiations, which may lead to revisions to the design of the scheme and may require reconsultation. With the benefit of pre-application advice which is taken on board by the developer, officers should be able to consult on the application sooner rather than it is normally possible, and thus, following receipt of any relevant recommendations, make a decision within a shorter period and in accordance with the statutory framework.

6.6 The difference between the total fee and the application fee (£328) would be payable on first submission, with the remainder being due on the submission of the planning application. This leaves the control on timings in the hands of the applicant.

6.7 A copy of the proposed Householder Planning Package documentation is attached as Appendix 2 to this report.

7. FIXED PRICE PLANNING PERFORMANCE AGREEMENTS FOR SMALL SCALE MAJOR APPLICATIONS

7.1 Planning Performance Agreements were formally introduced into the planning system on 6 April 2008 and are principally aimed at major applications that need substantial amounts of officer time and negotiation throughout the life of the application and allow officers time to improve the quality of the planning applications that are eventually submitted and determined. They also allow the council to charge for the officer time taken up by these larger scale schemes rather than pass the burden of this cost on the local taxpayers.

7.2 PPA's are extensively used by all London Boroughs and have already been used successfully by LBHF within the Planning Regeneration section of the Planning Division for very large and complex proposals within the Opportunity Areas.

7.3 In order to ensure the most effective pre-application process that includes appropriate levels of local engagement, it is proposed to implement a structured PPA attractive to smaller and medium scale developers. This will allow the Planning Division to effectively manage all Major Planning applications as well as extending the service we offer to developers that are investing in LBHF. The PPA document would be open to review throughout the pre-application and planning process by both parties.

7.4 The benefits to the developer would be: -

- Greater support from the Planning Service
- Clarity of what is required of all parties from the outset of pre-application discussions;
- Frontloading of work in the pre-application process, to achieve better design and acceptable schemes;
- Arrangement of meetings in advance, including milestones to be reached and structure for any discussions;
- Obligations on the Council to deliver against specific targets and milestones;
- Guaranteed project management of their planning application.

7.5 The benefits to the Council would be: -

- Developers would be obliged to engage with residents and professionals, including Resident Consultation, Planning Forums and Design Review Panels.
- Developers and Officers would have a clear timetable with achievable milestones throughout the programmed timeframe for determination;
- The timetable would be documented so that the Council can manage the timing of delivery and resources required; and
- Developers would meet the cost of the officer time involved in the pre-application planning process.

7.6 It is proposed that the fixed fee for PPA's for the handling of smaller and medium scale major schemes would be £25,000+VAT which would include: -

- 2 x Pre Application Meetings;
- 1 x Design Review Panel

1 x Planning Forum

This would exclude the planning application fee which would be charged separately.

- 7.7 The proposals represent a package of services which could otherwise each be chosen and paid for separately. With the increases in pre-application charges, and the costs of operating these different services, the package collectively represents a modest additional cost to applicants. However, this is to cover the additional benefits of clear project management and parameters for officer engagement, which makes this attractive and value for money to developers.
- 7.8 Any fees would need to be paid at the start of the pre-application planning process. Any other fees, including the cost of non-planning based professional officers or advisers would need to be paid as they fall due.
- 7.9 Whilst the Council would be working with the developer, where appropriate, to achieve a negotiated outcome, it would be clear to all parties from the outset that any agreement is entered into without prejudice to the determination of any application and without fettering the Council's powers and duties as an LPA.

8. MISCELLANEOUS CHARGES

- 8.1 It is also proposed as part of the review of charges that the Council makes to introduce an administration fee for undertaking refunds to applicants where applicants choose not to proceed with the registration of applications. This is proposed to reflect the cost of the Council undertaking the work necessary for the refund. This will initially be set at £25 and reviewed annually. No fee would be waived where the refund is required by statute or as a result of an applicant acting on the advice of the Council.

9. EQUALITY IMPLICATIONS

- 9.1 The new services proposed do not change the ways customers from this group can access the services, without the additional project management service that is proposed.
- 9.2 The review of the pre-application service will make it more straightforward for all users of the service to access the service they specifically require, however on the whole the charges for the service are increasing. That being said, the nature of developments/alterations required for reasons to do with any protected characteristic(s) are unlikely to require planning permission, however where they do, the impact on users by reason of their protected characteristic(s) won't be any greater than any other resident

- 9.3 The implementation of the two new services will not inhibit access by all groups to existing services which will still be available.
- 9.4 The current paid for preapplication advice service is a discretionary service, where users are able to access advice from officers on the likely outcome of any planning application. This service is open to all potential applicants. The review of the service is aimed at ensuring customers are able to access the levels of service they are seeking, whilst also enabling the service to recover the cost of delivering pre-application advice.
- 9.5 Having reviewed all of the impacts on protected groups, it is clear that whilst the increased fees would have an impact insofar as accessing services would cost them more, the impact of those increases is no greater on any protected group than on any other sector of society.

10. LEGAL IMPLICATIONS

- 10.1 Pre-application advice is a discretionary service which is incidental to the Council's powers as local planning authority. As such, it is able to charge for the service pursuant to section 93 of the Local Government Act 2003 and recover the cost of the provision of the service (without making a profit year on year). The three proposals seek to recover the costs incurred by the Council in pre-application advice. The PPA is a mechanism to formally record the agreed objectives of both developer and council throughout the pre-application and post-submission process.
- 10.2 Implications verified/completed for the Director of Law by: Alex Russell, Senior Solicitor, 0208 753 2771.

