

Cabinet

Agenda

**MONDAY
3 MARCH 2014
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
20 February 2014**

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 (18-19) which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **5-15** 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 26 February 2014.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 5 March 2014**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Monday 10 March 2014 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 10 March 2014**.

Cabinet Agenda

3 March 2014

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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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	<p>The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.</p>	
18.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 3 FEBRUARY 2014 (E)	
19.	ENHANCED REVENUE COLLECTION PROGRAMME : EXEMPT ASPECTS (E)	



London Borough of Hammersmith & Fulham

Cabinet

Minutes

Monday 3 February 2014

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 Andrew Johnson, Cabinet Member for Housing
Councillor Victoria Brocklebank-Fowler, Cabinet Member for Transport and Technical Services
Councillor Georgie Cooney, Cabinet Member for Education

147. MINUTES OF THE CABINET MEETING HELD ON 20 JANUARY 2014

That the minutes of the meeting of the Cabinet held on 20 January 2014 be confirmed and signed as an accurate record of the proceedings subject to paragraph 1 of page 3 being amended to read as follows "Andrew Christie, Executive Director for Children's Services, gave a presentation outlining the key reason for proposing to amalgamate New King's and Sullivan Schools. He informed the meeting of a minor amendment to the report on page 22 in section 12 regarding the equalities implications. He clarified that the Council had sought Counsel's advice on the matter and that Counsel had verified the equalities implications rather than the officer named".

148. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Marcus Ginn.

149. DECLARATION OF INTERESTS

There were no declarations of interest.

150. REVENUE BUDGET AND COUNCIL TAX LEVELS 2014/15

Cabinet was informed that since the report was prepared, DCLG had issued revised instructions on retail relief for small businesses. An addendum sheet was

tabled reflecting these changes which did not affect the recommendations of the report. The changes will be reflected in the report to Council on 26 February.

The Leader announced a proposed amendment to the Environment Leisure and Residents' Services (ELRS) Fees and Charges Exceptions contained in Appendix F of the report which had been circulated. The Council will continue the practice of waiving burial charges for residents' children up to 16 years of age. The amended ELRS list of Fees and Charges Exceptions to the standard uplift of 3.3% for inflation at Appendix A reflects this policy. There are no other changes to the proposed ELRS fees and charges. Retaining the existing policy has no implications for the Council's 2014/15 budget to be approved.

RESOLVED:

- 1.1 That approval be given to a 3% 2014/15 Council Tax reduction for the Hammersmith & Fulham element.
- 1.2 That the Council Tax be set for 2014/15 for each category of dwelling, as calculated in accordance with Sections 31A to 49B of the Localism Act 2011, as outlined below and in full in Appendix A:
 - (a) The element of Council Tax charged for Hammersmith & Fulham Council will be £735.16 per Band D property in 2014/15.
 - (b) The element of Council Tax charged by the Greater London Authority will be £299.00 per Band D property in 2014/14
 - (c) The overall Council Tax to be set at £1,034.16 per Band D property in 2014/15.

Category of Dwelling	A	B	C	D	E	F	G	H
Ratio	6/9 £	7/9 £	8/9 £	1 £	11/9 £	13/9 £	15/9 £	18/9 £
A) H&F	490.11	571.79	653.48	735.16	898.53	1,061.90	1,225.27	1,470.32
b) GLA	199.33	232.56	265.78	299.00	365.45	431.89	498.34	598.00
c) Total	689.44	804.35	919.26	1,034.16	1,263.98	1,493.79	1,723.61	2,068.32

- 1.3 That the Council's own total net expenditure budget for 2014/15 is set at £172.033m.
- 1.4 That fees and charges are approved as set out in paragraph 6.1
- 1.5 That the budget projections made by the Executive Director of Finance and Corporate Governance to 2016/17 be noted.
- 1.6 That the statement made by the Executive Director of Finance and Corporate Governance under Section 25 of the Local Government Act 2003 regarding the adequacy of reserves and robustness of estimates be noted (section 14).

- 1.7 That the Executive Director of Finance and Corporate Governance be authorised to collect and recover National Non-Domestic Rate and Council Tax in accordance with the Local Government Finance Act 1988 (as amended), the Local Government Finance Act 1992 and the Council Schemes of Delegation.
- 1.8 That all Executive Directors be required to report monthly on their projected financial position compared to their revenue estimates (as part of the Corporate Monitoring Report).
- 1.9 That all Executive Directors be authorised to implement their service spending plans for 2014/15 in accordance with the recommendations within this report and the Council's Standing Orders, Financial Regulations and relevant Schemes of Delegation.
- 1.10 Members' attention is drawn to S106 of the Local Government Finance Act 1992 which requires any Member, who is two months or more in arrears on their Council Tax, to declare their position and not to vote on any issue that could affect the calculation of the budget or Council Tax.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

151. FOUR YEAR CAPITAL PROGRAMME 2014/15 TO 2017/18

RESOLVED:

- 1.1. That General Fund Capital Programme budget at £49.3m for 2014/15, outlined in Table 4, be approved.
- 1.2. That the continuation of the reduction in CFR which based on current forecasts will reduce to £66.5m by 31March 2015, be noted.
- 1.3. In respect of capital receipts for 2014/15 that the:
 - application of £9.5m capital receipts to the reduction of CFR (Table 2) be approved;
 - continuation of the rolling programme schemes funded from capital receipts amounting to £6.23m set out in Table 5 be approved;

- capital receipts funded schemes within Decent Neighbourhoods Programme (Housing and Regeneration) for 2014/15, be approved, as follows:
 - Housing Revenue Account projects £25.8m;
 - Decent Neighbourhoods projects £42.7m.
 This totals £68.5m per Table 6b.
 - existing capital receipts funded schemes (approved in 2013/14) but now scheduled for 2014/15 are as follows:
 - The Schools Capital Programme £6.6m;
 - Grants to Social Landlords (Hostel Improvement) £60K;
 - Relocation of HAFAD¹ to Edward Woods Community Centre and Related Refurbishment Requirements £308K, be noted.
- 1.4. That the Decent Neighbourhoods Programme for 2014/15 as set out in Table 6a (section 7) of the report including the indicative capital expenditure budget 2014/15 of £91.6m funded from capital receipts of £68.5m with the remainder of £23.1m funded from other sources (also included within the programme is the budget envelope of £48.4m for 2014/15 for investment in existing Council Homes via the HRA Capital Programme), be approved;
- 1.5. That the annual Minimum Revenue Provision policy statement for 2014/15 in Appendix 5 be approved;
- 1.6. That the CIPFA² Prudential Indicators as set out in Appendix 6 to 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.

152. TREASURY MANAGEMENT STRATEGY REPORT 2014/15

RESOLVED:

- 1.1 That approval be given to the future borrowing and investment strategies as outlined in this report and that the Executive Director of Finance and

¹ Hammersmith & Fulham Action for Disability

² Chartered Institute of Public Finance & Accountancy (CIPFA)

Corporate Governance be authorised to arrange the Council's cashflow, borrowing and investments in 2014/15.

- 1.2 In relation to the Council's overall borrowing for the financial year, to note the comments and the Prudential Indicators as set out in this report.
- 1.3 That approval be given to pay the HRA investment income on unapplied HRA receipts and other HRA cash balances calculated at the average rate of interest earned on temporary investments with effect from 1 April 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.

153. EXTENSION OF CONTRACT FOR INTERNAL AUDIT SERVICES

RESOLVED:

- 1.1. That approval be given for a contract extension for the period from 1 April 2014 to 30 June 2015 at an expected cost of £364,000 to make this contract co-terminus with the RBKC contract.
- 1.2. That approval is given to delegate responsibility for any further extension on this contract to the Leader as Cabinet Member for finance up to the maximum contract limit of 31 March 2016.

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.

154. SUBSCRIPTIONS/AFFILIATIONS FOR EXTERNAL ORGANISATIONS 2014/15

RESOLVED:

- 1.1. That the subscription to the Local Government Association for 2014/15 of £26,577, be approved.
- 1.2. That the contribution of £194,822 (net £177,505 after a £17,317 rebate) to the London Boroughs Grant Scheme, be approved.
- 1.3. That the subscription of £162,427 for 2014/15 to London Councils, 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.

155. REVENUE BUDGET 2013/14 - MONTH 8 AMENDMENTS

RESOLVED:

- 1.1. That approval be given to the budget virements of £0.178m for the General Fund.
- 1.2. That approval be given to the write off of £0.126m of bad debt.
- 1.3. That payment of £0.92m as set out in paragraph 4.4 of the report to Central London Community Healthcare for the Public Health contract, as negotiated by the Public Health team, 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.

156. LETTING OF A CONCESSION TO MONETISE THE DUCTING ASSETS WITHIN THE COUNCIL OWNED CCTV NETWORK

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.

157. HOUSING REVENUE ACCOUNT - FINANCIAL STRATEGY AND RENT INCREASE 2014-15

RESOLVED:

- 1.1. That the targeted on-going annual revenue savings of £4 million per annum by 2014/15 identified in the HRA Transformation Programme approved by Cabinet on 21st May 2012 have been achieved, and that during the course of the 2013/14 Financial Year £9.582m of HRA debt was repaid, be noted.
- 1.2. That the HRA financial strategy as set out in section 8 of this report be endorsed.
- 1.3. That approval be given to the HRA 2014/15 budget as set out in Appendix 1 of the report.
- 1.4. That approval be given to a rent increase for 2014/15, based on application of the Government's rent restructuring formulae for dwellings up to 3 bedrooms of 5.69%, and the Council rent policy (introduced in 2013/14) for dwellings of 4 bedrooms and above, of 7.11%, which is equivalent to an average increase of 5.79%.
- 1.5. That approval be given to a rent increase of 5.29% based on application of the Government's rent restructuring formulae for properties under licence and hostels as referred to in paragraph 10.6. of the report.
- 1.6. That an increase in tenant service charges for 2014/15 of 3.7% as set out in section 11 of the report be approved.
- 1.7. That in order to recover the cost of water rates and metered water costs, approval be given to an average increase in water charges of 0.1%,

equating to an average rise of less than one penny per week, noting that some households may see a reduction of £2.97 and other an increase of £2.23 per week, as set out in section 15 of the report.

1.8. That a freeze in the communal heating charge at 2013/14 rates as set out in section 15 of the report be approved.

1.9. That a freeze in garage and parking charges as set out in section 15 of the report be approved.

1.10. That in line with the strategic financial objective of repaying debt as it becomes due, £2.414 million of HRA debt is repaid in 2014/15.

1.11. That the risks outlined in section 12 and in Appendix 5 of the report be noted.

1.12. That incentive payments to under-occupying tenants downsizing be increased to £2,000 per room as set out in paragraph 10.11 of the report, be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

158. PROCUREMENT OF A PRIVATE SECTOR PARTNER TO ESTABLISH A HOUSING AND REGENERATION JOINT VENTURE - FINAL CONTRACT AWARD

RESOLVED:

To note that the report on the exempt part of the agenda sets out recommendations in relation to selection of the Private Sector Partner; terms for establishment of the Joint Venture; update on site specific issues; and terms for sale of the first two Opportunity Sites to the Joint Venture.

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.

159. GREEN ESTATES – LOCAL DRAINAGE IMPROVEMENTS ON H&F ESTATES

RESOLVED:

1.1. That approval be given to the Council entering into a partnership agreement with Groundwork London to progress environmental improvements on three housing estates using EU funding allocated through the EU Life+ programme.

1.2. That approval be given to HRA revenue expenditure of about £359,000 (noting possible variation due to currency fluctuation between pound sterling and the euro during the life of the project) phased over 3 years, which in turn will attract match funding of approximately £957,000 from Groundwork and EU Life+ grant.

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.

160. 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.]

161. LETTING OF A CONCESSION TO MONETISE THE DUCTING ASSETS WITHIN THE COUNCIL OWNED CCTV NETWORK : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in the exempt report be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

162. PROCUREMENT OF A PRIVATE SECTOR PARTNER TO ESTABLISH A HOUSING AND REGENERATION JOINT VENTURE - FINAL CONTRACT AWARD : EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in the exempt report be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

163. SETTLEMENT OF PERFORMANCE BONDS IN RELATION TO ADMINISTRATION OF CONNAUGHT PARTNERSHIPS LTD (E)

RESOLVED:

That the recommendations in the exempt report be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

Meeting started: 6.00 pm

Meeting ended: 6.04 pm

Chairman

Agenda Item 2



London Borough of Hammersmith & Fulham

Cabinet

Minutes

Monday 10 February 2014

PRESENT

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

ALSO PRESENT

Councillor Colin Aherne
Councillor Elaine Chumney
Councillor Stephen Cowan
Councillor Steve Hamilton
Councillor PJ Murphy
Councillor Mercy Umeh
Councillor Caroline Needham

164. APOLOGIES FOR ABSENCE

An apology for Absence was received from Councillor Greg Smith.

165. DECLARATION OF INTERESTS

Councillor Cooney stated that the legal advice she had been given was that she does not have any interest to declare but in the interest of transparency she would like to mention that she knows a lot of people who were involved with schools, some of whom were friends. For example, she knows Councillor Steve Hamilton, who is a Governor at Sullivan School, whom she had worked with for four years. She has known Arabella Northey, who was a founding member of Fulham Boys School, for many years. The position of Fulham Boys School was not a material consideration for this decision. There was a long list of members of governing bodies plus teachers whom she had trained whilst she had lectured on the OCR Level 5 – Teaching Understanding Learners with specific learning difficulties who she may still see occasionally.

She did not consider that she had any interests to declare under the Code of Conduct relating to Special Motion 1 Sullivan Primary School.

166. CONSIDERATION OF ANY RECOMMENDATIONS FROM EDUCATION AND CHILDREN'S SERVICES SELECT COMMITTEE HELD ON 5 FEBRUARY 2014 - CALL IN OF THE CABINET DECISION - PROPOSED DISCONTINUANCE OF SULLIVAN PRIMARY SCHOOL AND ENLARGEMENT OF NEW KING'S PRIMARY SCHOOL - COMPLETION OF STATUTORY NOTICE PERIOD AND RECOMMENDATION TO PROCEED

The Leader welcomed those present to the meeting and outlined the order of business. He advised that the purpose of the meeting was for Cabinet to consider the recommendations of the Education and Children's Services Select Committee made on 5th February 2014 and the written reasons given by the Committee. The meeting would focus on examining the Select Committee's recommendations rather than the Cabinet decision. He reminded people of the Council's filming protocol particularly for filming not to be overtly obstructive.

He drew the meeting's attention to the minutes of the Cabinet meeting held on 20th January 2014, the unconfirmed minutes of the Education & Children's Services Select Committee meeting held on 5th February 2014 and a paper tabled by Councillor Needham at the meeting setting out the reasons why the decision was called-in and their concerns.

He noted that five deputation requests had been received and that each speaker would be allowed five minutes to address the Cabinet. He asked everyone to be succinct in order to allow the Cabinet sufficient time to consider the business specified on the agenda.

Deputations

Tony Cash, Miles Chester and Tobin Thomas

Tony Cash addressed Cabinet stating that he had examined very closely the plans related to the amalgamation of New King's and Sullivan schools. The new academy emerging from this process would be a superlative school which would deliver for all children now and in the future, more specialist teachers, an enriched curriculum and a more enhanced learning environment. A fruitful new partnership between state and independent sector in line with the vision of the Chief Inspector of Schools would be built.

Miles Chester presented a deputation on behalf of the leadership of New King's School and the Principals of Thomas's London Day Schools. He stated that they fully supported the decision to amalgamate New King's and Sullivan together on the New King's site. The combined school would deliver several key benefits:-

- An increase in the number, diversity and quality of front line staff
- An innovative, effective and significantly enriched curriculum

- A dramatically enhanced building and learning environment
- A partnership between state and independent sectors in line with the vision of the Chief Inspector of Schools.

The decision to amalgamate and invest in New King's would enable a far greater number of local children to benefit from an enhanced primary provision that would otherwise be unavailable. There were detailed plans to enable these two schools to amalgamate whilst maximising the possible benefits and reducing any potential barriers.

He stated that the two schools had been correctly, properly and objectively considered for amalgamation and they were equals in almost every way. He was of the view that academically, Sullivan had some excellent outcomes this year; however these are on the whole exceeded by the results at New King's. The "excellent performance of disadvantaged pupils" was recognised at Sullivan, yet performance of these children last year was even better at New King's with 88% achieving Level 4 or above in Reading, Writing and Maths compared to 82% at Sullivan. The pupil progress figures at Sullivan were again excellent, however they were also fantastic at New King's – in 2012 New King's had the best pupil progress figures in the Borough and again this year had most pupil progress scores within 1% of those at Sullivan.

There was clearly a solid level of achievement at both schools, but there was still room for improvement. Together, the two schools could drive standards even higher. In terms of popularity too, Sullivan and New King's were equals. Ultimately, neither school can genuinely count itself as a 'school of choice' - neither filled up their reception with first choices, unlike schools such as Holy Cross, All Saints and Miles Coverdale. Both schools had spare spaces in almost every class, and this was not, as had been suggested, a historical artefact as the spare spaces were evenly spread across all classes in both schools.

Anybody who had spent time in either of these schools knew that both Sullivan and New King's were great schools, both with fantastic staff teams, both supporting happy, thriving children and both with very high standards, especially for disadvantaged pupils. With a decision from the Council to support these proposals, the team would build on the best of both of these schools.

The significant capital investment and economies of scale were simply not available to the individual schools. Together they could be more than the sum of their parts. Together they had the opportunity to provide a secure future for inclusive community education in Fulham. The team believed that with all of these elements in place, the enlarged and enhanced school would be a school of choice.

Mr Tobin Thomas stated that the Thomas's London Day Schools had a reputation for delivery. It began in 1977 with 11 children in a part rented accommodation. Since then they had worked daily to deliver an all-round effective education for all their pupils. He urged Cabinet to support the

proposal before it, which in his view, provided the best opportunities for the widest number of children.

Paul Kennedy

He requested that Cabinet accept the recommendations of the Education and Children's Services Select Committee and support the parents, teachers and children of Sullivan School and the people of Fulham by rejecting closure. He raised the importance of Sullivan's excellent performance for children from disadvantaged backgrounds, including those with special education needs and those from ethnic and religious minorities.

He was of the view that the Council's report failed to mention any advantages to keeping Sullivan School open and completely ignored the impact on Sullivan children of being "decanted" to make way for the Fulham Boys School.

He expressed surprise at the Council's report in response to the Committee's recommendations as it:

- failed to provide a substantive response to the Committee's recommendations or the points submitted to the Committee which underlined those recommendations; and
- seeks to rely on an unconfirmed draft of the Select Committee's minutes.

He opined that convening the Cabinet meeting was rushed and premature. He submitted that the Cabinet had only two proper options to comply with its obligations to respect procedural fairness and administrative law. These were to:

- accept the Committee's recommendations in full since the report before it contains no substantive material to contradict the Committee's rationale for making those recommendations; or
- postpone the meeting and its consideration of the Committee's recommendations until it had a proper report which paid proper regard to the evidence submitted to the Committee, including confirmation of a correct record of the minutes of the Committee meeting, and the public have had an opportunity to make deputation statements in response.

He concluded that the original Cabinet report was biased and its analysis of the issues was unbalanced and incomplete. Therefore, Cabinet could not dismiss the Committee's recommendations because the points made were not properly addressed in the original Cabinet report. It should also not ignore the recommendations of the Education and Children's Services Select Committee and the thousands of representations made against closure.

Councillor Loveday noted that all the deputation documents which had been referred to by the deputees, including the additional submissions, had been circulated to Cabinet Members. Cabinet had had an opportunity to read them and would be taking the content into account when making a decision.

Dennis Charman

Mr Charman stated that the Council had not taken into consideration the impact of change on the children and professional community in Sullivan School. He noted that there were different reasons for introducing change. This could be introduced without impact or when circumstances forced change because a school became unviable or was failing. In this circumstance, Sullivan was a successful school providing a high level of education to all its pupils. Change was being imposed and the local authority had missed the opportunity to introduce and manage change successfully. The only way it could alleviate the impact of change was to take staff along with the proposal. In his view, the authority had not done so. It had missed the opportunity for dialogue with teachers. Unfortunately, teachers would move if they were not happy with the decision taken by the authority. This would totally undermine the strategy being put into place to ensure children from Sullivan were supported during the change process.

The decision taken would have an impact on the whole borough. Staff doing a good job across the borough would be looking at this with the fear that their school could be closed even though the school was doing well because the local authority had a wider strategy. He concluded that Cabinet had not considered the destabilising effect of Sullivan's closure on schools across the borough. It was time to review the Council's schools of choice policy.

Rosie Wait

Ms Rosie Wait explained why she disagreed with the closure of Sullivan Primary School and believed that the process was deeply flawed. As a consequence of the consultation, she and many others were disillusioned with the Council and its practices. However, the recommendations of the Education and Children's Services Select Committee provided a way to save Sullivan Primary School.

She stated that the Select Committee was presented with new evidence and key factors that Cabinet was meant to have taken into account. This had been circulated highlighting all the new information. She outlined the timeline and the outcome of meetings which took place leading up to the formal consultation. She stated that Fulham Boys School (FBS) took an active part in the consultation putting huge resources into getting people to submit that they wanted the FBS. There were 970 responses from the FBS supporters which had no relation to the consultation. If these were removed, less than 300 responses would be in support of the closure of Sullivan. She opined that the consultation was fixed.

She stated that there was compelling evidence that the Council, Mr Greg Hands MP, and RT Hon Michael Gove supported the opening of a new Fulham Boys School on the Sullivan School site. Therefore, the future of Fulham Boys School had always been central and directly connected to the process. The Council could not continue to state that Fulham Boys School

had nothing to do with the present issue and that no decision on Fulham Boys School had been taken when the Minister of State had announced that Fulham Boys School would take over the site.

She noted the revenue savings model did not refer to which year the identified savings would be realised. The figure show large job cuts, an increase in the combined building maintenance budget from £127,000 to £264,000 and no reference to redundancy and agency costs. She was of the view that the Council's predictions had changed and that rebuilding could not be achieved in one year. She concluded and urged Cabinet to accept the Select Committee's recommendations and instruct officers to implement their recommendations with immediate effect.

Peter Craig and Wendy Aldridge

In response to the statement made by officers at the Education and Children's Services Select Committee (ECSSC) meeting held on the 5th February 2014, Peter Craig and Wendy Aldridge stated that there was new evidence to be considered. The Council had failed to respond to the evidence in the documents submitted to it and the reasons for the call-in made by the Committee members. A further document had been distributed to all Councillors highlighting the new evidence and points that had not been responded to.

Wendy Aldridge raised the following three key issues:-

- Provision of Better Education.

The Council had failed to provide any adequate evidence to substantiate its claim that the children at the proposed merged school would receive a "better" education. The educational 'vision' for the merged school failed to say how it would actually maintain or improve current standards or how it would increase levels of parental preference. The Council had failed to set out a detailed comparison between the two provisions. The principal fault with the New King's vision was that it did not differ from what is already, and demonstrably, in place at Sullivan School.

The new evidence presented at the Select Committee meeting showed that Sullivan already outperforms provision at New King's in staffing and the unique and extensive learning environment.

- Sullivan proposal to convert to an academy with the LDBS

Sullivan's proposal to convert to an academy was a way of becoming self-governing and breaking away from the local authority, and was a response to the consultation to enable the school to continue its journey as a community school in Fulham. LDBS praised the strategies that were being used to increase the school roll. This showed the LDBS that Sullivan were on the way to being an outstanding school and with a supportive governing body, LDBS wanted to work with Sullivan and grow into a two-form entry school. Sullivan

did not need a new vision. Sullivan's vision was a vision in action - a vision that already had a record of success.

- Impact of increased nursery provision

She stated that Councillor Binmore refused to address the impact that increased nursery provision would have on the Sullivan school roll. She was of the view that there was a natural transition that occurs between nursery and reception cohort numbers. She stated that evidence showed that increasing Sullivan Nursery (one form entry) to the equivalent number of reception places (one and a half form entry) would impact on the school's roll over time (it was projected that Sullivan would be 97% full in 3 years' time). It was evident that most nursery places at Sullivan convert to reception places and when families join Sullivan they rarely leave.

She urged Cabinet to endorse the Select Committee's recommendation and support Sullivan School to stay open allowing New King's to continue on their journey and find an alternative site for the FBS.

(Copies of the deputation statements submitted are attached to the minutes)

Councillor Needham's Presentation and questions

The Leader welcomed Councillor Caroline Needham to the meeting and asked her to address Cabinet outlining the reasons why the decision was called-in, the ECCSS's concerns and the alternative proposals.

Councillor Needham stated that there was support within the community for Sullivan School to remain open until it became self-governing. She had witnessed people being locked out of public meetings, which showed the overwhelming support for the continuation of Sullivan. Equal accessibility for schools did not equate to the provision of a lift. Literature had shown that the overriding factor which made a good school was the relationship between the teacher, child and parent. It should be trusted and cannot be bought. Sands End was a community which was protective of the gem in Sullivan. The Council's culture was protective of private education by supporting New King's. The merger was a clash of cultures and the clash could result in a failed merger. New information was provided to the Select Committee and she was of the view that both teachers and parents had not been listened to by the Council. Councillor Needham expressed great respect and passion for teachers working in the state sector and acknowledged that Ms Aldridge was an outstanding Head teacher who had coped with a lot of pressure and continued to run an excellent school. She had been under stress equal to 6 months' OFSTED inspection. She urged Cabinet to support the Select Committee's recommendations.

Councillor Loveday thanked Councillor Needham for taking the time to prepare the report. He inquired about the process of preparing the document. In response, Councillor Needham noted that she worked with the other call-in signatories and teachers. It was a collaborative approach. Councillor

Loveday stated that the report addressed 3 main headings and noted that the central issue was about surplus school places. He then asked what was the total number of schools in the Borough and overall School's Budget. Councillor Needham was not aware of the total Schools Budget. He noted that cost of provision was at the core of the decision that Cabinet made. He referred to the Council's overall budget and pupils on roll figures (in the original Cabinet Report) which showed that there were 955 empty primary school places across the borough, with half of these in Fulham. This was equivalent to 4 to 5 empty primary schools each costing an average of about £1 million a year. The Council needed to address the issue of spare places and invest any saving back into education provision for children in the Borough. It was not sustainable to have the equivalent of 4 to 5 schools lying empty. In response, Councillor Needham noted that there were schools which could provide education in smaller class sizes through pupil premium. In reality, all demography was changing which could lead to the need for extra capacity in the future. Councillor Loveday noted that the council already exceeded the DfE recommended level of spare capacity in schools, which was around 5%. Therefore, the issue of spare capacity had to be addressed. If the issue was not addressed now, he asked where and how should the spare places be reduced. Councillor Needham stated that she did not believe there was a problem with surplus places. Councillor Loveday noted that the information provided to the Select Committee on population and need analysis was based on 5 year projections, whereas it was necessary for the Council to work to longer term projections. He referred to Council planning figures in the original Cabinet Report (which incorporated the GLA figures) and which were based on 10 year pupil population estimates. Councillor Needham noted that she did not disagree with these figures but with their interpretation. If children could be accommodated in smaller classes which were affordable, then she supported this approach. Sullivan was a successful school which should stay open.

Councillor Ginn asked about the staffing mix referred to in the Select Committee's report. He expressed concern that the details in New King's vision document was incorrectly compared against detailed information obtained from Sullivan. The £400,000 saving investment was not taken into consideration in the report. Councillor Needham was of the view that the Council was obsessed with savings.

The Leader recalled Councillor Needham's statement that the Council had failed to consider, discuss or take into account the proposal to make Sullivan into an LDBS academy. He asked how she believed that LDBS academy status in itself would make Sullivan more attractive to potential parents as their first choice. Councillor Needham noted that parents had chosen the school as their first choice. The school had received a Gold award which would attract more parents. With the LDBS academy status, Sullivan would be able to retain its community link, community admission policy and have protection from the local authority.

Officer Advice

Ian Heggs provided advice on the alternative proposal recommended by the Education and Children's Services Select Committee at their meeting held on 5 February 2014 under the following major headings:-

(a) 'Taking into account all relevant considerations and ignoring all irrelevant considerations'

Standards

The Cabinet had considered all relevant factors before making its decision, which included standards. As regards standards and progress at key stages 1 and 2 at Sullivan, including the progress made by pupils eligible for the Pupil Premium, the Council fully acknowledged the school's achievements, as it did those of other schools in the borough, including New King's. However, it was the view of officers that combining the two schools would achieve greater economies of scale, standards would rise even higher and the attainment gap between pupil groups would reduce further. The proposals seek to turn two good schools into one outstanding school to deliver a better quality of education for all of the children.

Research on the impact of change

The Cabinet had considered the possible detrimental effects of the changes set out in the proposal on pupil progress and notes the points made in the research paper (Schwartz and Stiefel 2009) quoted in the alternative proposal, namely that the 'short-term impact of structural moves is negative and relatively small (~0.03)' and that whilst the 'impact of non-structural moves is larger... articulated moves have positive effects' depending on the timing and articulation of the move.

The research looked at the impact of individual children moving schools in a different context in America, so the conclusions could not be directly applied to this proposal. Detailed transition planning as set out by New King's representation indicated that the children from both schools would benefit from the proposals over time, specifically with regard to the broader curriculum offer and access to more specialist teaching. The Council was also planning to work closely with New King's and Sullivan Primary Schools to finalise a detailed implementation plan to help children prepare for the transition and ensure that any negative impact on pupil progress was mitigated.

Improvement in educational provision

The Council had taken into account all relevant considerations regarding the potential for improvement in educational provision that could be delivered through this proposal. The Council had considered carefully both the current and proposed educational offer at Sullivan, as set out in their consultation response, their representation and in this alternative proposal and compared it

with the proposal from New King's working with Thomas's London Day Schools as a partner.

One key difference between the two academy conversion proposals was that New King's had originally proposed converting to academy status as a stand-alone, one-form entry school in June 2013, but the Council asked New King's to delay consulting on its proposal until the Council had consulted on the amalgamation proposal in order to address the issue of spare places in almost every year group at both schools.

New King's agreed and its proposal is now based on the conversion of the enlarged and amalgamated two-form entry school to academy status, whereas Sullivan's proposal is not. The New King's academy conversion proposal takes advantage of significant economies of scale to deliver a better education, whereas Sullivan's proposal rejects the amalgamation, seeks to preserve the status quo and does not address the fundamental issue of spare places.

Pupil roll and the issue of spare places at Sullivan School

The Cabinet had considered properly and objectively the factors relating to surplus places stated in paragraphs 5.1-5.3 of the report. The Council fully acknowledged that other primary schools in the south of the borough, including New King's, had spare places. New King's also acknowledged this and wanted to address the issue, which is why the school supported the amalgamation.

Nursery places

The Council had taken into account the points Sullivan raised in relation to its nursery. Sullivan's proposal to become oversubscribed by increasing its nursery numbers was discussed in detail at the Select Committee meeting, including the claim that the Council had denied Sullivan School the chance to expand and develop by rejecting its application for funding of an expansion of nursery place provision. The Council's estimation of required places in coming years was recently confirmed by the Department for Education, which found that the borough now had sufficient places. The Basic Need Grant stipulated that funding could only be used to provide places for children of statutory school age. Therefore the Council had no choice but to reject Sullivan's application to expand as its plans were only for nursery places.

Health and Wellbeing

The Cabinet had considered the health and wellbeing of children at both schools when proposing the New King's site as the most suitable site for the enlarged school as referred to in paragraph 11.4 of the report, entitled 'Every Child Matters'. Officers informed Cabinet that a recent report from the Chief Medical Officer (CMO) had addressed children's health and obesity in particular. Only 15% of a child's life was actually spent in school. Furthermore it was argued that obesity was determined more by early life

experiences. The Chief Medical Officer argued that children needed to be encouraged to partake in more physical activity and that the parents' role was key in this. Schools made a contribution to this by encouraging children to join organised sport. Specialist PE teachers were identified specifically by the CMO as having a significant role to play. By merging the two schools and being able to employ more specialist teachers, with a specialist PE teacher being one option who could focus on giving children the confidence to join organised sport, the health and wellbeing of the children could be improved in that way.

Benefits of the London Diocesan Board for Schools (LDBS) Academy Trust as an Academy Sponsor

The Council considered in detail Sullivan's proposal to convert to academy status with the LDBS academy trust as a sponsor. Sullivan's consultation response and its representation setting out its proposal were appended in full to the original Cabinet report and had already been fully considered by Cabinet. The LDBS offer, as set out in Sullivan's representation, appeared to be more limited than that offered by Thomas's working as a partner with New King's Primary School, in terms of its impact on the breadth of the curriculum and on standards. There was a lack of overall detail in Sullivan's representation about the improved educational offer for children that would result from academy conversion with the LDBS. As part of its plans, Sullivan also proposed expanding to two forms of entry, but it is unclear from their proposal how the academy conversion in itself would enable Sullivan Primary School to become more popular with parents than it is now.

Fulham Boys' School

The alternative use of land or buildings that may be vacated in the event of a particular option being adopted is not a matter which the Cabinet should consider as a reason for adopting, or not adopting, the recommended proposals.

SEN and disadvantaged pupils

The Council had also fully taken into account the factors relating to diversity and SEN as set out in the Cabinet report.

Future demand for primary places

Since the consultation began, the Council had updated its school place planning projections, which were submitted to the Department for Education (DfE) in October 2013. The DfE requires the Council to submit projections up to 2017-18, which it had done, but in addition, the Council had also used the population projections produced by the Greater London Assembly in order to anticipate demand for school places over the next ten years. These projections were then matched against current spare capacity in primary schools, and any new or expanded provision that had come or will come on stream. This information had already been shared with all head teachers in

the borough and sets out predictions for the next ten years, not just the five years requested. This showed that due to the expansion of popular schools, such as Holy Cross and St. John's and the opening of new schools, such as the West London Primary Free School, there was sufficient capacity in the borough to meet current and future demand. On this basis, if the Council reduces the number of reception places on offer by 15 a year from September 2015 at the enlarged New King's Primary School, there would not be a shortage of primary school places in the borough.

In the current academic year 2013-14, there were 955 spare primary places in Hammersmith and Fulham. Of the 955 spare places, 166 were in the north of the borough, 289 in the centre and 500 in the south of the borough. It was likely that this imbalance of spare primary places, heavily weighted towards the south of the borough, would continue in future years.

Economies of scale and value for money

The points raised in the alternative proposal about economies of scale demonstrate a lack of understanding about these issues. Firstly, in relation to revenue savings it was noted that by creating a single school on a single site, it was estimated that reductions in running costs of approximately £400,000 per annum could be achieved from the combined budgets of both schools.

In relation to capital funding, the Council's view was that if Sullivan Primary School were to be retained and extended, the buildings were more likely to require replacement at an earlier date than the New King's Primary School buildings. Sullivan's replacement cost would be significantly higher than New King's.

(b) 'due and appropriate consultation, and the taking of professional advice from officers'

The Council ran a lengthy and well-publicised consultation process from 16 July to 8 October 2013. The responses were analysed in detail and a decision was taken to include all of the responses received during this public consultation. It was noted that the majority of responses received were opposed to the Council's proposals.

(c) 'compliance with the European Convention on Human Rights (ECHR)'

The Council welcomed the confirmation in the alternative proposal that several meetings and discussions had taken place with Sullivan and other local schools about the issue of spare places and the possibility of Sullivan joining a federation. It was clarified at last week's Select Committee meeting that at these formative stages there were no written proposals as the intention was to develop them through discussion and mutual co-operation with Sullivan and other local schools, such as New King's. However the Head Teacher and the Chair of Governors at Sullivan withdrew their co-operation from these discussions with New King's and the local authority in spring 2013.

In summary, the Council asserts that no evidence had been provided to support this point. The Council had produced a full and detailed equality impact assessment in Appendix H and asserted that no convention rights have been breached.

(A copy of the officer advice is attached to the minutes)

Councillor Binmore's Advice

Councillor Binmore, Cabinet Member for Children's Services, provided advice to Cabinet on the recommendations made by the Select Committee on their alternative proposal. She specifically addressed the five principal recommendations made by the Select Committee:

i) that Sullivan school remains open and is supported by the local authority until the school becomes self-governing.

In response, she stated that she could not recommend to Cabinet that this be adopted because maintaining the status quo at Sullivan school, whether it converts to academy status or not, does not address the fundamental issue of spare places in primary schools in Fulham.

ii) that the Local Authority continues to support New King's School on its journey to academy status.

She recommended that Cabinet does support New King's Primary School on its journey to academy status, but only as an enlarged two-form entry school once the amalgamation with Sullivan School had taken place, as this will address the issue of spare places at both schools.

iii) that the Local Authority offers its support to Fulham Boys School in finding a suitable alternative site for their school.

She asked Cabinet only to take into account relevant considerations, including the issue of spare places, the most efficient use of resources and improving the educational offer when making its decision. She implored Cabinet not take into account irrelevant considerations, such as finding a site for a free school which was a matter for the Education Funding Agency.

iv) that the Local Authority notes the significant flaws in the evidence used to make its original decision and in the decision making process as set out in the document submitted to the Select Committee.

She advised that all relevant factors were considered by Cabinet when making the original decision on 20 January, which was not flawed, and that these factors should be considered again at this meeting, along with the evidence presented in the alternative proposal recommended by the Select Committee, before any final decision was made.

v) that the Local Authority notes and takes account of the further evidence submitted in this document.

She stated that having fully considered the alternative proposals and noting that there is nothing substantially new or different in them, she recommended that Cabinet take into account the ongoing issue of spare places in primary

schools in Fulham and decide to discontinue Sullivan School and enlarge New King's School subject to the two conditions set out in the original Cabinet report.

Leader's Summary

The Leader thanked everyone for participating in the debate. He summarised the key issues and reasons for Cabinet to make a decision to enlarge New King's School and discontinue Sullivan School. He recalled that Cabinet at its meeting on 20 January 2014 considered all the written material and listened to oral submissions received on this since the Council proposals went live in July 2013. Cabinet had the benefit of a comprehensive report and gave due regard to the statutory guidance in relation to discontinuing Sullivan Primary School as well as the separate statutory guidance on enlarging New King's Primary School.