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1 Development Management is the part of the Planning service that deals with all planning applications except the very large regeneration schemes. In the current financial year 2013/14 Development Management is forecast to receive £1,289k in income compared with expenditure of £1,822k. Expenditure includes staffing costs, non-pay costs and overheads.
- 11.2 This means that Development Management is forecast to make a deficit of £532k in 2013/14. This is without including £831k of costs relating to the overall management and policy function in planning.
- 11.3 We do not know what the demand will be for the new services set out in this paper, and therefore what the income will be. However, as a result of the proposals in this paper we can expect the current forecast deficit of £532k to be reduced in future years. This means that we expect the proposals in this paper to cover the costs of planning, but no more. Councils are not permitted to make profits on non-statutory services.

- 11.4 The financial consequences of the implementation of the proposals in this paper will be monitored. If these additional services become popular and have a high degree of take up there may be extra expenditure required for staff to deliver the higher level of services. In those circumstances the additional revenue will be used to pay for any additional resource.
- 11.5 If forecasts were to suggest that, taking one year with another, Development Management was making a profit, the Council would need to consider adjusting prices so that costs were covered but no more.
- 11.6 Implications verified/completed by: Mark Jones, Director of Finance, Transport and Technical Services, 0208 753 6700

12. RISK MANAGEMENT

- 12.1. In order to minimise the risks the Council of any suggestion of inappropriate advantage being given to businesses or individuals choosing to use the services proposed, all agreements entered into will specify clearly the obligations on each party, and the actions that the council will undertake. The format and standard wording of these agreements will be first agreed with the head of Legal Services.
- 12.2. All fees and charges for the services described in this report will be reviewed regularly, with the relevant Finance Officer, to ensure that appropriate cost recovery is achieved.
- 12.3. Implications verified/completed by: Juliemma McLoughlin, Director for Planning, 0208 753 3563

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 | | |

LIST OF APPENDICES:

Appendix 1 : Pre-Application charging structure

Appendix 2 : Householder Planning Package to this report; and

Appendix 3 : Fixed Price Planning Performance Agreements

APPENDIX 1



PICTURE TO BE SELECTED

DRAFT

Getting Planning Advice before you make an application

WWW.LBHF.GOV.UK/PLANNING

Why should you get advice before making your planning application?

Getting advice before you make an application can save you time and money.

It will mean you: -

- find out how the Council is likely to approach your application before you invest time and money in getting plans drawn up in any detail;
- have a greater chance of obtaining a planning permission for your scheme;
- can understand how our policies and specialist areas of advice such as design, conservation, highway safety and trees will be considered for your scheme;
- Identify potential problems early, and give you the chance to find solutions;
- get advice on how you might improve your scheme; and
- avoid spending time and money on making an application where it is unlikely that you will get permission.
- will normally get a quicker decision once the application is submitted
- There are likely to be fewer conditions on any permission

It is important to note that getting our advice, and following it, does not guarantee that you will get planning permission. Sometimes issues, particularly with neighbouring properties, and ownership can result in additional issues. However, it will mean that you have the best possible opportunity to negotiate a positive outcome.

1. Before Applying for Pre-Application Advice

- i. Take time to look at applications that we have approved or refused around your property. You can do this by visiting www.lbhf.gov.uk/publicaccess and searching planning records by streetname or postcode.
- ii. Look at planning policies in the Development Management Local Plan, and Supplementary Planning Document. You can find these at www.lbhf.gov.uk/planning
- iii. Think about who might be affected by what you want to do and talk to them about your plans; and
- iv. Decide exactly what information you want to get from us. This will determine what service you choose.

2. Decide what Level of Advice you Want?

We provide three levels of advice depending on the degree of detail or information available. In some particularly complex cases you might choose to apply for pre-application advice a number of times, each time choosing a different level as your scheme develops.

LEVEL 1 ADVICE

What is it?

This is advice provided on matters of principle about types of development you might be considering.

The advice provided is high level and generic, about the how the Council approaches particular developments, and the planning policies that it will take into account in making a decision. The advice is in writing, but does not comment on a specific development proposed.

All you will need to supply is the site address, and a brief description of the development you are proposing.

How long does it take?

5 Working Days.

When would you use this service?

When you want to know in principle whether a development is likely to be acceptable, before you approach an architect and incur the cost of preparing plans.

What can you expect?

A written response emailed to you outlining: -

- i. Any constraints we have recorded for the site;
- ii. Statement of Planning Policies that will be considered;
- iii. A comment about how the Council approach the consideration of the scheme for the site; and
- iv. Details of what information will need to be submitted in support of any subsequent planning application.

LEVEL 2 ADVICE

What is it?

This is written advice on your specific proposals for the site. The officer might visit the site, however any guidance will be provided in writing.

You will need to provide at minimum sketch plans of your proposed development.

How long does it take?

For householder and small commercial proposals, a response will be provided within 10 working days. For more complex proposals, the officer will contact you to discuss the timescale for any response. However in all cases a response will normally be provided within 40 working days.

When further advice is required on a revised scheme, a follow-up option is available.

When would you use this service?

When you have specific proposals that you are seeking advice on.

What can you expect?

A written response emailed to you outlining: -

- i. Any constraints we have recorded for the site;
- ii. Statement of Planning Policies that will be considered;
- iii. A comment about how the Council approach the consideration of the scheme for the site;
- iv. Details of any concerns the officer might have about the proposals;

- v. Any suggested chances to address those concerns; and
- vi. Details of what information will need to be submitted in support of any subsequent planning application.

LEVEL 3 ADVICE

What is it?

This will be a meeting with the planning officer about your specific proposals, where the officer will outline the policy context and discuss any particular issues that your scheme raises, and potential solutions.