Since then the Cabinet decision was called-in and there was further debate at the Education and Children's Services Select Committee. Cabinet had considered the recommendations of the Select Committee as well as listening to further deputations. Cabinet was required to consider whether in the light of the Select Committee's recommendations it wished to either amend or affirm its decision of 20 January 2014.

Having taken into account what was said at the meeting, the written submissions to the Select Committee, the deputations and, as Councillor Binmore had noted, the fact that there was nothing substantially new and nothing compelling that would lead Cabinet to change its direction - the issue of surplus places remained, both historically and currently. Cabinet had considered all the points and had engaged with the issues. It had, however, reached a different conclusion to the Select Committee.

The Leader proposed that Cabinet affirms its previous decision, following full consideration of all relevant matters presented to it, including in particular all of the consultation responses, all of the representations received during the statutory notice period, the factors set out in the Cabinet report of 20 January and the Equalities Impact Assessment, as well as the alternative proposal recommended by the Select Committee. Therefore, Cabinet would agree to implement the proposals for the discontinuance of Sullivan Primary School and the enlargement of New King's Primary School, subject to the conditions listed below being met by 1 August 2014:

- (1) planning permissions being granted for both the interim accommodation at the Sullivan site and the proposed extension and remodelling of the New King's Primary School buildings (see Appendix G of the original report); and
- (2) the making of any agreement under section 1 of the Academies Act 2010 for the establishment of a New King's Primary School as an academy.

He noted that the primary reason for this decision was the historical as well as current surplus places at both New King's Primary School and Sullivan

Primary School. Cabinet was also of the view that the decision to close Sullivan Primary School would ensure the Council does not continue to fund two sites with ongoing surplus places and the associated costs attached to those two sites. There was economic sense to having a single school on a single site and ensuring that the savings that will be made can be reinvested directly into children's education in the borough.

Cabinet was also of the view that the final move to the New King's site would ensure an improved educational offer, particularly in the light of its collaboration plans with Thomas' Schools. Therefore, Cabinet should authorise the Director of Schools Commissioning and Director of Law to undertake the necessary procedures to implement the proposals, including giving formal notification to the Department for Education.

Before the vote was taken, the Leader asked Cabinet whether they were all in agreement to affirm the original decision taken on 20th January 2014. Cabinet unanimously agreed to proceed and voted accordingly.

RESOLVED:

- 1.1. That the decision taken at the Cabinet meeting held on 20th January 2014, as set out below, be affirmed as the final decision.
 - A. *That, following full consideration of all relevant matters, including in particular all of the consultation responses, all of the representations received during the statutory notice period, the factors set out in this report and the Equalities Impact Assessment, Cabinet agrees to implement the proposals for the discontinuance of Sullivan Primary School and the enlargement of New King's Primary School, subject to the following conditions being met by 1 August 2014: (1) planning permissions being granted for both the interim accommodation at the Sullivan site and the proposed extension and remodelling of the New King's Primary School buildings (see **Appendix G**); and (2) the making of any agreement under section 1 of the Academies Act 2010 for the establishment of a New King's Primary School as an academy; and authorises the Director of Schools Commissioning and Director of Law to undertake the necessary procedures to implement the proposals, including giving formal notification to the Department for Education.*
 - B. *These are related proposals so that either both or neither must be approved.*
- 1.2. That the decision will not be the subject of further call-in and officers would immediately implement the decision, be noted.

Reason for decision:

The primary reason for this decision is historical as well as current surplus places at both New King's Primary School and Sullivan Primary School.

Cabinet is also of the view that the decision to close Sullivan Primary School will ensure the Council does not continue to fund two sites with ongoing surplus places and the associated costs attached to those two sites. There is economic sense to having a single school on a single site and ensuring that the savings that will be made can be reinvested directly into children's education in the borough.

Cabinet is of the further view that the final move to the New King's site will ensure an improved educational offer, particularly in the light of its collaboration plans with Thomas' Schools.

Alternative options considered and rejected:

As outlined in the original Cabinet report of 20th January 2014.

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: 8.18 pm

Chairman

Deputation Statement for Cabinet Meeting 10.2.14

New King's School

6th January 2014

This deputation is brought on behalf of the leadership of New Kings School and the Principals of Thomas's London Day Schools.

The debate has so far been focused almost entirely on the "loss" of a good school. We understand the many concerns raised but we fully support the decision to amalgamate New King's and Sullivan together on the New Kings site. These are two "Good" schools, joining together. Nothing need be lost. In fact much is to be gained.

The combined school will deliver several key benefits:-

- First, an increase in the number, diversity and quality of front line staff
- Second, an innovative, effective and significantly enriched curriculum
- Third, a dramatically enhanced building and learning environment
- And Fourth, a partnership between state and independent sectors in line with the vision of the Chief Inspector of Schools.

In short, the decision to amalgamate and invest in New Kings will enable a far greater number of local children to benefit from an enhanced primary provision that would otherwise be unavailable.

So why have the benefits of this change been largely ignored?

With any change, there is always an element of fear, however, in the effort to oppose this amalgamation, this fear has been fuelled and enlarged, and the benefits downplayed. Suggestions have been made that pupils will be losing their teachers; children will lose their friends; that children will lose the opportunity of being cared about, or happy in school, or that the opportunity to learn from a creative curriculum will end with the closure of Sullivan. Research papers have been quoted, predicting 40% of the children failing to make expected progress following an amalgamation...

The reality however is completely different. To begin with, the research papers quoted are largely irrelevant as they refer to children who have moved schools, not to those experiencing the type of managed change that we will be implementing. Children will not be simply removed from one school and placed into another. We have a detailed plan to enable these two schools to amalgamate whilst maximising the possible benefits and reducing any potential barriers:

- Firstly, our staffing plan for the combined school has the vast majority of teachers and support staff at Sullivan being offered similar roles for September.
- These staff will have a real voice in the enlarged school. We recognise them as excellent teachers and expect to collaborate with them to ensure a continuity of care for all children
- As soon as the decision is finally made, we will be developing a combined school curriculum - with New King's and Sullivan staff working alongside each other to ensure continuity, support and challenge for every child in September.
- We will be doing everything in our power to ensure the children's happiness – again engaging closely with Sullivan staff to help maintain specific friendship groups, and providing structured opportunities for new friendships to be made as we merge classes to ensure a smooth transition for every child
- Our new staff team will together have a detailed knowledge of every individual child. They know each child's specific needs and they have the expertise to meet them. Between the two schools we have expert care for pupils with hearing impairment, children on the autistic spectrum & children with specific mobility needs. We will be placing a special focus on maintaining the support programs for all children with individual needs in the merged school.

Fear has been further increased during this debate by suggestions that New King's is in some way a "lesser school", therefore any amalgamation could only lead to a dilution of the fantastic offer at Sullivan. Again, this is simply not the case - **These two schools have been correctly, properly and objectively considered for amalgamation and they are equals in almost every way.**

- Academically, Sullivan has had some excellent outcomes this year; however these are on the whole exceeded by the results at New Kings.
- The "excellent performance of disadvantaged pupils" was recognised at Sullivan: yet performance of these children last year was even better at New Kings with 88% achieving Level 4 or above in Reading, Writing and Maths compared to 82% at Sullivan.
- The pupil progress figures at Sullivan are again excellent, however they are also fantastic at New Kings – in 2012 New Kings had the best pupil progress figures in the Borough and again this year has most pupil progress scores within 1% of those at Sullivan
- Overall performance at both schools is very similar – the result for Level 4 and above for all three subjects for all pupils was 84% at New King's, 83% at Sullivan - both Good, but neither Outstanding.

There is clearly a solid level of achievement at both schools, but there is still room for improvement. Together we can drive standards even higher.

In terms of popularity too, Sullivan and New Kings are equals:

- In numerical terms, a total of 112 people applied for one of the 30 places at New Kings last year, exactly the same number applied for one of the 45 places at Sullivan.
- In terms of preference data – the combined first and second choices at New King's exceeded the number of available places by 30%, at Sullivan these 1st and 2nd choices exceeded available places by 15%.
- In terms of waiting lists, both schools have waiting lists for Nursery – 29 waiting for a place at Sullivan and 22 on the list at New King's.

Ultimately however, neither school can genuinely count itself as a 'school of choice' – neither filled up their reception with first choices, unlike Holy Cross, All Saints, Miles Coverdale. Both schools have spare spaces in almost every class, and this is not, as has been suggested, a historical artefact – the spare spaces are evenly spread across all classes in both schools.

What these schools need to do is not to seek to stay the same but to change: by seeking to provide an offer which is more popular with parents. This is precisely why we know the Cabinet's decision to amalgamate these schools together, whilst investing in them, is absolutely correct.

Anybody who has spent time in either of these schools knows that both Sullivan and New Kings are great schools, both with fantastic staff teams, both supporting happy, thriving children and both with very high standards, especially for less advantaged pupils. With a decision from the Council to support these proposals, we will build on the best of both of these schools, however our ambitions will not be limited by simply maintaining what we already have – we will search out excellence on both sites, but we will also take the combined school much further.

- To begin with, we will be re-naming the amalgamated school from September 2014 as Parsons Green School under this new name the two staff teams can be brought together and can work collaboratively for the benefit of all our children
- With the financial benefits of a single site, we can employ more teachers, and more specialist teachers, who will inspire these children to excel across a wider curriculum
- We have the benefits of a great partnership with Thomas's, which will help raise expectations even further as we work together, learn from each other, and deliver a new model of an Outstanding school.
- We have the opportunity of the largest single capital investment in primary, community schools in the history of Hammersmith and Fulham - £3.8 million which will enable us to deliver a fully refurbished site, ready for the 21st century
- The building will be modified and tailored to meet the needs of every child

- We will build specialist teaching spaces: an art studio, science lab, a drama studio, enabling our teachers to deliver exciting, active lessons, promoting achievement across the curriculum

This significant capital investment, and these economies of scale are simply not available to the individual schools. Together we can be more than the sum of our parts. Together we have the opportunity to provide a secure future for inclusive community education in Fulham. We believe that with all of these elements in place, that this enlarged and enhanced school will be a place of innovation, inclusion and inspiration for today's children and generations of children to come.

M. Chester

Head Teacher

New King's Primary School

10 Feb Deputation led by Paul Kennedy: Closure of Sullivan School

We strongly urge the Council to accept the recommendations of the Education and Children's Services Select Committee and to support the parents, teachers and children of Sullivan School and the people of Fulham by rejecting closure tonight.

You have already heard Paul Kennedy's statement on the importance of Sullivan's excellent performance for children from disadvantaged backgrounds, including those with special education needs and those from ethnic and religious minorities, against whom this proposal discriminates.

You have heard the criticisms by Dugald MacInnes of the Council's grossly unbalanced report, which fails to mention any advantages at all of keeping Sullivan School open, completely ignores the impact on Sullivan children of being "decanted" to make way for the Fulham Boys School, and expresses a totally biased view of Sullivan's admissions and an unacceptable preference for one school's vision over another's without any justification whatsoever other than it serves the Council's ends.

If you now ignore the recommendations of the Education Committee and the thousands of representations made against closure, and if the Council persists with its perverse and ideological proposals to close Sullivan School, you will be saying to the people of Fulham and more widely:

1. That this Council cannot be trusted with our schools
2. That this Council puts political ideology ahead of educational excellence
3. That this Council is more interested in land than children
4. That this Council does not care about children from disadvantaged backgrounds, those with special educational needs or those from ethnic and religious minorities
5. That this Council cannot be trusted to let the Government's academies policy to take its course without trying to manipulate it
6. That this Council cannot be trusted to let parents decide the fate of their own schools without demanding its pound of flesh
7. That this Council cannot be trusted to put the public interest before narrow party interest
8. That this Council pays no regard to consultation responses it doesn't like
9. That this Council cannot be trusted to be objective in its reporting
10. That this Council is undermining local democracy in our Borough.

Cabinet 10 February 2014: Supplementary document in response to supplementary agenda (on behalf of deputation led by Paul Kennedy)

In our deputation statement, we strongly urge the Council to accept the recommendations of the Education and Children's Services Select Committee. However, at the time we were unable to anticipate the Council's report in response to the Committee's recommendations. The Council published its report and attachments as a supplementary agenda late on Friday 7 February, after the deadline for deputation requests. We therefore request to include this supplementary document.

We are surprised at the Council's report in response to the Committee's recommendations, since:

- The report fails to provide a substantive response to the Committee's recommendations or the points submitted to the Committee which underlie those recommendations; and
- The report seeks to rely instead on an unconfirmed draft of the Committee's minutes which we consider is likely to be misleading because of significant errors and omissions.

It seems to us that this Cabinet meeting has been rushed and is premature. This meeting was set up before the outcome of the Committee's call-in was known, which implies a determination by the Council to force through the closure of Sullivan School regardless of the outcome of the Committee's call-in. And the Council's report does little more than recite the Committee's recommendations and evidence submitted, together with unconfirmed minutes.

In the light of these failings, we submit that the Cabinet has only two proper and lawful options if it is to comply with its obligations to respect procedural fairness and administrative law:

EITHER: To accept the Committee's recommendations in full since the report before it contains no substantive material to contradict the Committee's rationale for making those recommendations;

OR: To postpone this meeting and its consideration of the Committee's recommendations until it has a proper report which pays proper regard to the evidence submitted to the Committee, including confirmation of a correct record of the minutes of the Committee meeting, and the public have had an opportunity to make deputation statements in response.

An extract from the draft minutes at page 22 of the Report, which we believe is misleading, states:

"Other members of the Committee expressed the view that the points raised had all been addressed in the original Cabinet report and no new information had been presented. The Chairman asked the signatories of the call-in if they had information that was not previously considered by the Cabinet to present prior to the vote ... No further evidence was presented."

We are concerned that the Cabinet will be invited to dismiss the Committee's recommendations on the basis that the points raised had supposedly all been addressed in the original Cabinet report. That would be a false basis. As Dugald MacInnes so eloquently demonstrated to the Committee, the original Cabinet report was biased and its analysis of the issues was unbalanced and incomplete.

In our submission, the Cabinet cannot properly dismiss the Committee's recommendations because the points made were NOT properly addressed in the original Cabinet report. Our analysis (attached) demonstrates that the points put to the Committee were either ignored altogether in the original Cabinet report or distorted in such a way that the Cabinet could not have had proper regard to them

Ms Rosie Wait

Sadly this is going to take more than 5 minutes but I think that it would be the gracious thing for you to allow me to have my say.

I expect that this is the last time that I will be addressing the Cabinet.

It is important that I explain why we disagree with what you hope to do and why this process has been so deeply flawed - from start to finish. At the beginning the outcome had always been pre-determined by the Cabinet.

I still find it hard to believe that there isn't a part of each of you that isn't ashamed of how this has been handled.

And when I say each of you, I mean the officials, Cllr. Cooney, Cllr Binmore and I mean you Cllr, Nick Botterill and Mr Christie and Mr Heggs.

As a consequence of this consultation I and many others are totally disillusioned with the Council and its undemocratic practices. I have been stunned by your practice of making inaccurate statements on public record that the likes of us cannot correct, on public record.

The unprecedented recommendations of the Education and Children's Services Select Committee however give you a way out of this shameful process. So vote for those proposals and Save Sullivan Primary School.

Last Wednesday, the Select Committee was presented with new evidence; key factors presented that this local authority was meant to have taken into account. Unbelievably, the line agreed by officials and the two cabinet members was that we had not presented any new evidence. You all dismissed it as out of hand. We have taken the opportunity to circulate that same report, highlighting all the new information so that there can be no misunderstanding and confusion.

There is lots of new evidence as you will see. Your Administration's immediate response demonstrated once again your intention close Sullivan School. Despite the declarations we have heard and will hear tonight we all know why. Because you, the Secretary of State for Education and the Fulham Boys School have all agreed that you want and will have our site.

Consider how this might look to any genuinely independent review:
The 4th July last year was the first indication we had that things were afoot when Ian Heggs emailed Wendy Aldridge requesting a meeting. By the time we met Mr. Heggs on the 8th July, Wendy had already spoken with the Head at New Kings who told her that Mr Heggs had insisted he didn't tell her what the meeting was about.

That was the meeting where Mr. Heggs told us "We are going to close your school. " Seven days later, on 16 July 2013, the formal consultation began. Fulham Boys School took an active part in the consultation putting huge resources into getting people to submit that they wanted the FBS.

But there are many more reasons why the FBS bid is central to this situation tonight; your refusal to remove the 970 responses from the FBS supporters which bear no relation to this consultation, well if you did so you would be left with less than 300 responses supporting the closure of Sullivan and that would clearly not suit your determination to close Sullivan.

Eighteen and a half months earlier on 31st January 2012, Greg Hands MP posted a picture on his blog which I think was actually taken in 2011, residents -support-new-fulham-boys-school (I'll point it out for you)

It features Mr. Hands standing next to the Rt Hon Michael Gove MP, the Secretary of State; Alex Wade of FBS and his wife; two other founders and Councillor Helen Binmore.

In the accompanying article Greg says he "is calling on residents to get behind plans for a new Fulham Boys School. " Twenty two months after that picture was taken Greg met with a school governor and a local resident on the 20th November 2013. He stated and I quote 'it had been extremely difficult to find sites for new schools within the Borough. I am aware that FBS has looked at many sites over the last two years. I have personally tried to help FBS to find a site controlled by local or central government including the MOD site in Rylston Road, All Saints vicarage, All Saints School and the Moat School – none of which has proved suitable for FBS. " Greg Hands also coincidentally sent out during the consultation period, weekly updates to his electorate supporting the FBS and sowing doubt in the minds of local residents as to the actual numbers on Sullivan's School roll.

So, we know that there was powerful support for FBS going to the Secretary of State in the highest levels of government; we know that Cllr. Helen Binmore was there from the start and we know that Greg Hands in his own words "personally had tried to help FBS to find a site controlled by local or central government." And we know you found it difficult finding a site. On 24th January, four days after the Borough's Cabinet voted to close Sullivan, Michael Gove's wrote "The current Sullivan site will be improved and used by the Fulham Boys School". He was unseemingly quick off the mark because he didn't wait for the statutory call-in process to take its course.

This is compelling evidence that the future of Fulham Boys School has always been central and directly connected to this process. This leaves the rather farcical situation, where you the Council assert Fulham Boys School is nothing to do with the present issue; that no decision on Fulham Boys School has been taken; and yet the Minister of State has announced that Fulham Boys School will improve and take over the site.

Why?

Here's a better question: Exactly when from the time FBS was first mooted in late 2011 early 2012 to when Ian Heggs first wrote to Wendy Aldridge on 4th July 2013 did all these important people settle on Sullivan Primary School for the FBS site?

The conclusion any reasonable onlooker reaches on consideration of all of this is you all decided to close our school long before the beginning of the statutory processes and that's why every shoddy aspect of this has been so determinedly focused on doing that. The early briefings to the head at New Kings, agreement to allow FBS's involvement in the Sullivan consultation, refusing to take evidence into account that didn't suit your outcome and using random unsuitable evidence from around the world that you imagined did.

The consultation was fixed.

And after the call-in you even tried to fix the select committee by only asking Conservative members if they could attend, you did not even ask the Deputy Chair. You actually forbade officials from contacting independent co-opted and opposition select committee members to see if they could attend and you booked the first ever select committee to meet at 10.00am in the morning - in the hope that only your people would attend and you would have Fixed the vote. You tried to dismiss our 14 page document as containing nothing new despite it containing rafts of new information such as detailed analysis from Mayor Boris Johnson's School's Atlas that demonstrates how the polling districts immediately surrounding Sullivan are predicting between 21-30% increases in primary school age population. And you have provided no detailed financial response to the analysis that takes your financial case apart.

I refer to your Revenue savings model which does not even refer to which year the identified savings will be realised. Despite constant assurances to our teachers that they will all have jobs you propose:

1. Cutting the combined teaching budget of £1.3m by £403,563
2. Cutting the combined teaching support staff budget of £612k by £168k.
3. Cutting the Administration staff combined budget of £89k by £61k

So where does this all fit in with your claims to re-invest the savings into additional specialist teaching staff and new interventions?

1. The combined building maintenance budget is going to see a massive increase from £127k to £264k – what happened to your claim that there would be economies of scale by combining both schools on the same site?

Throughout this process there has been no reference to redundancy costs. However, we see a combined increase in Agency staff from £114k to £178k - are you expecting trouble?

At last week's Council meeting we had to sit through Donald Johnson discussion on how Council business is run very similarly to business. Has he ever worked in the private sector? If he had he would know there is no sense drawing comparison - he would know there would be a triggering mechanism in place which would stop the Council from giving the Sullivan site, conservatively valued at £ 20 million to the untried FBS private company on a 125 year lease with a peppercorn rental.

I could go on and highlight further concerns. The figures as shown in Appendix J of the Council's latest report supporting the closure of Sullivan are so unprofessional and so lacking in supporting documentation that it is hard to understand how the Council has repeatedly claimed that these savings, will be realised and as consequence are pivotal to the closure of Sullivan.

I speak as someone who has years of experience managing large moves and changes projects in the City. I am staggered by the Council's predictions that all the changes and the rebuilding can be achieved in one year. I would suggest that this will take conservatively two years and as a consequence would have massive cost implications. Why is the 1st August such a critical date- can you please explain this to us?

As I have stated earlier, this consultation is full of incompetence and conjecture. You don't have to continue in this direction. You can find an alternative site for FBS and

the Borough can benefit from both schools - you can do the right thing and stop this now.

I urge you to listen to the Select Committee and take their advice and instruct your officials to implement their recommendations with immediate effect. Right before the consultation started its formal process I asked Nick Botterill to do the right thing, postpone the consultation and get all the relevant education people around the table to plan collectively the education provision in the south of the borough. He refused. He asked me to accept his word that he would make sure that the public consultation was a fair process with the opportunity for everyone to put forward their requirements and to debate them openly and fairly. I suggest to Nick Botterill that he show us all here tonight that his word is worth having.

Thank you.
Rosie Wait
Chair of Governors
Sullivan Primary
10th February 2014

Deputation 10th February 2014. (Peter Mark and Wendy Aldridge)

We would like the opportunity to respond to the Educational and Children's Services Select Committee Meeting on 5th February 2014. The officers explained during that meeting there was no new evidence, although there was new evidence.

Secondly, the Councillors failed to respond adequately to the statements drawn out in the document and the reasons for the 'call in' made by the Committee members. A further document has been distributed to all Councillors to highlight the new evidence and points that have not been responded to.

Wendy Aldridge, head teacher of Sullivan would like to raise three of them here.

I would like to raise three issues with Cabinet members this evening.

During this consultation one of the main arguments given by the Council is that by closing Sullivan the new school will provide a "better" education for all the children.

The Council has failed to provide any adequate evidence to substantiate its claim that the children at the proposed merged school will receive a "better" education. The educational 'vision' for the merged school, fails to say how it will actually maintain or improve current standards or how it will increase levels of parental preference.

Are we to believe that shiny new classrooms equates to a "better" education? The Council has agreed to the discontinuance of the existing provision at Sullivan and has already judged the NKS proposal to be superior. However the Council has failed to set out a detailed comparison between the two provisions.

The principal fault with the NKS 'vision' is that:

It does not differ from what is already, and demonstrably, in place at Sullivan School. This is a result of strategic planning, specialist staffing structures and carefully directed curriculum development.

The new evidence presented at the Scrutiny Committee meeting clearly showed that Sullivan already out performs New Kings provision in staffing (page 7) and the unique and extensive learning environment (page 9.)

How can the Council ignore the obvious educational merits of the status quo and pledged a "better" education at the merged school.

Secondly, the Council keep saying that the Sullivan proposal to convert to an Academy with the LDBS does not have substantial information and detail in the proposal and vision for Sullivan's future compared to the NKS vision.

Sullivan's proposal to convert to an Academy was a way of becoming self governed and breaking away from the LA who clearly have no faith or backing of the work that Sullivan has been doing to raise its standards and raise its roll.

Yes, it was a response to the Consultation, but it was considered a wonderful opportunity to continue our journey, as a community school in Fulham. The LDBS agreed with our vision, aims and valued our community school. They saw how our standards have risen over the last three years. They observed how our creative curriculum enhanced the children's learning.

They saw what we currently do to meet the needs of all our pupils and the outstanding progress our children are making. They praised the strategies that were being used to increase the school roll. This showed the LDBS that we are on the way to being an outstanding school and with a supportive governing body, they wanted to work with us and grow into a two-form entry school. We did not need a new vision. Ours is a vision in action - a vision that already has a record of success.

At the Scrutiny meeting the LDBS Academy trust was described as not the same as being supported by the LDBS and therefore not a favourable option compared to the Thomas's School partnership. Yet the Academy Trust that Sullivan aspired to join is actually part of the LDBS organisation. It is an innovative approach by the LDBS to work with community schools across London under the umbrella of the LDBS. The school would receive the same support and guidance as any school under the LDBS.

The Church of England has been establishing and sustaining schools in London for hundreds of years. In 1924, the London Diocesan Board for Schools was set up to be the educational arm of the London Diocese. It has a responsibility for the leadership, support, growth and encouragement of 149 schools spread across 18 local authorities in London. The LDBS would be supporting Sullivan school.

Across London the LDBS have 88% of primary schools with a good or outstanding judgement which is equal to Hammersmith and Fulham. Therefore how can you argue that an Academy Trust which will be run by the LDBS, with all its experience and expertise, is not comparable to a completely new independent partner who has no experience of working with community schools?

Finally, on the 5th February Councillor Binmore refused to address the impact that increased Nursery provision would have on the Sullivan school roll. We acknowledge the difference between non-statutory and statutory provision and funding however the Cabinet Member for Children's Services cannot fail to recognise the natural transition that occurs between Nursery and Reception cohort numbers.

The evidence on page 8 (of the tabled 'call in' document) shows that by increasing Sullivan Nursery (one form entry) to the equivalent number of Reception places (one

and a half form entry) would impact on the school's roll over time (projected results in Sullivan being 97% full in 3 years.)

It is evident that most Nursery places at Sullivan convert to Reception places and when families join Sullivan they rarely leave. Councillor Binmore tried to negate this argument by comparing other school Nurseries in the borough that have small nurseries but full Reception cohorts. Cllr Binmore failed to understand these nursery intakes match their reception intake so have no need for an increase in provision and therefore don't need to fill their places with children from outside settings. Sullivan has the equivalent of one form entry at nursery and one and a half form entry in reception. The gap is obvious.

I think it is significant to note that even though the school is in a consultation period the current Reception numbers for September 2014 show that 39 families have named the school as first or second choice (24 children being eligible to go up from our own Nursery) These numbers are comparable to last year and we know a number of families are waiting for the Council's decision before they complete an application form and place their child in a school in south Fulham.

If the school had been given the opportunity to match the numbers in the main school - where would we be now? Would the Council have found another reason to take the site away from primary aged children?

I urge you to listen to the Select Committee and take their advice –support Sullivan School to stay open, allow New Kings to continue on their journey and find an alternative site for the FBS.

Thank you

Officer advice to Cabinet on the alternative proposal recommended by ECSSC

(a) 'Taking into account all relevant considerations and ignoring all irrelevant considerations'

Standards

The Cabinet has considered all relevant factors before making its decision, which included standards. Paragraph 11.2 of the Cabinet report states that:

*Currently, both schools perform well and the percentage of pupils achieving National Curriculum Level 4+ in reading, writing and maths in 2013 was 84% at New King's Primary School and 83% at Sullivan (national average – 79%). The most recent Ofsted reports for both schools show that groups of pupils, including those with special educational needs, those eligible for the pupil premium and those from minority ethnic backgrounds, perform well. It is believed that the proposed improvements to the educational offer at the enlarged New King's Primary School as set out in **Appendix D** of the original Cabinet report, enabled through the economies of scale achieved by moving from two schools to one, including the recruitment of specialist intervention teachers, will contribute to raising local standards of provision and continue to reduce attainment gaps for these groups of pupils.*

The Cabinet acknowledges the achievement of both schools and notes that New King's was ranked as the top school in the borough for pupil progress in English and maths in 2012. The Council also notes that in 2013, 16 schools in the borough, including New King's, achieved higher standards than Sullivan for the proportion of 11 year olds achieving National Curriculum Level 4+ in reading, writing and maths. The Council has also congratulated Sullivan on its achievement in winning the Mayor's Gold Club award, but also notes that many other high-achieving schools in the borough, including New King's, were not eligible to apply for this award as they had less than 30 pupils in the relevant Year 6 class.

In summary as regards standards and progress at key stages 1 and 2 at Sullivan, including the progress made by pupils eligible for the Pupil Premium, the Council fully acknowledges the school's achievements, as it does those of other schools in the borough, including New King's. However, it is the view of officers that by combining the two schools and thereby achieving greater economies of scale, standards would rise even higher and the attainment gap between pupil groups would reduce further. The proposals seek to turn two good schools into one outstanding school to deliver a better quality of education for all of the children.

Research on the impact of change

The Cabinet has considered the possible detrimental effects of the proposal on pupil progress and notes the points made in the research paper quoted in the alternative proposal, namely that the 'short-term impact of structural moves is negative and relatively small (~0.03)' and that whilst the 'impact of non-structural moves is larger... articulated moves have positive effects' depending on the timing and articulation of the move.

It is worth noting that this research looked at the impact of individual children moving schools in a different context in America, so the conclusions could not be directly applied to this proposal. The study did also find that whilst school changes had an impact, the research had found that planned changes actually resulted in better provision that would lead to better outcomes for children. I would therefore advise Cabinet that with detailed transition planning as set out by New King's in their representation, the children from Sullivan would benefit from the proposals. The Council is also planning to work closely with New King's and Sullivan Primary Schools to finalise a detailed implementation plan to help children prepare for the transition and ensure that any negative impact on pupil progress is mitigated. The equality impact assessment in **Appendix H** of the original Cabinet report sets out a detailed analysis of all the children belonging to groups with protected characteristics and the steps that will be taken to ensure that their learning is not disrupted during the transition phase.

Improvement in educational provision

The Council has taken into account all relevant considerations regarding the potential for improvement in educational provision that could be delivered through this proposal. The Council has considered carefully both the current and proposed educational offer at Sullivan, as set out in their consultation response, their representation and in this alternative proposal and compared it with the proposal from New King's working with Thomas's London Day Schools as a partner. There is one key difference between the two academy conversion proposals: New King's had originally proposed converting to academy status as a stand-alone one-form entry school in June 2013, but the Council asked New King's to delay consulting on its proposal until the Council had consulted on the amalgamation proposal in order to address the issue of spare places in almost every year group at both schools. New King's agreed and its proposal is now based on the conversion of the enlarged and amalgamated two-form entry school to academy status, whereas Sullivan's proposal is not. Sullivan's proposal is to convert as a stand-alone one and a half form entry school with a significant number of spare places. Therefore, unlike the New King's proposal, it would not benefit from the economies of scale to be derived from the amalgamation and the estimated £400k per annum which will be reinvested into the enlarged school to deliver a curriculum with more breadth as well as greater specialisms in areas such as Science, Creative Arts and Modern Foreign Languages. Specialist intervention teachers would be employed to support children and prevent them falling behind, in particular those children with special educational needs and those children eligible for the pupil premium. The comparison chart on page 7 of the proposal is incomplete, as it selects certain areas of the curriculum and omits others. It also does not provide a true comparison, as it is unclear as to whether the posts listed are full or part-time. There is also national and local evidence to suggest that independent/state school partnerships, such as that proposed by New King's and Thomas's, do improve standards. In H&F, the Saturday School programme run by local independent schools, such as St Paul's and Latymer, provided direct teaching for children identified for support by their primary schools. The children were tracked and those who took part in the full programme all met their targets. In summary, the New King's proposal supports the amalgamation and therefore takes advantage of significant economies of scale to deliver a better education,

whereas Sullivan's proposal rejects the amalgamation, seeks to preserve the status quo and does not address the fundamental issue of spare places.

Pupil roll and the issue of spare places at Sullivan School

The Cabinet has considered properly and objectively the factors relating to surplus places and states in paragraphs 5.1-5.3 of the report that:

*At New King's Primary School and at Sullivan Primary Schools, first and second parental preferences have historically been low compared with other schools in the borough as set out in **Appendix I** of the report. Closing Sullivan (currently 45 places a year) and enlarging New King's Primary School (currently 30 places a year) with a single two-form entry school providing 60 places a year in total would be in line with the Council's Schools of Choice policy, which aims to increase choice for parents by providing more outstanding, high-achieving and oversubscribed schools as well as rationalising provision where there are surplus places. It is noted that there is also capacity at Langford Primary School. However this school serves the need for primary places to the east of Wandsworth Bridge Road where there are no other primary schools nearby. New King's Primary School and Sullivan are located nearby to each other and the table above shows that there is insufficient demand for two separate primary schools providing 75 places between them. Most pupils attending the schools live nearby to both schools and would easily be able to access the enlarged school on the New King's Primary School site.*

Updated capacity data has been collated from both schools and the information for each year group at Sullivan and New King's Primary School as of October 2013 shows that there continues to be a significant number of spare places in almost every year group in both schools. Neither school has a waiting list for any of its classes. The reception class at Sullivan Primary School is now full, but it is noted that, of the 45 places available, only 32 were offered in response to on-time applications, which is broadly in line with previous years, and that the remaining 13 were offered to late applicants (10 new arrivals, who had not made an on-time preference; 3 as a result of a further preference being made, having not been offered any of their original on-time preferences).

*In its response to the consultation, which is attached in full to **Appendix C**, and in its representation, which is attached in full to **Appendix D**, Sullivan Primary School has predicted that its school roll will increase in the future, but the school has not produced the evidence to show that there will be a change in the long-standing pattern of under-subscription at reception (with the exception of 2013 referred to above), nor that empty places in other classes across the school will fill. The school's nursery class is full and has a waiting list, but the nursery is subject to a separate admissions policy and therefore it is incorrect to predict that nursery children will automatically fill the reception class.*

The Council fully acknowledges that other primary schools in the south of the borough, including New King's, have spare places. New King's also acknowledges this and wants to address the issue, which is why the school supports the amalgamation.

Nursery places

The Council has taken into account the points Sullivan raises in relation to its nursery. It is noted in the original Cabinet report that:

The school's nursery class is full and has a waiting list, but the nursery is subject to a separate admissions policy and therefore it is incorrect to predict that nursery children will automatically fill the reception class.

In relation to Sullivan's proposal to become oversubscribed by increasing its nursery numbers, this was discussed in detail at last week's Select Committee meeting, including the claim that the Council had denied Sullivan School the chance to expand and develop by rejecting its application for funding of an expansion of nursery place provision. The funding had come from the Basic Need Grant from central Government, which was designed to help local authorities provide sufficient school places for children of statutory school age. The Council had demonstrated a need to expand the supply of places and had received capital allocations of over £30million over a two year period. The Council's estimation of required places in coming years was based on population data and anticipated growth and was recently confirmed again by the Department for Education, who found that the borough now had sufficient places. Therefore the amount of capital funding available for school expansions in the borough was finite. The criteria set out by the grant stipulated that funding could only be used to provide places for children of statutory age. Therefore the Council had no choice but to reject Sullivan's application to expand as its plans were only for nursery places, which is provision for children of non-statutory school age. Officers described the argument made by Sullivan as pleading a special case as it made out that it could only attract enough first and second preference applications if its nursery were to be expanded. The Council therefore had to consider whether this argument was reasonable in light of there being sufficient nursery provision in the borough and limited revenue funding for nursery places in the DSG (Dedicated Schools Grant from central Government). In order to increase nursery provision at Sullivan, provision elsewhere would need to be reduced. Officers also highlighted that this revenue funding decision would not be the Council's alone, but would also have to be considered and agreed by the Hammersmith & Fulham Schools Forum on which all schools in the borough were represented. Such an agreement would be unlikely to be forthcoming.

Health and Wellbeing

The Cabinet has considered the health and wellbeing of children at both schools when proposing the New King's site as the most suitable site for the enlarged school. In paragraph 11.4, entitled 'Every Child Matters', the Council notes that:

The proposals will not have an adverse effect on every child's ability to achieve their potential in line with the principles of the former government policy 'Every Child Matters' which are: to be healthy; stay safe; enjoy and achieve; make a positive contribution to the community and society; and achieve economic wellbeing. It is believed that the improved educational offer at the enlarged New King's Primary School should enhance delivery of these aims.

At the Select Committee meeting last week, noting the concerns raised about the children's health and wellbeing as a result of moving to a school with a smaller

playground, and its possible impact on rates of obesity, officers informed the committee that a recent report from the Chief Medical Officer (CMO) had addressed children's health and obesity. Officers pointed out that only 15% of a child's life is actually spent in school. Furthermore that obesity was determined more by early life experiences. The Chief Medical Officer argued that children needed to be encouraged to partake in more physical activity and that the parents' role was key in this. Schools made a contribution to this by encouraging children to join organised sport and specialist PE teachers were identified specifically by the CMO as having a significant role to play. Officers therefore argued that by merging of the two schools and being able to employ more specialist teachers, with a specialist PE teacher being one option, who could focus on giving children the confidence to join organised sport, the health and wellbeing of the children could be improved in that way. It is also noted that the proposed refurbished playground at New King's, whilst smaller than the playground at Sullivan, is still larger than the minimum playground size recommended by the DfE in its Building Bulletin (BB99) as part of its non-statutory guidance.

Benefits of LDBS as an academy sponsor

The Council considered in detail Sullivan's proposal to convert to academy status with the LDBS academy trust as a sponsor. Sullivan's consultation response and its representation setting out its proposal were appended in full to the original Cabinet report. Two meetings took place with representatives from the LDBS academy trust, the first of which also included the head and chair of governors at Sullivan, to hear more about the proposal. Officers noted the difference between the LDBS itself as an established provider compared to their academy trust which was new and relatively unproven. No clarity was given on what benefits the Trust could bring to the children at Sullivan. The LDBS support of other schools in the borough was not the same as what was proposed at Sullivan. It is not proposed that Sullivan would become a faith school. Sullivan would become part of the academy trust, which was originally established to support specific schools in Haringey that were struggling.