You will need to have provided drawings (at least sketches) with your initial application to enable the officer to undertake an assessment of your proposals in advance.

How long does it take?

The Officer dealing with your case will make contact with you within 10 working days to arrange a date for the meeting. Meetings will normally be held within 40 working days of receipt of the original application.

When further advice is required on a revised scheme, a follow-up option is available.

When would you use this service?

When you require specific advice about your proposal; and it raises issues of policy or impact that require discussion.

What can you expect?

A meeting with the case officer at the Council Offices, which will be followed up by the officers note emailed to you outlining: -

- i. Any constraints we have recorded for the site;
- ii. Statement of Planning Policies that will be considered;
- iii. A comment about how the Council approach the consideration of the scheme for the site and comments on specific issues and changes; and
- iv. Details of what information will need to be submitted in support of any subsequent planning application.

LARGE SCALE OR COMPLEX PRE-APPLICATION DISCUSSIONS

Where your proposals are of a particularly complex nature, and you are likely to need more than one or two meetings with officers and specialist advice, in such cases charges for the officer's time may be a more appropriate solution.

In such cases, the officer will raise this with you, and agree the best way forward in advance of the first meeting.

3. MAKE YOUR APPLICATION FOR PRE-APPLICATION ADVICE

To do this, you will need to: -

- i. Download and complete the Application Form;
- ii. Email your completed form together with any supporting information to Planning@lbhf.gov.uk

Please remember, the more information you give us, the better the response we will be able to provide to you.

What happens next?

- i. Within 5 days we will contact you to confirm that the application has been received, and **take payment over the phone**;
- ii. You will then receive an emailed acknowledgement of the application and receipt for payment together with details of the officer dealing with your application.
- iii. You will then receive the response, by email from your case officer within the target timescales.

Payment

With the exception of time charged work, all payments are required before any work is undertaken on any application. Payment can be made either over the phone, or through the Councils website.... [INSERT DETAILS]

All charges include VAT

**Fees for Pre-Application Advice
Extensions and Alterations to Homes, and small Scale Proposals**

| | Level 1 Advice | Level 2 Advice | Level 2 Follow Up Advice | Level 3 Advice | Level 3 Follow up Advice |
|--|----------------|----------------|--------------------------|----------------|--------------------------|
| Extensions and alterations to houses and flats not including Basements | £150 | £300 | £250 | £400 | £350 |
| Extensions and alterations to houses and flats including Basements | £400 | £600 | £450 | £700 | £550 |
| Local Community Groups | £200 | £200 | £200 | £300 | £300 |
| Advertisements | £350 | £350 | £300 | £400 | £350 |
| Telecommunications | £350 | £350 | £300 | £400 | £350 |
| Details Required by Condition | Not Available | £250 | £250 | £400 | £350 |
| Internal Alterations to listed buildings where planning permission is not required | Not Available | £300 | £250 | £400 | £350 |

**Residential Schemes
(Including Change of Use, Care Homes etc.)**

| | Level 1 Advice | Level 2 Advice | Level 2 Follow Up Advice | Level 3 Advice | Level 3 Follow up Advice |
|----------------|----------------|----------------|--------------------------|----------------|--------------------------|
| 1 – 4 Units | £300 | £300 | £250 | £400 | £350 |
| 5 – 9 Units | £1800 | £1800 | £1300 | £2000 | £1800 |
| 10 – 49 Units | £2500 | £3000 | £2400 | £3000 | £2400 |
| 50 – 199 Units | £4000 | £5000 | £4000 | £5000 | £4000 |
| Over 200 Units | £7000 | £7500 | £5000 | £8000 | £6000 |

**Non – Residential Schemes
(Including Changes of use, offices, hotels, industry, retail etc.)**

| | Level 1 Advice | Level 2 Advice | Level 2 Follow Up Advice | Level 3 Advice | Level 3 Follow up Advice |
|--|----------------|----------------|--------------------------|----------------|--------------------------|
| No New Floorspace – 100m ² | £450 | £450 | £400 | £700 | £500 |
| 100 - 499m ² Floorspace | £700 | £700 | £450 | £800 | £550 |
| 500 - 999m ² Floorspace | £2,000 | £2,000 | £1,500 | £2,200 | £1,600 |
| 1,000 – 4,999m ² Floorspace | £2,500 | £2,750 | £2,250 | £3,000 | £2,500 |
| 5,000 – | £4,000 | £4,750 | £4,250 | £5,000 | £4,500 |

| | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| 9,999m² Floorspace | | | | | |
| Over 10,000m² | £7,000 | £8,000 | £5,500 | £8,500 | £7,500 |

IMPORTANT NOTES

Freedom of Information

Under the Freedom of Information Act 2000 or the Environmental Information Regulations 2004 we may receive a request to disclose pre-application advice requests and the advice we have provided. If you require your requests to be confidential, please advise us in writing of the reasons valid under the Act for this at the time of your request. We will not respond at the time of your request but will take it into account when deciding whether to release information. More information about Freedom of Information can be found at www.foi.gov.uk

London Borough of Hammersmith & Fulham
 Planning Division, Transport and Technical Services
 Hammersmith Town Hall Extension, King Street, London W6 9JU
 Tel: 020 8753 1081
 Email: planning@lbhf.gov.uk
 Web: www.lbhf.gov.uk



DRAFT

HOUSEHOLDER PLANNING PACKAGE

To help you as a residents get certainty of when a decision is going to be made on your planning application, you can choose to use our enhanced planning service for when you submit an application to extend your home.

By using this service, you can **save yourself upto 6 weeks** in the planning process, compared to the normal planning application process, as well as having the benefit of officer advice to guarantee your scheme the best possible chances of success.