The LDBS offer, as set out in Sullivan's representation, appears to be more limited than that offered by Thomas's working as a partner with New King's Primary School, in terms of its impact on the breadth of the curriculum and on standards. There is a lack of overall detail in Sullivan's representation about the improved educational offer for children that would result from academy conversion with the LDBS. As part of its plans, Sullivan also proposes expanding to two forms of entry, but it is unclear from their proposal how the academy conversion in itself would enable Sullivan Primary School to become more popular with parents than it is now.

Fulham Boys' School

There has been a well-publicised debate about whether the Sullivan site or the New King's Primary School site could be used for the proposed Fulham Boys' School, a secondary Church of England Free School. The current proposals are being considered again by Cabinet this evening on their merits in relation to primary schooling, in particular the issue of spare places. The alternative use of land or buildings that may be vacated in the event of a particular option being adopted is not

a matter which the Cabinet should consider as a reason for adopting, or not adopting, the recommended proposals.

At last week's Select Committee meeting, I also clarified that, recognising that there was likely to be speculation regarding the site use, the Council had included reference to the possibility of any site being freed up being used for the Fulham Boys Free School. The decision made by Cabinet and reviewed tonight related only to New King's and Sullivan Schools. When asked why consultation responses supporting the Fulham Boys School plans were included among those supporting the closure of Sullivan, I explained that the reasons for this were detailed in the Cabinet report and that as a public consultation it was right that all public responses be considered. An email from me was highlighted by some members who asked why I had asked Fulham Boys' School for their view about the Sullivan site. I explained that it was not the Council's job to identify sites for possible free schools, but that when asked for my view on the suitability of the New King's School building for Fulham Boys School by Inigo Woolf, Chief Executive of the LDBS, I had sought advice from surveyors and had been advised that the New King's building was too small to accommodate 800 teenage boys. The founder of the Fulham Boys' School also agreed with this view.

SEN and disadvantaged pupils

I have already addressed the points relating to the research on the impact of change of school. The Council has also fully taken into account the factors relating to diversity and SEN as set out in the Cabinet report:

Currently both schools provide SEN inclusive provision which contributes to the LBHF mainstream local offer for children with high incidence lower levels of SEN and/or for parents of children with a statement of SEN whose preference is for education in mainstream.

SEN provision in the planned New King's Primary School will enhance the offer of a range of provision to meet the needs of individual children and takes full account of educational considerations to ensure a broad and balanced curriculum within a learning environment in which children can be healthy and safe. There would be no displacement of any pupil with SENs.

The plans for development of New King's Primary School include provision for replication and/or enhancement of existing acoustic treatment, which improves the acoustic environment for children with hearing impairment and for those children with speech, language and communication needs for whom listening and comprehension can be a challenge.

The school environment will be organised in such a way as to maximise the engagement of children with autism in education and the life of the school on both the temporary Sullivan and the final New King's Primary School School sites through clear visual cues for different areas of the school reflecting the specific use of, for example, classrooms, dining hall, library. Provision will include workstations for those students for whom reduced sensory overload is a preferred environment for learning. Additionally, wherever possible consideration will be given to provision of sufficient circulation space to avoid congestion and over-crowding during break and/or unstructured periods.

The proposed changes support the Council's strategy for making schools and settings more accessible to disabled children and young people and promote equality of opportunity for children through the planned addition on the New King's Primary School site and accessible toilets, which will enable the mainstream SEN

provision to meet the needs of children with physical disabilities in an environment that is safe.

The plans proposed by New King's Primary School include provision of access to three specialist teachers to deliver interventions to support children with learning difficulties both on the temporary and final school sites, will provide support and advice so that pupils can have the fullest possible opportunities to make progress in their learning and participate in their school and community.

The expansion of New King's Primary School and the planned enhancement of the arrangements and provision for children with SEN through the above measures are expected to lead to improvements in the standard and quality of provision for children with SEN, which is the SEN Improvement Test that Local Authorities must demonstrate to parents, the local community and decision-makers.

It is expected that enhancements to the expanded New Kings School will ensure the basis for a strong offer for children with SEN within the local community.

The proposed temporary school provision on the Sullivan site will provide at least as good provision as children with SEN currently experience. The temporary site will be adapted to ensure that the provision for children with hearing impairment of an acoustic environment, currently provided in New King's Primary School is replicated to ensure provision meets the needs of these pupils. This represents an improvement for children at Sullivan Primary School.

It is recognised that children with SEN and those with autism, in particular, find change challenging and that this can impact on educational progress. Consideration has been given to the best way of mitigating potential negative impact through planned teaching assistant support for familiarisation through visits, sharing of photos of the new environment, providing clear timetables of planned dates and times for move-related activity. It is expected that these steps will support continuity of educational progress.

Future demand for primary places

Since the consultation began, the Council has updated its school place planning projections, which were submitted to the Department for Education (DfE) in October 2013. The DfE requires the Council to submit projections up to 2017-18, which it has done, but in addition, the Council has also used the population projections produced by the Greater London Assembly in order to project demand for school places over the next ten years. In **Appendix B**, these projections are then matched against current spare capacity in primary schools, and any new or expanded provision that has come or will come onstream. This information has already been shared with all headteachers in the borough and sets out predictions for the next ten years, not just the five years requested. This shows that due to the expansion of popular schools, such as Holy Cross and St. John's and the opening of new schools, such as the West London Primary Free School, there is sufficient capacity in the borough to meet current and future demand. On this basis, if the Council reduces the number of reception places on offer by 15 a year from September 2015 at the enlarged New King's Primary School, there will not be a shortage of primary school places in the borough.

It should also be noted that when looking at spare capacity alone in the primary sector in the current academic year 2013-14, there are 955 spare primary places in Hammersmith and Fulham (see **Appendix O**). Of the 955 spare places, 166 are in

the north of the borough, 289 are in the centre and 500 of them are in the south of the borough. It is likely that this imbalance of spare primary places, heavily weighted towards the south of the borough, will continue in future years. These ongoing spare primary places in the south of the borough will cater for any additional demand that might arise from new developments, such as South Riverside in Fulham. According to data submitted in October 2013, Langford Primary School, located near the Fulham Riverside residential development, had 110 unfilled places.

The Council notes the further evidence from the Mayor's Office regarding pupil place planning, but unlike the Council's own projections in Appendix B, it does not take account of local factors, such as the expansion of oversubscribed schools already underway, which, along with the existing 500 spare primary places in Fulham, will meet any future demand for the five-year period set out in the projections from the Mayor's Office.

Economies of scale and value for money

The points raised in the alternative proposal about economies of scale demonstrate a lack of understanding about these issues, which I would like to address. Firstly, in relation to revenue savings it is noted that:

By creating a single school on a single site, it is estimated that reductions in running costs of approximately £400,000 per annum (**see Appendix J**) could be achieved from the combined budgets of both schools, which would be reinvested directly in additional teaching and learning, providing more teachers, including more specialist teachers and the opportunity for smaller class sizes. Standards are already above national averages at both schools, but it is expected that the enhanced curriculum opportunities set out above will improve standards further for children from both schools.

In relation to capital funding, it is also noted that:

It is the Council's view that were Sullivan Primary School to be retained and extended, the buildings are more likely to require replacement at an earlier date than the New King's Primary School buildings. This has been confirmed by the Council's surveyors. A new two-form entry school on the Sullivan site would cost at least £6m at current estimates, plus demolition, site clearance, and phased on-site decanting costs which would be likely to add £500,000 to the cost, making a total of £6.5m. Therefore a stronger case exists for the refurbishment and improvement of New King's Primary School at a cost of approximately £3.8m, plus re-location and temporary decanting costs, totalling £4.4m, which would provide better value for money overall.

(b) 'due and appropriate consultation, and the taking of professional advice from officers'

The Council ran a lengthy and well-publicised consultation process from 16 July to 8 October 2013. The responses were analysed in detail and a decision was taken to include all of the responses received during this public consultation. It is noted in paragraph 8.4 that:

The vast majority of responses, where a postcode was given, were from postcodes from further afield. A large number of responses, 854, were received against the proposal from parents at Sullivan Primary School, in excess of the numbers of parents with children attending the school and from others 'associated' with the school (615) who were neither parents or staff. 101 responses were received from pupils associated with Sullivan Primary School. Large numbers of responses were completed by people who were not local parents or staff; 284 in favour of the proposal and 869 against. 244 staff, governors and other school stakeholders were against the proposal compared to 51 in favour.


There were 80 responses from one single "Three" mobile IP address, all anonymous and all definitely disagreeing with the proposals. It is possible that this resulted from large groups of people meeting together and submitting their responses, one after the other, on one mobile device, but the lack of identifying data makes this group of responses worth noting.

The largest response in favour of the proposal (1047) was from parents not associated with either school. The favourable responses are largely from those associating themselves with the proposed Fulham Boys' Free School. As stated above, the proposed creation of the free school is not a matter which should be taken into account in determining the proposals. Local residents who are not supporters of the free school, not defining themselves as parents of boys at local CE primaries keen to see a CE boys' secondary, are almost without exception against the loss of Sullivan Primary and concerned about the potential impact on the local area.

(c)'compliance with the European Convention on Human Rights (ECHR)'

The Council welcomes the confirmation in the alternative proposal that several meetings and discussions have taken place with Sullivan and other local schools about the issue of spare places and the possibility of Sullivan joining a federation. It was clarified at last week's Select Committee meeting that at these formative stages there were no written proposals as the intention was to develop them through discussion and mutual co-operation with Sullivan and other local schools, such as New King's. However the Head Teacher and the Chair of Governors at Sullivan withdrew their cooperation from these discussions with New King's and the local authority.

In summary, the Council asserts that no evidence has been provided to support this point. The Council has produced a full and detailed equality impact assessment in **Appendix H** and asserts that no convention rights have been breached.

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>3 MARCH 2014</p>
<p>FURTHERING THE BOROUGH OF OPPORTUNITY: A SHARED VISION FOR HAMMERSMITH & FULHAM 2014-22</p>	
<p>Report of the Leader of the Council – Councillor Nicholas Botterill</p>	
<p>Open Report</p>	
<p>Classification: For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director for Finance and Corporate Governance</p>	
<p>Report Author: Peter Smith, Head of Policy and Strategy</p>	<p>Contact Details: Tel: 020 8753 2206 E-mail: peter.smith@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The attached strategy document is intended to replace the existing Community Strategy, which runs to 2014.
- 1.2. The strategy identifies seven key priorities for the Council and its partners to focus on over the next 8 years (listed in the Leader's Foreword). The attached final draft strategy has been revised on the basis of comments received through the consultation process and has been agreed by all partners for publication.

2. RECOMMENDATIONS

- 2.1. That approval be given to the draft strategy document for publication

3. REASONS FOR DECISION

- 3.1. Under the Local Government Act 2000, the Council is under a statutory obligation to consult upon and publish a sustainable community strategy.

4. INTRODUCTION AND BACKGROUND

- 4.1. The current Community Strategy was published in 2007 and runs until 2014. The new Community Strategy sets out a vision for the next 8 years, in compliance with the requirements of the Local Government Act 2000.
- 4.2. The consultation draft was approved by H&F Business Board on 4 September 2013 and by key partners (Metropolitan Police, Jobcentre Plus, H&F Clinical Commissioning Group, London Fire Brigade, Community and Voluntary Sector Association and HammersmithLondon) on 23 September. The public consultation began on 24 October and ended on 16 December.
- 4.3. During the consultation period the draft strategy document was published on the Council website, hard copies distributed to borough libraries and presentations made to various forums. A summary of consultation responses has been previously circulated to Cabinet Members and senior officers and is available on request.

5. PROPOSAL AND ISSUES

- 5.1. The strategy document sets out a vision for the borough for the next 8 years that has been agreed with key partners. It draws on other existing strategies and will serve as a framework for partnership activity in the borough over the coming years. Members are asked to agree the strategy and approve for publication.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The Council is under a statutory obligation to produce a sustainable community strategy and officers have undergone a lengthy process of engaging with partners and consulting residents to formulate a vision for the area that has widespread support.

7. CONSULTATION

- 7.1. The draft strategy was developed in close consultation with key partners and was then subject to an 8 week public consultation process.

8. EQUALITY IMPLICATIONS

- 8.1. There are no expected equality implications in respect of the adoption of the seven key priorities that set the framework for the strategy document.

9. LEGAL IMPLICATIONS

- 9.1. The Council is required to publish a sustainable community strategy under the terms of the Local Government Act 2000, as amended by the Sustainable Communities Act 2007.
- 9.2 Implications confirmed by: Tasnim Shawkat, Director of Law. Tel. 020 8753 2700.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The cost of production, consultation and publication of this strategy document are met via mainstream corporate budgets. Any costs associated with delivery of plans outlined within the strategy will be the subject of future reports to Cabinet as proposals are developed over the coming years.
- 10.2. Implications confirmed by: Andrew Lord, Corporate Strategy and resources manager. Tel. 020 8753 2531.

11. RISK MANAGEMENT

- 11.1. The strategy document sets out a desired vision for the borough over the next 8 years. There are risks that parts of this vision may not be deliverable due to external factors beyond the control of partners. The strategy will, therefore, be kept under review and be updated as necessary to accommodate such risks.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

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

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Summary of consultation feedback	Peter Smith x2206	FCS/ Rm 39 HTH

LIST OF APPENDICES:

Furthering the Borough of Opportunity: A Shared Vision for Hammersmith and Fulham 2014-22

Furthering the Borough of Opportunity

A SHARED VISION FOR HAMMERSMITH & FULHAM 2014-22

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Foreword by the Leader of the Council



Hammersmith & Fulham is the 'Borough of Opportunity' and our vision for 2022 is to continue to work hard to bolster local economic growth, prosperity and opportunities for our residents and borough-based businesses.

By 2022 I want to see enhanced prospects in the way of better housing options, reduced unemployment, better training opportunities and a better choice of schools. I want to see improved infrastructure - better transport links, reduced traffic congestion and greener streets. I want to see more flourishing and cohesive neighbourhoods - more working families, less crime and stronger, healthier communities.

The council and our partners recognise that we cannot do this on our own. We want to inspire our neighbourhoods and communities to work with us on continuing to make sure that H&F remains the best place to live in London.

Together we have signed up to seven key priorities for delivering our vision for the borough in the years ahead. These are:

- Encouraging greater involvement in our neighbourhoods
- Regenerating the most deprived areas of the borough
- Providing a top quality education for all
- Providing better housing opportunities
- Providing a cleaner, greener borough
- Tackling crime and anti-social behaviour
- Improving health and wellbeing

We want to see more localised control of local services:- greater decentralisation, more devolved powers and greater social responsibility within our neighbourhoods. In the face of a continuing squeeze on public spending we need to reduce the demand for public services and work together to maintain the necessary support for the most vulnerable in society.

We already have a fantastic community spirit in H&F, wonderful parks, some of the best schools in London and falling crime. By working together we can make our borough and the communities we serve even stronger in the years ahead.



Cllr Nicholas Botterill

Leader, Hammersmith & Fulham Council

Demography

Hammersmith & Fulham is a small and densely populated west London borough with a population of 182,500 (2011 Census). The population increased by 10% over the ten years between the last two Census's and, with major regeneration programmes planned for the north of the borough, we expect further population growth over the coming years. By 2022 the projected population of the borough will exceed 200,000.

The population is ethnically diverse with 43% of residents born overseas and 14.5% of households with no speakers of English as a main language. A high proportion of residents are young and single - 29% of households consist of a single person under pensionable age and 56% of residents aged 16 and over have never married. Three quarters of all residents are of working age (aged 16-64), which is the third highest proportion in the country.

Local economy

Hammersmith & Fulham is the fifth most competitive economy in the country (Huggins Competitive Index 2010). There are 17,000 businesses in the borough, generating £9.3bn to the borough economy. Business survival rates are relatively low, however, with a high business death rate and high churn.

74% of adults (aged 16-74) are economically active: 66% are in employment, 5% are unemployed, 3% are students and 26% are economically inactive. The professional, scientific and technical activities sector is the largest source of employment, accounting for 16% of all residents' jobs. 42% of residents are employed as managers, directors, senior officials or professionals.

Levels of deprivation

According to the Index of Multiple Deprivation (IMD), published in 2010 by DCLG, Hammersmith & Fulham is measured the 55th most deprived local authority in England (out of 326) and the 13th most deprived in London. The most deprived

wards in the borough are all in the northern sub area. College Park and Old Oak ranks 75th most deprived out of 628 wards in London, Wormholt and White City ranks 120th, Shepherd's Bush Green ranks 138th and Askew ranks 178th. Residents in these wards tend to have the poorest housing, income, employment and health outcomes of the population in the borough.

Housing

Historically Hammersmith & Fulham has had a very high average house price when compared to other parts of the country and most other London boroughs. The borough remains a very attractive place to live. At March 2013, the average price for a property sold in the borough was almost £603k, over 1.6 times higher than the average price for London as a whole. Along with very high prices in the borough, the average monthly rent in the private rented sector is also high. The average rent across all types of properties in the borough is close to £1,500 per month, the 6th highest in London and over three times the average for England as a whole. According to the 2011 Census, the private rented sector now makes up almost one third of the borough's housing tenure.

31.2% of households who live in Hammersmith & Fulham live in social housing (either council or other landlord). This is the 9th highest of all London boroughs.

Transport

Hammersmith & Fulham is situated on key strategic road and rail routes between central and west London. The busiest roads are Great Western Road (A4) and Westway (A40).

The borough is served by 5 underground lines, one overground line and one national rail line. The busiest tube station is Hammersmith (Piccadilly and District Lines), followed by Shepherd's Bush (Central Line). There are over 60 daytime and night time bus routes serving the borough. Almost all of the borough's households live within 400m of a bus route.

Review of the community strategy 2007-14

In 2007 we set out a vision with challenging objectives for the next seven years. Through hard work and joint endeavour we have delivered on all of those objectives. The full feedback report on all performance indicators benchmarked in the last Community Strategy is attached as Appendix A.

A top quality education for all

We said we would raise educational achievement. The proportion of 7 year olds achieving Level 2 or above in reading, writing and maths has increased across the board since 2007, as has the proportion of 11 year olds achieving Level 4 or above in science, maths and English. The performance in our secondary schools is equally impressive with more pupils achieving 5+ GCSEs with English and mathematics at age 16.

We said we would improve parental choice of schooling to encourage more people to send their children to H&F schools. The proportion of local children educated in our state primary schools has increased from 65% to 74% in the last three years, and the proportion of local children entering our state secondary schools has increased from 38% to 52%.

We also said we would reduce surplus school places. In primary schools the figure has been reduced from 12% to 10.8% and in secondary schools it is down from 33% to 9.1%.

We have also delivered on increasing the number of permanent placements for looked after children, improving their educational achievements and, therefore, enhancing their opportunities in life. We have also overseen a reduction in the number of 16 year olds not in education, employment or training from 7.7% to 4.3%.

Tackling crime and anti-social behaviour

We said we would reduce crime and disorder. The number of domestic burglaries, violent crimes, robberies and vehicle crime have all substantially reduced since 2007. Residents' fear of crime, however, has only marginally reduced.

We said we would reduce youth crime and the numbers of first time entrants into the youth justice

system has reduced from 270 to 91. The proportion of residents who think that people using or dealing drugs is a problem in their area has also reduced from 50% to 42%.

Creating a cleaner, greener borough

We said we would increase recycling rates and we have done so but not as substantially as we would have liked. The proportion of residents satisfied with the recycling facilities, however, has increased substantially.

We said we would protect and improve green space. The number of parks awarded Green Flag status has increased from none to ten since 2007. We also said we would maintain cleaner streets and open spaces. The percentage of residents satisfied with parks and open spaces, with the cleanliness of the borough and with refuse collection have all increased and the percentage of land that falls below an acceptable standard for litter has substantially reduced.

Promoting housing opportunities

We said we would increase home ownership but the percentage of owner occupiers has reduced from 43.5% to 36%. At 33% of all tenures, Hammersmith & Fulham has the eighth highest proportion of private rented housing stock in the country.

We said we would reduce the number of households in temporary accommodation and this has come down from 1830 to 1203. We also said we would improve the quality of social rented housing and the proportion of such housing meeting the Decent Homes standard has increased from 66.13% to 99.6%.

Setting the framework for a healthier borough

Over the last five years, we have seen a reduction of a quarter in death rates for cardiovascular disease (heart disease and stroke) in under 75 year olds. We have also seen a reduction in health inequalities between the local authority area and the England population.



Over 2012/13, 3,240 people set a quit date and 1,651 quit smoking at 4 weeks, which exceeded the target set for the year. NHS Stop Smoking services have been found to be one of the most cost effective approaches to improving health.

Over the same period, 4,276 NHS health checks were provided to 40-74 year olds in the local population.

The 1st April 2013 saw the transfer of public health from the NHS to local government. This transfer provides opportunities for councillors, council staff and public health specialists to work together to realise the synergies between local government's existing functions and its new central role in Public Health.

Delivering high quality, value for money public services

We said we would reduce council tax levels annually. We have now reduced council tax, year on year, for seven of the past eight years. We said we would improve resident satisfaction with efficiency and value for money. The percentage of residents who think the council provides value for money has increased from 45% in 2008 to 61% in 2012.

Regenerating the most deprived parts of the borough

We said we would improve skill levels. The percentage of working age adults (16-64 years) with qualifications has increased from 88% to 93.1%. We said we would increase the number of local businesses. Business registrations have increased from 8,680 to 10,245 (in 2012).

We also said that we would increase employment and reduce dependency on benefits. Despite the intervening recession, the employment rate in the borough has increased from 69.5% to 69.7% and the proportion of working age residents on out-of-work benefits has decreased from 14.1% to 11.4%

Annual residents survey 2012

Resident satisfaction with local services

The Annual Residents' Survey has mapped trends in public perceptions and resident satisfaction since 2006. The latest survey, conducted in 2012 and published in 2013, shows that 85% of local residents are satisfied with the local area as a place to live, with only 7% dissatisfied. This is the highest satisfaction rating, year on year, since the 2006 survey, when 71% were satisfied and 12% dissatisfied. The full survey report can be viewed via the following link: <http://www.lbhf.gov.uk/ars2012>.

Council services

In 2012, 66% of residents were satisfied with how the council runs things and 12% were dissatisfied. This compares with a satisfaction rate of 53% in 2006, with 17% dissatisfied in that year. The extent to which people agree that the council provides value for money has increased from 45% in 2008 to 61% in 2012.

Almost all other services supported by the council and monitored by the Annual Residents' Survey have also shown increased satisfaction rates over the course of the last Community Strategy:

- Satisfaction with the clearance of litter from public land has increased from 59% in 2006 to 74% in 2012.
- Satisfaction with refuse collection has increased from 70% to 82%.
- Satisfaction with doorstep recycling has increased from 71% to 76% but there has been a decrease in satisfaction with local tips, from 66% to 55%.
- Satisfaction with sport and leisure facilities has increased from 45% to 63%.
- Satisfaction with museums and galleries has increased from 22% to 42%.
- Satisfaction with theatres and concert halls has increased from 39% to 59%.
- Satisfaction with parks and open spaces has increased from 67% to 78%.

In addition Our Adult Learning and Skills Service has increased learner satisfaction rates from 88% in 2009 to 94% in 2012.



Health services

The Annual Residents' Survey has monitored public satisfaction rates with health services since 2010. In that year, 66% were satisfied with their GP and 13% were dissatisfied. Other respondents had either not used the service or were neither satisfied nor dissatisfied. In 2011, the satisfaction rate had risen to 70% and only 10% were dissatisfied. In 2012, the satisfaction rate slipped back to 65% but only 8% were dissatisfied. In the 2012/13 National Patient Survey, results showed that 83% of patients were very or fairly satisfied with their overall experience of their GP surgery, compared to 82% in London and 87% nationally. Satisfaction with hospital services has remained relatively constant over the three years of monitoring. In 2010, 65% of residents were satisfied with hospital services and 6% dissatisfied. In 2011 the satisfaction rate had increased to 68% and those dissatisfied amounted to 5%. In 2012 the figures were 65% satisfied and 7% dissatisfied.

Dental services are the least used of all the health services monitored, with an average of 40% of respondents not using the service over the course of any one year. This explains the lower satisfaction rates than those for GPs and hospitals. In 2010, 43% were satisfied with their local dentist and 7% dissatisfied. In 2011, 42% were satisfied and 7% dissatisfied. In 2012, there was a satisfaction rate of 45%, with only 4% dissatisfied.

Metropolitan Police

In 2010, 50% of residents were satisfied with the police and 13% were dissatisfied. In 2011, this increased to 63% satisfaction rate, with only 7% dissatisfied. In 2012, the satisfaction rate had dropped to 57% but only 6% were dissatisfied.

London Fire Brigade

A similar proportion of respondents (an average of some 40% over the three years) had not used the fire service as had not used their local dentist. In 2010, 40% were satisfied with the fire service and only 1% were dissatisfied. In 2011, 51% were satisfied and no respondent was dissatisfied. In 2012, 47% were satisfied and 1% were dissatisfied.

General concerns and desired improvements

As well as monitoring structured feedback on residents' satisfaction with services, the Annual Residents' Survey also asks respondents for comments on any issues of concern or where they would like to see improvements made across the borough. Residents' concerns and the council's responses are published in a 'Listening and Learning' report that can be found at the following link: <http://tinyurl.com/ozzesrj>



Encouraging greater involvement in our neighbourhoods

In Hammersmith & Fulham we are committed to devolving power to the community – giving individuals a greater say in the shaping of their local environment and in the design and delivery of their local services. With greater powers, however, comes greater responsibilities and in the coming years we want to see residents of Hammersmith & Fulham taking on greater social responsibilities, becoming less reliant on the state and more in control of their own destiny. We want to develop a renewed sense of shared responsibility for improving the area that we live or work in.

The council and its public sector partners do not wish to impose public services on local communities but, instead, want to forge a new relationship between residents and public service. The state isn't the expert in designing and prioritising services that are best suited to meet local needs – the experts are those within communities who see those needs and receive those services on a daily basis. Local residents and service users see the waste in a service, they see where the failings are and they can see where changes need to be made to make services more efficient and effective. That is why we want to give local people in Hammersmith & Fulham a much greater say over what services should be funded and how they should be delivered. At a time when there is far less money available to pay for those services we must make best use of available resources and look to the community itself to become more self-sufficient.

We are the Borough of Opportunity and there are some wonderful opportunities on the horizon and we want to make sure that local people are prepared to take advantage of those opportunities as they arise. Our vision for the borough is that, by 2022, more local residents will be working families, with children who are skilled, educated and able to take advantage of the many employment opportunities on their doorstep. We want to see reduced benefit dependency, reduced crime and a lessening of the health inequalities that exist. We want to see a stronger sense of community, galvanised by the greater influence and involvement

residents will have over how public money is spent and how services are delivered.

We will work far harder in all our neighbourhoods to encourage residents to help us overcome some of the challenges we face, from reducing contamination in recycling to promoting mentoring and support projects.

Supporting the third sector

For many people the third sector is their first interaction with local services. We recognise the powerful role that community groups play in the health and prosperity of our borough.

Hammersmith & Fulham Council is proud of the way we have protected the third sector from our own requirements to make substantial savings. Yet, while continuing to protect the third sector, we will do more to support its growth beyond council investment. For every pound the council invests, an extra £2 is delivered to the third sector, either through delivering volunteering opportunities or by seeking alternative funding. The overall contribution to the borough is worth in the region of £9million. We want that magnification of council investment to grow even further with greater support given to help community groups innovate and grow in a financially self-sustaining way.

The council and its partners will work harder to support the third sector in connecting with all strands of the communities that they serve and encourage greater participation. We will make it easier than ever for people to contribute to their local groups and for people to access their services. We will support the growth of volunteering in the borough, highlighting volunteering as one of the key paths into employment.

The council and its partners will also work harder to enable third sector organisations to be more involved in the delivery of local services. We will improve our communication with and support for the sector in accessing new business opportunities and help organisations to make better links with existing services.

Creating a 'team ethos' in our neighbourhoods



In White City a new partnership is being created between local residents and public services, with the community invited to play a far greater role in their neighbourhood and, potentially, in how local services are delivered. 'Team White City', as the partnership is known, is shining a light on ways

people can contribute to their area, it is increasing local accountability and connecting residents with all available opportunities to get on in life.

A Team White City website, which will act as a public service information hub, has been tailored to the needs of the neighbourhood and was launched in January 2014 (www.teamwhitecity.org). This relays news and ways for people to become involved in local activities, while promoting local services and opportunities. It serves to bridge the gap between citizens and the people serving them, relaying live crime information and job vacancies. Through partnership with YouGov, residents will also be encouraged to take part in local decision making to help shape the future of their services.

Team White City will continue to be developed, encouraging maximum local innovation and ideas. This will include the development of support and mentoring schemes, helping neighbours to help themselves. Team White City will seek more involvement in all areas of public services, including the development of a residents' housing panel to help oversee local housing maintenance and repairs.

This concept, around empowering our neighbourhoods, will be rolled out to other areas, such as Earls Court and North Fulham.

Through this strategy we will continue to redefine the connection between the borough's public services and the local community, bringing a much sharper focus to the available opportunities and seeking maximum involvement in how services are delivered.

OBJECTIVES

Increase volunteering placements across the borough by 10%

Support the third sector to continue to grow beyond council investment

Roll out the concept around 'Team White City' to other neighbourhoods, seeking maximum involvement and innovation around local services

In Old Oak and Edward Woods estates we are supporting Community Champions programmes, encouraging residents to train as volunteers to promote health and wellbeing campaigns and services and to link services directly with the views and priorities of local residents. These programmes grew out of the White City Community Champions, who have been working successfully over the past five years to connect the skills and interests of residents with health and wellbeing services.



Delivering the Borough of Opportunity

We are intent on expanding the ‘borough of opportunity’ by providing local residents with new education, housing and employment opportunities and, in this way, tackling deprivation, disadvantage and improving health and wellbeing. Despite being one of London’s smallest boroughs, H&F has secured three ‘Opportunity Areas’, as classified by the GLA (Earls Court, White City and Old Oak). These are areas which the Mayor for London has identified as suitable for significant growth and development and the H&F sites alone represent 10% of all opportunity areas in London.

In addition to the physical regeneration programmes across the borough, the council and its partners are connecting people with places by developing job openings, vocational skills training and self employment/enterprise options. Over the last year we have negotiated with land owners and developers more than 1,300 apprenticeships and trainee placement jobs for residents, commitments to local labour recruitment targets (15%) and early notification of job vacancies, whereby local residents will have the opportunity to apply for jobs 10 days in advance of wider public advertisement.

Earls Court Opportunity Area

The plans for the Earls Court Opportunity Area are well advanced and will mark the start of a major new London neighbourhood and cultural quarter bringing jobs, investment and greater choice of housing for local people over 77 acres of land.

Thousands of new homes and jobs will be created as part of the £8 billion regeneration scheme - which is the biggest new project in the capital since Stratford was transformed by the Olympics. The plans, based on Sir Terry Farrell’s masterplan, propose the redevelopment of the Earls Court Exhibition Centres, Lillie Bridge London Underground Depot and the West Kensington and Gibbs Green housing estates.

A total of 8,383 new homes will be built, of which 760 will be replacement estate homes and 740 will be additional intermediate affordable homes. The development will include new shops, offices, leisure

facilities, public open space, a new school, new transport links, healthcare centre and community centre. It will create up to 9,500 new permanent jobs and 1,500-2,000 jobs per year in construction, based on an approximate total of 36,000 construction jobs over an estimated development period of 20 years.

H&F Council, in a joint initiative with the Royal Borough of Kensington and Chelsea, has already secured significant financial commitment from the developers, for employment and skills training and engagement work with local businesses to support employability and economic growth.

OBJECTIVES
7,500 new homes
9,500 new jobs
Brand new homes for ALL estate residents
New mixed use sustainable neighbourhood
Better housing choice for residents
New mixed use sustainable neighbourhood
Public and private open space
Public transport improvements
New community facilities

White City Opportunity Area

The council and the Greater London Authority are jointly producing the White City Opportunity Area Planning Framework, which allows for the delivery of a significant number of new homes, student units and jobs in the area. This will include the provision of affordable housing and jobs in the creative and retail industries on the industrial land to the east of Wood Lane.

New social rented homes will be built exclusively for tenants of existing estates in White City West to better meet current housing needs and tackle overcrowding. Subject to further consultation there may be opportunities to offer vacated properties on the White City estates on fixed term, affordable rent

tenancies, or to offer low cost home ownership opportunities. For those able to pay, options can include discounted market sale and shared equity. Over the long term, this will enable more mixed and balanced tenure provision and a greater socio-economic mix across the Opportunity Area. Development proposals have been put forward by Imperial College and Westfield. Other landowners are expected to do the same in the next five years.

Team White City is one of the first 12 'Our Place' Government sponsored pilots that are seeking to devolve power and funding decisions to the local community. A social enterprise has been established to give residents of the White City Opportunity Area control of their own destiny and to empower the community to tackle long standing problems of worklessness and deprivation.

We will develop a hub for new and small businesses, building on the National Skills Academy accredited retail skills service WorkZone at Westfield London and offering businesses training and support in local growth sectors, e.g. retail, hospitality and leisure.

In addition, we are establishing the White City FrontLine Job Shop on Bloemfontein Road in response to requests from local people for a job support centre on the doorstep of White City residents and job seekers.

OBJECTIVES
4,500 new homes of different types (including family houses)
1,260 student units
10,000 new jobs on the industrial land to the east of Wood Lane
More community facilities
More public and private open space
Public transport improvements

Old Oak Opportunity Area

Old Oak comprises over 127 hectares of developable land and is part of the Park Royal



Opportunity Area. It is located on the edge of Hammersmith & Fulham, but is adjacent to three other boroughs – Brent, Ealing and Kensington and Chelsea. It comprises railway lands and low density industrial uses and is bound by Wormwood Scrubs to the south, Kensal cemetery to the east, Harlesden to the north, and Park Royal to the west. The Grand Union Canal runs through the centre of the area, as do a number of railway lines, making redevelopment difficult and requiring imaginative solutions.

At present the area is land locked with poor local transport access. This has led to a pocket of sustained deprivation, in terms of employment opportunities and housing, despite being located so close to London's major wealth creating areas. In total, 15 out of the 33 Super Output Areas within 0.6 miles radius of Old Oak Common are in the worst third of deprived areas nationally (IMD 2010).

Following H&F Council's high profile campaign the Government announced in 2012 that, as part of the proposed High Speed rail line between London and Birmingham (to be operational from 2026),

there will be a major HS2/Crossrail and Great Western Main Line interchange located at Old Oak Common, which could be the best connected station in the UK with links to:

- Central London and Heathrow (approx 10 mins)
- Canary Wharf (approx 20 mins)
- Birmingham (approx 40 mins)
- Paris (approx 2 hours)

The council has developed a vision for the Old Oak area in collaboration with the Greater London Authority, Transport for London and the London Boroughs of Ealing and Brent, which could lead to 19,000 new homes and 90,000 jobs located within the area. It also offers the potential to improve access to Wormwood Scrubs which could significantly improve the health and wellbeing of local residents by providing them with opportunities to be physically active outdoors.

The council, in partnership with the local community, is delivering a series of jobs fairs in Old Oak aimed at supporting job seekers, particularly those with children, to access vocational training and employment.

OBJECTIVES
90,000 jobs in the area
19,000 new homes in the area

Shepherds Bush Market area

Shepherds Bush Market is identified in the LDF Core Strategy and the White City Opportunity Area Planning Framework as a priority location for town centre regeneration. The market has been in decline for a number of years due to lack of investment in its upkeep, promotion and improvement. The council has encouraged a scheme to be brought forward through the assembly of adjoining land (including its own land ownership) that has the capacity to generate sufficient Section 106 funds to catalyse the regeneration of the market.

An outline planning permission was granted in March 2012 for a scheme of development that contains 212 new residential units and sets out

a fully committed £6.9m of S106 investment in repairs and improvements to the market together with business support and funding.

The council seeks to secure the long term future of the market and a vibrant mixed use destination providing a new focus in the western part of the town centre. The locally loved Bush Theatre has been relocated to the former Shepherds Bush library building and has added considerably to the cultural life of the area.

The council has facilitated the development of regeneration proposals for the market primarily through the adoption of a Supplementary Planning Framework and land assembly (including acquiring land directly and, in future, through its CPO powers if necessary).

OBJECTIVES
212 new homes built
£6.9m invested in improvements to the market

King Street

Exciting plans to breathe new life into the area around Hammersmith Town Hall, on King Street, have been approved.

The package of improvements includes: 196 high quality new homes; a three-screen community cinema; new retail, restaurant and cafe space; replacement offices for the council and a new town square.

The Grade-II listed town hall will have its former ceremonial stone steps reinstated to link up with the new public piazza while the replacement council offices will be built to the west of Nigel Playfair Avenue. The developer will also provide £5.25 million towards a regeneration fund to boost the surrounding area and refurbish the Grade-II listed town hall, which was built in 1938.

Hammersmith Riverside

Hammersmith is a vibrant town centre, attractive to developers and home to many multinational

companies, yet its continued growth is subject to constraint by the multi-lane A4 highway that runs east to west across the borough and which features the ½ mile-long Hammersmith Flyover at its heart.

This Flyover is a mid-20th century solution to the traffic problems of west London but it is not one that will be sustainable long into the 21st century. This elevated section of the A4 has divided our town centre for decades – magnifying traffic noise and polluting our air in the process. As a result, the time has come to replace it and stretches of its approaches with a tunnel – a ‘flyunder’ - to carry the vast volume of longer-distance traffic that crosses the borough each day but has no other business in it. Cities such as Paris, Madrid, Boston and Seoul have embraced tunnelling as a way of reconnecting and reclaiming their communities from sprawling motorways and now west London is ready to benefit economically, socially and environmentally in just the same way.

Replacing the Hammersmith Flyover and its approaches with a ‘flyunder’ has been an idea in gestation for some years. A 2008 submission for the London Festival of Architecture would have placed the A4 in tunnel from just west of Hammersmith Town Hall to the Hogarth roundabout in Chiswick and, further east, removed the Flyover, redirecting traffic to and from central London around the town centre instead.

In 2012 The West London Link group - made up of architects, consulting engineers and local businesses - unveiled its ideas for replacing the Flyover and a large swathe of the six-lane highway with a tunnel. In doing so, the group showed how the land above could be transformed by building new homes, creating more green space and reconnecting both Hammersmith town centre and many previously-severed streets with the River Thames. Historically the river had been an integral feature of life in Hammersmith but was ostracised by tarmac and traffic when the A4 was extended eastwards in the 1950s.

Despite the recent repairs to the Hammersmith Flyover, further works costing some £60 million are

shortly due to take place. This sort of spending is simply unsustainable, especially as West London Link estimates that the structure will need to be replaced, possibly within as little as fifteen years. Even though TfL forecasts that the Flyover will have a much longer life once the repairs have been completed, we believe now is a good time to consider alternatives. Any direct replacement would take at least two years to construct and would involve disruption both for the borough and for transitory traffic. Several options exist, ranging from a short tunnel to directly replace the Flyover, to our preferred option of a longer tunnel from the Hogarth roundabout, near the end of the M4, through to Barons Court. Such a tunnel, around two miles in length, would allow the greatest potential for contributing to the cost of construction through land recovery and suitable redevelopment.

We look forward to working with TfL, our residents and the local business community to consider the various options for a tunnel which, if implemented, will lead to nothing less than an urban renaissance in Hammersmith.

Economic prosperity and employment

The council’s ambition to deliver and influence more effective responses to the socio-economic challenges facing the borough has economic growth, business investment and prosperity and employment opportunities at its core. These challenges include responses to vexed issues like understanding the real causes of high localised unemployment in an area of high vacancies; why we have high new business start-ups yet high business closures and why we have a highly qualified resident population yet deprived areas which feature in the top 10% most deprived areas nationally.

The council’s Economic Development, Learning and Skills team works with entrepreneurs, businesses, third sector organisations, Jobcentre Plus, training and support agencies and employers to ensure that residents and resident businesses benefit from a raft of services and initiatives which seek to address these challenges; deliver customer responsive

services and promote the borough as a good place to do business.

Our work aims to achieve social regeneration by reducing welfare benefits dependency and unemployment; creating opportunity through learning, skills and employment as well as securing and supporting inward investment to stimulate growth within new sectors of the economy and create new jobs for residents, whilst ensuring that the existing business base is also supported to compete and flourish in the changing competitive climate. This objective sits well alongside the council's ambition to regenerate deprived parts of the borough.

We have had some success and, in 2012/13, council services at The Work Zone and OnePlace assisted 974 residents into work; 229 of whom were aged under 25 years. In addition, our retail apprenticeship programme has secured more than 130 opportunities for residents to earn whilst they gain the qualifications needed to build a sustainable career.

In tackling unemployment, we will build our strong partnership with Jobcentre Plus (JCP) and work collaboratively to increase the employment rate; sustainable career paths and financial inclusion particularly in areas with concentrations of deprivation, e.g. social housing estates.

Hammersmith & Fulham has been chosen to initiate the national rollout of Universal Credit, and we look forward to showcasing our groundbreaking work which sees JCP staff working in council offices and council staff embedded in JCP offices to deliver seamless services. We are, therefore, well placed to pioneer online services for Universal Credit and Universal Jobmatch, respond to employers' increasing demands for online recruitment and equip job seekers to compete for jobs digitally.

We welcome JCP's Flexible Support Fund in the borough and commitment to work pro-actively and innovatively on the White City Neighbourhood Community Budget.

The business investment team gave advice and support to 1,451 businesses and over 300 businesses attended the H&F Means Business event.

Indeed, H&F won Highly Commended, second place, in the London Councils' Best Overall Business Friendly Borough in London competition 2013.

Looking forward, the council's business investment priorities will continue to focus on comprehensive engagement with borough businesses to bolster development, investment and retention; opening up procurement opportunities to small and medium sized enterprises; high street vitality and starter business support.

We will continue to work with HammersmithLondon (Business Improvement District), West Ken Town Team, Shepherds Bush and Fulham Business fora, Federation of Small Businesses and other partners to maintain high business satisfaction with the borough and to ensure that regeneration acts directly as a catalyst for growth and investment.

We will continue to 'link people with places' and ensure job openings, vocational skills training and self employment/enterprise options are included in negotiations with land owners and developers across the various major regeneration sites. In 2012/13 more than 1,300 apprenticeships and trainee placement commitments for residents were secured, alongside commitments to local labour recruitment targets (15%) and early notification of job vacancies, whereby local residents will have the opportunity to apply for jobs in advance of wider public advertisement.

We will continue to fund third sector services which seek to assist residents to adapt to the welfare reform agenda; reduce dependency on welfare support; empower claimants to have a greater say in the management of their finances; place greater emphasis on securing sustainable employment and independent economic wealth. In doing so our objectives for third sector provision will be to:

- Build financial capability so that residents take a more pro-active and informed role in improving their economic circumstance.
- Motivate residents to consider employment and training opportunities as a route out of poverty and welfare benefits dependency.

- Address low skills attainment by offering information, advice and guidance support and referral to employment support and careers services.

OBJECTIVES

Reduce the Job Seekers Allowance register to fewer than 4,500 people by March 2014 (10% reduction from March 2013 register) and continue year on year reductions in line with targets set annually.

Reduce the 16-24 claimant rate by 20% to March 2014, reducing the numbers of people aged 16-24 claiming job seekers allowance to approximately 1,100 and continue year on year reductions in line with targets set annually.

Reduce the number of long term unemployed (12 months or more) by 10% by March 2014 (equating to 775 people and a reduction of 100 from the March 2013 register) and continue year on year reductions in line with targets set annually.

Adult Learning and Skills

The council's Adult Learning and Skills Service (ALSS) has continued to build on its success in providing high quality adult education courses to H&F residents. Following a successful Ofsted inspection in June 2010, the service received Beacon Status from the Learning Skills Improvement Service (LSIS) in 2011. In January 2012, ALSS merged with the Economic Development team in order to deliver seamless employment and training solutions.

The Service will continue to offer a wide range of courses (currently over 400 courses to over 7,000 learners) to both residents and other

learners, both at its dedicated Macbeth centre in Hammersmith and across the borough in over 20 schools and community venues. ALSS will continue to work in partnership with the community and voluntary sector and provide courses in a variety of community venues during the day, evenings and weekends.

A broad curriculum will be offered covering three main strands:

- 1) Skills for Work and Employment - including a range of nationally accredited vocational courses leading to employment or further study;
- 2) Personal and Community Development - including courses in Family and Community learning, Mentoring courses and an Agewell programme for older learners;
- 3) Entry into Learning and Skills for Life - including courses offered at Entry level, level 1 and 2 in English and Maths and English for Speakers of Other languages (ESOL) and provision for adults with learning difficulties or disabilities, focusing on independent living skills.

ALSS STUDENT RETENTION, ACHIEVEMENT AND SATISFACTION RATES

YEAR	Retention	Achievement	Satisfaction
2008-09	95%	88%	88%
2009-10	94%	94%	91%
2010-11	89%	90%	93%
2011-12	91%	93%	94%

OBJECTIVES

Adult Learning and Skills Service judged good or outstanding in future Ofsted inspections

Year on year increase in the number of borough residents attending adult education courses across the borough

Year on year increase in the number of borough residents achieving qualifications

Year on year increase in the number of borough residents developing skills for employment



Providing better housing opportunities

We want to rebalance the local housing market in providing more local residents with the opportunity of stepping on to the ladder of home ownership. Homebuy sales continue to provide a step up the housing ladder for local residents on moderate incomes along with increased discounts for the Right to Buy. We will also explore innovative ways to introduce home ownership, including part ownership, to a wider range of residents. For council tenants, we will look to provide an opportunity to buy a part share of their home and investigate a scheme to provide incentives for them to buy in the private sector. For the many social housing tenants in the borough the priority will be to ensure they are provided with effective services.

Building a Housing Ladder of Opportunity

The council will implement its new Housing Strategy, 'Building a Housing Ladder of Opportunity'. This sets out priorities to increase levels of home ownership and focusses on three key objectives:

- Delivering major economic and housing growth;
- Tackling economic and social deprivation;
- Managing a better, streamlined council housing service.

At the same time the council will implement a suite of policies in support of these objectives:

- The Tenancy Strategy will maximise the use of social housing resources in the borough through the use of fixed-term tenancies;
- The Scheme of Allocation will give greater priority to households who are working or making some other form of community contribution, including ex-service personnel;
- The Homelessness Strategy will ensure the council continues to provide services for vulnerable people and to use new flexibilities for the use of private sector accommodation.

We will use new arrangements for the management and repair of council homes to drive up the effectiveness of the service to residents. We will use our new Tenancy Agreement to strengthen our response to anti-social behaviour issues.

The Housing Estate Improvement Programme will be extended to other estates to ensure that we are providing local solutions to issues that concern our residents. While the proposed Joint Venture company will introduce the expertise and resources of a private sector partner to assist with the delivery of new homes on sites within the borough.

Direct delivery

Further to the freedoms and flexibilities introduced by the Localism Act 2011 and the Housing Revenue Account Reform - together with the council's adopted Housing Strategy (2012) the council is able to undertake housing development directly, without the need to utilise the council's arm's length special purpose vehicle arrangements that have previously been put in place.

The three main strands of direct delivery currently being actively pursued by the council are:

1. Hidden homes programme for small sites - generally less than 5 units per site;
2. Innovative housing built using modern methods of construction for intermediate sites – generally between 5 - 50 units per site;
3. Housing and regeneration Joint Venture to deliver on selected larger council owned development sites - between 50 - 200+ units per site.

Housing and regeneration Joint Venture

In order for the council to deliver at scale on selected larger council owned development sites, it is considered appropriate for the council to partner with a credible private sector partner, experienced in effectively managing large scale developments and delivering high quality residential accommodation fit for purpose for the intended end user market. In November 2012 the council initiated an OJEU procurement exercise to identify a private sector partner to establish a long term (15 years) Joint Venture. Two initial sites have been agreed to be redeveloped through the Joint Venture.

OBJECTIVES

Implement the new housing strategy: 'Building a Housing Ladder of Opportunity'.

Increase to 40% the proportion of social housing lettings to households who are working or making another form of community contribution.

Introduce schemes to increase opportunities for council tenants to move into home-ownership.



Providing a top quality education for all

Pre-school

In July 2011, the council reconfigured its family support services in recognition of the importance of early intervention to prevent issues from escalating, placing greater focus upon improved outcomes for children and their families, and strengthening family support provided to Hammersmith & Fulham residents. Locally based multi-disciplinary family support locality teams were created along with 16 children's centres, providing services focused on improving outcomes for the most vulnerable children and families within the borough.

In addition, Children's Centres across Hammersmith & Fulham continue to provide a range of important early childhood services to LBHF residents from 16 locations. They continue to offer a range of 'universal' support services to all children aged 0-5 years and their families, for example Stay and Play, Baby Massage, Health Development checks, complemented by a range of services focused on children and families with additional needs, for example parenting courses and returning to work. This followed a policy shift by the Coalition Government towards 'targeted' services in 2011, emphasising the importance of early intervention particularly, but not exclusively, for children and families in the early years. The Children's Centre staff use a range of approaches to identify families in need of support, working closely with the local community and collaborating with a network of partner agencies, for example health visitors, midwives and speech and language therapists (SLT), providing a range of early and integrated support to children and their families.

The early help provided by the Children's Centres has a particular emphasis on getting children ready for school, using the Early Years Foundation Stage (EYFS) framework to focus on three prime areas of learning critical to making sure children develop healthily and happily. These areas form the foundations on which children can then master the basic literacy skills they need for school. Parents are provided with clear information on how their children are doing, and a new progress check for every two year old in early education has been

introduced, to ensure that children are developing well and any problems will be picked up early. Work is taking place to integrate these new checks with existing Healthy Child development checks carried out by health visitors. In addition, improved pathways to services are being developed to better meet the needs of children who don't meet the criteria for specialist services.

Our children's centres work closely with SLTs to ensure that children's communication and language is encouraged from the earliest opportunity. SLTs provide specialist, targeted and universal support to children, parents, carers and professionals across the borough. Links to such therapists and other professionals provide opportunities to identify concerns early and refer on to specialist services where required. Many of our childcare providers participate in the "Every Child a Talker" programme and have access to speech and language therapy through training for parents and staff teams.

Families using Children's Centres are provided with activities and sessions through the Boost programme. This enables children to be fed healthy nutritious food and engage in lots of active play so that they grow up a healthy weight and learn to be active through life.

In September 2013, the Government introduced a new national scheme providing early education for some 2 year olds from low income families. Eligibility is based on financial criteria, providing entitlement to a free part-time early education place. Children are also entitled to a free place, regardless of financial eligibility, if they are looked after by the local authority (e.g. foster care). These places are currently available through local private, voluntary and independent nurseries and a nursery school with additional capacity being developed in children's centres and schools. The predicted number of families expected to be eligible within Hammersmith & Fulham is 585.

The Community Champions in Old Oak, Edward Woods and White City have been active in promoting support for parents of young children, organising family fun days, children's activities and promoting child oral health.



Primary and secondary schools

Both primary and secondary schools in Hammersmith & Fulham have continued to build on previous success and we want to ensure that these improvements continue into the future.

Along with shared key measures across all three 'Tri-borough' local authorities, a 'mandate' has been agreed which specifies the educational outcomes we expect in Hammersmith & Fulham.

In particular, we will:

- Develop services to enable every child, including those with special educational needs and disabilities to reach their full potential in education.
- Improve standards in all of our schools with a view to meeting the following targets:
 - All schools to exceed the government's floor targets;
 - 80% of children to achieve 5 or more GCSEs at grades A* to C including mathematics and English;
 - 100% of our schools to be judged as 'good' or 'outstanding' by Ofsted and continuing to make good progress.
- Improve the educational attainment of children in care.
- Address some of the barriers which prevent achievement in school, e.g. Hammersmith & Fulham has one of the highest proportion of children with English as an Additional Language [EAL] nationally.
- Expand popular schools and support the establishment of free schools and academies in order to give parents a choice of excellent schools to best meet their children's needs.
- Encourage schools to work in collaboration, e.g. through hard federations and academy clusters.
- Intervene where schools are under-performing to secure sustained and rapid improvement.
- Develop our services for children with special educational needs.
- Improve school attendance.

- Provide a range of development opportunities to enable children to enjoy learning at school. For example, continue to extend the range of volunteering activities to young people which enable the development of transferable skills.
- Promote high aspirations for the future of young people, beyond statutory education, and assist them to make successful transitions to further and higher education, employment and training.
- Develop our School Organisation Strategy in coordination with other local authorities in the Tri-borough area, ensuring that a range of provision is in place, and that sufficient school places are available to meet the changing demography of the area.
- Continue to investigate whether other education services could be delivered on a Tri-borough basis; ensuring the most efficient use of resources and expertise across the three boroughs.
- Launch a new employability passport to give extra help to young people across Hammersmith & Fulham so that they are better prepared to find their first job once they leave school.
- Implementing the Government's new vision for School Nursing to improve health and wellbeing outcomes for school aged children. This includes school nurses working with families and pupils to reduce health related school absence, providing support to children with medical needs and disabilities within the school environment, championing and supporting young carers, and training and advising school staff on health related issues and healthy school policies.
- Evidence based school health promotion programmes are being developed to address children and young people's priority health issues: emotional health and wellbeing, obesity and nutrition and oral health.
- Increase the rates of children who are a healthy weight at the start and end of primary school.
- Increase the amount of physical activity all children undertake.
- Reduce the numbers of children who start smoking.
- Make sure teens have the right advice about sexual health and contraception.
- Increase the number of 16-19 year olds who are in employment, education and training [EET].
- Increase the number of care leavers who are in employment, education and training [EET].

OBJECTIVES
Develop services to enable every child, including those with special educational needs and disabilities to reach their full potential in education.
Improve standards in all of our schools with a view to meeting the educational targets outlined above.
Increase the number of 16-19 year olds (including care leavers) who are in employment, education and training.



Providing a cleaner, greener borough

Waste collections and street cleansing

Clean streets and reliable waste collections are amongst the top priorities for the council. Resident satisfaction with street cleanliness rose from 69% in 2011/12 to 74% in 2012/13. Providing higher standards of cleanliness also helps to discourage crime and antisocial behaviour, and is essential in regenerating the area.

In caring for our surroundings and improving the street scene, we want to develop a renewed sense of shared responsibility for enhancing the area that we live or work in. The council's Waste and Street Scene Enforcement team want to work with residents and businesses to operate a zero tolerance approach to littering, fly tipping, and dog fouling, and take robust action against offenders where appropriate.

In common with a number of other authorities, there has been problems with contamination of recycling by some residents and businesses. We will continue to work hard to communicate clearer messages to make recycling easier, and to listen to your feedback to help us help you to recycle more effectively. This will contribute to reduced waste disposal costs. Residents can assist in spreading the simple message to their neighbours that we expect householders to manage their waste responsibly and put it out "in the right way, on the right day".

The council examines feedback from residents to see how it can improve its services. Attention to detail is important, and the council will continue to work with its contractor to ensure containers are properly returned to properties after waste collections and that spillages are avoided, if at all possible, or cleared up quickly by street cleaners should they occur.

OBJECTIVES

Reduce the amount of residual waste collected per household.

Increase the percentage of household waste sent for reuse, recycling and composting to over 25% and reduce the amount that is contaminated.

Seek to improve our street cleansing standards working with our citizens to improve environmental behaviour and reduce flytipping.

Parks

The Bi-Borough Parks service works to provide good quality parks, cemeteries, leisure and ecological services to the residents of the London Borough of Hammersmith & Fulham and the Royal Borough of Kensington and Chelsea. This involves working with a number of stakeholders, contractors and partners in order to build upon and enhance the standards of parks and open spaces across the area.

The quality of parks and other open spaces in H&F has been formally recognised by the achievement of a number of service awards including the following:

- 10 Green Flags awarded to parks in LBHF (2013);
- LBHF's cemeteries have been awarded a Silver rated service in the Charter for the Bereaved;
- London in Bloom (LBHF) - Gold award for Ravenscourt park and Silver Gilt award for all parks in the borough (2012);
- GLA Safer Park Awards (LBHF) - 4 Silver Awards for South Park, Bishops Park, Normand Park and Brook Green (2012).

In the immediate future there are plans for a major refurbishment of Wormholt Park, focusing on safety and accessibility. There are also plans for improvements to the South Park multi-use games area. We also plan to maintain and improve upon the 10 Green Flag awards. The council's new public health responsibility affords us the opportunity to consider whether our parks are exploiting all the opportunities to promote health and wellbeing for local residents.

In the longer term, and dependent upon funding being secured, there are plans for a large scale refurbishment of Ravenscourt Park. There are plans to improve accessibility in all parks, particularly playgrounds, and to improve existing, and install new, sports facilities. The ambitious target is to achieve 15 Green Flags by 2015.

OBJECTIVES

Increase the number of parks awarded Green Flags.

Water management

In London, as in many other major cities around the world, our management of water as a resource 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.

Most major urban centres have developed around major river systems. Problems of public health in these centres 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 these 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.

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.

Hammersmith & Fulham Council's Water Management Policy, adopted in 2013, is a first step 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. In implementing this policy, the Council is facilitating and initiating a wide range of works to introduce sustainable drainage systems (SuDS) across the borough.

OBJECTIVES

Expand sustainable drainage systems and green infrastructure across the borough.
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Creating safer communities

Crime levels in Hammersmith & Fulham have seen significant reductions in recent years, with 2012-13 seeing the lowest levels of crime in the borough since recording began. Despite this encouraging performance, crime and antisocial behaviour remain important concerns for residents of the borough and it is our priority to continue to reduce crime and provide a safer environment for those who live in, work in and travel through our borough.

Crime data

There were 21,747 total crimes in the borough in 2012-13. This compares to 23,373 in the preceding year and an average of 24,810 offences per annum between 2003-04 and 2011-12. Within the context of this 10 year period, 2012-13 saw the lowest levels of crime in a number of categories, including Violence Against the Person, Personal Robbery, Residential Burglary, Motor Vehicle Crime and Criminal Damage. Offences that saw an increase in the last year included Theft of Pedal Cycle, Fraud and Forgery and Sexual Offences.

The number of criminals being caught and brought to justice by the police has also increased, with the number of crimes resulting in a sanctioned detection (i.e. an offence which results in a charge or caution) rising from 25% in 2011-12 to 29% in 2012-13.

Partnership activity

Since 2007 Hammersmith & Fulham Council has invested over £1 million a year to provide extra police in our town centres over and above established police numbers. This continued in 2013-14, with an extra 42 police officers being paid for by the council and local businesses (Westfield and Hammersmith London). In addition the council's Safer Neighbourhoods Division works closely with the police to detect and prevent crime using the council's comprehensive CCTV network, to close premises where drugs are sold, to evict anti-social neighbours and to enact dispersal zones in areas where residents have concerns about crime and antisocial behaviour. The council also supports innovative approaches to detecting crime, such

as funding automatic number plate recognition (ANPR) systems and tracking equipment to be used in sting operations to catch offenders committing vehicle theft and burglary.

The police and council work with the community to prevent crime through a thriving Neighbourhood Watch network in the borough. There are now over 260 streets with active Neighbourhood Watch schemes in them, compared to six schemes operating in 2005.

The new neighbourhood policing model commenced on 24th June 2013. Under this model the police will have greater flexibility to target their own street resources to areas where crime is most prevalent and, therefore, have a significant impact on the levels of overall offending within the borough.

Consultation

In order to establish borough crime priorities the council has undertaken an unprecedented level of public consultation, with almost 1,000 responses to the Annual Residents Survey and 1,700 people responding to the specific Crime Consultation. At a more local level the council and police, in association with the Mayor's Office for Policing and Crime (MOPAC), have been running a series of crime roadshows across the borough, allowing us to develop partnership action plans to tackle the local issues that people have in their streets. The main crime types that concerned our residents were Burglary (59%), Robbery (49%) and Motor Vehicle Crime (48%). 61% of respondents reported feeling very or fairly safe when outside in their neighbourhood after dark, compared with 88% in the daytime.

We will continue to consult on crime and disorder to inform the future strategic assessments. One important aspect of crime we will investigate further will be violence against women and girls. We will map the levels of violence against these groups and consult on a Violence Against Women and Girls Strategy, in partnership with Tri-borough colleagues in Westminster and Kensington and Chelsea.

Crime priorities

Our local crime priorities are informed every year both by public consultation and by an annual partnership strategic assessment of crime and disorder. The strategic assessment process reviews existing priorities and uses a matrix to 'score' crime types to produce a ranked list based upon volume, performance, trends, seriousness and public concern, as well as taking into account social, political, economic, environmental and technological factors. The crime priorities identified from the assessment for 2013-14 were:

- Serious acquisitive crime (focussing on burglary, robbery and vehicle crime);
- Violence, including domestic violence;
- Anti-social behaviour;
- Substance misuse;
- Criminal damage.

Additionally, priority themes identified from the assessment were:

- Public reassurance, engagement and reporting;
- Town centres;
- Young people and gangs;
- Repeat and risk offenders.

In common with the rest of London, the police in Hammersmith & Fulham are also subject to the MOPAC 20:20:20 challenge. In the next five years the police have a target to cut priority crimes by 20%, reduce spend by 20% and increase public confidence in the police by 20%.

There are significant challenges around crime and disorder in the borough, but we have shown that by working together we can drive down crime and make Hammersmith & Fulham a safer place.

Fire safety

The London Fire Brigade and H&F Council have previously identified the high level of fires in dwellings as a priority for improvement. The London Fire Brigade has a long history of innovative, joint working with adult social care services and by carrying out Home Fire Safety Visits

(HFSV) on those most at risk, the borough has seen a 26% drop in the number of primary fires in dwellings, and the number of people injured in fires has halved (between 2007 and 2012).

However the incidence of fires continues to be high despite these reductions. Fires correlate closely with concentrations of poor physical and mental health, disability, single parent families, social housing and economic inactivity. As such, we will look to expand the HFSV scheme to work with local child and family, housing, employment and health partners.

OBJECTIVES (CRIME AND ANTI-SOCIAL BEHAVIOUR)
Implement the Mayor's Police and Crime Plan (2013-17) including the 20:20:20 challenge.
Increase positive outcomes for victims of domestic violence through delivery of the Impact project.
Fully utilize new suite of powers introduced by the Anti-social Behaviour Bill.
Reduce reoffending through delivery of the Tri-borough Community Budget pilot.
Implement Local Policing Model and establish Safer Neighbourhood Boards

OBJECTIVES (FIRE SAFETY)
Reduce the number of dwelling fires and associated injuries.
Reduce the number of deliberate fires.
Reduce the number of non-emergency calls to fire alarms and lift release.

Improving health and wellbeing

Health isn't something we get at the doctor's office. It's something that starts in our families, in our schools and workplaces, in our playgrounds and our parks, on our high streets and in the air we breathe, the food we eat, the water we drink and the homes we live in.

Future health and social care needs

Hammersmith & Fulham faces major challenges over the next decade, including significant health inequalities and increasing pressure upon financial resources. We need to work with local communities to make sure that they have services which support them to be independent and to make sure that, whatever their conditions, they can live full and active lives and receive services in their own homes or as close to where they live as possible.

The scale of the challenge is illustrated by the significant variation in life expectancy between the most and least deprived areas in the borough. This difference in life expectancy is a 7.9 year gap for men and a 5.4 year gap for women. This gap has widened over the last five years and increases in life expectancy have been driven primarily by improvements in the more affluent areas, with life expectancy in the more deprived areas remaining almost the same.

Hammersmith & Fulham has a significantly higher overall premature death rate than the national average. There are around 400 premature deaths a year in the borough. Lung disease, cancer, heart disease and stroke and liver disease are the four main causes of premature death locally.

We recognise that to reduce health inequalities, in addition to providing high quality services for all, we need to provide extra support to the most vulnerable people and to specific communities where certain health conditions may be more prevalent. We will identify the most needy by combining Public Health data with local intelligence gathered from communities to help to focus efforts of mainstream services and, where necessary, to specifically target groups that need extra support.

Looking to the future there are a number of areas where health needs will remain and increase.

- A rise in the number of older people over the next two decades combined with a relatively low number of unpaid carers is expected to have a dramatic impact on demand for services.
- Illnesses such as dementia, more prevalent among older populations, will become increasingly common. Currently, there are approximately 1,250 people in Hammersmith & Fulham with dementia and, by 2025, this is likely to be in the region of 1,500 patients. Other public health concerns for the older population, such as social isolation, may become more common, as may physical and sensory disability and reduced mobility.
- Unless behaviour and services change, people may experience longer periods of time living with disability, resulting from improved survival rates from major diseases such as stroke, heart disease and cancer.
- Changes in the environment, behaviour and social norms mean that unless we act now it is very likely we will see an increase in obesity and diseases associated with it.
- Over the past year the number of people presenting to our community alcohol support services has tripled. The all-age alcohol-related admission rate in H&F has remained higher than London and England over the period and was the 4th highest in London in 2011/12.
- Child immunisation uptake has improved in the borough but requires constant support to maintain high levels.
- Tooth decay is preventable, yet data suggests oral health is worse among school children in the borough than the London average, and is the most common cause of hospital admission for children and young people.
- Children with complex needs are more likely to survive into adulthood and old age. The life expectancy of children with complex physical and learning disabilities has been improving over time and is likely to lead to an increasing number of children 'transitioning' into adult services each year. Local services have been seeing people with an increasingly complex range of conditions.

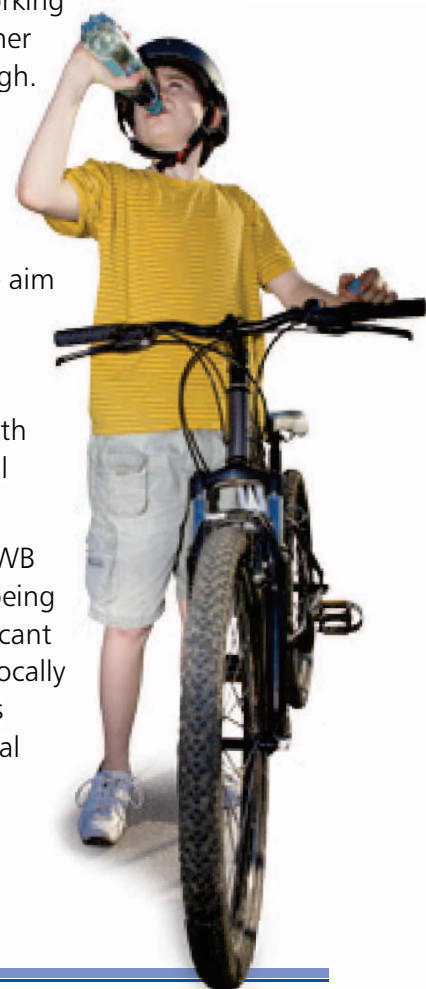
- Around a quarter of children in Hammersmith & Fulham were classified as living in poverty in 2012, higher than the national average. This amounts to over 8,000 children, predominantly in the north of the borough. Giving children the best start in life possible is the most effective social and health intervention.
- Smoking is the largest avoidable cause of death and the biggest cause of inequalities. More people smoke in Hammersmith & Fulham than average for London. Supporting people to give up smoking and stopping people starting is the business of councils, GPs, hospitals, schools, the workplace, friends and family. The cost associated with smoking is high and stop smoking services have been found to be among the most cost effective ways to stop smoking.
- The use of other forms of tobacco consumption (such as Shisha) is a particular issue in the inner London area and use of these substances has a substantial impact on health.
- Hammersmith & Fulham has the 8th highest population with severe and enduring mental illness (SMI) known to GPs in the country. There continue to be challenges supporting those with SMI in maintaining good mental and physical health, being in employment, and being in secure housing.
- Inactivity is one of the major causes of disease and early death. Around 1 in 5 people in the borough are physically inactive, doing less than 30 minutes activity per month. Rates in areas of deprivation are lower still. Walking and cycling are activities easily built in to daily life. Using outdoor space is easier if people feel safe.
- More than a third of children of school age in the borough are either overweight or obese - around 6,000-7,000 children locally. The impact and subsequent cost of this is large: nearly half of all diabetes cases and a quarter of all incidents of heart disease can be attributed to excess weight, with it also being a risk factor for cancer later in life. It can also be highly stigmatizing. Early years (0-5 years old) is the time when most dietary habits are acquired and fixed.

- Hammersmith & Fulham has one of the highest reported acute Sexually Transmitted Infection (STI) rates in the country. Whilst the high rate partly reflects effective data collection processes and good rates of screening locally, it also highlights real issues in the local population. The rate of acute STIs was the 5th highest nationally in 2012, with around a third diagnosed in young people aged 15-24.
- Those sleeping rough in the borough have been found to have very high levels of emergency health care use and poor levels of health which could be avoided with better coordination and support.
- Medical and social care advances have been leading to significant increases in the life expectancy of children with complex needs. This vulnerable population group may need support over longer periods in future.

The reforms to promote integration and partnership working at the local level are tools to help us tackle some of these challenges and build on the strong history in H&F of joint working between the NHS and other key partners in the borough.

Building on this legacy, the new Health and Wellbeing Board (HWB) brings together the council and NHS with the aim of achieving integrated services across the health and social care sector in order to improve the health and wellbeing of our local population.

It is envisaged that the HWB and the Health and Wellbeing Strategy will play a significant role in improving health locally through concerted efforts of commissioners and local politicians and residents alike.



The vision: Stronger Communities, Healthier Lives

Our vision for health and wellbeing in the borough is:

- To enable local people to live longer, healthier and more prosperous lives;
- To enable our residents and communities to make a difference for themselves;
- To ensure our residents have good access to the best services, advice and information;
- To provide our residents with choice and services which meet their local needs;
- To keep our community a safe, cohesive and vibrant place to live, work, learn and visit;
- To build on our strong history of working together to build integrated health and social care offers which improve the quality and sustainability of care.

Priorities

The Health and Wellbeing Board has identified its priorities for the next two years as:

- Integrated health and social care services which support prevention, early intervention and reduce hospital admissions;
- Delivering the White City Collaborative Care Centre to improve care for residents in the north of the borough;
- Ensuring that every child has the best start in life;
- Tackling childhood obesity;
- Supporting young people into healthy adulthood;
- Better access for vulnerable people to sheltered housing;
- Improving mental health services for service users and carers to promote independence and develop effective preventative services;
- Better sexual health with a focus on those communities most at risk of poor sexual health.

In addition to the above priorities we are committed to improving the lives and life chances of our children and young people in Hammersmith & Fulham and ensuring that children and young people are protected from harm.

Public Health

We will continue to work with colleagues within the council, local CCGs, third sector and other relevant partners to address a number of health and wellbeing priorities. Activity will include initiatives to reduce inequalities (e.g. conducting a Joint Strategic Needs Assessment on childhood poverty), promote healthy lifestyles (e.g. commissioning in partnership to reduce obesity and increase physical activity), protect health and wellbeing (e.g. smoking cessation, immunization, screening assurance and STI services commissioning) and to address the wider determinants of health (e.g. urban renewal, improving housing conditions and mitigating the impact of overcrowding). There are plans to explore a community programme to target vulnerable groups such as homeless people.

Public Health will re-procure the Health Trainer Service and a smoking cessation service for the local population and carry on procuring NHS Health Checks. We will conduct a Joint Strategic Needs Assessment to assess the use and misuse of alcohol and the health and social consequences of that. These initiatives all target conditions that lead to premature mortality and offer advice to residents to reduce their risk of diabetes, heart disease, stroke and cancer. We will explore and encourage links with local academic institutions to pursue common interest.

OBJECTIVES (HEALTH AND WELLBEING)
Support prevention and early intervention to reduce hospital admissions.
To reduce health inequalities across the borough.
To enable people to live longer and healthier lives.

Child Protection

We will:

- Ensure children and young people are safe from harm. It is our duty to protect all children which is why we will maintain a high quality social work service during these times of enormous financial pressures;
- Strengthen families, introducing best practice which improves engagement with families and other agencies.

Corporate parenting

We will:

- Continue to discharge our role as 'corporate parents' to ensure that children in care have the same support, encouragement and expectations placed on them that parents would have for their own children;
- Ensure that children who do not live with their birth parents are supported by all agencies to maximise their life chances;
- Ensure children have strong and stable attachments at the earliest possible opportunity, be it in their family of origin or a substitute family according to need;
- Reduce the number of children in care, by providing effective early support and timely permanent placement;
- Find ways to ensure the best possible outcomes are achieved and effective services delivered for children in care, as they transition into adulthood;
- Ensure care leavers are effectively supported to maximise their life chances.

Children in need

We will:

- Work with all children and young people in need to enhance their life chances. This will include children and young people who experience problems at home including domestic violence, mental health problems, teenage parents and young offenders;
- Work with partners to lower the proportion of children living in poverty, and to ensure that fewer children have poor health, education and welfare outcomes that are known to relate to poverty;
- Offer a high quality service to young offenders with a strong emphasis on restorative justice and early help to prevent escalation of difficulties;
- Reduce the level of representation of black young people in the youth offending court;
- Improve the skills of parents of young offenders by involving them in parenting programmes;
- Develop new and innovative investment models for the delivery of public services to children in need.

Early intervention

We will:

- Ensure that children and families receive the help they need at the earliest opportunity;
- Work with partners to improve the quality of early intervention;
- Develop outcomes focused, evidence based programmes to build the capacity of vulnerable families, via the Family Support Locality and Family Recovery Programmes, to support their children effectively towards positive outcomes (effective parenting skills, school readiness, health and work readiness) without the need for long term intervention from statutory services.



Children with disabilities

We will:

- Involve parents/carers and disabled children and young people in shaping services, so as to ensure that local need is best met;
- Ensure disabled children receive the services and support they need, and provide support to keep them at home with their families;
- Undertake a Tri-borough review of services to children with disabilities to ensure that children with disabilities are supported to live at home wherever possible; to identify the most effective models of early intervention; to improve outcomes for children and their families; to make changes, as appropriate, to meet the requirements of future legislation.

OBJECTIVES (CHILDREN AND YOUNG PEOPLE)

To enable all children and young people to live safely, and ensure that they are not at risk of harm.

To continue to discharge our responsibilities as corporate parents to ensure that children in care and care leavers are safe, healthy, and succeed.

To carry out the right intervention at the right time in order to improve the life chances and wellbeing of children in need, and where possible meet the needs of children and young people receiving these services in a more cost effective way.

To ensure that all children with disabilities are given the maximum opportunities to enhance the quality of their life and succeed.