The benefits of using this service are: -

- i. Decision in six weeks from the date of your first application;**
- ii. Professional pre-application Advice within a week of your first application;**
- iii. Guidance on what changes may be needed, quickly, so that your application has the best possible change of success;**
- iv. Officer Contact, in case anything goes wrong; and**
- v. A clear timetable enabling you the certainty to line up your builders and get ready for the works on your extension to take place.**

The cost of submitting your application this way is £500 which will need to be paid in two payments.

Payment 1. £328 when the first submission is made; and
 Payment 2. £172 when you make your planning application.

Please complete the form and read the notes to access this service.

Whilst we can't guarantee you will get planning permission for your proposed development, if you follow the officer advice on any changes you will give yourself the best possible changes to gain planning permission for your development, and get that decision quickly.

London Borough of Hammersmith & Fulham
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Hammersmith Town Hall Extension, King Street, London W6 9JU
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Web: www.lbhf.gov.uk



DRAFT
Householder Planning Package Form

Please use this form to sign up for the Householder Planning Package.

You will need to supply: -

- (i) This form completed
- (ii) Supporting sketches, or drawings that you want us to comment on; and
- (iii) A contact telephone number for us to take the first payment over the phone. The second payment (£172) will need to be made at the time that you make your planning application, this being the statutory planning application fee.

Email the information to planning@lbhf.gov.uk

Site Address _____

Proposed Development _____

Applicant _____

Applicant Email Address _____

Applicant Address _____

Agent _____

Agent Email Address _____

Agent Address

| |
|-------------------------------|
| List of Plans Supplied |
| |

Declaration

By submitting this form I agree to be bound by the terms and conditions of the Householder Planning Package Scheme; supply the information in support of my submission as publicised on the Council' Website and agree to make the payment of £378 to the Council for this Service.

Signed _____ **Dated** _____

Payment Details

Name of contact _____

Telephone Number _____

Information to be Submitted in Support of the Householder Planning Package

To get the most out of the Householder Planning Package, when you submit the Householder Planning Package form it should be accompanied by: -

Site Location Plan, identifying the site;

Existing Plans and Elevations;

Proposed Plans and Elevations; and

If any supporting statements are required to be submitted with the application when it is submitted, such as a subterranean Construction Method Statement, then drafts of these should also be submitted.

Please remember the more accurate information you give us at that stage, the more accurate guidance and support we can give in return.

What Happens, When, with the Householder Planning Package?

| | Action Carried out by LBHF | Action Needed by You |
|--|--|--|
| Week 1 | Pre application compliance check | Make any necessary amendments to the scheme |
| | | Confirm the date that you will submit your application |
| Once you have received your pre-application advice, if you need time to consider issues, or prepare amended plans, you can 'stop the clock' and restart it when you are ready. | | |
| Week 2 | Validate the application and contact you to confirm this | Submit your application on agreed date |
| | Send out neighbour letters | |
| | Carry out other consultations | |
| Week 3 | Consultation period | No action required |
| | Consideration of the application | |
| Week 4 | Consultation period | No action required |
| | Consideration of the application and consultation responses. | |
| Week 5 | Consultation period | No action required |
| | Being to draft officer's report | |
| Week 6 | Finalise officer report and sign off | No action required |
| | Issue decision notice | |

Householder Planning Package – Terms and Conditions

- | | | | |
|-----|--|------|---|
| 1.1 | This is a formal agreement entered into by LBHF of (hereinafter called LBHF) and the named applicant (hereinafter called the Applicant) on the date that the submission and payment is recieved. | | application in as speedy and timely manner, keeping the Applicant informed of the intended course of actions to bring the matter to a conclusion. |
| 1.2 | LBHF is the Local Planning Authority (LPA) for development falling within the area in which the site is located. | 1.10 | This agreement will not fetter LBHF in exercising its statutory duties. It will not prejudice the outcome of the Planning Applications or the impartiality of the Local Authority. All such rights powers obligations and duties shall in relation to the Land be enforceable and exercisable by LBHF as local planning authority as fully and freely as if this Agreement had not been entered into. |
| 1.3 | The Applicant seeks to enter into formal pre-application discussions with LBHF regarding the proposed development of the site. The Applicant intends in due course to submit a planning application, for the development described. | 1.11 | This agreement will not restrict or inhibit the Applicant from exercising the right of appeal under Section 78 of the Town and Country Planning Act 1990 (as amended). |
| 1.4 | This Planning Performance Agreement (Otherwise known as the Householder Planning package) is made pursuant to the powers contained within section 111 of the Local Government Act 1972, section 2 of the Local Government Act 2000, section 93 of the Local Government Act 2003 and section 1 of the Localism Act 2011. | 1.12 | No provision within this Agreement shall be enforceable under the Contracts (Rights of Third Parties) Act 1999. |
| 1.5 | The Parties desire and have agreed to work together and this Planning Performance Agreement (PPA) provides a proposed programme for the pre-application process in order that the proposals are processed in a timely manner It provides a project management framework and timetable to complete the various stages of the whole process. | 1.13 | The Council makes no representations nor any warranties in respect of the work undertaken pursuant to the terms of this Agreement and shall not be liable for any act of negligence, misrepresentation or any other form of tortuous conduct carried out pursuant to the Agreement and shall not be liable for any failure to exercise skill and care under the terms of this Agreement or any other breach of the terms of this Agreement. |
| 1.7 | The Applicant and LBHF have agreed to enter into a PPA to cover both the pre-application and planning application stages. The fees chargeable under the terms of this Agreement relate solely to that part of the work that relates to the pre-application work and the additional work that falls outside the scope of the normal work required for the processing of applications paid for by the relevant statutory fees. | 1.14 | In the event that the Applicant is dissatisfied with any part of the service provided by LBHF the Applicant shall in the first instance raise the concerns in writing to the Council's Head of Development Management who shall seek to resolve the issues and if the issues cannot be resolved then the Applicant shall use the Council's internal complaints process. |
| 1.8 | Both parties agree that LBHF shall not be under any obligation to include the existence or performance against this agreement in any published report. | 1.15 | If any dispute arises out of the interpretation and application of this Agreement it shall be dealt with under the Council's complaints procedure. |
| 1.9 | This PPA anticipates a timetable for determination not later than 5 weeks from the date of registration of the planning application (which follows the pre-application submission.) in the event that the planning application is not determined within a period 5 weeks of the date of registration LBHF will make all reasonable endeavours to determine the | 2. | TERM |
| | | 2.1 | This agreement will come into force on the date of this Agreement and shall remain in force until the earlier of; (i) a date a planning decision is issued; or (ii) the Applicant submits an appeal under Section 78 of the Town and Country Planning Act |