Community Strategy 2007-14

Performance as at 31/03/2013

Green = Better than baseline
 Amber = Static from baseline
 Red = Worse than baseline

Trend is compared to the published baseline

Description	Unit	Baseline Performance	Current Performance	Trend	Comments
A - A top quality education for all					
1 Raise educational achievement - primary schools					
Percentage of 7 year-olds achieving Level 2 or above in reading (%)	%	79	87	Better	AY2012 assessment data
Percentage of 7 year-olds achieving Level 2 or above in writing (%)	%	77	83	Better	AY2012 assessment data
Percentage of 7 year-olds achieving Level 2 or above in maths (%)	%	86	91	Better	AY2012 assessment data
Percentage of 11 year-olds achieving Level 4 or above in science (%)	%	86	87	Better	AY2012 assessment data
BV40 Percentage of 11 year-olds achieving Level 4 or above in maths (%)	%	74	84	Better	AY2012 assessment data
BV41 Percentage of 11 year-olds achieving Level 4 or above in English (%)	%	81	86	Better	AY2012 assessment data
1 Raise educational achievement - secondary schools					
Percentage of 16 year-olds achieving 5+ GCSEs or equivalent, including maths and English, at grades A*-C (%)	%	49	59	Better	AY2012 assessment data
BV181a Percentage of 14 year-olds achieving Level 5 or above in English (%)	%	76	84	Better	AY2012 KS3 internal teacher assessment data (tests no longer collected)
BV181b Percentage of 14 year-olds achieving Level 5 or above in maths (%)	%	75	83	Better	AY2012 KS3 internal teacher assessment data (tests no longer collected)
BV181c Percentage of 14 year-olds achieving Level 5 or above in science (%)	%	70	85	Better	AY2012 KS3 internal teacher assessment data (tests no longer collected)

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Community Strategy 2007-14

Performance as at 31/03/2013

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Trend is compared to the published baseline

Description	Unit	Baseline Performance	Current Performance	Trend	Comments
2 Improve parental choice					
Proportion of local children educated in our state primary schools (%)	%	65	96.5	Better	January 2012 Census LA cross-border movements of state-funded school pupils. This data is not directly comparable as it takes no account of local children educated privately.
Proportion of local children educated in our state secondary schools (%)	%	38	91.5	Better	January 2012 Census LA cross-border movements of state-funded school pupils. This data is not directly comparable as it takes no account of local children educated privately.
3 Reduce surplus school places					
Percentage of places in primary schools that are surplus (%)	%	12	10.8	Better	May 2012 school capacity figures SFR. Seems to be latest release available.
Percentage of places in secondary schools that are surplus (%)	%	33	9.1	Better	May 2012 school capacity figures SFR. Seems to be latest release available.
A - Other outcomes for children and young people					
5 Increase permanent placements for looked-after children					
BV163 Number of adoptions and special guardianship orders agreed as a percentage of all looked-after children (%)	%	10.8	17.3	Better	PAF C23 definition used, which refers to proportion of children adopted or SGO that have been looked after for more than 6 months.
6 Enhance opportunities for looked-after children					
BV50 Proportion of children leaving care with one or more GCSEs at grades A*-G (%)	%	51.8	66.7	Better	Not published any more - figure quoted is for AY2010, the last available.

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Trend is compared to the published baseline

Description	Unit	Baseline Performance	Current Performance	Trend	Comments
7 Ensure young people enter employment, education or training at age 16					
NI117 Percentage of 16 year-olds not in education, employment or training (%)	%	7.7	4.3	Better	16yo NEETS (academic age) - data supplied by West London Connexions
B - Tackling crime and antisocial behaviour					
1 Reduce crime and disorder					
BV126 Number of domestic burglaries (per 1,000 population)	incidents per 1,000 population	26.81	6.1	Better	
BV127a Number of violent crimes (per 1,000 population)	incidents per 1,000 population	35.78	23.37	Better	
BV127b Number of robberies (per 1,000 population)	incidents per 1,000 population	6.52	3.6	Better	
BV128 Recorded vehicle crimes (per 1,000 population)	incidents per 1,000 population	22.8	15.01	Better	
2 Reduce fear of crime					
Percentage of the population feeling safe on the street at night (%)	%	40	61	Better	Figures relate to safety "in your local area after dark"
Percentage of the population saying antisocial behaviour is a big problem (%)	%	31	30	Better	All figures changed; now counts any resident that feels at least one of the ASB strands is a 'very big problem'. Data is unweighted.
3 Reduce youth crime					
NI111 Number of first time entrants into the youth justice system (first time entrants)	first time entrants	270	91	Better	By LA of residence. Figures to September 2012; simple extrapolation to year end gives 182.

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Community Strategy 2007-14

Performance as at 31/03/2013

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Description	Unit	Baseline Performance	Current Performance	Trend	Comments
4 Reduce the harm caused by illegal drugs					
N142 Percentage of the population who think that local drug dealing and drug use is a big problem (%)	%	50	42	Better	Source: AFRS 2012. Respondents stating "a very big problem" or "a fairly big problem".

C - Creating a cleaner greener borough

1 Increase recycling

BV82ai Percentage of household waste recycled (%)	%	22.74	25	Better	Contamination was revealed to be significantly higher than expected, and we began accounting for that in our performance reporting from October. That meant our residual waste went up and recycling tonnage came down. Also there has been a general trend of reducing recycling tonnages.
BV90b Percentage of residents satisfied with recycling facilities (%)	%	55	75	Better	Survey conducted in October/November 2012.
BV91a Percentage of households served by kerbside recycling collection (%)	%	98.2	100	Better	The entire borough now has access either to the Smart Sack kerbside recycling scheme or alternatively, for blocks, to "Near Entrance" communal recycling facilities, which are equivalent to kerbside collection.

2 Protect and improve green space

Number of Green Flag awards for local parks (awards)	awards	0	9	Better	Ravenscourt Park, Frank Banfield Park, Margravine Cemetery, Normand Park, St Peter's Square, Hammersmith Park, Hurlingham Park, South Park and Norland North.
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Trend is compared to the published baseline

Description	Unit	Baseline Performance	Current Performance	Trend	Comments
3 Maintain cleaner streets and open spaces					
BV119e Percentage of residents satisfied with parks and open spaces (%)	%	67	78	Better	
BV89 Percentage of residents satisfied with cleanliness of the borough (%)	%	59	74	Better	
BV90a Percentage of residents satisfied with refuse collection (%)	%	70	82	Better	
BV199a Percentage of land that falls below an acceptable standard for litter (%)	%	24.8	4.55	Better	Performance is for the NI195 definition, which is not directly comparable.
D - Promoting housing opportunities - promoting home ownership					
1 Increase home ownership					
Percentage of households that are owner-occupied (%)	%	43.5	36	Worse	Source: 2011 Census
3 Reduce households in temporary accommodation					
Number of homeless households in temporary accommodation (households)	households	1830	1203	Better	
4 Improve quality of social rented housing					
Proportion of social rented housing meeting Decent Homes standard (%)	%	66.13	99.6	Better	As at March 2012. The 50 units representing the 0.4% were made decent during 12/13 but during that time a stock condition validation exercise took place, which may identify newly classified non-decents. Results are expected imminently.

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Trend is compared to the published baseline

Description	Unit	Baseline Performance	Current Performance	Trend	Comments
E - Setting the framework for a healthier borough					
1 Reduce mortality rates for heart disease and stroke in under-75s					
N1121 3-year average directly age-standardised mortality rate from all circulatory diseases for under-75s (per 100,000 population)	per 100,000 population	105.05	72.1	Better	Data relates to 2008-10 SMR. 95% confidence limits are: lower 63.5 upper 80.8.
2 Reduce health inequalities between the borough and England populations					
N1120 3-year average directly age-standardised mortality rate from all causes for females (per 100,000 population)	per 100,000 population	485.1	419	Better	Data relates to 2008-10 SMR. 95% confidence limits are: lower 395.1 upper 442.9.
N1120 3-year average directly age-standardised mortality rate from all causes for males (per 100,000 population)	per 100,000 population	768	643.7	Better	Data relates to 2008-10 SMR. 95% confidence limits are: lower 609.3 upper 678.0.
F - Delivering high quality, value for money public services					
1 Reduce council tax levels annually					
Band D council tax level (excluding precepts) (£)	£	889.45	781.34	Better	2012/13 Band D figure.
G - Regenerating the most deprived parts of the borough					
1 Improve skill levels					
Proportion of adults with qualifications (%)	%	88	93.1	Better	Based on adults aged 16-64
2 Increase local businesses					
Number of VAT registrations (registrations)	registrations	8680	10245	Better	2012 data only
3 Increase employment					
Employment rate in the borough (%)	%	69.5	69.7	Better	

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Community Strategy 2007-14

Performance as at 31/03/2013

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Trend is compared to the published baseline

Description	Unit	Baseline Performance	Current Performance	Trend	Comments
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4 Reduce dependence on benefits

N1152 Percentage of working age residents in receipt of out-of-work benefits (%)



Baseline Performance	14.1
Current Performance	11.4

Better

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hammersmith LONDON

The logo for Jobcentreplus, featuring the text "jobcentreplus" in a white sans-serif font on a green rectangular background.


*Hammersmith and Fulham
Clinical Commissioning Group*

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Agenda Item 6

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>3 MARCH 2014</p>
<p>CORPORATE PLANNED MAINTENANCE PROGRAMME 2014/2015</p>	
<p>Report of the Leader of the Council- Councillor Nicholas Botterill</p>	
<p>Open Report</p>	
<p>Classification: For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Pallace - Executive Director, Transport & Technical Services</p>	
<p>Report Author: Mike Cosgrave Head of Professional Services & Facilities Management Building & Property Management Division Transport & Technical Services</p>	<p>Contact Details: Tel: 0208 753 4849 E-mail: mike.cosgrave@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide proposals for the delivery and funding of the 2014/2015 Corporate Planned Maintenance Programme for the Council's property portfolio. The cost of the works which constitutes the programme is divided between revenue and capital funding.
- 1.2 From the 1st October 2013 the Corporate Planned Maintenance Programme has been delivered as part of the TFM contract awarded to Amey Community Ltd (referred to as Amey) with the majority of works and professional services being delivered directly by Amey on the basis of a single source delivery of (Works and Professional Services).
- 1.3 The revenue budget remains as per 2013/2014 with no inflationary increase at £1.237 million Appendix A) and is based upon the authority's unavoidable plant maintenance and statutory compliance responsibilities.
- 1.4 The Capital programme (Appendix B) budget of £2.5 million is based upon the maintenance requirements identified from the condition surveys undertaken by EC Harris LLP. The £2.5 million capital allocation has been split with £1.175 million

(Works and Fees) allocated to works which are ring-fenced to the TFM contract and undertaken by Amey. The remainder of the CPMP (Capital Programme) £1.325 million will be allocated to projects identified under the H&FC accommodation strategy, such as Hammersmith Town Hall, and service department requirements, along with supplementing the core works arising from the condition survey programme. These works will contribute to a continuation in the reduction of the council's backlog maintenance.

- 1.5 All works will be the subject of close scrutiny in respect to obtaining best value and only works of an essential nature will be undertaken. It should also be noted that the final commitment of any individual capital project over £20,000 is subject to a Cabinet Member Decision or Key Decision subject to the value of works.

2. RECOMMENDATIONS

- 2.1 That approval be given to the 2014/2015 Corporate Planned Maintenance Programme and scheme budgets (as set out in Appendices A and B), subject to any amendments as agreed for operational reasons by the Executive Director of Finance and Corporate Governance and the Director for Building and Property Management.
- 2.2 To note that the Corporate Planned Maintenance Programme will be monitored, incorporating operational changes made by the Executive Director of Finance and Corporate Governance and the Director for Building and Property Management, via progress reports to the Leader.

3. REASONS FOR DECISION

- 3.1 The reason for this decision is to provide proposals for the delivery and funding of the programme and to obtain approval for the 2014/2015 Corporate Planned Maintenance Programme, which is a fundamental element of the Council's strategy for dealing with the backlog of maintenance in response to the Corporate Asset Management Plan.

4. INTRODUCTION AND BACKGROUND

- 4.1 The CPMP is an annual programme of works to be carried out to Council properties excluding Housing and Schools which have their own separate Capital and Revenue programmes. The CPMP is made up of two main elements. The first element (Appendix A) being revenue funded works primarily covering servicing, associated repairs and testing of plant and equipment within buildings. A large element of this is required to meet statutory obligations (fire alarms, emergency lighting, electrical testing, boilers, lifts, portable electrical appliances, control of Legionella) and is therefore unavoidable. The second element (Appendix B) is the Council's capital funded projects, refurbishment works, the replacement of plant and equipment identified from the condition surveys and bids from departments.

- 4.2 From 1 October 2013 the delivery of the CPMP (revenue) for maintenance, statutory compliance management, inspection and associated works is delivered by the Tri-Borough Total Facilities Management (TFM) contract awarded to Amey. The strategic Intelligent Client Function (ICF- The Link) is delivered on a Tri-Borough basis and is hosted by Royal Borough of Kensington and Chelsea.
- 4.3 The Council's CPMP (capital) is delivered via the TFM contract and of the total annual programme of £2.5 million, approximately 50% has been identified under this contract, for works that arise from the condition survey programme each year. These works will contribute to a continuation in the reduction of the council's backlog maintenance figure in accordance with the Corporate Asset Management Plan and Carbon Reduction Programme. The remainder of the CPMP (capital) programme will be allocated to projects identified under the H&FC accommodation strategy, such as Hammersmith Town Hall, and service department requirements, along with supplementing the core works arising from the condition survey programme.
- 4.4 The opportunity will also be taken to incorporate, where feasible, improvements to energy efficiency (e.g. new controls, more efficient equipment, Smart metering or higher levels of insulation) and improvements to access for disabled people (deaf alerts to fire alarms, accessible heights for controls, contrasting colours etc). The CPMP programme also co-ordinates and links to the Council's Removal of Physical Barriers (Disability Discrimination Act) programme in the provision of lifts, ramps and accessible toilets.
- 4.5 The Council has historically only undertaken emergency or health and safety works to the Town Hall. The Town Hall has not benefited from regular investment to maintain the fabric and infrastructure of the building. The proposed works to Hammersmith Town Hall will achieve two major objectives for the council which are to improve the internal and infrastructure fabric of the Town Hall which will reduce the current and backlog maintenance for this building and contribute to optimising the occupancy and use of the Town Hall. The former will provide the additional capacity the council requires to vacate Cambridge House and Glenthorne Road offices when the lease expires for each building. The council will save £1.4m on the rent and service charges for these leased in properties. In the longer term, the town hall will be able to accommodate substantially more staff through more flexible working in a more efficient open plan layout, enabling a reduction in the size of the replacement for the town hall extension. This will also avoid the cost of the council having to provide (or retain) additional office space elsewhere.
- 4.6 The King Street redevelopment scheme which has now received planning permission will provide much needed resources through a S106 agreement to contribute to the required investment in the Town Hall as well as new council offices to replace the town hall extension. Improved public, Members' and staff access to the building will be achieved by the provision of two lifts as well as a capital contribution towards the required works to the fabric and infrastructure of the Town Hall.

5. PROPOSAL AND ISSUES

- 5.1 From 1 October 2013 the delivery of the CPMP has changed with the revenue programme of maintenance, statutory compliance management, inspection and associated works being delivered via the TFM contract awarded to Amey.
- 5.2 The Revenue Programme is detailed in Appendix A. The funding requirement remains the same as for 2013/2014 of £1.237 million. The following factors should be noted:
- In previous years a sum has been added to the revenue budget to reflect inflationary adjustments for the major contracts, which would have resulted in an increase of Approx 4%. However given the extent of the property rationalisations over the past 12 months no inflationary adjustment has been necessary for 2014/2015.
 - It should also be noted that although there has been a reduction in demand on resources as the size of the property portfolio has decreased, to date, this has tended to have been balanced out by the increase in demand for associated works flowing from the various areas of Health & Safety compliance.
 - The budgetary allocation for asbestos surveys has been maintained at the 2013/2014 CPMP level, to meet the costs of legislative changes in the requirements appertaining to the council's responsibilities for the management of asbestos.
 - The TFM procurement has delivered savings and this has been reflected in the council's Medium Term financial Strategy from 2013/2014 onwards.
- 5.3 As a result of the new delivery model, the format of the CPMP has been adapted to reflect the revised approach to prioritisation. Consequently Appendix B provides details of the recommended new capital schemes for 2014/2015 which matches the available resources. However the programme has been split to show the capital expenditure allocated directly under the TFM contract and the residual capital sum to be allocated against a range of projects as previously described.
- 5.4 As in previous years the programme also provides indicative projects for first consideration for funding in 2015/2016 and 2016/2017. However the programmes for 2015/2016 and 2016/2017 are already over-subscribed and hence there is little or no opportunity to bring forward projects currently identified in the un-funded programmes. This will therefore need to be reviewed and prioritised to match the available resources and will subsequently be the subject of the CPMP 2015/2016 report this time next year.
- 5.5 It should also be noted that the programme of works that have been prioritised against plant maintenance and statutory compliance programmes for this year only, have been based upon the condition survey data produced by EC Harris LLP. However, the new TFM contract via

Amey makes provision for the re-survey of the entire corporate property portfolio during 2014 and onwards. Consequently as these survey process progresses, these will likely result in prioritisation amendments and changes to the programme.

- 5.6 Therefore, as in previous years, it is proposed that in order to deal with any operational changes to buildings or if urgent but un-funded works become apparent through the year, the programme be subject to change and scheme substitution by the Executive Director of Finance and Corporate Governance and the Director for Building and Property Management in conjunction with Corporate Asset Delivery Team (CADT). As was the case for the 2013/2014 CPMP, quarterly monitoring (Cost, Progress and Variation) reports will be issued to CADT and to the Cabinet Member throughout the year.
- 5.7 The budget allocation against each capital scheme is at this stage indicative and subject to change as detailed design, consultation, and procurement are carried out. Historically some projects have cost more and others less than their initial budget allocation but the overall programme is managed in accordance with the agreed protocol. The commitment of any individual capital project over £20,000 is subject to a Cabinet Member Decision (subject to endorsement at Cabinet briefing) providing the scheme falls within the criteria laid down in Contract Standing Orders (Ref 9.4). The overall spend on the programme and forecasted outturns (Capital and Revenue) are monitored via the General Fund, Capital Programme and Revenue Budget monthly reports to Cabinet.

6. FUNDING

- 6.1 The budget for planned maintenance in 2014/2015 comprises £2.5 million capital. This sum must be considered provisional at this stage, as final funding approval will not be obtained until February 2014 at Budget Council. It has not been necessary to increase the revenue allocation, in line with inflation, due to the extent of property rationalisation over the past 12 months. Consequently the 2014/2015 level of funding remains as per the 2013/2014 sum at £1.237 million; this sum funds the unavoidable plant maintenance and statutory compliance responsibilities and other non-capital works. The revenue programme is detailed in Appendix A.
- 6.2 The Council's CPMP continues to address the issue of backlog maintenance. The level of funding will predominately deal with essential health and safety works, items to maintain wind and weather tightness but will not eradicate the backlog maintenance. The backlog maintenance continues to be taken into account through the rationalisation of the Council's property portfolio, helping to identify those properties for disposal or refurbishment. The forward capital programme has prioritised and maintained the allocated £2.5 million capital funding for this purpose in order to continue to address and manage the backlog maintenance.

7. OPTIONS AND ANALYSIS OF OPTIONS

7.1 Current And Future Service Delivery Model

- 7.2 As part of TFM the Corporate Planned Maintenance Programme management, professional services and associated construction works are delivered by the TFM contractor Amey (as of the 1st October 2013), on the basis of a single source delivery (Works and Professional Services).
- 7.3 The TFM contract commenced on 1st October 2013 and the 2013/2014 revenue allocation to Amey is 50% of the revenue annual sum (£618,500) and 50% of the annual capital allocation (£588,000).
- 7.4 The majority of construction works (excluding general and compliance maintenance) are currently undertaken under the Measured Term Contract (MTC), however post 1 October 2013 these works are now carried out by Amey. The option to implement the break clause in the MTC contract has been implemented and consequently no further works have been committed, under this contract, with the three frameworks contractors (Mulalley & Company Ltd, Kier Support Services Ltd and Philiam Construction & Development Ltd). It should however be noted that there may be projects being completed by our MTC contractor/s still.
- 7.5 General and compliance maintenance was delivered by a mixture of contractors and Works Practice (Direct Labour Organisation) and wherever practicable, the option to implement the break clause was implemented or in a limited number of cases, contracts have been novated across to Amey.
- 7.6 Part of the professional services currently provided by EC Harris LLP (ECH), following previous market testing, will in future be delivered directly under the TFM contract on a design & build basis. Amey will not only provide the various construction related services for all building maintenance, statutory compliance and construction projects up to a maximum value of £250,000, but will also provide the full range of professional services necessary to deliver the overall TFM package. It should also be noted that the overall project/programme management and monitoring role will be performed by the strategic Intelligent Client Function (ICF – The Link).
- 7.7 The break clause in the Professional Services Contract has been deferred until the completion of a number of major projects such as the Lyric Theatre, Hammersmith Library and proposals for Hammersmith Town Hall. Therefore the remaining contract period for the ECH contract, fees will continue to be calculated on the basis of the tendered schedule of rates, plus the cost of the Client Agent Team, which is funded via an overall percentage fee (15%) to the value of the commissions placed.

8. CONSULTATION

- 8.1 The Corporate Planned Maintenance Programme has been developed in consultation with the various departments of the council and the council's current technical advisers E.C.Harris LLP.
- 8.2 Energy savings will be achieved on projects identified under the Energy initiatives (including the installation of SMART Auto Meter Reading) within the 2014/15 programme .
- 8.3 The Landlord's consent via a licence will be obtained where applicable.

9. EQUALITY IMPLICATIONS

- 9.1 Due to the maintenance and statutory obligations of the works there are no equality implications associated with this programme.

10. LEGAL IMPLICATIONS

- 10.1 The Director (Legal and Democratic Services) agrees with the recommendation of this report. The Council should ensure that individual projects are procured in accordance with the EU Procurement Rules and the Council's contract standing orders
- 10.2 Implications verified/completed by: Kar-Yee Chan Solicitor (Contracts) 020 8753 2772.

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1 Provision of £2.5 million will be set aside within the 2014/15 Capital Programme for the Corporate Planned Maintenance Budget. Allowance is also provided for the £1,237,000 revenue charge within forward financial estimates.
- 11.2 Implications verified/completed by: Isaac Egberedu, Principal Accountant, 0208 753 2503.

12. RISK MANAGEMENT

- 12.1 The programme contributes positively to the management of property risk and maintaining our statutory health and safety duty. It is noted on the Council's Enterprise Wide risk register, number 6, Managing Statutory Duty. Where property related health and safety risks are identified they are now inform a risk register shared with the Bi-Borough Corporate Safety Unit and Council's Safety Committee at which a representative of Amey attends.
- 12.2 Implications completed by: Michael Sloniowski Bi-borough Risk Manager ext 2587.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1 The Council's Contract Standing Orders (CSO) requires that Cabinet approval is given for all tender acceptances or orders to be placed under existing framework agreements where the value equals or exceeds £100,000. An exemption to this provision is contained in section 9 of CSO whereby the appropriate Cabinet Members can approve such tenders or orders where the actual value is below the estimated value and that estimated value has previously been approved by the Cabinet as a key decision. This report asks the Cabinet to approve such schemes for the forthcoming financial year as a key decision.
- 13.2 Implications verified/completed by: Alan Parry, Procurement Consultant (TTS) 020 8753 2581

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

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

LIST OF APPENDICES:

- Appendix A**
- Appendix B**

Corporate Planned Maintenance Programme 2014/2015**Revenue Element**

Electrical Servicing	Fire Alarms/ Emergency Lighting	£ 68,000	
	Security Alarms	£ 74,000	
	Portable Appliance Testing	£ 70,000	
	Electrical Installation Testing	£ 41,000	
	Lighting Protection Testing	£ 5,000	
	Emergency Generators	£ 6,000	
	Car Park Barriers/Automatic Doors	£ 10,500	
	Deaf Alerter Maintenance	£ 13,000	
	Total Electrical Servicing		£287,500
Mechanical Servicing	Plant Maintenance (Contract 1)	£290,000	
	Plant Maintenance (Contract 2)	£150,000	
	Gas Health & Safety Works	£20,000	
	Legionella Prevention / Treatment	£56,000	
	Booster Pumps	£10,250	
	Water Treatment (Heating / Cooling)	£10,250	
	Total Mechanical Servicing		£536,500
Lifts Servicing	Lift Maintenance Contract	£80,000	
	Total Lift Servicing		£80,000
Building Surveying Works	Various Minor Works non capital	£50,000	£50,000
	Sub Total		£954,000
			£ 0
<p>In previous years a sum has been added to the revenue budget to reflect inflationary adjustments for the major contracts, which would have resulted in an increase of approx 4%. However given the extent of the property rationalisations over the past 12 months no adjustment has been necessary for 2014/2015.</p>			
	Associated professional Fees		£143,000
	Sub Total		£1,097,000
	Asbestos and Condition Surveys	£ 75,000	
	The Energy Performance of Buildings Directive (Energy Labelling)	£ 10,000	
	CPMP Programme Management	£ 20,000	
	Asbestos Data Base Management	£ 35,000	
	Total Revenue Element		£1,237,000




PLANNED MAINTENANCE PROGRAMME - DRAFT PROGRAMME 2014/2015 - APPENDIX B

ESTABLISHMENT	WORKS	£	£	£
		*2014/15	*2015/16	*2016/17
CPMP CORPORATE ALLOCATION:-				
Other H&FC projects	TBA	£0	£312,000	£652,000
Macbeth Centre	External refurbishment incl. roofs, windows, doors, dec's, lighting	£157,000		
Hammersmith Town Hall	Item 1 - Provision of Gas Fired Boiler Plant	£400,000		
	Item 2 - Heating system conversion programme - Phase 1	£150,000		
	Item 3 - Provision of ventilation programme - Phase 1	£150,000		
	Item 4 - Window repair / replacement programme - Phase 1	£120,000		
	Item 5 - Accommodation adaptation - Phase 1	£100,000		
	Item 6 - Drainage system replacement programme	£75,000		
	Items 1 - 6 - Phase 2 Programme		£840,000	
	Items 1 - 6 - Phase 3 Programme			£500,000
	Total	£1,152,000	£1,152,000	£1,152,000
	Fees	£172,800	£172,800	£172,800
	Grand Total	£1,324,800	£1,324,800	£1,324,800
CPMP ALLOCATION TO TFM ANNUAL BUDGET:-				
Other Amey projects	TBA	£0	£567,000	£567,000
145-155 King Street	External doors and windows	£40,000		
	Renew roof coverings	£120,000		
Castletown House (6 Castletown Road)	External masonry and render repairs	£12,000		
	Flat roof reflective finish, RWG's and flashings	£14,000		
	Internal fabric repair and redecoration, san.fittings	£12,000		
	Replace external doors and windows	£24,000		
	Replace heating controls and extract to kitchen	£15,000		
	Replace lightning protection installation	£12,000		
	Resurface paved areas, replace fencing to external areas	£12,000		
Cobbs Hall	Internal redecoration	£10,000		
	Renew GF toilets	£20,000		
	Replace handrails to roof	£20,000		
	Replace rainwater goods	£13,000		
Edward Woods Community Centre	Replace roof coverings	£19,000		
Hammersmith Park Bowling Pavilion	Replace heating and lighting	£5,000		
	Roof and external fabric repairs	£10,000		
Hammersmith Park Public Conveniences	Replace and upgrade Mechanical and electrical services	£12,000		
Hammersmith Town Hall Extension	External wind and weathertight repairs	£10,000		
	Replace electrical distribution boards	65,000		

PLANNED MAINTENANCE PROGRAMME - DRAFT PROGRAMME 2014/2015 - APPENDIX B

ESTABLISHMENT	WORKS	£	£	£
		*2014/15	*2015/16	*2016/17
Linford Christie Stadium Outside Female Toilets	Repair ext fabric, access ramps, replace door, redecorate	£12,000		
	Replace roof and replace flashings	£5,000		
Linford Christie Stadium Outside Male Toilets	External redecoration	£6,000		
	Internal redecoration, flooring and san fittings	£8,000		
	Replace external doors and windows	£6,000		
	Replace roof covering and rwg	£5,000		
White City Community Centre	Replace roof covering and external fabric repairs and repair damp internal walls	£35,000		
White City Estate Adventure Playground	Replace boiler	£11,000		
White City Estate Drop-in Centre	External and Internal fabric repair including roof soffit and redecoration	£6,000		
	Replace lighting	£22,000		
Wormwood Scrubs Maintenance Depot	Replace roof covering and external fabric repairs	£16,000		
Parks, Cemeteries and Open spaces	Decorations / repairs to fences, walls, surfaces and street assets (Rolling programme)	£50,000	£50,000	£50,000
	Energy initiatives (including the installation of SMART Auto Meter Reading - Rolling Programme)	£100,000	£100,000	£100,000
	Security alarm upgrades to comply with ACPO policy	£30,000	£30,000	£30,000
	Replacement of A/C units to various Buildings / Comms rooms.(F Gas Register requirements)	£50,000	£50,000	£50,000
	Fire Risk Assessment annual review - Consequential Works	£50,000	£50,000	£50,000
	Asbestos Management Plan - Consequential Works	£50,000	£50,000	£50,000
	5 Year Fixed Electrical Testing - Consequential Works	£25,000	£25,000	£25,000
	Fire Alarm / Emergency Lighting renewals - Consequential Works	£50,000	£50,000	£50,000
	Legionella Risk assessments - Consequential Works	£25,000	£25,000	£25,000
	Boiler Replacement - Minor Installations	£25,000	£25,000	£25,000
	Total	£1,022,000	£1,022,000	£1,022,000
	Fees	£153,300	£153,300	£153,300
	Grand Total	£1,175,300	£1,175,300	£1,175,300
CPMP TOTAL ANNUAL BUDGET 2014 / 2015:-				
	Total	£2,174,000	£2,174,000	£2,174,000
	Fees	£326,100	£326,100	£326,100
	Grand Total	£2,500,100	£2,500,100	£2,500,100

Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	Full Cabinet Date of decision: 3 March 2014	
	Cabinet Member for Community Safety, IT and Corporate Services - Cllr Hon Joanna Gardner Date of decision (i.e. not before): 3 March 2014 Forward Plan reference: <i>not required</i>	
	Cabinet Member for Finance and Customer Services, Melvyn Caplan Forward Plan reference: <i>not required</i> Date of meeting or formal issue:	
Report title (decision subject)	ICT PROGRAMME MANAGEMENT	
Reporting officer	Jane West, Executive Director, Finance & Corporate Governance, Hammersmith & Fulham Council Nicholas Holgate, Town Clerk and Executive Director of Finance, Royal Borough of Kensington & Chelsea Charlie Parker, Chief Executive, Westminster City Council	
Key decision	Yes	
Access to information classification	Open	

1. EXECUTIVE SUMMARY

- 1.1. The Tri-borough ICT programme is entering a new strategic phase as a result of the agreement to transform the ICT services across all three boroughs, with WCC being the first borough to transition to new suppliers and the implementation of a new tri-borough ICT target operating model.

1.2. The programme requires the effective management of an ever broader scope of highly interdependent business, technical and change projects delivered by ICT delivery teams and change managers from across the three boroughs. This will also include leading the management of the benefits realisation activities arising from the programme. This is currently being managed, delivered and supported by the tri-borough ICT programme management role.

1.3. This report seeks approval to:

- To continue to fund this tri-borough ICT programme role of an ICT Programme Manager from 1st April 2014 through to 31st March 2015 in the sum of £140,000, which is based on an industry estimated day rate for this role of £700 per day.
- To continue to apportion equally the costs of this ICT Programme Manager role across all three boroughs, ie £46,667 per borough.

2. RECOMMENDATIONS

2.1. Hammersmith and Fulham

That approval be given to the continuation of this ICT Programme Manager role, the total costs of £140k to be funded from the IT enablers fund, with the resulting cost to H&F after recovering the agreed contribution from the other two boroughs being £46,667.

2.2. Westminster City Council

That the Council approve the continuation of this role and the apportioned cost of £46,667

2.3. Kensington and Chelsea

That the Council approve the continuation of this role and the apportioned cost of £46,667.

3. REASONS FOR DECISION

3.1. Funding approval of £140k for the continuation of this key role within the programme, which will be apportioned equally across the three boroughs.

4. BACKGROUND

4.1. The Tri-borough ICT programme has been designed to:

- develop ICT of a strategic nature to respond to the evolving needs of the business

- deliver the savings required by the Corporate Services programme;
- jointly procure the ICT services required by the three authorities in time for the expiry of the WCC Serco contract;
- streamline and consolidate the three ICT service organisations into one;
- while maintaining a high quality level of ICT service throughout.

5. PROPOSAL AND ISSUES

5.1. This programme management role of ICT Programme Manager will be required to lead and support the following activities

- Support the production of detailed business cases for a range of projects within the programme.
- Monitoring and reporting on the delivery of benefits, both cashable and non-cashable for the programme
- Ensuring staff are better enabled to collaborate with partners to securely share information across council boundaries (e.g. within Tri-borough and with community groups, mutuals, charities, private sector organisations, social care delivery groups, and various parts of the NHS)
- Supporting the ICT transformation programme which will see the unification of the three current ICT services into one in the next year
- Managing the overall delivery of a complex series of applications consolidation, business change and technology projects, including co-location of tri-borough teams
- Ensuring ICT deliver the required capability to enable the Corporate working from anywhere programme
- Supporting a review and refresh of the ICT strategy by the Chief Information Officer
- Planning and programme management of any subsequent strategy enabling projects
- Supporting other interdependent programmes such as the Managed Services programme, Corporate Services programme and the property-led Working from Anywhere programme

5.2. The continuation of this role for the duration of the programme was one of the priority recommendations resulting from the Internal Audit of the programme.

6. OPTIONS AND ANALYSIS

- 6.1. **Option 1 - Do Nothing.** If the proposal is not approved then there is a risk to the successful delivery of the required outcomes and expected benefits of the ICT programme, which total in financial terms £3m and which would hinder the transformation programmes of the business areas many of whom are critically dependant on ICT for their delivery.
- 6.2. **Option 2 – Approve the role and the associated funding.** For the reasons cited in sections 1.1, 1.2 and 3.1 this is the recommended option, which will ensure effective management of this enabling programme and the associated delivery of the benefits and savings.

7. CONSULTATION

- 7.1. Not applicable.

8. EQUALITY IMPLICATIONS

- 8.1. There are no equality implications arising from the recommendations in this report. Procurement regulations indicate that for Interim Management “providing temporary cover for specific management resources and skills in a period of transition...within the organisation in a situation where a permanent role may be unnecessary or difficult to find at short notice... Interim managers may be appointed directly by the Council or be appointed through an agency using the Council’s agency recruitment system”.
- 8.2. Implications verified/completed by: Joanne Beill, Solicitor (Employment) Bi-borough Legal Services 020 8753 2712 and Carly Fry, Opportunities Manager, Innovation and Change 020 8753 3430.

9. LEGAL IMPLICATIONS

- 9.1. There are no procurement related implications. See equality implications.
- 9.2. Implications verified/completed by: Cath Irvine, Senior Solicitor (Contracts), Bi-Borough Legal Services 020 8753 2774.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The funding required is £140k from the H&F IT enabling budget. Costs will be apportioned across all three boroughs, with a cost to each borough of £46,667.

10.2. Implications verified/completed by Andrew Lord, Head of Strategic Planning and Monitoring, Corporate Finance 020 8753 2531

11. RISK MANAGEMENT

11.1. The continuation of the programme role is crucial in continuing to ensure that management of IT risk is effectively undertaken. Approval of the recommendation has added importance as the role provides programme resilience, continuity and leadership. The Tri-borough programme contributes directly to the positive management of many of the key Bi-borough Enterprise Wide Risks entries either, through direct delivery of efficiency improvements or indirectly through benefits realised from Tri-borough joint working initiatives.

11.2. Implications verified/completed by: Michael Sloniowski Bi-borough Risk Manager, telephone 020 8753 2587

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1. There are no procurement related issues as the recommendations in this report refer to funding for the provision of resources.

12.2. Implications verified/completed by: Joanna Angelides, Procurement Consultant, Tel No.0208 753 2586.


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.	Triborough ICT Strategy (published)	Jackie Hudson 020 8753 2946	IT & Procurement, LB Hammersmith & Fulham

Contact officer(s):

Jackie Hudson, Director of Procurement and IT Strategy, H&F,
jackie.hudson@lbhf.gov.uk, 020 8753 2946

Agenda Item 8

	London Borough of Hammersmith & Fulham CABINET 3 MARCH 2014
THE GENERAL FUND, HOUSING REVENUE ACCOUNT AND DECENT NEIGHBOURHOODS CAPITAL PROGRAMMES – BUDGET VIREMENTS AT QUARTER 3 2013/14	
Report of the Leader of the Council – Councillor Nicholas Botterill	
Open Report	
Classification : For Decision	
Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Governance	
Report Author: Jade Cheung, Finance Manager (Corporate Accountancy & Capital)	Contact Details: Tel: 0208 753 3374 E-mail: jade.cheung@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the revised capital budget as at quarter 3 for 2013/14, compared with quarter 2 which was approved by Cabinet on 9 December 2013.
- 1.2. This report will agree the budget virements for the General Fund, Housing Revenue Account capital programme and Decent Neighbourhoods capital budgets from the previously approved budget in quarter 2 to the revised budget in quarter 3.
- 1.3. The net proposed decrease to the Council wide capital programme for the year is £46.6m (table 1). This decrease is primarily attributable to slippages into future years as detailed in section 6 for each service. The **Capital Financing Requirement** is projected to be **£77.3m** by the end of the year.

2. RECOMMENDATION

- 2.1. That approval be given to the budget virements as at quarter 3 for 2013/14 as set out in this report.

3. REASONS FOR DECISION

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

4. INTRODUCTION AND BACKGROUND

- 4.1. This report sets out the revised capital budget as at quarter 3 for 2013/14, compared with quarter 2 which was approved by Cabinet on 9 December 2013.
- 4.2. This report will agree the budget virements for the General Fund, Housing Revenue Account capital programme and Decent Neighbourhoods capital budgets from the previously approved budget to revised budget in quarter 3.
- 4.3. The net proposed decrease to the Council wide capital programme for the year is £46.6m (table 1). This decrease is primarily attributable to slippages to future years as detailed in section 6 for each service – the largest budget movement between quarters 2 and 3 is for Children's Service at £30.9m.
- 4.4. The **Capital Financing Requirement** is projected to be **£77.3m** by the end of the year.

5. COUNCIL CAPITAL PROGRAMME

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

Table1: Budget Virements to Quarter 3 2013/14

Service Area	Quarter 2 Revised Budget	Slippage	Additions/ (Reduction)	Quarter 3 Revised Budget	Net Movement
	[a]	[b]	[c]	[a+b+c]	[b+c]
	£m	£m	£m	£m	£m
Children's Services	66.2	(32.0)	1.1	35.3	(30.9)
Adult Social Care Services	3.0	(1.0)	(0.1)	1.9	(1.1)
Transport and Technical Services	15.7	(1.2)	0.5	15.0	(0.7)
Finance and Corporate Services	0.9			0.9	-
Environment, Leisure and Resident's Services	2.7			2.7	-
Libraries	0.9			0.9	-
Sub-total - General Fund	89.4	(34.2)	1.5	56.7	(32.7)
Decent Neighbourhoods	22.6	(6.4)	(0.5)	15.7	(6.9)
Housing (HRA)	35.1	(7.0)		28.1	(7.0)
Sub-total - Housing	57.7	(13.4)	(0.5)	43.8	(13.9)
Total	147.0	(47.6)	1.0	100.4	(46.6)

6. CAPITAL BUDGET VIREMENT ANALYSIS¹

6.1. Childrens' Services

The budget movement from quarter 2 is a net decrease of £30.9m in quarter 3. The key budget movements in quarter 3 was for the Schools Organisation Strategy with slippage of £32.5m into future years, and the inclusion of new devolved capital for schools funding of over £1m. There has also been slippage in the Lyric Theatre project of £0.5m and the levels of slippage are anticipated to increase by the end of the financial year.

6.2. Adult Social Care

A net budget decrease of £1.1m is reported in quarter 3. This is due to a combination of reasons, the key one being the slippage of the Extra Care New Build project £957K into 2014/15 due to the project being at the early feasibility and planning stages.

6.3. Transport and Technical Services

The budget movement from quarter 2 is a net decrease in quarter 3 of £0.7m. This comprises slippage to 2014/15 of £1.172m taking the total slipped this year to £2.472m.

¹ The details of the budget movements are shown in the appendix to this report

6.4. Decent Neighbourhoods

The budget movement from quarter 2 to quarter 3 is a net decrease of £6.9m resulting in a revised budget of £15.7m. This is primarily due to slippage in expenditure on the original prudent cost forecasts for the new Housing Development Programme, Earls Court Buyback costs and Fulham Court.

6.5. Housing Revenue Account

A net decrease of £7m is reported in quarter 3 giving a revised budget of £28.1m.

7. VAT RISKS AND IMPLICATIONS

7.1 The Council needs to give close consideration to its VAT² partial exemption calculation and the risk of breaching the threshold. Capital projects represent the bulk of this risk. A breach that the HMRC did not authorise would cost the Council between £2 to 3 million pounds. A policy to manage this position – including ‘opting to tax’ properties where feasible – was approved by cabinet on 9th December 2013.

8. CONSULTATION

8.1. Not applicable.

9. EQUALITY IMPLICATIONS

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

10. LEGAL IMPLICATIONS

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

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1. This report is of a financial nature and has been approved by the Bi Borough Director of Finance (LBHF³).

12. RISK MANAGEMENT

12.1. Not applicable.

² Value Added Tax

³ London Borough of Hammersmith & Fulham

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. 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.	Capital Budget monitoring papers	Jade Cheung (telephone number 0208 753 3374)	Corporate Finance 2 nd Floor HTH ext.

LIST OF APPENDICES:

Appendix 1 – Capital budget variations:

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

APPENDIX 1

General Fund – Summary Capital Monitor

	Revised Budget 2013/14 (at Quarter 2)	Slippage	Additions/ (Reductions) / Transfers	Revised Budget 2013/14 (at Quarter 3)
Schemes	£'000	£'000	£'000	£'000
Children's Services	66,189	(31,954)	1,076	35,311
Adult Social Care	2,977	(1,017)	(87)	1,873
Transport & Technical services	15,670	(1,172)	498	14,996
Finance and Corporate Services	900			900
Environment, Leisure and Residents Services	2,661	(5)	(9)	2,647
Libraries	912			912
Total	89,309	(34,148)	1,478	56,639

Children's Services

	Revised Budget 2013/14 (at Quarter 2)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 3)
Schemes	£'000	£'000	£'000	£'000
Lyric Theatre Development	9,384	533		9,917
Devolved Capital to Schools	711		1,065	1,776
Other Capital Schemes	87		11	98
Schools Organisational Strategy	56,007	(32,487)		23,520
Total	66,189	(31,954)	1,076	35,311

Adult Social Care Services

	Revised Budget 2013/14 (at Quarter 2)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 3)
Schemes	£'000	£'000	£'000	£'000
Adult Social Care Grant	30			30
Hostel Improvement Grant	90	(60)		30
Supporting Your Choice - Social Care Reform (DoH)	87		(87)	0
Wormwood Scrubs Prison	64			64
Extra Care New Build Project (Adults PSS grant)	957	(957)		0
Community Capacity Grant	490			490
Disabled Facilities Scheme	990			990
White City Collaborative Care project	269			269
Total	2,977	(1,017)	(87)	1,873

Transport & Technical Services

	Revised Budget 2013/14 (at Quarter 2)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 3)
Schemes	£'000	£'000	£'000	£'000
Footways and Carriageways	2,030			2,030
Planned Maintenance/DDA Programme	5,282	(610)		4,672
River Wall Repairs	40			40
Transport For London	3,847		98	3,945
Parking Reserve/ Revenue Contributions	1,018		(190)	828
Developer Contribution Funded	2,801	(507)	578	2,872
West London Grant	279			279
Fulham Town Hall car park	98			98
Other Capital Schemes	275	(55)	12	232
Total	15,670	(1,172)	498	14,996

Environment, Leisure and Residents Services


	Revised Budget 2013/14 (at Quarter 2)	Slippages	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 3)
Schemes	£'000	£'000	£'000	£'000
Parks Expenditure	958	(5)	(59)	894
Bishops Park	156			156
Shepherds Bush Common Improvements	545			545
Recycling	22			22
CCTV	200			200
Fulham Palace Trust project	618			618
Porta Cabin Facility			50	50
Linford Christie Stadium Refurbishment	162			162
Total	2,661	(5)	(9)	2,647

Decent Neighbourhoods Capital Programme

Schemes	Revised Budget 2013/14 (at Quarter 2)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 3)
EXPENDITURE	£'000	£'000	£'000	£'000
Watermeadow Court (Demolition Costs)	700	(714)	64	50
248 Hammersmith Grove	600		(600)	0
Final decant cost at Watermeadow Court & Edith Summerskill	1,400	130		1,530
Housing Development Programme Development costs	1,901	(1,100)	578	1,379
Fulham Court (development including Childrens Centre)	406		220	626
Hostel Improvements	0	30		30
Shop Investments	500		(500)	0
HRA Debt repayments taken under pooling rules from	9,582			9,582
Earls Court Project Team	2,477			2,477
Earls Court Buy Back	5,000	(4,700)	(300)	0
Total	22,566	(6,354)	(538)	15,674

Housing Revenue Account Capital Programme

	Revised Budget 2013/14 (at Quarter 2)	Slippage	Additions/ (Reductions)/ Transfers	Revised Budget 2013/14 (at Quarter 3)
Schemes	£ '000	£ '000	£ '000	£ '000
Supply Initiatives (Major Voids)	2,650	(450)	(100)	2,100
Energy Schemes	1,591	240	100	1,931
Lift Schemes	3,672	(130)	(29)	3,513
Internal Modernisation	500	(500)		0
Major Refurbishments	8,649	(1,686)	(150)	6,813
Preventative Planned Maintenance	7,547	(3,469)		4,078
Minor Programmes	8,452	(992)	150	7,610
Decent Homes Partnering	988			988
CSD/RSD Managed (Adaptations, CCTV)	1,078			1,078
Rephasing and reprogramming			29	29
Total	35,127	(6,987)	0	28,140

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>3 MARCH 2014</p>
<p>ENHANCED REVENUE COLLECTION PROGRAMME</p>	
<p>Report of the Leader – Councillor Nicholas Botterill</p>	
<p>Open report A separate report on the exempt Cabinet agenda provides information which is confidential to the Council and/or the service provider.</p>	
<p>Classification: For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director of Finance & Corporate Governance</p>	
<p>Report Author: Jamie Mullins, Head of Recovery, H & F Direct</p>	<p>Contact Details: Tel: 020 – 8753-1650 E-mail: Jamie.Mullins@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. In January 2012, the Council awarded a contract to Agilisys Ltd to provide a range of expertise and capability to support and transform the way the Council's revenue collection services are delivered. The contract commenced in April 2012 for a period of 5 years.
- 1.2. The scope of the contract encompassed 12 debt areas but Council Tax, National Non Domestic Rate & Council Rents were excluded from the original contract due to impending bi/tri borough service reviews and restructures. The areas in scope at the time of the original contract were– Parking, Housing Benefit Overpayments, Service Charges, Major Works, Commercial Rents, Commercial Waste, Former Tenant Rent Arrears, Equity Share, Sundry Debtors, Street Markets, Residential Care Charges & Homecare Charges,

- 1.3. The contract rewarded Agilisys for improved collection above agreed baselines (gain share) through the submission of individual business cases.
- 1.4. Agilisys have proposed some business cases in the 3 out of scope areas, Council Tax, National Non Domestic Rate & Council Rents, which the Council would like to explore. However, as they are currently out of scope, this is not possible.
- 1.5. The Council is therefore seeking to widen the contract scope to include these areas. However, due to the potential amount of debts involved and consequently the gain share paid to Agilisys Ltd being over £100k, a Cabinet decision is required to achieve this.

2. RECOMMENDATION

- 2.1. That authority be given to vary the contract between Agilisys Ltd and the Council in relation to Enhanced Revenue Collection by way of a Deed of Variation from the earliest possible date to include services in relation to Council Tax, NNDR and Council Rent and to enter into any associated contract documentation to implement the variation.

3. REASONS FOR DECISION

- 3.1. The Council and Agilisys would like to explore the possibility around these three out of scope areas with a view to increasing revenue collection. The income to the Council is currently estimated at an initial £300k on the business cases proposed with the potential for further business cases in the future. If this variation is agreed, the council would be able to proceed without delay with raising revenue in these areas. There is no financial risk to the Council as Agilisys will only receive payment when they have increased collection and on a gain share basis on agreed baselines.
- 3.2. The Council would prefer to proceed with this notice of variation rather than re-tender the contract as this would delay the potential recovery of this income and this is seen as an extension of an already profitable partnership in this area. Current procurement period for this type of contract is estimated at a minimum of 8 months.

4. INTRODUCTION AND BACKGROUND

- 4.1. As explained in the Executive Summary, the Council awarded a contract to Agilisys Ltd in Jan 2012 to support and transform the way the Council's revenue collection services are delivered. The contract was for a maximum of 5 years and commenced in April 2012.
- 4.2. The partnership has been very successful with extra income of £1.6m being secured during the initial 18 months of the contract. This variation notice is being recommended as a means of expanding the scope of this

contract so as to enable the best practice in revenue collection which has been successful in other areas to be employed in the Council Tax, National Non Domestic Rate and Council Rents areas.

5. PROPOSAL AND ISSUES

- 5.1. The main issue is that the variation in the scope of the contract as proposed is potentially open to challenge as it was not included in the original contract scope. It may be that this amendment still generates a challenge from other suppliers.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. As the 3 areas in question were not included in the original scope of the Enhanced Revenue Collection Programme, the only other option available would be to return to the market place and invite tenders for a new partner to assist in revenue collection in these areas. However, it must be noted that the normal length of time it takes to procure in this area can be up to 8 months.

7. CONSULTATION

- 7.1. Not applicable.

8. EQUALITY IMPLICATIONS

- 8.1. An Equality Impact Assessment was completed alongside the original Cabinet key decision document in January 2012 (see list of background documents).

9. LEGAL IMPLICATIONS

- 9.1. It is noted that the Council is proposing to extend the scope of the current contract between the Council and Agilisys Limited for the provision of Business and Management Services Lot 2 - Enhanced Revenue Collection to include services in relation to NNDR and Council Tax. Further comments are provided in the exempt report.
- 9.2. Legal Services will be available to assist the client department with finalising the contract documentation.
- 9.3. Implications completed by: Kar-Yee Chan, Solicitor (Contracts), 020 8753 2772

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The extension of this contract will enable Agilisys to work with H & F Direct to identify business cases where Agilisys assist in the improvement of income collection and debt management. Further information is provided in the exempt report.
- 10.2. Financial implications completed by: (Gary Ironmonger (Finance Manager x2109)

11. RISK MANAGEMENT


- 11.1. Identification and control of procurement, contract risk, including award and variation are the responsibility of the Finance and Corporate Services Directorate. Further information is provided in the exempt report.
- 11.2. Implications completed/verified by: (Michael Sloniowski Bi-borough Risk Manager x2587)

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. Whilst we agree with the proposals we would recommend that legal comments are given due consideration
- 12.2. Implications verified/completed by: (Mark Cottis, e-Procurement Consultant, 020 8753 2757)

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet Report- 9 January 2012 (open report published, plus exempt report)	Jamie.Mullins Tel: 020 – 8753-1650	Head of Recovery, H&F Direct
2.	Equality Impact Assessment – Jan 2012 (published)	Jamie.Mullins Tel: 020 – 8753-1650	Head of Recovery, H&F Direct

 <p>h&f the low tax borough</p>	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">3 MARCH 2014</p>
<p>APPROVAL TO AWARD A TEMPORARY STATIONERY CONTRACT FOR FIVE MONTHS (APRIL TO AUGUST 2014)</p>	
<p>Report of the Leader - Councillor Nicholas Botterill</p>	
<p>Open Report</p>	
<p>Classification: For Decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Governance</p>	
<p>Report Author: Joanna Angelides and Mark Cottis, Procurement Consultants</p>	<p>Contact Details: Tel: 020 753 2586 E-mail: Joanna.angelides@lbhf.gov.uk and mark.cottis@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. Currently the London Borough of Hammersmith and Fulham (H&F) use a framework agreement (managed by the LB Havering - LBH) for the supply of office stationery including photocopy paper, equipment, educational and electronic supplies. This agreement was awarded to Office Depot (UK) Ltd in April 2010 and will expire on 31 March 2014.
- 1.2. LBH led the award of the stationery framework agreement on behalf of London Boroughs, Surrey County Council, 11 District and Borough Councils, TFL, Bank of England and a number of other local authority organisations. LBH have agreed to lead re-tendering of these opportunities.
- 1.3 Whilst historically a separate London-wide framework agreement was awarded, where authorities benefited from amalgamating their spend which delivered lower prices, the London Heads of Procurement (LHoP), decided last year that better value may be achieved by

undertaking a mini competition exercise using the framework agreement to be awarded by the Crown Commercial Service (CCS) – formerly known as the Government Procurement Service.

- 1.4 Unfortunately the CCS was not able to award this in time and is now looking at January 2015 to put an agreement in place. As a result of this, LBH has decided the best course of action is to retender the existing London-wide arrangements. This course of action is supported by H&F and it is anticipated will be agreed by the LHoP at their next meeting in February. The timescale for the award and commencement of the framework agreement is 1 September 2014.
- 1.5 As a result, H&F will need to put an interim contract in place with Office Depot to ensure contract coverage until new arrangements are in place. Office Depot have agreed to maintain the same terms and conditions and LBH have provided all users of the current framework agreements template letters to be sent to the stationery suppliers. The letter seeks to extend the current arrangements for a period of 5 months to allow the procurement process to be completed.
- 1.6 H&F will benefit from this approach in the following ways:
 - The interim arrangements will be much shorter than waiting for the CCS award and will be in place by September 2014.
 - Office Depot have agreed to hold prices so H&F will continue to enjoy the same excellent value for money, quality of service and there will be no disruption in April when the current agreement expires.
 - A new London-wide framework agreement in September will be conducted using an e-auction so driving prices down.
 - Aggregating demand across the public sector will deliver lower prices.
 - H&F will continue to benefit from volume rebates/e-procurement discounts.
 - It will provide an opportunity to discuss shared management arrangements in the future with Tri-Borough partners.

2. RECOMMENDATIONS

- 2.1. That a waiver from the Council's Contract Standing Orders (under CSO 3) be approved in respect of seeking tenders and that authority be given to the Executive Director of Finance and Corporate Governance (in consultation with the Bi-borough Director of Law) to negotiate a new short term contract for a duration of five months with Office Depot (UK) Ltd for the supply of office stationery from 1 April 2014 to 31st August 2014.
- 2.2. That the Council participates in the retendering arrangements being led by the London Borough of Havering for a London & Surrey wide

framework agreement for the supply of stationery for a four year period commencing on 1 September 2014.

- 2.3. That the Leader awards a contract for the supply of stationery from 1 September 2014 for a four year period to be based upon the proposed tendering exercise for a London & Surrey wide framework agreement to be undertaken by the London Borough of Havering.

3. REASONS FOR DECISION

- 3.1. The interim arrangement is relatively short and because the anticipated spend is below the thresholds set out in 2006 Regulations there are less risks of a challenge. Office Depot has agreed with LBH to hold prices so H&F will continue to enjoy the same excellent value for money, quality of service and there will be no disruption in actual supplies.
- 3.2. Participating in a pan London & Surrey framework agreement for the supply of stationery has distinct advantages for H&F. Currently H&F have electronic catalogues on its eProcurement system which makes it easy to order products and accept deliveries within 24 hours (to individual sites/desks). It also provides a high degree of control and supports commitment accounting.
- 3.3. The new framework agreement to be undertaken by LBH will be conducted using an e-auction so driving prices down (an approach that has been adopted for the previous 2 tendering exercises). H&F will continue to benefit from amalgamating its spend with other London authorities and public bodies to deliver lower prices, rebates and discounts for ordering supplies through an electronic portal.
- 3.4. Given the short period for the retendering of the London & Surrey wide framework agreement for the supply of stationery products by the LBH and the uncertainty of new arrangements post Borough Council elections in late May there will be insufficient time to take a contract acceptance report through the Cabinet for a 1 September 2014 commencement date. It is recommended this is delegated to the Leader to award the contract.

4. INTRODUCTION AND BACKGROUND

- 4.1. The Contract for the supply of office stationery is via a framework agreement let by the LBH on behalf of public bodies from across London (including and in addition to the London Boroughs, the Metropolitan Police and London Universities and other public sector organisations), Surrey County Council and all of Surrey's District Councils.

- 4.2. The existing contract, for the supply of office stationery was awarded to the Office Depot UK Ltd in April 2010 by the LBH who acted as the lead authority and will expire on 31 March 2014.
- 4.3. Current annual spend on stationery is approximately £170k (estimated for 2013/14) and covers photocopying paper, general stationery, office equipment and computer consumables. Over the last 3 years there has been a steady reduction in costs from £202k (2010/11) to £173k (2012/13) and it is anticipated this trend will continue. In comparison to other Councils, where the average spend on stationery is £298k, H&F spends considerably less (approximately 57% lower). The Council also benefits from receiving a rebate of about £10k pa through a volume discount and using its eProcurement system. The rebate will continue under the proposed interim arrangements. The anticipated spend over this interim period is approximately £70k
- 4.4. The LBH manages the contracts remotely, chairing annual performance review meetings with Office Depot (UK) Ltd and representatives of the London boroughs. Each participating Council manages their requirements independently including managing their own contractual/supplier relationships.

5. PROPOSAL AND ISSUES

- 5.1 As indicated above, the framework agreement which the Council uses to procure office stationery expires in March 2014 and there is no scope for extending this under the 2006 Regulations. The best way forward is to put in place a new short term contract for a duration of five months at an estimated cost of £70K.
- 5.2 Office Depot (UK) Ltd has agreed, in principle, to temporary contracts for all of its current customers for five months from 1 April 2014 to 31 August 2014 under the existing contract conditions and schedule of rates for 2013/14. Officers are satisfied that the temporary contract proposals represent value for money and the contractor has performed well and therefore recommend that a contract is awarded accordingly.
- 5.3 To enable the Council to achieve maximum savings by both amalgamating its spend with other London authorities and public bodies to deliver lower prices and by cutting the cost of tendering it is recommended that H&F participates in any lawful arrangement put in place by the LBH. Current timescales indicate that the LBH will have completed the necessary arrangements for new contracts to be in place for a 4 year period commencing on 1 September 2014.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. **Do nothing** This is not an option because the current contract expires on 31 March 2014 and there is no further provision to extend the contract.
- 6.2. **Go out to tender** The Council could re-tender the contracts but given the much lower volumes involved is unlikely to secure the same value for money or quality of service.
- 6.3. **Amey the Council's facilities management contractor undertake the procurement of office stationery on our behalf the Council.** Discussions have been held with Amey who have indicated they are unlikely to match the same value for money or quality of service currently provided under the existing arrangements.
- 6.4. **Participate in another existing framework agreement managed by the Yorkshire Purchasing Organisation (YPO).** LBH have undertaken a benchmarking exercise comparing prices available from the YPO framework agreement and have concluded that these prices are more expensive than the current prices through the LBH framework.
- 6.5. **Participate in the present Crown Commercial Services (CCS) framework agreement that will now terminate in 2015.** Given the shortness of the contract concerned and transition costs involved, the administrative cost of changing supplier would not be economical.
- 6.6. **Extend the current LBH framework.** There are no provisions contained in the 2006 Regulations 2006 to extend an existing framework agreement. Under these Regulations framework agreements cannot be concluded for more than a 4 year duration unless there are exceptional circumstances.
- 6.7. **Negotiate a short term contract with Office Depot UK Ltd until the Council is able to access the London & Surrey wide framework contract to be awarded in September 2014.** This offers the best value for money for the Council, maintains the high quality of the current service and reduces the costs of transition and is recommended. Discussions will be held with Tri-Borough partners to explore the scope for sharing management arrangements in due course.

7. CONSULTATION

- 7.1. Not Applicable.

8. EQUALITY IMPLICATIONS

- 8.1 There are no equality implications arising from the recommendations in this report.

9. LEGAL IMPLICATIONS

- 9.1. It is noted that the estimated value of the proposed interim contract is below the current threshold for services and supplies for a period of five months. It therefore falls under the threshold for full compliance with the Public Contract Regulations 2006 (as amended). However, the Council should still comply with the general principles of openness, non-discrimination and equality of treatment.
- 9.2. Under the Council's Contract Standing Orders (CSOs) a minimum of three tenders should be sought for a contract of this value. This requirement may be waived by the appropriate Cabinet Member(s) and the Leader of the Council if they are satisfied that a waiver is justified on one of the grounds as set out in section 3.1 of the CSOs.
- 9.3. Legal Services will work with the client department to agree the terms of the interim contract with Office Depot Ltd.
- 9.4. Implications verified/completed by: (Kar-Yee Chan, Solicitor (Contracts) Tel No 0208753 2772)

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. As set out in the report at 5.2 the proposed temporary framework contracts will be based on the existing contract terms and schedule of rates for 2013/14. The continued delivery of rebates remains a key part of the Councils overall budget strategy.
- 10.2. Implications verified by Andrew Lord, 0208 753 2531

11. RISK MANAGEMENT

- 11.1. The Royal Borough of Kensington and Chelsea are presently obtaining stationery supplies from Office Depot but have asked Amey the Facility Management Contractor to explore options for the future. Westminster City Council awarded a contract last year for a period of two years to Bates Office Supplies which the Council is unable to join.
- 11.2. The recommendations positively contribute to the Enterprise Risk Register entry number 1, Managing Budgets. There are no wider risk management implications associated with the report.

11.3. Implications verified by: Michael Sloniowski, Bi-Borough Risk Manager
0208 753 2587.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1. The Council may enter into a short term contract with Office Depot negotiated under Regulation 14 (1) (iv) of the Public Contract Regulations. The negotiated contract will be on the same terms and conditions as the existing framework agreement. Officers are satisfied that the temporary contract proposals represent value for money and recommend that contracts are awarded accordingly.


12.2. Officers from the Corporate Procurement Team have been responsible for putting proposals forward for the letting and management of this contract and the Director of Procurement and IT Strategy supports the recommendations.

12.3. Implications verified/completed by: Mark Cottis, Procurement Officer
0208 753 2757

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.	Contract Documents (exempt)	Geoff Sorrell Ext 2583	FCS Procurement and IT Strategy, HTH

Agenda Item 11

 <p>the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>3 MARCH 2014</p>
<p>Report of the Leader of the Council – Councillor Nicholas Botterill</p>	
<p>MONITORING OFFICER REPORT TO CABINET: LOCAL GOVERNMENT OMBUDSMAN FINDING- MALADMINISTRATION CAUSING INJUSTICE (CASE No 1212460)</p>	
<p>Classification: For Decision Key Decision: No</p>	
<p>Wards Affected: Palace Riverside Ward</p>	
<p>Accountable Executive Director: Mel Barrett, Executive Director of Housing and Regeneration</p>	
<p>Report Author: Kathleen Corbett, Lyn Anthony,</p>	<p>Contact Details: Tel: 020 8753 1011 Email: lyn.anthony@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

1.1 LOCAL GOVERNMENT OMBUDSMAN FINDING – MALADMINISTRATION AND INJUSTICE (CASE No 120121460)

1.2 The Local Government Ombudsman submitted to the Council on 14th January 2014 a report with a finding that the complainant, who lives in sheltered housing which is managed by the Council, was wrongly overcharged for water, contrary to the Water Resale Order 2006. The Ombudsman concluded that this was maladministration causing injustice. A copy of the Ombudsman's report is **attached at Appendix 1.**

1.3 The last time the Council received an Ombudsman report on maladministration were in 2004 and 2010.

1.4 Local Government Ombudsman's report

Under s.5 of the Local Government and Housing Act 1989 the Monitoring Officer is under a duty to present a report to the Cabinet in the event of a finding of maladministration in respect of an executive function and the Cabinet is under a duty to consider that report. This report discharges that duty, as set out below.

1.5 Under s.5A the Cabinet is obliged to consider the report and prepare a report which specifies:

- (a) what action (if any) the executive has taken in response to the report;
 - (b) what action if (any) the executive proposes to take and when;
 - (c) the reasons for taking the action or, as the case may be, for taking no action.
- 1.6 As soon as practicable after the preparation of such a report, it must be sent to each member of the authority and the Monitoring Officer. These duties are reflected in the recommendations.
- 1.7 As required by the Act, the Head of Paid Service and the s.151 officer have been consulted in the preparation of this report.
- 1.8 In addition to the s.5 requirements, s.31 of the Local Government Act 1974 provides that where the Ombudsman reports that there has been maladministration, the report shall be laid before the authority concerned and that it shall be the duty of that authority to consider the report and, within 3 months of the date of receipt of the report, to notify the Ombudsman of the action which the authority has taken or which it proposes to take. The Ombudsman has further powers available in the event that he or she is dissatisfied with the authority's response.

2. RECOMMENDATIONS

- 2.1 That the Cabinet notes:
- (i) The Local Government Ombudsman's report, findings and recommendations and endorses the actions already undertaken by officers as a result, in particular (a) the Council prioritising arrangements to correct the system for reselling water services to residents which will be fully implemented during the current financial year; (b) the action taken by officers in July 2013 to write to all residents at Meadowbank Close who have been overcharged advising them of refund; and (c) a written apology issued.
 - (ii) That the Council has advised residents at Meadowbank Close in July 2013 that all water charges for the financial year beginning 1 April 2013 are currently being reviewed, and that these will be reset in accordance with the estimated levels of usage and cost for the remainder of the year.
 - (iii) That any difference between the amount paid to Thames Water and the amount charged to all residents will be corrected at the end of the year via an adjustment to their rent account.
 - (iv) That the officers involved in this case no longer work for the Council.
- 2.2 That, on the basis of these actions, the Cabinet takes no further action in relation to the matter for the reasons set out in the report.

- 2.3 That this report be adopted as the Cabinet's formal response as required under S5A of the Local Government and Housing Act 1989 and distributed to all Members of the authority and the Monitoring Officer.
- 2.4 That this report be adopted as the Council's formal response under s.31 of the Local Government Act 1974 and the Local Government Act 1974 and the Local Government Ombudsman be notified of the action the Council has taken.

3. REASON FOR DECISION

- 3.1 Under s.5 of the Local Government and Housing Act 1989 the Monitoring Officer is under a duty to present a report to the Cabinet in the event of a finding of maladministration in respect of an executive function and the Cabinet is under a duty to consider that report.

4. INTRODUCTION AND BACKGROUND

SUMMARY OF THE OMBUDSMAN'S REPORT

- 4.1 Miss A lives in sheltered housing provided by the Council. Miss A complained to the Ombudsman about the way the Council charges her for water use. MS A said that:

- The Council has acted unreasonably by charging her a compulsory water charge which is very expensive, rather than charging her only for the water she uses or applying the Thames Water Assessed Household Charge;
- The Council has refused to provide individual water meters even though this is what tenants have asked for and Thames Water has supported their request;
- The Council has been inconsistent about how it charges residents for water, first saying it uses the old rateable value before saying it uses a bulk water meter and divides the charge between residents; and
- Officers have been rude, obstructive and have delayed responding to her about the matter.

OMBUDSMAN'S FINDING - Maladministration and injustice

- 4.2 The Council has significantly overcharged residents for water use. The Council has also taken too long to identify the problem and clearly explain to Miss A how it has charged her for water use. The Council should have been aware of and complied with the Water Resale Order. This is fault.
- 4.3 The Council's responses to Miss A's correspondence have been inconsistent. Although Miss A did not specifically allege that the Council had been in breach of the Water Resale Order, she did allege that she was paying significantly more

for water use than would be expected and she asked the Council for a copy of its agreement with Thames Water. Miss A also said she hoped the Council was not allowed to resell water at a profit. If the Council had thoroughly investigated how it charged residents for water use in response to Miss A's initial complaint, the problem could have been identified and put right much earlier.

- 4.4 The Council is now taking action to put right the injustice suffered by Miss A and the other tenants.
- 4.5 The Council has considered Miss A's request for her own water meter. It has explained its decision that it will not install a meter. Miss A's adjusted water bills now appear to be broadly in line with the Thames Water Assessed Household Charge.
- 4.6 Miss A has complained about the conduct of some Council officers involved with her complaint. But, apart from the unsatisfactory response to her complaint, the Ombudsman finds no fault.

OMBUDSMAN'S RECOMMENDATIONS

- 4.7 The Ombudsman's recommendations are that the Council:
- Issues a written apology to Miss A;
 - Completes the process of refunding all residents who have been overcharged;
 - Pays interest on the amount tenants have been overcharged (in accordance with section 10 (2) of the Water Resale Order);
 - Complies with the requirements of the Water Resale Order by clearly explaining to tenants how it has calculated their water rate with reference to the Order, when it issues a demand for payment;
 - Undertakes a review of how it collects water charges from Council tenants across the Borough; and
 - Pays Miss A a financial remedy of £100 for her time and trouble pursuing the matter.

5. PROPOSAL AND ISSUES

- 5.1 This report sets out the learning and actions required as a result of a finding of maladministration and injustice against the Council.
- 5.2 Principally the complainant's original complaint to the Council was not about the Water Resale Order. Rather it was concerned with repeated requests in 2007 and 2008 to H&F Homes Limited, the Arm's Length Management Organisation (ALMO) managing the council's housing stock at the time, about whether a

water meter could be installed at her property. The LGO initially found no fault in respect of that complaint and issued a provisional decision on that basis. However, during the course of dealing with the complaint, it emerged that there were issues with the process of charging for water rates.

- 5.3 In 2012/13, as part of the on-going due diligence work, officers were undertaking through the examination of old records and refining budgets following the return of the management of Council Housing to the Council from H&F Homes Ltd in April 2011. Officers identified there were issues with the water charges.
- 5.4 Principally, the Ombudsman found that following their investigation of the Council's approach to calculating the price at which water and sewerage services are resold to tenants that the Council had been overcharging residents. The investigation covers the period 1st April 2010 – 31st March 2013. The amount that should have been billed has been recalculated using the OFWAT guidelines. In summary OFWAT requires that "anybody reselling water or sewerage services should charge no more than the amount they are charged by the company". Resellers are also allowed to make a reasonable administration charge.
- 5.5 The Council will include a paragraph in the annual rent increase letter explaining that it now complies with the requirements of the Water Resale Order and stating that it does this by means of an annual reconciliation of tenants' water charges. The Council will explain in the annual rent letter that this annual reconciliation will result in another letter in September 2014 telling tenants what the reconciling charge or refund due for water is, the letter will give them 4 weeks' notice before the charge or refund due is applied to their rent accounts. This will be an annual on-going process.
- 5.6 This review is currently in progress: the Council has undertaken a comprehensive programme of Water Meter readings to ensure it receives accurate invoicing from Thames Water. At the end of 2013/14 an annual reconciliation will be carried out, tenants will be written to in September 2014 giving them 4 weeks' notice of the appropriate additional charge or refund which will then be posted onto tenants rent accounts. The Council has ensured that its new caretaking contract includes a requirement for all communal water meters to be read twice a year by caretakers to ensure it receives accurate invoices from Thames Water.
- 5.7 In addition the Council will carry out a review of its policy on water charging in 2014/15, with a view to, where it is economically feasible and will not result in large costs which would have to be passed onto tenants and leaseholders, enabling tenants to take responsibility for their own water charges. The review will test whether Thames Water is prepared to provide water meters free of charge to residents who would like them, or alternatively if not how much they would charge and in what circumstances this would be possible.
- 5.8 The officers originally involved in this case no longer work for the Council

Learning from the case

- 5.9 In combination H&F Homes Ltd and the Council took too long to respond to Miss A's legitimate concerns. The corporate complaints and compliments system now in place has clarified escalation processes and reduced the risk of such a drawn out process occurring in the future.

COUNCIL'S RESPONSE TO THE LOCAL GOVERNMENT OMBUDSMAN

- 5.10 The Local Government Ombudsman first raised the issue of the Water Resale Order with the Council on 20th March 2013. Officers investigated further and discovered that there was a communal water meter at the sheltered property in question. After some difficulties in locating the meter which was located beneath paving slabs, a meter reading was then taken by Officers. Copies of historic Thames Water bills were then obtained and the level of refund due was calculated. An apology was issued to Miss A by the Executive Director of Housing and Regeneration in his letter of 23rd July 2013 at the conclusion of the Council's internal investigation into the complaint, together with a refund returned via her rent account of £798.99. A further apology was issued again to Miss A in his letter dated 20th January 2014 following receipt of the Ombudsman's report.
- 5.11 All residents who have been overcharged at the sheltered property in question were refunded and a letter of apology issued by the Executive Director of Housing and Regeneration in July 2013. These refunds totalled £37,711.45 and were returned via a credit on tenants rent accounts. Where there is a credit on their rent account residents are able to ask for a refund to be made into their bank account.
- 5.12 In keeping with the Water Resale Order, interest has been paid via a refund on residents' rent accounts to all tenants at the sheltered properties who have been over charged, where there is a credit on their rent account residents are able to ask for a refund to be made into their bank account. All residents have received a letter to this effect dated and posted on 20th January 2014. These payments (excluding that made to Miss A) totalled £1,072.10
- 5.13 The Council will include a paragraph in the annual rent increase letter explaining that it now complies with the requirements of the Water Resale Order and stating that it does this by means of an annual reconciliation of tenants' water charges. The Council will explain in the annual rent letter that this annual reconciliation will result in another letter in September 2014 telling tenants what the reconciling charge or refund due for water is, the letter will give them 4 weeks' notice before the charge or refund due is applied to their rent accounts. This will be an annual on-going process.
- 5.14 The Council has undertaken a comprehensive programme of Water Meter readings to ensure it receives accurate invoicing from Thames Water. At the end of 2013/14 an annual reconciliation will be carried out, tenants will be written to in September 2014 giving them 4 weeks' notice of the appropriate additional charge or refund which will then be posted onto tenants rent accounts. The Council has ensured that its new caretaking contract includes a requirement for

all communal water meters to be read twice a year by caretakers to ensure it receives accurate invoices from Thames Water.

- 5.15 In addition the Council will undertake a review of its policy on water charging during 2014/15, with a view to, enabling tenants to take responsibility for their own water charges where it is economically feasible and will not result in large costs which would have to be passed onto tenants and leaseholders.
- 5.16 The £100 compensation was paid to Miss A, together with the interest payment owed of £26.20 by cheque on 20 January 2014.

6. CONSULTATION

- 6.1 The Chief Executive has been consulted about this matter. The Chief Executive endorses the early actions taken by officers and will continue to monitor the situation.

7. EQUALITY IMPLICATIONS

- 7.1 The equality implications are contained in the body of the report.

8. LEGAL IMPLICATIONS

- 8.1.1 The legal implications are incorporated in the body of the report.

9. FINANCIAL IMPLICATIONS

- 9.1 The compensation of £100 is considered appropriate and is in line with general guidance from the Ombudsman on redress. Interest has been paid to the residents of Meadowbank Close in accordance with the Water Resale Order 2006.

LOCAL GOVERNMENT ACT 2000 **BACKGROUND PAPERS**

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
No.1	Local Government Ombudsman report	Lyn Anthony Ext. 1011	Finance & Corporate Services - Executive Services. Room 229 HTH

Local Government
OMBUDSMAN

Final report

on an investigation into

12 012 460 against

London Borough of Hammersmith and Fulham

14 January 2014

Investigation into 12 012 460

against London Borough of Hammersmith and Fulham

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Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Miss A the complainant

Report summary

Housing

Miss A lives in sheltered housing provided by the Council. Miss A complains about the way the Council charges her for water use. In response to my enquiries the Council identified it had overcharged Miss A and other residents over £38,000 for water use since 2008. The Council has now issued a refund to Miss A and is in the process of issuing refunds to all residents who have been overcharged.

Finding

Fault found causing injustice.

Recommended remedy

I recommend the Council:

- issues a written apology to Miss A;
- completes the process of refunding all residents who have been overcharged;
- pays interest on the amount tenants have been overcharged (in accordance with section 10(2) of the Water Resale Order);
- complies with the requirements of the Water Resale Order by clearly explaining to tenants how it has calculated their water rate with reference to the Order, when it issues a demand for payment;
- undertakes a review of how it collects water charges from Council tenants across the Borough; and
- pays Miss A a financial remedy of £100 for her time and trouble pursuing the matter.