1990 in relation to the applications (for whatever reason);

3. JOINT WORKING

3.1 All Parties shall act with the utmost fairness and good faith towards each other in respect of all matters in respect of the handling of the Planning Applications and to work jointly with each other in complying with their respective obligations under this Agreement.

4. FEES

4.1 In consideration of the supply of the service the Applicant agrees to pay to LBHF an initial payment of £378 on entering into this agreement to assist the Local Authority in providing the level of service required to meet its obligations.

4.2 This fee is in addition to the application fees payable under the Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2008. The application fee will be payable at the time the application is made.

5. BREACH AND TERMINATION

5.1 If any party shall commit any breach of its obligations under this agreement and shall not remedy the breach within 10 working days (or other time period) of written notice from the other party to do so, then the other party may notify the party in breach that it wishes to terminate this agreement forthwith and the agreement shall be terminated immediately upon the giving of written notice to this effect to the party in breach provided always the breach is within the control of the party that is in breach and is capable of being remedied.

London Borough of Hammersmith & Fulham
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Web: www.lbhf.gov.uk



DRAFT

FIXED PRICE PPA

To help you as a developer get certainty of when a decision is going to be made on your planning application, and get the best possible out of the planning Process, we have set up a system for Fixed Price Planning Performance Agreements.

The benefits of using this service are: -

- i. Certainty of timescales for reaching a decision and have a specific planning committee date to work towards;**
- ii. A project managed application process that includes a range of professionals involved in the determination of your application;**
- iii. The opportunity to discuss changes to applications as they arise;**
- iv. The cost of pre-application advice, and resident engagement is included;**
- v. Access to officers and consultees to enable constructive discussion on planning applications; and**
- vi. Names Officer Contact, so you can discuss your application when you need to.**

The cost of this service is £25K +VAT, which will enable us to deliver this enhanced level of service.

Whilst we are unable to guarantee the outcome of any planning application, by signing up to a fixed price PPA, you will be ensuring that you have the best possible chances of a positive conclusion, and ensure that you get a higher level of officer involvement in your scheme.

DRAFT

PLANNING PERFORMANCE AGREEMENT

[INSERT SITE ADDRESS]

BETWEEN

[INSERT APPLICANT]

AND

London Borough of Hammersmith and Fulham

Date:

DEFINITIONS

For the purpose of this agreement, the words and phrases below shall be interpreted to have the following meanings and be construed accordingly.

the Applicant [INSERT]

the Council London Borough of Hammersmith and Fulham of the Town Hall, King Street, London, W6 9JU

the Site [INSERT SITE ADDRESS]

the Development [INSERT DEVELOPMENT DESCRIPTION]

1. INTRODUCTION AND SCOPE OF THIS AGREEMENT

- 1.1 This Agreement is made on the date on the front page of this document between the Council and the Applicant.
- 1.2 The Council is the Local Planning Authority (“LPA”) for the area in which the site is located.
- 1.3 The Applicant seeks to enter into formal pre-application discussions with the Council regarding the proposed development of the site. The Applicant intends in due course to submit a planning application and subordinate applications, (hereafter known as the ‘Planning Applications’) for the Development.
- 1.4 This Planning Performance Agreement is made pursuant to the powers contained within section 111 of the Local Government Act 1972, section 2 of the Local Government Act 2000, section 93 of the Local Government Act 2003 and section 1 of the Localism Act 2011.
- 1.5 The Parties have agreed to work together and this Planning Performance Agreement (PPA) provides a proposed programme for the pre-application process in order that the proposals are processed in a timely manner. It provides a project management framework and timetable to complete the various stages of the whole process.
- 1.6 The Applicant and LBHF recognise that the Development will be accompanied by a number of Application Documents and will give rise to a range of planning issues, and accordingly, they acknowledge that in order to properly assess those planning issues the PPA does not anticipate determination of the Planning Applications within the 13 week statutory target date or within any amendment thereto. An agreed list of documents required to validate the planning application is appended at Appendix 4.
- 1.7 The Applicant and LBHF have agreed to enter into this PPA to cover both the pre-application and planning application stages. The fees chargeable under the terms of this Agreement relate solely to that part of the work that relates to the pre-application work and the additional work that falls outside the scope of the normal work required for the processing of applications pursuant to the relevant statutory fees. This PPA will ensure that determination of the application is in accordance with a timeframe as agreed and acknowledged by both parties in advance, and would remove the application from the normal statutory target for determination. This PPA anticipates a timetable for determination not later than six months from the date of registration of the Planning Application(s). In the event that the applications are not determined within a period of 12 months, and no terms for extension of the timescale are agreed, then this Agreement shall cease. The Applicant shall not seek to reclaim the statutory planning application fees paid to LBHF in the event that

the planning application is not determined within a period of 12 months from the date of registration of the application.