The complaint

1. Miss A lives in sheltered housing provided by the Council. Miss A complained to the Ombudsman about the way the Council charges her for water use.
2. Miss A said:
 - the Council has acted unreasonably by charging her a compulsory water charge which is very expensive, rather than charging her only for the water she uses or applying the Thames Water Assessed Household Charge;
 - the Council has refused to provide individual water meters even though this is what tenants have asked for and Thames Water has supported their request;
 - the Council has been inconsistent about how it charges residents for water, first saying it uses the old rateable value before saying it uses a bulk water meter and divides the charge between residents; and
 - officers have been rude, obstructive and have delayed responding to her about the matter.

Legal and administrative background

3. The Ombudsman investigates complaints about 'maladministration' and 'service failure'. In this statement, I have used the word fault to refer to these. If there has been fault, the Ombudsman considers whether it has caused an injustice and, if it has, she may suggest a remedy. (*Local Government Act 1974, sections 26(1) and 26A(1)*)
4. The Ombudsman may investigate matters coming to her attention during an investigation, if she considers that a member of the public who has not complained may have suffered an injustice as a result. (*Local Government Act 1974, section 26D and 34E*)
5. Where a resident does not have a water meter, a water company may charge the resident for water or sewerage services based on the rateable value of their property. A water bill based on the rateable value of a property will not reflect the number of people in the property or the amount of water used.
6. The Water Resale Order 2006¹ sets out the rules by which a landlord may charge a tenant for water or sewerage services where the tenant does not pay the water company directly. The Order says anybody who resells water must not charge more than the amount they are charged by the water company. The Order sets out how a water reseller may calculate the maximum water charge for a property. Where there are a number of properties receiving water services and there are no water meters, the Order says the reseller should share the bill from the water company between the purchasers using one of the following methods:
 - Equally between the purchasers;
or in proportion to the:
 - Number of people living in each property;

¹ The Water Resale Order 2006 is a non-statutory order made by the Water Services Regulation Authority (OFWAT) under s150 of the Water Industry Act 1991.

- Rateable value of each property;
 - Total floor space of each property;
 - Number of bedrooms in each property; or
 - One half of the bill calculated on the number of purchasers (method 1) and the other half calculated on any one of the other methods (2-5).
7. Thames Water uses an Assessed Household Charge to bill residents for water usage where a water meter cannot be installed. Thames Water places each property in a band based on the number of bedrooms in the property, or by using a single occupier tariff if the resident lives alone.

How we considered this complaint

8. I have considered Miss A's letter of complaint and the supporting documents she sent. I have discussed the issues with her. I have made enquiries to the Council and considered its responses. I have also considered the comments of Miss A and the Council in response to a draft of this report.

What happened

9. Miss A moved into her current property in 2007. The property is sheltered housing for residents over the age of 60 and is managed by the Council. The property is one of a group of 63. After moving into the property Miss A found out that individual water meters were not fitted for each property. As she felt she was paying too much for water, in 2007 and 2008 she asked the Council if it could install individual meters as part of a proposed improvement programme. Miss A says the Council did not respond to her letters.

The Council's complaints procedure

10. In April 2010 Miss A complained to the Council that the yearly water charge of £332.80 was far higher than the Thames Water Assessed Household Charge (£175). She also asked the Council to allow Thames Water to install a water meter at her property.
11. In its response at stage 1 of its complaints procedure, the Council said:
- there are two bulk water meters which assess water usage for the whole block. The meters are read quarterly and the charge is equally levied across the properties in the block; and
 - according to Thames Water, it is not possible to fit an individual water meter for Miss A's property.
12. Miss A escalated her complaint and also asked the Council for a copy of its agreement with Thames Water with regard to water charges. The Council responded at stage 2 of its complaints procedure in June 2010. Miss A says she did not receive the letter until May 2011. The Council partially upheld the complaint and said:
- the stage 1 response contained incorrect information;
 - the properties are served by a communal water meter. The Council's policy has been to charge residents exactly what would have been paid to Thames Water

when all costs were based on the rateable value of properties. The Council has continued to charge all tenants based on the rateable value. It would be administratively impractical to charge some customers using another method e.g. recharging customers monthly or based on individual consumption;

- the rateable value for Miss A's property is above average. Therefore a higher than average charge is in line with this property value;
- the Council does not have a policy for installation of water meters in blocks and such a policy is needed; and
- Thames Water will inspect Miss A's property to see if it can fit an individual water meter.

13. Miss A asked the Council to respond at stage 3 of its complaints procedure. Miss A again asked for a water meter and if this was not possible for the Council to charge the Thames Water Assessed Household Charge for a one person household. Miss A also commented that she hoped the Council did not have the right to resell water at a profit.

14. In December 2011 the Council wrote to tell Miss A:

- Thames Water cannot install a single water meter for her property.
- Thames Water said the only alternative is for the Council to install its own private sub-meter for Miss A's property. The Council had passed the correspondence to an Assistant Director to consider whether a sub-meter can be installed.

The Council's responses to my enquiries

15. In its response to my initial enquiries about the complaint the Council said it:

- had no policy for the installation of individual water meters in blocks;
- is not possible to install a meter at the property; and
- was satisfied it has charged Miss A for water usage in accordance with its policy.

16. In its response to my further enquiries, in which I made specific reference to the Water Resale Order, the Council said:

- it has re-examined how it charges this group of residents for water;
- there is a communal water meter from which it has established it has charged residents more than it has been charged by Thames Water;
- it has not been possible to confirm how resale prices have been calculated historically. It is likely water resale prices were primarily based on the rateable value of each property then inflated by the water companies' published planned annual increases. But, unfortunately the estimates have not matched the actual bills and the Council has charged residents more than it has paid Thames Water;
- the most appropriate way to calculate the maximum resale price is to divide the total water bill in proportion to the rateable value of each property;
- it has written to tell all 58 tenants who were overcharged the amount they are owed for overcharged water rates between 1 April 2008 and 31 March 2013;
- it is in the process of refunding all affected tenants for this period and it will issue a further refund for 1 April 2013 to 31 March 2014 at the end of the financial year;

- it overcharged Miss A £798.99 between 1 April 2008 and 31 March 2013, and it has issued a refund to Miss A for this period;
 - in total, it has overcharged tenants over £38,000 between 1 April 2008 and 31 March 2013;
 - it is prioritising arrangements to correct the system for reselling water services to residents and this will be fully implemented during the current financial year; and
 - it could not have reasonably identified the error sooner, given the content of the complaints, the time taken between letters and its interactions with Thames Water.
17. The Council also said it will not install a private sub-meter for Miss A's property. This is because it would not be reasonably practicable to isolate the individual flats from the communal services which are linked to the domestic water supply.

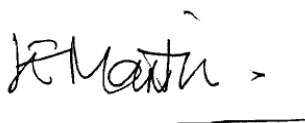
Findings

18. The Council has significantly overcharged residents for water use. The Council has also taken too long to identify the problem and clearly explain to Miss A how it has charged her for water use. The Council should have been aware of and complied with the Water Resale Order. This is fault.
19. The Council's responses to Miss A's correspondence have been inconsistent. Although Miss A did not specifically allege that the Council had been in breach of the Water Resale Order, she did allege that she was paying significantly more for water use than would be expected and she asked the Council for a copy of its agreement with Thames Water. Miss A also said she hoped the Council was not allowed to resell water at a profit. If the Council had thoroughly investigated how it charged residents for water use in response to Miss A's initial complaint, the problem could have been identified and put right much earlier.
20. The Council is now taking action to put right the injustice suffered by Miss A and the other tenants.
21. The Council has considered Miss A's request for her own water meter. It has explained its decision that it will not install a meter. Miss A's adjusted water bills now appear to be broadly in line with the Thames Water Assessed Household Charge.
22. Miss A has complained about the conduct of some Council Officers involved with her complaint. But, apart from the unsatisfactory response to her complaint, I find no fault.

Conclusions


23. The fault I have identified at paragraphs 18-19 has caused injustice to Miss A and to others.
24. The main injustice suffered by Miss A has been put right by the Council paying her a refund. But, in addition, I recommend that the Council:
- issues a written apology to Miss A;
 - completes the process of refunding all residents who have been overcharged;

- pays interest² on the amount tenants have been overcharged (in accordance with section 10(2) of the Water Resale Order);
- complies with the requirements of the Water Resale Order by clearly explaining to tenants how it has calculated their water rate with reference to the Order, on each occasion it issues a demand for payment;
- undertakes a review of how it collects water charges from Council tenants across the Borough; and
- pays Miss A a financial remedy of £100 for her time and trouble pursuing the matter.

A handwritten signature in black ink, appearing to read 'J Martin', with a horizontal line underneath it.

Dr Jane Martin
Local Government Ombudsman

² simple interest on that amount at the rate of twice the average base rate of the Bank of England which was applicable during the period in respect of which the excess is calculated shall be recoverable by the Purchaser from the Re-seller to whom he paid the charge.

 the low tax borough	London Borough of Hammersmith & Fulham CABINET 3 MARCH 2014
APPOINTMENT OF SERVICE PROVIDER TO DELIVER THE “IMPACT PROJECT – ZERO TOLERANCE OF DOMESTIC VIOLENCE” IN HAMMERSMITH & FULHAM	
Report of the Cabinet Member for Environment, Leisure and Residents Services – Councillor Greg Smith	
Open Report	
Classification - For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Lyn Carpenter, Executive Director – Environment, Leisure & Residents Services	
Report Author: Chris Reynolds, Community Safety Manager	Contact Details: Tel: 020 753 2459 E-mail: chris.reynolds@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. For the financial year 2012/13, the Mayor’s Office for Policing and Crime (MOPAC) advertised a number of Community Safety related funding streams to London Boroughs, this included the London Crime Prevention Fund (LCPF).
- 1.2. Guidance published in February 2013 by MOPAC (Appendix 2) highlighted the process by which London Boroughs could bid for funds through the LCPF, requesting that Local Authorities identified projects that would be locally effective in the prevention of crime and reduction of reoffending. One of the project areas related to violence against women and girls.
- 1.3. In March 2013 the Council, in conjunction with Shepherds Bush Housing Group (SBHG) and ADVANCE (Advocacy Project) made an application to the LCPF for funds to deliver the Impact Project.
- 1.4. The project’s key outcomes are to reduce re-offending, increase conviction rates, reduce the total number of cases being lost or failing at court and increase the number of cases taken forward even where the victim is afraid to give evidence.

- 1.5. The decision to award this service to SBHG and ADVANCE in exception of Council procurement rules is requested for three reasons:
 - 1.5.1. The projects specification was written by the existing service providers (SBHG and ADVANCE), as part of a targeted bid to MOPACs LCPF in order to deliver specific provisions to LBHF victims of domestic violence in accordance with Mayoral priority to reduce violence against women and girls. The council submitted the bid to MOPAC on behalf of the service providers, as per MOPAC guidance (Appendix 2).
 - 1.5.2. The project delivers specialised services to LBHF victims of domestic violence engaged in the criminal justice process. Without targeted recruitment to a dedicated Specialist Domestic Violence Prosecutor position (who is now in post), recruited from the Crown Prosecution Service (CPS), there would be no other provider locally (or nationally) that could deliver this function/project.
 - 1.5.3. The bid is based on a significant proportion of match funding from the service provider (£98,000 from SBHG). SBHG would not have made funding available to deliver the project had they not been awarded LCPF funding. It is unlikely that MOPAC would have allocated the funding to the scheme without a guarantee of match funding as this was a key criteria for bids.

2. RECOMMENDATIONS

- 2.1. That approval be given to the appointment of SBHG and ADVANCE to deliver the Impact Project in Hammersmith & Fulham from 2013/14 to 2016/17 at a year one cost of £188k (£752k over 4 years), all of which is to be funded from external sources.

3. REASONS FOR DECISION

- 3.1. The project is a specialist service, delivering specialist provisions to victims of domestic violence engaged in the criminal justice process. LBHF are not aware of any local/national providers capable of delivering this service.
- 3.2. The service providers are incumbent within the role and are providing match funding without which the project could not be delivered.

4. FUNDING BACKGROUND

- 4.1. A significant proportion (£90k) of the year one funding for the Impact Project comes from the MOPAC London Crime Prevention Fund. This is a new funding stream that came online for the financial year 2013/14. The

remaining £98k is being funded by Shepherds Bush Housing Group (£78k) and Standing Together Against Domestic Violence (£20k).

- 4.2. The timeframes from funding launch (February 2013) to project launch (April 2013) were very short, and prevented LBHF from following normal procurement timetables. MOPAC demanded projects be in place from the start of the new financial year (2013/14) and these restrictions would not have allowed for a full procurement exercise to be undertaken. Formal grant agreements were not received from MOPAC until October 2013.

5. FUNDING SOUGHT AND OBTAINED

- 5.1. The table below demonstrates the annual costs of providing the Impact project and details the match funding contributed by the service provider and other borough organisations:

Post	Funding Obtained (and source)	MOPAC funding sought	Total post cost
Dedicated borough based prosecutor	£78,000 (SBHG)	-	£78,000
Project coordinator	-	£35,100	£35,100
Data analyst and case tracker	£20,000 (STADV)	£15,000	£35,100
Dedicated IDVA*	-	£40,000	£40,000
TOTAL	£98,000	£90,100	£188,100
*IDVA = Independent Domestic Violence Advocate			

SBHG – Shepherds Bush Housing Group

STADV – Standing Together Against Domestic Violence

- 5.2. The figures in the table above represent the costs of the project for one year. The duration of the project has been provisionally agreed with MOPAC until 2016/17 (four years), pending satisfactory performance and a continuation of match-funding.
- 5.3. Total MOPAC LCPF allocation between 2013/14 and 2016/17 (based on continued satisfactory performance) would equate to £360,400.

6. SERVICE OUTLINE AND OUTCOMES

- 6.1. The project contributes to the MOPAC objectives to support victims and witnesses, reduce violence against women and girls, increase the number of solved crimes and improve the efficiency of the court system.
- 6.2. The project's key outcomes are as follows:
- to reduce repeat incidents of domestic violence;

- to increase the number of reported domestic violence/family violence incidents;
- to increase repeat incidents of domestic violence entering the criminal justice system;
- to reduce domestic violence murders by co-location and collaboration between partners involved in the Impact Project.

7. SERVICE TARGETS

- 7.1. The targets for the project over four years are set out in Appendix 1. they will be measured quarterly.

8. EQUALITY IMPLICATIONS

- 8.1 The Impact Project is highly relevant to women and their children, and to all other protected characteristics (e.g. race groups, disability) and including women who are pregnant or who have just given birth. Delivery of this project will help to better understand the needs of women who are experiencing a violent relationship and who are going through the courts.
- 8.2 Measures have been drawn up to track the progress of this project for full evaluation. These include protected characteristics such as age, gender, race, disability and so on. If it is found that some groups of women are reaching different outcomes, steps will be taken to address this.
- 8.3 Implications verified/completed by: Carly Fry, Opportunities Manager, ext 3430

9. LEGAL IMPLICATIONS

- 9.1. This report covers the commissioning of a new service using funding from the MOPC. Although these are Part B services under the Public Contracts Regulations 2006, and therefore are not subject to the full regime set out in the Regulations, the Council is still bound by general EU principles of transparency, equality of treatment and non-discrimination. Generally this requires the Council to undertake a competitive process. The reasons why this was not possible in this case are set out in the main body of the report.
- 9.2. Officers should ensure that they enter into a binding agreement with the providers which backs to backs any necessary obligations included with the terms of funding from the MOPC.
- 9.3. Implications verified/completed by: Cath Irvine, Senior Solicitor (Contracts), ext 2774

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The cost of this project is to be fully funded from external sources and therefore at zero cost to the council. Given that funding has been confirmed for the first year only, officers need to ensure that performance remains above the minimum standard required in order to secure funding for future years. If future year's funding is not confirmed prior to the start of the next financial year, the project will need to be wound down to ensure that the council is not exposed to any financial risk.
- 10.2. SBHG and ADVANCE are considered to be the only providers capable of delivering this service. As such, the decision to award this in exception to Council procurement rules does not present any financial issues as the market is not sufficiently developed.
- 10.3. Implications verified/completed by: Kellie Gooch, Head of Finance (ELRS), 020 8753 2203.

11. RISK MANAGEMENT

- 11.1 See Section 10. No other risks are recognised.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. The services to be deliver under the Impact Project are classified as "Part B" under the Public Contracts Regulations 2006 and not subject to a mandatory regulated competition.
- 12.2. Under the Council's Contracts Standing Orders, a competitive exercise would normally be run before appointing SBHG and ADVANCE to deliver a project of this financial value on behalf of the Council. However, waivers are permitted under clause 3.2 of CSO where the reasons for an exemption or waiver are properly reported to Cabinet or the appropriate Cabinet Member, which is the case in section 1.6 of this report. In particular, that:
 - award of the MOPAC funding to deliver the Impact project was itself the outcome of a competitive exercise in which the Council, SBHG and ADVANCE submitted a partnership bid;
 - SBHG and ADVANCE co-wrote the Impact specification with the Council, which formed an integral part of the successful bid to MOPAC;
 - it is unlikely they MOPAC would have awarded the external funding of £90k to the Council in year 1, and a potential £360k over a 3-year period, if SBHG were not match-funding this sum.
- 12.3. Given these circumstances, and the positive outcomes that a successful Impact project should have on delivering important local priorities, the

Director of Procurement and IT Strategy supports the report's recommendation.

- 12.4. Implications completed by: John Francis, Principal Procurement 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		

LIST OF APPENDICES:

Appendix 1: Impact Project Performance Indicators

Appendix 2: MOPAC LCPF Guidance

Appendix 1: ! Impact Project Data Pack (Please note these figures are for 6 months of the performance year)

(Table 1) Police DV recorded incidents / offences	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of DV incidents recorded by the Police:	2829	2895	1482
The number of DV offences recorded by the Police:	972	1145	562
The number of DV VWI offences recorded by the Police:	342	458	214

Source: Police MetStats

(Table 2) Police DV offences - arrests	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of DV offences recorded by the Police:	972	1145	562
The number of DV offence arrests recorded by the Police:	759	980	464
PERFORMANCE : arrests as a percentage of offences:	78%	86%	83%

Source: Police MetStats

(Table 3) Police DV offences - sanction detections	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of DV offences recorded by the Police:	972	1145	562
The number of DV offences recorded by the Police that resulted in a sanction detection:	416	574	251
MOPAC (1.1) TARGET : The percentage of DV offences that resulted in a sanction detection:	-	-	53%
MOPAC (1.1) PERFORMANCE : The percentage of DV offences that resulted in a sanction detection:	43%	50%	45%

Source: Police MetStats

(Table 4) Police DV offences - sanction detections - charges	2011-12	2012-13(Baseline)	2013-14(Apr-13 to Sep-13)
The number of DV offences recorded by the Police:	972	1145	562
The number of DV offences recorded by the Police that resulted in a sanction detection - charges:	242	327	137
MOPAC (1.2) TARGET : The percentage of DV offences that resulted in a sanction detection - charges:	-	-	31%
MOPAC (1.2) PERFORMANCE : The percentage of DV offences that resulted in a sanction detection - charges:	25%	29%	24%

(Table 5) Police DV offences - sanction detections - cautions	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of DV offences recorded by the Police:	972	1145	562
The number of DV offences recorded by the Police that resulted in a sanction detection - cautions:	174	247	114
PERFORMANCE : The percentage of DV offences that resulted in a sanction detection - cautions:	18%	22%	20%

Source: Police MetStats

(Table 6) Police DV offences sanction detections - charges vs. cautions	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of DV offences recorded by the Police that resulted in a sanction detection:	416	574	251
The number of DV offences recorded by the Police that resulted in a sanction detection - charges:	242	327	137
The number of DV offences recorded by the Police that resulted in a sanction detection - cautions:	174	247	114
PERFORMANCE : The percentage of sanction detections that were recorded as a charge:	58%	57%	55%
PERFORMANCE : The percentage of sanction detections that were recorded as a caution:	42%	43%	45%

Source: Police MetStats

(Table 7) Police DV VWI offences - sanction detections	2011-12	2012-13(Baseline)	2013-14(Apr-13 to Sep-13)
The number of DV VWI offences recorded by the Police:	342	458	214
The number of DV VWI offences recorded by the Police that resulted in a sanction detection:	143	232	107
PERFORMANCE : The number of DV VWI offences recorded by the Police that resulted in a sanction detection:	42%	51%	50%

Source: Police MetStats

(Table 8) Police response time within target - immediate urgency	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Jul-13)
The number of immediate urgency DV CAD calls received by the Police:	1405	1570	499
The number of immediate urgency DV CAD calls received by the Police responded within the 15 minute target:	1196	1423	459
PERFORMANCE : The percentage of immediate urgency DV CAD calls received by the Police responded within the 15 minute target:	85%	91%	92%

Source: Police DARIS

(Table 9) Police response time within target - significant urgency	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Jul-13)
The number of significant urgency DV CAD calls received by the Police:	811	859	320
The number of significant urgency DV CAD calls received by the Police responded within the 60 minute target:	624	732	272
PERFORMANCE : The percentage of significant urgency DV CAD calls received by the Police responded within the 60 minute target:	77%	85%	85%

Source: Police DARIS

(Table 10) Police response time - average time	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Jul-13)
PERFORMANCE Average response time in minutes for an immediate urgency:	10.3	9.4	8.9
PERFORMANCE Average response time in minutes for an significant urgency:	49.2	38.4	39.2

Source: Police DARIS

(Table 11) Defendants prosecuted at court that resulted in a conviction	2011-12	2012-13	2013-14
The number of defendants prosecuted at court:	194	183	-
The number of defendants prosecuted at court resulting in a conviction:	125	107	-
Target:	-	-	65%
Performance:	64%	58%	-

Source: CPS

Provisional indicator - awaiting update from CPS

(Table 12) Convictions where no evidence was given on the day	2011-12	2012-13	2013-14
The number of DV related convictions:	125	107	
The number of DV related 'victimless' convictions:			
Target:			
Performance:			

Source: CPS

Provisional indicator - awaiting update from CPS

(Table 13) Cracked or unsuccessful cases between charge and court	2011-12	2012-13	2013-14
The number of DV offences recorded by the Police that resulted in a Charge:	242	327	
The number of DV offences recorded by the Police that resulted in a Charge that were cracked or unsuccessful:			
Target:			
Performance:			

Source: CPS
Provisional indicator - awaiting update from CPS

(Table 14) Victims engaged with court IDVA feeling safer	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of victims that engage with the Court IDVA where the case has gone to Court:	-	178	168
The number of victims that engage with the Court IDVA that report feeling safer after the case has gone to Court:	-	123	104
MOPAC (2.3) TARGET : The percentage of victims that engage with the Court IDVA that report feeling safer after the case has gone to Court:	-	-	70%
MOPAC (2.3) PERFORMANCE : The percentage of victims that engage with the Court IDVA that report feeling safer after the case has gone to Court:	-	69%	62%

Source: IDVA

(Table 15) Victims engaged with court IDVA feeling reduced risk	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Sep-13)
The number of victims that engage with the Court IDVA where the case has gone to Court:	-	178	168
The number of victims that engage with the Court IDVA that report feeling reduced risk after the case has gone to Court:	-	142	134
MOPAC (2.4) TARGET : The percentage of victims that engage with the Court IDVA that report feeling reduced risk after the case has gone to Court:	-	-	81%
MOPAC (2.4) PERFORMANCE : The percentage of victims that engage with the Court IDVA that report feeling reduced risk after the case has gone to Court:	-	80%	80%

Source: IDVA

(Table 16) Offenders that re-offend	2011-12	2012-13 (Baseline)	2013-14
The number of offenders charged with a DV offence:	345		-
The number of offenders charged with a DV offence that are charged again in the same or following financial year:	59		-
MOPAC (2.5) TARGET - The percentage of offenders charged with a DV offence that are charged again in the same or following financial year:	-	-	15%
MOPAC (2.5) PERFORMANCE - The percentage of offenders charged with a DV offence that are charged again in the same or following financial year:	17%		-

Source: Police CRIS
Due to calculation methodology, 2012-13 baseline will not be available until April 2014.

(Table 17) MARAC repeat cases	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Jun-13)
Number of cases discussed:	293	273	68
Number of repeat cases:	65	82	19
PERFORMANCE : % of cases discussed that are repeat cases:	22%	30%	28%

Source: Standing Together

(Table 18) Probation time from sentence to start of DV requirement	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Aug-13)
TARGET : Time (weeks) from sentence to start of DV requirement:	-	-	16
PERFORMANCE : Average time (weeks) from sentence to start of DV requirement:	-	-	11.2

Source: London Probation Trust

(Table 19) Probation programme referrals to DV	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Aug-13)
Target : Programme referrals to DV	-	-	100%
Performance : Programme referrals to DV	-	-	100%

Source: London Probation Trust

(Table 20) Probation successful DV programme completions	2011-12	2012-13 (Baseline)	2013-14 (Apr-13 to Aug-13)
Target	-	-	-
Performance	-	-	-

Source: London Probation Trust
Currently unavailable due to a change in IT reporting systems

MOPAC CRIME PREVENTION FUND

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Foreword from Stephen Greenhalgh, Deputy Mayor for Policing and Crime

“The introduction of the Mayor’s Office for Policing And Crime (MOPAC) one year ago saw a fundamental shift towards greater local and regional accountability of some of the services that matter most to Londoners – those charged with preventing and reducing crime. Now that the Home Office is devolving more funding to MOPAC, there is a real opportunity to drive improvements in how services are delivered across the capital so that London is the greatest and safest big city in the world.

This is a positive change – albeit a small first step. In previous years, funding arrangements were disparate, complex, inefficient and short term. We want to see simplified, longer-term funding arrangements, with a move away from overly bureaucratic processes so that we can all concentrate on delivery.

MOPAC is now providing funding for community safety and crime reduction programmes to boroughs across London. Our approach is to work towards co-commissioning and supporting boroughs to draw in matching resources. We believe this will ensure the greatest impact in preventing and reducing crime.

We are committed to making a real, tangible impact on reducing crime and reoffending in London. I will, therefore, be expecting Local Authorities to demonstrate that they are making a noticeable contribution to these aims, by providing evidence of improvement and hard outcomes. I also appreciate, however, that this is no easy task. Tackling reoffending rates, for example, has been an historic challenge and requires working with some of the most hard-to-reach individuals, often with multiple entrenched problems, if we want to make any difference.

I remain convinced, however, that councils are best placed to make that difference. By determining your local priorities within our broader Mayoral priorities (described within this document), MOPAC will be able to support boroughs in London – together with other partners – to make this vision a reality.”

1. Background

MOPAC was created in January 2012. For the first time, the Mayor has a broad mandate to oversee and shape London's criminal justice landscape, which includes exercising MOPAC's new commissioning responsibilities to full effect. MOPAC's vision is for:

- A metropolis considered the safest global city on the planet.
- A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force.
- A capital city where all public services work together and with communities to prevent crime, seek justice for victims and reduce re-offending.

The role of MOPAC is broader than policing – it has overarching responsibilities for crime reduction, and significant powers to commission services and assign budgets. As MOPAC's legal remit covers "crime" and envisages a general responsibility for public safety, MOPAC has opportunities not previously open to any single London agency. The Mayor is committed to ensuring all of London's public agencies work together and with communities to prevent crime, seek swift and sure justice for victims of crime, and reduce reoffending.

Further information can be found at

<http://www.london.gov.uk/sites/default/files/MOPAC%20Mission.pdf>

For the financial year 2012/13, MOPAC allocated a number of funding streams inherited from the Home Office. These are listed below:

- Drug Intervention Programme (DIP) - £12.8 million (part of which was provided directly to MPS to undertake compulsory drug testing)
- Community Safety Fund - £5.3 million
- Youth Prevention - £2.2 million
- CAGGK (communities against guns, gangs and knives) - £1million

These funding streams cease to exist after March 2013. Instead the Home Office has allocated an un-ringfenced 'Community Safety Fund' to each Police and Crime Commissioner, including MOPAC. Taken together with other MOPAC funding streams (the Police Property Act Fund and the Partnership Fund), we are now calling this fund the London Crime Prevention Fund. MOPAC and London Councils have been working together to plan for how this is allocated and distributed to London Local Authorities. For 2013/14 this fund will sit alongside the main policing grant. From 2014/15 these two funds will merge into one MOPAC funding pot. This single pot will also contain

funding for victims' services, which will come to MOPAC from 2014/15. It is not currently known whether the victims' part of the pot will be ring-fenced. The Ministry of Justice and the Home Office are currently making decisions on this.

2. MOPAC funding principles

The key principles for the MOPAC London Crime Prevention Fund are:

- A first step to drawing together disparate national and regional funding programmes to produce **one single pot** that Local Authorities can access through a relatively light touch 'challenge fund' mechanism.
- MOPAC is committed to funding activity that is able to **demonstrate impact** and is therefore encouraging **outcome-based commissioning** to generate a strong **evidence base**.
- Funding decisions for each Local Authority will be determined by both the potential **impact** (i.e. likelihood of making a difference on the ground) of their proposals and local **demand** (levels of crime).
- Boroughs are in the best position to commission and deliver local interventions that will achieve the right outcomes, therefore individual commissioning **decisions will be taken at as local a level as possible**. The assumption is that boroughs can deliver better outcomes given sufficient freedom, flexibility and resource.
- MOPAC must deliver **value for money** and will therefore ensure any funding is used to complement existing spend. MOPAC is looking to pay for outcomes. Local Authorities should look to develop **Payment by Results** (PbR) arrangements for any services that are commissioned. The precise nature of the PbR arrangement is for Local Authorities to determine.
- Providing boroughs the time and assurance to deliver meaningful results through opportunity for **longer term funding** (up to four years)¹. This longer term funding commitment could offer a useful foundation for tackling complex and ingrained crime and offending problems.
- Expectation of partnership (and ideally **matched**) **funding** from boroughs to ensure greater impact.
- MOPAC is committed to **improving the evidence base** for what works in London. Local Authorities will therefore be required to show that they are engaging with Project Oracle for any youth programmes. Further information is included with the application guidance The Project Oracle website can be found at <http://www.project-oracle.com/>

¹ There will be break clauses and review periods to respond to any significant changes in the funding from Government

- The funding process should be simple and as **non-bureaucratic** as possible. But the funding should ensure there is clear accountability in terms of spend and outcomes.

3. Explanation of the process

The process for making proposals to the Mayor's Office for Policing and Crime is set out below:

3.1 How do I apply and who can apply for funding?

MOPAC will accept applications from each Local Authority. (Each Local Authority is required to fill in the template found in Appendix A). Each Local Authority is invited to submit applications based on their assessment of where the funding will make the biggest impact on crime reduction and community safety.

We require all applications to be signed off by the Chief Executive or designated authority.

3.2 How many applications can be submitted for each Local Authority?

Each Local Authority can submit only one application, but within that **application** there can be more than one **proposal** to deliver initiatives.

We recognise there will be several services within Local Authorities that contribute towards community safety and crime reduction. Each of these may wish to contribute an element to a Local Authority's overarching application.

Part A of the application template should be completed for each Local Authority and Part B of the application template should be completed for each accompanying proposal – i.e. there may be several Part B applications, but only one part A.

It is important that there is central co-ordination within Local Authorities themselves to ensure that the overall proposal brings together these component parts in a coherent way and removes any duplication or stated outcomes which may prove conflicting or counterproductive. MOPAC is not putting a limit on the number of proposals (i.e. Part B's) that can be submitted, however it is for Local Authorities to determine their priorities, as there is a limited pot of funding available.

3.3 How much can I apply for?

It is expected that all Local Authorities will receive some funding, with the precise level made on the basis of **demand** and **impact**. There is no maximum level that is being prescribed, however you are encouraged to consider the total funding pot that exists for the financial year 2013/14. This is currently being finalised, but is likely to exceed the £18.4 million provisionally confirmed by the Home Office.

Despite the overall reduction in funding received by MOPAC from the Home Office from the previous year, MOPAC is committed to providing at least similar, if not higher, levels of funding to Local Authorities in order to maximise the opportunities to prevent crime and reduce reoffending.

As a guide, we have provided your Council Leader a list of the funding which you received from MOPAC in 2012/13. There is, however, no set amount that Local Authorities should be bidding for, but you should ensure that your proposals are realistic.

The following will be considered in understanding **demand** in your borough (Local Authorities are also provided an opportunity to demonstrate their local demand within the application process):

- Overall rates of crime within the seven priority crime types as per the Police and Crime Plan. These are burglary, vandalism (criminal damage), theft from and theft of motor vehicles, violence with injury, robbery and theft from the person;
- Total notifiable offences (TNOs);
- Reoffending rates;
- Prevalence of crimes which involve violence against women;
- Prevalence of gang related crime;
- Alcohol and drug related crime and
- Anti-social behaviour.

3.4 Is the funding ring-fenced for any particular initiatives?

MOPAC's funding pot is not ring-fenced for any particular initiatives – Local Authorities should determine what is effective in their own area, however there should be alignment with the prevention of crime and the reduction of reoffending. Mayoral Priorities within these areas are:

- Tackling substance misuse (including alcohol) related offending;
- Reducing gang crime and serious youth violence;
- Reducing violence against women;
- Reducing reoffending, e.g. delivery of Integrated Offender Management and
- Anti-Social Behaviour.

Please refer to [Appendix C](#) for more information on these priorities.

If Local Authorities are able to provide sufficient evidence that a different focus (outside of the areas specified above) is required in their borough, this will also be considered. Please refer to the [application guidance and assessment criteria](#) for more information.

The Deputy Mayor's main considerations are for clear evidence that the money is used to successfully reduce crime, and that proposals aim to prevent crime and reduce reoffending in line with the five Mayoral priorities specified above. The Mayor's Police and Crime Plan, which sets out more detail on Mayoral priorities, is now out for consultation and may help inform your bids. It can be found here: <http://www.london.gov.uk/priorities/policing-and-crime/community-engagement>

3.5 What about services for victims?

Central Government has not yet determined how victims' services will be commissioned in London from 2014/15. The sorts of services necessary depend very much on the respective demographic makeup of each borough, so the focus should be, once again, on the local picture.

If your proposal covers local victims' services, please note MOPAC will allocate funding for victims' services from 2014/15 and not before.

The funding will ensure that Local Authorities can make choices on what is effective for their own area. It will also encourage civic participation – neighbourhood watch, volunteering etc.

3.6 What are the timescales for the funding?

To give you more control and flexibility, the Deputy Mayor is keen to consider proposals for more than just one year of funding. Should proposals be in line with MOPAC's criteria relating to evidence, rationale and priorities, commitments can be made to fund up to four years of activity – to mirror the duration of the Police and Crime Plan. You are not required to bid for each of the four years and we will build in an annual review process (in which new bids can be made or existing bids reviewed).

As always we work within a changing landscape, with significant budgetary pressures and, therefore, even where funding is granted for four years, a break clause will be included in the case of any unexpected funding reductions.

3.7 Can we combine the MOPAC funding with other local funding sources?

Yes and MOPAC encourage this. In the broader context of funding aimed at community safety and preventing crime in London, the MOPAC Crime Prevention Fund is relatively small. To make the biggest impact locally, priorities should be aligned with other funding sources. Adding in extra value in this way will pave the way for better crime reduction and community safety outcomes and will, therefore, be better placed in terms of the assessment stage of the bidding process. (See application guidance and assessment criteria (section 5) for more information).

There are many potential sources of supplementary funding, for example Local Health and Wellbeing Boards. There are many areas of crossover with the boards – substance misuse, binge drinking, drugs, alcohol and mental health are all areas of concern to both health and community safety professionals. Matched funding could also be obtained across public health, children’s services, adult care, housing and environment services. There is an expectation that funding will be matched.

It will be beneficial to understand the new health landscape to enable the joint identification of priorities and the channelling of funding in a more effective way.

There are also opportunities to link funding with other initiatives / pilots. For example, those Local Authorities involved in the London Justice Reinvestment Pilot could match any funding received from this pilot. Local Authorities are encouraged to think innovatively about other potential funding sources.

3.8 What information do I need to provide within the template?

Successful applications are likely to be those with a structured and logical narrative, accounting for funding with a transparent and realistic rationale for how outcomes will be achieved. Particular attention should be given to explaining supplementary funding sources and the fit with MOPAC funding to achieve outcomes. Please refer to the [application guidance and assessment criteria](#) within section 5 of this document.

3.9 What possible evidence should be provided to demonstrate outcomes?

Evidence should include quantitative metrics that provide:

- A baseline
- The success measure (for example, the reduction that is being sought)
- The timeline for delivering this reduction
- The direct benefit that this will bring to your local area

Examples could be to increase the number of clients (by x%) in treatment who are drug free for a period of 12 weeks, or reducing the number of knife crime victims under 25 years by x% by 2014/15. **MOPAC will also consider any other measures that evidence the outcomes of your proposal.**

3.10 How will the information in the proposals be used?

The information within the proposals will be used to make funding decisions. In line with transparency, public accountability and promoting learning, a summary of each Local Authority's proposal (once agreed) will be published online along with the funding amounts being provided, the time frame for funding and the anticipated outcomes.

3.11 What about equalities?

MOPAC is committed to providing services which embrace diversity and promote equality of opportunity and will not tolerate illegal discrimination on grounds of age, disability, gender reassignment [identity], marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation.

In submitting a proposal for funding to MOPAC, Local Authorities should have regard for the public duty to eliminate unlawful discrimination, harassment and victimisation, the advancement of equality of opportunity and the fostering of good relations between those with protected characteristics and those who do not. Please consider:

- The aim of the activity;
- The intended outcomes;
- Whether a person would receive a different outcome if they were from a particular group and, if this is an adverse outcome, how you can mitigate this.

3.12 What are the terms and conditions of funding?

The terms and conditions of funding will be included within a grant agreement between your Local Authority and MOPAC. These will be issued shortly after funding decisions have been finalised and will be based on your agreed funding proposal. The grant agreement will also include monitoring requirements, review mechanisms and break clauses.