- 1.8 Reasonable endeavours will be used to ensure that the parties meet the programme agreed. It is also acknowledged that it may be necessary to review the programme at not less than monthly intervals during the application process.
- 1.9 This agreement will not fetter the Local Authority in exercising its statutory duties as local planning authority. It will not prejudice the outcome of the Planning Applications or the impartiality of the Local Authority. All such rights powers obligations and duties shall in relation to the Land be enforceable and exercisable by LBHF as local planning authority as fully and freely as if this Agreement had not been entered into.
- 1.10 This agreement will not restrict or inhibit the Applicant from exercising the right of appeal under Section 78 of the Town and Country Planning Act 1990 (as amended) nor the right to request (pursuant to Article 7 (6) of the Mayor of London Order 2008) that the Mayor of London issues a Direction pursuant to Section 2A of the Town and Country Planning Act 1990 (as amended).
- 1.11 No provision within this Agreement shall be enforceable under the Contracts (Rights of Third Parties) Act 1999.
- 1.12 The Council makes no representations nor any warranties in respect of the work undertaken pursuant to the terms of this Agreement and shall not be liable for any act of negligence, misrepresentation or any other form of tortious conduct carried out pursuant to the Agreement and shall not be liable for any failure to exercise skill and care under the terms of this Agreement or any other breach of the terms of this Agreement.
- 1.13 In the event that the Applicant is dissatisfied with any part of the service provided by LBHF the Applicant shall in the first instance raise the concerns in writing to the Council's Head of Development Services who shall seek to resolve the issues and if the issues cannot be resolved then the Applicant shall use the Council's internal complaints process.
- 1.14 If any dispute arises out of the interpretation and application of this Agreement then the dispute shall be referred to an arbitrator appointed jointly by both parties. If the parties cannot agree on the identity of the arbitrator the arbitrator shall be appointed by the President for the time being of the Royal Institution of Chartered Surveyors. The Arbitrator shall act in accordance with the Arbitration Act 1996 and the costs of the arbitration shall be payable by the parties in the proportions determined by the arbitrator.

2. TERM

- 2.1 This agreement will come into force on the date of this Agreement and shall remain in force until the earlier of:

- 2.1.1 The date a planning decision is issued on the Planning Applications;
- 2.1.2 The date that the Applicant submits an appeal under Section 78 of the Town and Country Planning Act 1990 in relation to the applications (for whatever reason);
- 2.1.3 Any of the applications are called in by the Secretary of State, or taken over by the Mayor of London; or
- 2.1.4 The expiration of a period of 12 months from the date of registration of the Planning Applications. The term shall be subject to review as may be agreed between the Parties and set out below .

3. JOINT WORKING

- 3.1 All Parties shall act with the utmost fairness and good faith towards each other in respect of all matters during the handling of the Planning Applications and to work jointly with each other in complying with their respective obligations under this Agreement.
- 3.2 In particular the Parties shall work collaboratively to ensure that the pre application discussions and determination of the Planning Applications in accordance with the Project Programme.

4. OBJECTIVES

- 4.1 The objectives of this PPA are to:
 - 4.1.1 Agree requirements and timescales including pre-application meetings, proposed submission and determination deadlines in respect of the Planning Applications;
 - 4.1.2 Set out agreed timeframes for a response from the Applicant, the Applicant's consultancy team and LBHF when actions are raised during the project;
 - 4.1.3 To establish a regular review mechanism to enable the effective project management of the Planning Applications.

5. THE PROJECT TEAM

- 5.1 The names and contact details for the members of the project team for the Council are set out in Schedule 1 to this Agreement.
- 5.2 The names and contact details for the members of the project team for the Applicant are set out in Schedule 2 to this Agreement.
- 5.3 In the event that membership of either parties project team changes, the contact details shall be updated at the first possible meeting.

6. PROJECT PROGRAMME

- 6.1 The Project Programme is set out in Schedule 3 to this Agreement. The parties recognise that there are any number of issues that might arise that may have an impact on the project program. The parties shall use their reasonable endeavours to ensure that the Planning Applications are progressed in accordance with the Project Programme. However, should

any delays be incurred, then the parties shall meet and review the project program to identify what targets and timescales may need to be changed.

7. PRE-APPLICATION MEETINGS

7.1 The Parties agree that the pre-application meetings to be undertaken ahead of submitting the Planning Applications will take place as detailed in the table below and in accordance with the Applicant's Performance Standards and LBHF Performance Standards.

7.2 The Fee paid for the delivery of this Agreement shall cover the cost of 2 pre-application meetings. However, in the event that the parties agree that additional meetings are required, then additional meetings shall be held at the Applicant's cost charged in accordance with the Council's pre-application charges schedule applicable at that time.

8. FEES AND CHARGES

8.1 In consideration of the supply of the pre-application services referred to in this Agreement the Applicant agrees to pay to LBHF an initial payment of £25,000 upon completion of this agreement to assist the Local Authority in providing the level of service required to meet its obligations in respect of the pre-application work under this Planning Performance Agreement. This payment would cover the hourly costs (including overheads) of the Council's project team.

8.2 In the event that the Council require specialist advice from consultants or specialists, it shall submit the costs for agreement with the Applicant. The costs of the additional consultants shall then be met by the Application, payable within 10 working days of the date of demand.

8.3 This fee is in addition to the application fees payable under the Town and Country Planning (Fees for Applications and Deemed Applications) (Amendment) (England) Regulations 2008.

8.4 In the event of failure to pay the fees to LBHF within a period of ten days from the date of demand the LBHF shall be entitled to apply interest at a rate of 5 per cent above the base rate applied by Lloyds Bank PLC and an administrative charge of £150 payable within ten working days from the date of the further demand. The LBHF shall be entitled to immediately cease work under this Agreement without notice if there is a failure by the Developer to meet any of the fees demanded by the LBHF.

9. LEGAL COSTS/SECTION 106 LEGAL AGREEMENT

9.1 Within the programme set out below, it is envisaged by both parties that reasonable endeavours will be used to agree the Heads of Terms for the

Section 106 in advance of submission of any report to the Planning Applications Committee so that Members are fully aware.

- 9.2 The Applicant agrees to pay all the Council's reasonable legal costs based on a minimum hourly chargeable rate of £200 per hour exclusive of VAT in preparation of the Section 106 Agreement or related agreements whether or not the Agreement is completed and without prejudice to, and irrespective of the outcome of the Planning Applications. The Applicant will submit a solicitor's undertaking to meet all of LBHF costs prior to the signing of this agreement in a sum of not less than £4000 and which said sum shall be subject to such increase as may be considered reasonable in all the circumstances by the Council. The legal costs are to be paid in cleared funds prior to completion of the S106 agreement and a receipt will be supplied to the Applicant.

10. BREACH AND TERMINATION

- 10.1 If any party shall commit any breach of its obligations under this agreement and shall not remedy the breach within 10 working days (or other time period) of written notice from the other party to do so, then the other party may notify the party in breach that it wishes to terminate this agreement forthwith and the agreement shall be terminated immediately upon the giving of written notice to this effect to the party in breach provided always the breach is within the control of the party that is in breach and is capable of being remedied.

11. AMENDMENT/REVIEW OF AGREEMENT

- 11.1 Amendment to the agreement and revision of timescales within the Project Programme shall be subject to review as may be agreed between the parties, acting reasonably to take account of any relevant unforeseen matters that might arise.
- 11.2 In the event of a delay in the Project Programme, members of the Project Team will meet and discuss whether the programme is still realistic or whether the Project Programme and the PPA determination timeframe need to be revised. Any revisions to the PPA determination timeframe shall be agreed in writing by the parties to this agreement and appended to this document.

SCHEDULE 1 - THE COUNCIL'S PROJECT TEAM

SCHEDULE 2 - THE APPLICANT'S PROJECT TEAM

SCHEDULE 3 - VALIDATION REQUIREMENTS

SCHEDULE 4 – PROJECT PLAN

AGREEMENT SIGNATORIES

IN WITNESS whereof the Parties have executed this Agreement in the presence of the persons mentioned respectively below this day and year first before written

.....

Name:

Signature:

Position:

On behalf of: London Borough of Hammersmith and Fulham

Date:

In the presence of

..... Authorised signatory

Name:

Signature:

In the presence of:

..... Authorised signatory

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 11 NOVEMBER 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 (i.e. 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 2012/13

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

Key Decisions List No. 13 (published 11 October 2013)

KEY DECISIONS LIST - CABINET ON 11 NOVEMBER 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> |
|---|--|--|--|---|
| November | | | | |
| Cabinet | 11 Nov 2013 | <p>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</p> <p>The report seeks authority to extend a number contracts for day services provided to older people in Hammersmith and Fulham, Kensington and 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</p> | Cabinet Member for Community Care | 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 | | <p>Ward(s): All Wards</p> <p>Contact officer: Martin Waddington martin.waddington@lbhf.gov.uk</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 <i>(other relevant documents may be submitted)</i> |
|---|--|--|---|---|
| | | disclosing the information. | | |
| Cabinet | 11 Nov 2013 Reason: Expenditure more than £100,000 | <p>Potential extension 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> <hr/> <p>Ward(s): All Wards</p> <hr/> <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: Affects 2 or more wards | <p>Extension and 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</p> | <p>Deputy Leader (+ Residents Services)</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: David Page Tel: 020 8753 2125 david.page@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>) |
|---|---|---|--|---|
| | | parks to 31st March 2021. | | |
| Cabinet | 11 Nov 2013 Reason: Affects 2 or more wards | Corporate Revenue Monitor 2013/14 - Month 5 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 | 11 Nov 2013 Reason: Expenditure more than £100,000 | 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) Ward(s): All Wards Contact officer: John Collins Tel: 020 8753 john.collins@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 | 11 Nov 2013 Reason: Expenditure more than £100,000 | Edward Woods Estate - Norland, Poynter & Stebbing Rooftop Apartments Decision on the letting of the recently constructed penthouses to Norland, Stebbing and Poynter Houses. PART OPEN PART PRIVATE Part of this report is exempt from | Cabinet Member for Housing Ward(s): Shepherds Bush Green Contact officer: Stephen KIRRAGE Tel: 020 8753 6374 stephen.kirrage@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. |

| 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) |
|---|---|---|---|---|
| | | 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. | | |
| Cabinet | 11 Nov 2013 Reason: Affects 2 or more wards | <p>Review of Development Management Services for Pre-Application Charges, Householder Planning Services and Fixed Price Planning Performance Agreements</p> <p>Seeking authority to implement: -</p> <ul style="list-style-type: none"> i. An enhanced householder planning application service, which will include pre-application advice and determination of planning applications in a 6 weeks period as part of a paid for service; ii. A fixed price PPA for small scale major planning applications, which will enable the applicant to access a project managed service to determine applications, signed up to by the Council; and iii. A reviewed service and charging structure for providing pre-application advice; and Charging an administration fee for refunding payments. <p>The Executive Summary of the report sets out each of the proposed changes to the service, and more detail is included about each of the proposals. Appended to the report are the proposed guidance notes for customers on each of the service areas, including a summary of the service which will be available on the website.</p> | <p>Cabinet Member for Transport and Technical Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Peter Kemp Tel: 020 8753 6970 Peter.Kemp@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 Reason: Affects 2 or more wards | A Water Management Policy for Hammersmith & Fulham H&F's Water Management Policy is a first step to ensuring that the authority uses its powers and undertakes its statutory duties to maximise best practice, including within its own assets, to address local, national and European requirements for better and more sustainable water management. Cabinet is asked to adopt the Water Management Policy. | Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Nigel Pallace nigel.pallace@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. |
| December | | | | |
| Cabinet | 9 Dec 2013 Reason: Expenditure more than £100,000 | Special Guardianship Allowance Policy To agree a revised policy for allowances to carers | Cabinet Member for Children's Services Ward(s): All Wards Contact officer: Andrew Christie andrew.christie@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 | 9 Dec 2013 Reason: Expenditure more than £100,000 | Highway works contract extensions To approve proposed one year extensions to four highway works terms contracts. 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 | Cabinet Member for Transport and Technical Services Ward(s): All Wards Contact officer: Mahmood Siddiqi mahmood.siddiqi@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. |

| 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>) |
|---|--|--|---|---|
| | | maintaining the exemption outweighs the public interest in disclosing the information. | | |
| Cabinet | 9 Dec 2013 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 | 9 Dec 2013 Reason: Affects 2 or more wards | Housing and Regeneration joint venture - selection of preferred partner Following an OJEU procurement, final selection of a private sector partner to form a Joint Venture with the Council. 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. | Cabinet Member for Housing Ward(s): All Wards Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@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 | 9 Dec 2013 Reason: Affects 2 or more wards | 2013_14 Corporate Revenue Monitoring month 6 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 | 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 |

| 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>) |
|---|--|---|--|---|
| | | | Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk | documentation and / or background papers to be considered. |
| Cabinet | 9 Dec 2013 Reason: Expenditure more than £100,000 | Award of Primary Care Support Services contract for Substance Misuse on a Tri-borough basis 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. | Cabinet Member for Community Care Ward(s): All Wards Contact officer: Darren Sutton Tel: 020 7361 3485 Darren.sutton@rbkc.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 | 9 Dec 2013 Reason: Expenditure more than £100,000 | Award of Group Programme Support Services including criminal justice group programmes for Substance Misuse on a Tri-borough basis 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. | Cabinet Member for Community Care Ward(s): All Wards Contact officer: Darren Sutton Tel: 020 7361 3485 Darren.sutton@rbkc.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 | 9 Dec 2013 Reason: Expenditure more than £100,000 | Children's Social Care Case Management System Award of Contract for the provision of the Social Care Case Management System for Children's services 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 | Cabinet Member for Children's Services Ward(s): All Wards Contact officer: David Mcnamara David.Mcnamara@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. |

| 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>) |
|---|--|---|--|---|
| | | 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. | | |
| January 2014 | | | | |
| Cabinet | 6 Jan 2014 | Economic Development Priorities Update This report provides an update and 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 | 6 Jan 2014 | 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) | 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 | 6 Jan 2014 | Tri-borough ICT services contract award 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. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it | 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: Expenditure more than £100,000 | | Ward(s): All Wards | |
| | | | Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@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>) |
|---|--|---|--|---|
| | | 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. | | |
| Cabinet | 6 Jan 2014 Reason: Expenditure more than £100,000 | Dementia Day Services - contract award To approve the award of a contract for Dementia Day and Outreach services in LBHF. 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. | 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 considered. |
| 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. |
| Cabinet | 6 Jan 2014 | Housing Estate Investment Plan (HEIP) update | Cabinet Member for Housing | A detailed report for this item will be available at least |

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|---|--|--|---|---|
| | Reason: Affects 2 or more wards | This report provides and update on the Housing Estate Investment Plan proposals for Emlyn Gardens, Sullivan Court and Becklow Gardens. | Ward(s): Askew; Sands End Contact officer: Stephen Kirrage, Jo Rowlands Tel: 020 8753 6374, Tel: 020 8753 1313 stephen.kirrage@lbhf.gov.uk , Jo.Rowlands@lbhf.gov.uk | 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 | Council Tax Support Scheme The Council needs to agree proposals for the Council Tax support scheme 2014 / 2015 | 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. |
| Full Council | 29 Jan 2014 | | Ward(s): All Wards Contact officer: Paul Rosenberg Tel: 020 8753 1525 paul.rosenberg@lbhf.gov.uk | |
| | Reason: Expenditure more than £100,000 | | | |
| Cabinet | 6 Jan 2014 | Economic Development Employment Initiatives This report sets out proposed Earls Court Opportunity Area and White City Opportunity Area economic development activities and seeks approval for related S106 expenditure. | 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 Contact officer: Kim Dero Tel: 020 8753 6320 kim.dero@lbhf.gov.uk | |
| February | | | | |
| Cabinet | 3 Feb 2014 | 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 | 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 |
| | Reason: Affects 2 or more wards | | Ward(s): All Wards Contact officer: Sharon Bayliss Tel: 020 8753 1636 sharon.bayliss@lbhf.gov.uk | |

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|---|---|---|--|---|
| | | 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. | | considered. |
| March 2014 | | | | |
| Cabinet | 3 Mar 2014 | 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) | 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 | | | |
| 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 | | | |