4. Timescales

Local Authorities should fill out the template on the website (www.london.gov.uk/priorities/crime-community-safety/resources/funding) in order to apply for the funding. The relevant timescales and deadlines are shown below:

1	Funding process launched – application template, guidance and assessment criteria released to Local Authorities.	5 th February 2013
2	Local Authorities are able to contact MOPAC to discuss their potential proposals.	5 th February – 4 th March 2013
3	Deadline for bids to be submitted to MOPAC and London Councils.	Midday 4 th March 2013
4	MOPAC and London Councils to review bids and request additional information if needed. Local Authorities are requested to have contacts available during this period to answer any queries on specific proposals.	4 th – 13 th March 2013
5	Formal assessment of proposals against assessment criteria.	14 th March 2013 – April 2013
7	Local Authorities informed of bidding decisions.	April 2013

5. Application guidance and assessment criteria

The below pages explain the important points that should be considered before filling out the funding template.

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
PART A					
1	Which Local Authority are you applying for?	Details of your Local Authority including postal address, email address and the key point of contact.	There can be more than one proposal (i.e. Part B) for each Local Authority. These need to be clearly distinguished.	N/A	N/A
2	How many proposals in total is your Local Authority making? (Include total value).	The number of specific proposals being submitted by your Local Authority, the funding being sought for each application and the total funding being applied for. This section should also outline what matched funding has been obtained.	There is no limit on the total amount of funding each Local Authority should apply for. Your application may be successful, on the condition that a lower level of funding is provided.	N/A	The proposals will be individually considered, i.e. it may be that some proposals are accepted and others for your Local Authority are not. Funding decisions will be based on DEMAND and IMPACT .
3	Please state the timeframe for the funding you are applying	You should specify if you are applying for funding for: 2013 – 2014 (year one)	Local Authorities can apply for one year funding, two, three or four year funding. You are encouraged to think about long term outcomes. The level of funding for	N/A	Proposals that can demonstrate deliverable outcomes will receive better scoring, potentially supported by longer term funding.

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
	for.	2014 – 2015 (year two) 2015 – 2016 (year three) 2016 – 2017 (year four)	<p>each year should be specified in question two above, i.e. it may be that more funding is required in year one rather than subsequent years.</p> <p>It should be noted that funding in principle can be confirmed for four years, but that it will be dependent on satisfactory outputs/ outcomes in year one/two. MOPAC will review the outcomes achieved and reserve the right to withdraw funding if satisfactory progress is not being made and outcomes are unlikely to be achieved.</p> <p>If your proposal covers local victims' services, please note MOPAC will allocate funding for victims' services from 2014/15 and not before.</p>		

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
4	Please outline the key priorities for your Community Safety Partnership	The key priorities of your local Community Safety Partnership.	Your response should be a maximum of 200 words.	N/A	N/A
5	Please explain how the priorities outlined in question 4, link to your application	How your funding application relates to fulfilling the priorities for your Community Safety Partnership.	Your answer should be explicit and should clearly outline the contribution the funding will make and where possible quantify the contribution, i.e. will reduce youth crime by x% or will reduce numbers in custody by x%.	15%	Answers will be assessed on the tangible contribution that is being made in reducing reoffending or the prevention of crime (in line with local priorities).
PART B: NOTE: Each Part B proposal should not be more than five pages in total					
6	What is the amount you are applying for, for this proposal?	N/A	You should include the funding for your initiative, a breakdown of expenditure and details of supplementary funding for this proposal.	N/A	Proposals that have secured supplementary funding to complement the initiative will receive higher scoring (see question 7).
7	Please outline how funding will be spent	You should outline what you are intending to do with the funding. You are	The funding should be spent on community safety and crime reduction outcomes, and not be	20%	Proposals will receive higher scoring if: <ul style="list-style-type: none"> • They are innovative beyond previous provision but demonstrate a logical

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
	if your application is successful.	encouraged to use other funding streams to deliver initiatives and these should be outlined.	<p>simply allocated to cover infrastructure, capacity building or posts. Nor should it include police overtime.</p> <p>You should include:</p> <ul style="list-style-type: none"> • How the initiative will be delivered; • Who will be delivering the initiative; • Timescales for delivery; • Who the initiative will target, e.g. cohort of offenders; • Potential overlap with other initiatives. 		<p>approach / clear rationale as to why the proposed approach will be successful;</p> <ul style="list-style-type: none"> • Consideration is given to evidence from Project Oracle where the proposal focuses on youth violence – either applying tried and tested approaches from Project Oracle, or clearly outlining the steps that will be taken to ensure that new approaches are harnessed through Project Oracle; • They clearly demonstrate how value for money is ensured (including cross borough initiatives); • Proposals will be assessed according to matched funding that has been secured. Proposals with no matched funding will not be scored as high.
8	Please explain your rationale for the initiative	N/A	There should be a clear rationale on what is being proposed and how it will achieve value for money, i.e. your theory of change.	15%	Proposals will receive higher scoring if they apply evidence based approaches with consideration to guidance by agencies such as NOMS or the Youth

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
	outlined in question 7		<p>This is your explanation as to why your initiative will be effective and how it will help reach the outcomes you are aiming to achieve. Please refer to Appendix B for more information.</p> <p>Where the initiative is a new / different approach, this should be outlined. Innovation and value for money are encouraged as are tried and tested models that are working well – but where the latter is proposed, the evidence should be clear.</p>		<p>Justice Board.</p> <p>Your initiative will be assessed according to DEMAND in your borough. This will include consideration of crime levels and reoffending rates in the borough. Please refer to section 3, question 3.3 'How much can I apply for?'</p>
9	Please outline what outcomes will be achieved	This is distinctive to question five above, and should specify the OUTCOMES , e.g. reduced reoffending (and by how much). It should clearly explain the link between what you are doing, and how outcomes will be	Reducing reoffending and preventing crime are two of MOPAC's key priorities and the funding application should clearly state how these will be achieved. Your answer should outline the IMPACT that your proposal will have.	25%	<p>Proposals will receive greater scoring if they clearly outline:</p> <ul style="list-style-type: none"> • What outcomes will be achieved; • How the initiative will contribute to the outcomes; • How it will contribute to Mayoral objectives around reducing

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
		achieved.	<p>You should outline the timeframe for achieving outcomes, i.e. explain which year you expect to see outcomes.</p> <p>Please refer to Appendix B for more information.</p>		<p>substance misuse (including alcohol) related offending, reducing gang crime, reducing violence against women and improving Integrated Offender Management;</p> <ul style="list-style-type: none"> • The timescales for achieving the outcomes, e.g. reduced reoffending in x months; • Risks to not achieving the outcomes and how these will be managed.
10	Please provide details of the evidence you will provide to prove that outcomes have been achieved	Details on how success will be measured should be outlined. Even if the initiative is successfully implemented and the funding is spent in the way outlined in question five, it should be clear how success against the outcomes will be measured and, where relevant, the metrics should be outlined.	<p>Funding decisions will be made based on the outcomes achieved, the strength of the rationale as to why the initiative will achieve outcomes, and how these outcomes will be demonstrated.</p> <p>Local Authorities are encouraged to ensure that responses outlined in questions 5, 6, 7 and 8 are clear, logically explained and where relevant, examples of outcomes / measurements are provided so that it is possible to demonstrate how</p>	15%	<p>Proposals will receive greater scoring if the following is provided:</p> <ul style="list-style-type: none"> • Explanation of how the applicant will measure the outcomes / know that they have been achieved (specifying what data sets will be collected and through what sources); • What other measures / data will help indicate if the initiative is on track, e.g. proxy indicators mid-way through the process.

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
		Please note, outcomes will be monitored annually and a template for monitoring outcomes will be included within your grant agreements (should funding be awarded).	<p>success will be obtained and measured. Please refer to Appendix B for more information.</p> <p>Local Authorities will also be required to submit performance reports to MOPAC twice yearly.</p>		
11	How will you build in rewards for success?	Where boroughs contract out community safety services, the current DIP service for example, there should be a payment by results element. The payment by results proposal / arrangement should be clearly outlined, explaining how the arrangements will be implemented and what element of funding will be contingent.	N/A	10%	Proposals that demonstrate that any services that are commissioned include an element of payment by results will achieve greater scoring.

Ref	Question	What should be covered in your answer	Guidance	Weighting	Assessment criteria
12	How have you ensured that equality implications are considered within your application?	The steps that you have taken to ensure that equality considerations are considered.	Please refer to question 3.11 in section 3 of this document.	CORE REQUIREMENT	MOPAC will need to be confident that there are no adverse impact to any different equality group, as per the Equality Act 2000.

6. Key contacts

MOPAC officials are on hand to help you through the bidding process. If you have any questions, please contact the Borough Information and Engagement Team – the contact details are below:

Local Authorities	Key contact and email
Barking & Dagenham, Brent, Enfield, Harrow, Havering, Newham, Redbridge, Waltham Forest	Chris Benson chris.benson@mopac.london.gov.uk 020 7202 0239 / 07990 780907
Barnet, Ealing, Greenwich, Hackney Lambeth, Lewisham, Southwark Tower Hamlets	Michael Taylor michael.taylor@mopac.london.gov.uk 020 7202 0162 / 07799 071 585
Bexley, Bromley, Croydon, Haringey, Kingston, Merton, Sutton, Wandsworth	Sarah Denton sarah.denton@mopac.london.gov.uk 020 7202 0108 / 07768 474018
Camden, Hammersmith & Fulham, Hillingdon, Hounslow, Islington, Kensington and Chelsea, Richmond, Westminster	Tamsin Williams tamsin.williams@mopac.london.gov.uk 020 7202 0232 / 07879 668272

Appendix A: Application template

You are strongly encouraged to refer to the [application guidance](#) in filling out your application.

PART A: THIS PART SHOULD BE NO MORE THAN TWO PAGES

1. Which Local Authority are you applying for?

Name of Local Authority:

Full address:

Key point of contact, including email address and phone number:

2. How many proposals in total are there for your Local Authority?

3. Please state the timeframe and amount for funding you are applying for within the following table:

	2013/14	2014/15	2015/16	2016/17
Drugs / alcohol	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>
Gangs	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>
VAWG	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>
Reducing reoffending	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>
Anti Social Behaviour/ Quality of Life crime	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>
Other	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>	<i>Insert amount</i>
	Total	Total	Total	Total

4. Please outline the key priorities for your Community Safety Partnership

5. Please explain how the priorities outlined in your answer to question 4 link to your application.

PART B: PLEASE ENSURE THIS PART IS NO MORE THAN 5 PAGES (there can be multiple part B's per Local Authority application)

INSERT NAME OF PROPOSAL:

6. What is the amount of funding you are applying for, for this proposal?

7. Please outline how the funding will be spend if your application is successful

8. Please explain the rationale for your initiative outlined in question 7

9. Please outline what outcomes will be achieved

10. Please provide details of the evidence you will provide, to demonstrate that outcomes have been achieved

11. How will your programme build in rewards for success?

12. How have you ensure that equality implications are considered within your application?

Appendix B: Outcomes and evidence

This page provides an explanation on how you can articulate what outcomes you are intending to achieve, and how you can evidence these.

What is a theory of change?

Your theory of change should explain why your initiative will be effective and how it will help you achieve the outcomes you intend it to. It should define:

- What you will be doing
- **What will be the result (outcome) – the benefits for example a reduction in anti-social behaviour.**
- Why / how there is a link between what you are doing and what the outcome is i.e. the rationale and justification as to why it should work.

You are encouraged to briefly outline your 'theory of change' to the Project Oracle team (as part of the self-assessment process) if you are focussing on youth crime projects. Should your application be successful, the Project Oracle team will be able to guide you in developing your theory of change at a later stage. For more information or support on the theory of change, please contact the Project Oracle team at- info@project-oracle.com.

What is good evidence?

Good evidence will distinguish between:

- **Inputs:** What is going into your initiative, e.g. staff, budgets, venues
- **Outputs:** What services are being provided, i.e. one to one support, group work etc.
- **Outcomes:** Intermediate achievements, i.e. substance misuse reduces, reduction in criminal activity. Some outcomes may be short term, and others may be longer term (i.e. reduction in reoffending)
- **Impact:** The impact would be the 'result' and how it will be quantified, i.e. reduction in crime by x% for example

In determining the evidence that you will provide, you should consider **OUTCOME INDICATORS**, i.e. the statistics that will demonstrate the impact your initiative has had. The sources of such data should be known in order to ensure the data is available and obtainable.

Appendix C: Priority areas

Tackling substance misuse (including alcohol) related offending

The Home Office estimates that drug related crime costs £13.9bn per year nationally and that offenders who use heroin, cocaine or crack cocaine commit between a third and a half of all acquisitive crimes. Additionally, in 2009/10 nearly half of all violent crime nationally (almost one million crimes) was fuelled by alcohol. London experiences these problems disproportionately.

MOPAC recognises that the Drug Interventions Programme has been a significant delivery tool for boroughs in tackling reoffending. From the next financial year this funding will no longer be ring fenced and will be for the borough to determine if and how this is funded.

MOPAC recognises that a key element of this programme has been the compulsory drug testing undertaken by the MPS. MOPAC will therefore ensure this service is available to all boroughs for 2013/14.

Reducing gang crime and serious youth violence

Tackling gangs remains a key Mayoral priority. The launch of the Trident Gang Crime Command in February 2012 represents a significant investment of resources by the Metropolitan Police Service to configure resources to tackle gangs and reduce the impact of gang-related violence and criminality in London.

A successful approach to tackling gangs requires a holistic effort with targeted enforcement complemented by the delivery of effective prevention and diversionary activity.

The London Crime Reduction Board Anti-Gangs Strategy, which will be published in February 2013, highlights the importance of an evidence-based approach to the commissioning of programmes to prevent participation in gangs and gang-related violence and offending, supporting effective programmes for those individuals who have been involved in gangs.

Reducing violence against women and girls

The Mayor has made ending violence against women and girls (VAWG) a key part of his manifesto commitments and forms a central part of his intention to make London a safer city. Tackling VAWG requires a long term approach and will require societal change to work towards eradication.

MOPAC will be building on The Way Forward, the Mayor's current VAWG strategy by producing a refreshed version during spring 2013. This will focus more on prevention and will maintain the five objectives in the current strategy:

1. London taking a global lead to end violence against women and girls;
2. Improving access to support;
3. Addressing health, social and economic consequences of violence;
4. Protecting women and girls at risk; and
5. Getting tougher with perpetrators.

Whilst it is important to achieve value for money, services should include access to the necessary specialist knowledge and skills.

Reducing reoffending

The role of MOPAC is broader than policing, extending to Local Authorities and criminal justice agencies to cut crime and reduce reoffending. Reducing reoffending is absolutely central to this commitment.

Although crime has fallen in recent years, reoffending remains stubbornly high and, at any given time, there are a small number of prolific offenders who are responsible for a large proportion of offending. This happens at great cost to society, as well as to the criminal justice system, Local Authorities and Londoners themselves. The proportion of people who reoffend across London is 26% (latest figures are for 2010), but for some cohorts of offenders this can be over 70% (reoffending rates of young people who leave custody).


MOPAC is committed to supporting boroughs in their delivery of interventions aimed at reducing reoffending. For example, Integrated Offender Management (IOM) is the major tactic to reduce reoffending and this work can cut across the remit of several services within a council. The focus is on modelling services to the local picture – Local Authorities generally know the individuals in their area who are arrested and convicted most often.

Quality of Life Crime (Anti-Social Behaviour (ASB))

Quality of Life Crime, the MOPAC term for anti-social behaviour, is consistently raised as one of the greatest concerns in MOPAC surveys of Londoners and can be extremely distressing for victims. A failure to deal with it appropriately can be interpreted as a sign of neglect in local communities and can, in turn, lead to more serious crime. A strong partnership approach is therefore vital to the effective tackling of the issue; it is not just a policing matter.

The London Crime Reduction Board (LCRB) has identified ASB as one of its three current priorities and has agreed four pan-London priorities for addressing it. These are information sharing across agencies, mental health, noise nuisance and alcohol.

Agenda Item 13

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>3 MARCH 2014</p>
<p>HAMMERSMITH FLYUNDER FEASIBILITY STUDY: REFERENCE FROM THE TRANSPORT, ENVIRONMENT AND RESIDENTS SERVICES SELECT COMMITTEE</p>	
<p>Report of the Cabinet Member for Transport and Technical Services – Councillor Victoria Brocklebank-Fowler</p>	
<p>Open Report</p>	
<p>Classification: For Decision</p> <p>Key Decision: No</p>	
<p>Wards Affected: Hammersmith Broadway, Ravenscourt Park, Avonmore and Brook Green, Fulham Reach, North End</p>	
<p>Accountable Executive Director: Nigel Pallace – Bi-Borough Executive Director Transport and Technical Services</p>	
<p>Report Author: Nicholas Ruxton-Boyle – Transport and Development Manager</p>	<p>Contact Details: Tel: 020 8753 3069 E-mail: nick.boyle@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The recent closures of Hammersmith Flyover for repairs has brought the long term viability of this structure to light. The flyover forms part of the A4 and is managed by Transport for London (TfL).
- 1.2. In 2013 the Mayoral Road Task Force report on the future of road policy in London recommended that tunnelling the A4 is explored. The council has undertaken a feasibility study into burying the flyover. This report is a draft of the findings and recommendations.
- 1.3. The final feasibility report will be published in March 2014 and issued to the Mayor with the sole purpose to encourage TfL to take the project through the next stages of development and eventually onto their forward plan.

2. RECOMMENDATIONS

That Cabinet supports the Transport, Environment and Residents Services Select Committee recommendation as listed below:-

- 2.1. That approval be given to the publication of the Hammersmith Flyunder feasibility study for issue to TfL. The key findings and recommendations to TfL from the study are below and detailed further in the select committee report attached as appendix 1 to this report.

Key Findings

- There is a high level of local public support for removing the flyover, alongside concerns around traffic disruption and the local road network.
- Both long and short tunnels were found to be geotechnically feasible to construct at a cost of £200m to £1700m
- The degree to which Hammersmith Town Centre can be reimagined is dependent on the removal of the flyover but also on addressing the gyratory
- The longer the tunnel the less traffic is likely to use it
- Junctions from a main tunnel increase its use but considerable environmental and economic issues arise
- Neighbouring Councils have been involved in the study from the outset and are broadly supportive of the Council's vision.

Recommendations to TfL

- To establish strategic aspirations and concerns
 - To continue and take forward the feasibility study allowing a more strategic view and detailed analysis of such matters as alignment, portal location and junctions
 - To build on the collaborative work undertaken by the flyunder taskforce
 - To develop an appraisal framework in order to inform investment decisions with regards to road infrastructure projects.
- 2.2 That the Council recommends that TfL take full account of the environmental benefits for residents and the restoration of community links that the project would achieve in reaching their decision.

3. REASONS FOR DECISION

- 3.1. TfL are the highway authority for the A4, the traffic authority and the strategic highway authority for London. Any replacement of Hammersmith Flyover with a tunnel, as explored in this feasibility report, is TfL's decision to consider and ultimately make alongside consultation with the local highway and planning authority.

4. INTRODUCTION AND BACKGROUND

- 4.1 There are three main reasons why the Council chose to undertake a feasibility study into the burying of Hammersmith Flyover. The first is that ongoing and future maintenance of this 50 year old structure causes traffic chaos across west London. The second is that a number of recent publications have suggested that it would be beneficial to residents and businesses in Hammersmith if the flyover were buried, transforming the urban space. Third and finally, TfL, as the highway authority for the A4, challenged the Council to be bold and transformative which matches the Council's ambition for Hammersmith town centre.
- 4.2 On 23 October 2013 the full Council resolved to:
- Welcome the appointment of the borough's "Flyunder Champion" Neale Stevenson and the Council's taskforce on the Hammersmith Flyunder.
 - Resolve to work towards a tunnel replacement for the Hammersmith Flyover.
 - Recognise that it is important to run an effective cross-party campaign that demonstrates to the public and key government and GLA decision makers how all of the London Borough of Hammersmith and Fulham Council's elected representatives back the Hammersmith Flyunder project.
- 4.3 The Select Committee report attached as appendix one to this report sets out the detailed findings of the feasibility study. This covers the four main elements of the study; engagement, geotechnical, traffic and master planning. The final feasibility report will be published and handed to TfL in March 2014 with the intention that they take forward the study..

5. OPTIONS AND ANALYSIS OF OPTIONS

- 5.1. The attached select committee report compares the main two options for a tunnelled replacement of Hammersmith Flyover; long and short. Both options were compared using a number of environmental and economic factors developed from the engagement undertaken as part of the project. Both options were found to perform differently against these factors under the feasibility analysis that was undertaken. It is recognised that additional work is required on both options which forms the basis of the recommendations to TfL.

6. CONSULTATION

- 6.1. Details of the extensive engagement carried out as part of the feasibility study are set out in the Select Committee report for the 12 February 2014 meeting as appendixes to this report

LIST OF APPENDICES:

1. *Select Committee Report 12 February 2014*
2. *Minutes of the Select Committee 12 February 2014*



London Borough of Hammersmith & Fulham

**SELECT COMMITTEE
12 FEBRUARY 2014**

HAMMERSMITH FLYUNDER FEASIBILITY STUDY

Report of the Divisional Director

Open Report

Classification: For Scrutiny Review & Comment

Key Decision: No

Wards Affected: Hammersmith Broadway, Ravenscourt Park, Avonmore and Brook Green, Fulham Reach, North End

Accountable Executive Director: Nigel Pallace – Bi-Borough Executive Director
Transport and Technical Services

Report Author: Nicholas Ruxton-Boyle – Transport and
Development Manager

Contact Details:
Tel: 020 8753 3069
E-mail:
nick.boyle@lbhf.gov.uk

1. EXECUTIVE SUMMARY

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- 1.2. In 2013 the Mayoral Road Task Force report on the future of road policy in London recommended that tunnelling the A4 is explored. The council has undertaken a feasibility study into burying the flyover. This report is a draft of the findings and recommendations.
- 1.3. The final feasibility report will be published in March 2014 and issued to the Mayor with the sole purpose to encourage TfL to take the project through the next stages of development and eventually onto their forward plan.

2. RECOMMENDATIONS

- 2.1. Members are asked to review and comment on the key findings of this report with regards to the Council's Hammersmith Flyunder feasibility project as below:
 - There is a high level of local public support for removing the flyover, alongside concerns around traffic disruption and the local road network.
 - Both long and short tunnels were found to be geotechnically feasible to construct at a cost of £200m to £1700m
 - The degree to which Hammersmith Town Centre can be reimaged is dependent on the removal of the flyover but also on addressing the gyratory
 - The longer the tunnel the less traffic is likely to use it
 - Junctions from a main tunnel increase its use but considerable environmental and economic issues arise
 - Neighbouring Councils have been involved in the study from the outset and are broadly supportive of the Council's vision.
- 2.2. Members are asked to review and comment on the recommendations to TfL as below:
 - To establish strategic aspirations and concerns
 - To continue and take forward the feasibility study allowing a more strategic view and detailed analysis of such matters as alignment, portal location and junctions
 - To build on the collaborative work undertaken by the flyunder taskforce
 - To develop an appraisal framework in order to inform investment decisions with regards to road infrastructure projects.

3. INTRODUCTION AND BACKGROUND

- 3.1 There are three main reasons why the council have chosen to undertake a feasibility study into the burying of Hammersmith Flyover. The first is that

ongoing and future maintenance of this 50 year old structure causes traffic chaos across west London. The second is that a number of recent publications have suggested that it would be beneficial to residents and businesses in Hammersmith if the flyover were buried, transforming the urban space. Third and finally, TfL, as the highway authority for the A4, challenged the Council to be bold and transformative which matches our ambition.

3.2 On 23 October 2013 the full Council resolved to:

- Welcome the appointment of the borough's "Flyunder Champion" Neale Stevenson and the Council's taskforce on the Hammersmith Flyunder.
- Resolve to work towards a tunnel replacement for the Hammersmith Flyover.
- Recognise that it is important to run an effective cross-party campaign that demonstrates to the public and key government and GLA decision makers how all of the London Borough of Hammersmith and Fulham Council's elected representatives back the Hammersmith Flyunder project.

3.3 The feasibility study was initiated out of this resolution with the following terms of reference developed by the former joint Chief Executive in consultation with the Executive Director Transport and Technical Services and the Council's independent Flyunder Champion:

- To establish, at a preliminary level, the aspirations and any concerns of local residents and businesses.
- To establish current traffic patterns to best understand this route in its wider traffic network context. This will mean liaising with other local traffic authorities in adjoining boroughs and with TfL.
- To establish the best available information including future projections for future traffic volumes, relevant to a new structure.
- To establish the best available information including future projections of the cost of maintaining the current flyover structure over a suitably long period.
- To consider options for a replacement tunnel, considering the length, depth, width and start and end points, liaising with adjoining boroughs as appropriate. In particular to examine the implications of a flyunder with or without junctions to north-south routes.
- To consider thereafter the nature, extent and potential value of any released surface land, bearing in mind existing planning policies and any potential from varied planning policies.
- To establish very approximate costs for various tunnel options, noting the variables which will affect confidence in such estimates.

- To review options for meeting the construction costs including, but not limited to:
 - Future maintenance liability funding for the existing flyover redeployed
 - Capital funding from TfL
 - Capital funding from local councils
 - Captured value from developable land released
 - The possibility of modest user charges to contribute to any gap funding.
- To report at interim stage by March 2014:;
 - On local aspirations and concerns
 - On broad route options
 - On whether the tunnel must have junctions with other routes
 - On the preliminary views of neighbouring councils
 - On the geo-technical feasibility of a tunnel (bearing in mind other underground uses).
- This brief recognises that the most complex part of the task is to examine the possible and likely effects on the complex traffic system in the area. This work will need to be done by TfL and is likely to take some months. This work will therefore need to be done after the interim report beginning later in 2014.
- All this work will be done by existing LBHF council resources, TfL expertise, other contributions of expertise from neighbouring councils and other people of goodwill.
- However, one study will be commissioned from specialist engineers who will be needed to examine the geo-technical feasibility of a tunnel option.

4. THE FEASIBILITY PROJECT

- 4.1 Based on the above terms of reference the feasibility project was initiated and managed through linked work streams. The first 'engagement' work stream set out how all stakeholders would be involved in the study. The second 'geotechnical' work stream was to investigate and appraise a number of tunnelling options. The third 'traffic' work stream was to interrogate existing traffic data and models in order to establish the scale of impact of the various options. Finally 'master planning' was needed to explore the potential value from released developable land.
- 4.2 Each of these project areas are reported in the following paragraphs and will form the principal chapters in the feasibility report.
- 4.3 The project was managed using existing LBHF resources and funded using section 106 receipts from Hammersmith town centre development specifically secured to investigate traffic matters in the town centre.

5. ENGAGEMENT

- 5.1 At the outset of the project a stakeholder engagement strategy was developed which sought to ensure the wide range of stakeholders had the opportunity to get involved in the project.
- 5.2 Three distinct phases of the project were identified and engagement activities developed for each one. The project was launched with a flyunder summit held in Hammersmith Town Hall on 9 October 2013 attended by over 150 people. Throughout the project stakeholder groups have met to influence the work streams and the project will close with a second summit style public meeting and a formal handover of the findings and recommendations to the Mayor.
- 5.3 The flyunder summit saw presentations from the project team, West London Link Design (WLLD) group and TfL. It was used principally to establish a baseline of the public aspirations and concerns. A questionnaire was completed by those attending the summit and the results were combined with comments left on the council's dedicated flyunder web page www.lbhf.gov.uk/flyunder.
- 5.4 The questionnaire consisted of eight questions and formed the basis for developing the project work streams. Below is a summary of the responses and the full analysis can be found at appendix 1.

Question 1 - Do you agree with the council that Hammersmith Flyover should be replaced with a flyunder?

89% of respondents either strongly agreed or agreed with 10% disagreeing or strongly disagreeing and with 1% indifferent.

Question 2 - If you back a tunnel replacement, or 'flyunder', where do you think it should start and end?

A number of different options were provided for both western and eastern 'portal' locations. The most popular western portal location was Hogarth Roundabout and the most popular eastern portal location was Warwick Road.

Question 3 - Should the flyunder connect to any north-south links?

The two most popular answers were Fulham Palace Road at 32% and Shepherds Bush Road at 25%.

Question 4 - Do you think opportunities should be exploited to return Hammersmith Gyration to two way working?

46% of respondents either strongly agreed or agreed with 19% disagreeing or strongly disagreeing and with 36% indifferent.

Question 5 - What are the current problems that you would like to see the flyunder overcome?

The responses were spread relatively evenly across the five options that were presented for this question: air quality, noise, visual intrusion, town centre severance, river severance.

Question 6 - What are your main concerns for a flyunder?

The four main concerns for respondents in order of importance are traffic diversions, cost, A4 closure, construction lorries.

Question 7 - What should any land freed up by the removal of the flyover be used for?

There was equal support for open space, connections to the river and housing with less support for relief roads, offices and shops.

Question 8 - How should the flyunder be paid for?

A third of respondents considered over site development the best way to pay for the tunnel, with 20% considering the following suitable methods: national taxation, London-wide taxation and a user toll.

- 5.5 These responses helped to refine the tunnel options that were developed as part of the geotechnical work stream. Three alignments were tested alongside theoretical junction testing.
- 5.6 In order to drive and steer the project towards its challenging timeframes a number of workgroups were established.
- 5.7 The first group was a stakeholder group that met only once at the outset of the project. In addition to members of the technical group below invites were sent out to ward councillors of the five wards along the A4 and the 60 plus residents and tenants groups in these wards. Those that attended agreed that the wider stakeholders preferred a different method of engagement than this meeting could offer, namely evening summits/presentations and the website.
- 5.8 The second group was a technical group (known as the taskforce) which met on a monthly basis throughout the project. This group was attended by the three neighbouring local authorities: Hounslow, Richmond and Kensington and Chelsea. Other stakeholders included the GLA, TfL, WLLD, Hammersmith BID, Capco and Halcrow who were the engineering specialists commissioned to undertake the geotechnical study.
- 5.9 The third group was a TfL group which was established to bring together the various functions of the TfL family. Representatives from various parts of TfL including modelling, roads task force, forward planning and network management met with the project team on a regular basis in order to support the project.
- 5.10 Political stakeholder management was dealt with on a reactive basis with ad hoc meetings and updates arranged with both the administration and opposition members at LBHF and portfolio holders at the neighbouring boroughs.

5.1 The unprecedented support and feedback for this project, alongside constructive collaborative working with neighbouring boroughs, TfL and the private sector have established a sound platform to take this project forward.

6. GEOTECHNICAL

6.1 This fundamental part of the feasibility study was carried out by local engineering specialists Halcrow under existing contractual arrangements with the Council. Halcrow provided engineering support to the WLLD publication 'A chain of opportunities' in 2012.

6.2 The commission ran from October 2013 to February 2014 and was managed through the technical work group. The full Halcrow geotechnical report will be published as an appendix to the Council's feasibility report in March 2014.

6.3 The commission developed and considered a number of tunnel options based on the ambition of the Council and those comments received by the public. **Three tunnel alignments were tested and all three were found be feasible to construct.** Each of the alignments, as shown below, has its own set of economic and environmental challenges.

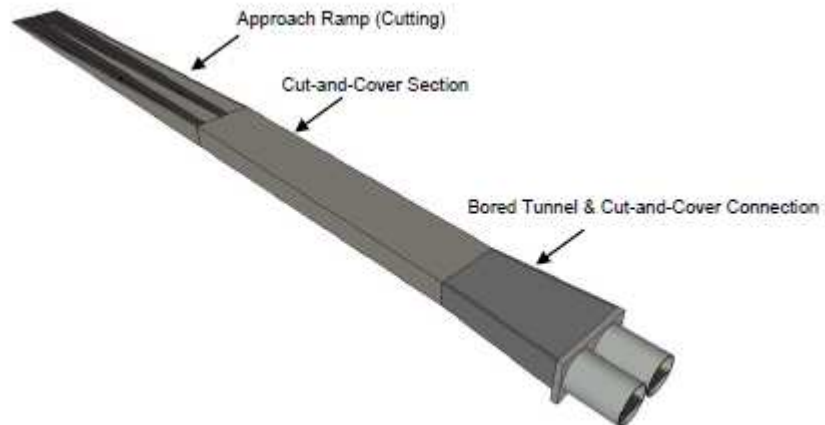


6.4 The below table is a summary of the alignment and portal locations for the three options tested;

option	alignment length	western portal	eastern portal
1	1.6km/ 1 mile	Furnivall Gardens	West London College
2	3.6km/ 2.2 miles	Sutton Court Road	North End Road
3	4.1km/ 2.5 miles	Sutton Court Road	Earls Court Road

6.5 Tunnel portals

The entrance to and exit from a tunnel are known as portals and are a common feature to all options. A portal will consist of a cutting where the road ramps down at the required gradient of 4%. This cutting would be approximately 200m in length and would be immediately followed by a structure to house ventilation equipment. The location of these portals vary with each option however their broad space requirements are the same. The image below shows an indicative layout of a tunnel portal.



6.6 Tunnel construction comparison

Below is a table setting out the main differences between the short (option 1) and long (options 2 and 3) tunnels. All options can be constructed in the thick band of London clay underneath Hammersmith and all have a similar construction time. The fundamental difference between the short and long option is the two methods of construction (cut and cover and tunnel boring machine) which both have their own well documented distinctive economic and environmental issues.

option	main construction method	depth	construction time
1	cut and cover	15m	3 years
2	tunnel boring machine	25m	2/3 years
3	tunnel boring machine	25m	2/3 years

6.7 Principal concerns

From the project engagement four principal concerns were identified: traffic redistribution, cost, traffic disruption and construction traffic.

6.8 Principal concern 1 – traffic redistribution

The traffic analysis that was carried out as part of this feasibility study is detailed in paragraph 7 below, alongside its limitations and assumptions. Traffic redistribution varies based on the length of a tunnel and its start and end points and in this instance the longer the tunnel the less traffic would be likely to use it. As such, opportunities to remove or reduce the existing surface road network diminish as tunnel length increases, primarily down to the current traffic distribution and proportion of through traffic. Smaller side road junction tunnels can provide opportunities for the main tunnel to pick up and distribute more traffic however this is one area in which much further and more detailed strategic analysis is required. This more sophisticated further traffic modelling would also forecast wider sub-regional impact such as local and strategic redistribution based on a new network. **Essentially the longer the tunnel, the less opportunity traffic has to turn on and off and hence less traffic is likely to use it.**

option	% of east-west traffic likely to use tunnel
1	100%
2	60%
3	50%

6.9 Principal concern 2 – cost

The cost of the construction alone (not including land acquisition, governance or mitigation) is a function of the length of the tunnel and construction methodology. The different construction methodologies between the long and short options affect their construction cost. The longer tunnel options are twin bore, i.e. there is a separate tunnel for each direction of traffic. This significantly increases cost. A single bore was considered, with traffic stacked inside, however the tunnel boring machine required to build such a tunnel would be one of the the largest in the world at 20m in diameter. **Notwithstanding other influences, the longer the tunnel, the more expensive the construction cost.**

option	construction methodology	total tunnel length	construction cost (2013 prices)
1	cut and cover	1.6km/ 1 mile	£218m
2	tunnel boring machine	7.4km/ 4.6 miles	£1,210m

3	tunnel boring machine	8.2km/5.1 miles	£1,297m
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6.10 Principal concern 3 – traffic disruption during construction

The three options considered as part of this study take broadly the same time to construct at three years. Again this is down to their length and different construction methodologies. Traffic flow along the A4 is assumed to be disrupted for approximately half the construction time. Disruption to the A4 is likely to entail lane closures, tidal flow and night time and weekend closures. The table below compares construction time and disruption time. It also established another fundamental difference in the long and short tunnels, namely the location of the disruption. For the short option the construction disruption will be in Hammersmith Town Centre whilst for the longer tunnel it will be spread across the portal locations and drive site. **All options have a broadly similar disruptive impact on the operation of the A4 however this disruption is located in different places.**

option	construction time	A4 disruption	location of main disruption
1	3 years	18 months	Hammersmith town centre
2	2/3 years	12/18months	portal locations and drive site
3	2/3 years	12/18 months	portal locations and drive site

6.11 Principal concern 4 – construction traffic

The amount of construction traffic created by any subterranean construction is a function of the material removed and the construction methodology. **Broadly speaking the longer the tunnel, the more spoil removed and more construction material required and therefore the more construction traffic. This, however, does not take into account the opportunity for river transport of certain materials that a tunnelling project adjacent to the river could explore.** This could reduce lorry movements significantly.

6.12 Translating the volume of material created and required for a tunnelling project into likely lorry movements is not straightforward. In addition the location of this traffic will be concentrated at different times and locations over the multi-year construction period. For the short option this is Hammersmith as it is the location for the four main construction areas: the two portals, the main tunnel and the removal of the flyover. The potential use of the river could reduce the number of surface lorry movements and

would have different levels of reduction for the different construction locations, as above. At Hammersmith, for example, the use of conveyor belts and catenary systems could potentially move spoil the short distance to the river without any significant use of road vehicles, although such a method would bring its own environmental impact issues. It is also possible that the great majority of any necessary lorry movements, for all options, would be via the A4 itself, thereby minimising the wider environmental impact. The table below shows the total volume of spoil for each option that would need be removed and an approximation of the daily lorry equivalent movements this spoil, and incoming material creates without using the river. Use of the river could greatly reduce these figures. 90% of main tunnel excavated material, tunnel lining precast segments and concrete aggregates can be transported by barge.

option	total tunnel length	volume of spoil to be disposed (M³)	Average daily lorry equivalents (with no river use)	Average daily lorry equivalents assuming use of river
1	1.6km/ 1 mile	430,000	150	28
2	7.4km/4.6 miles	1,000,000	320	50
3	8.2km/5.1 miles	1,140,000	375	61

6.13 Summary.

As reported at the start of this section, each of the three options can feasibly be built. However each option has differing economic and environmental issues to consider. Broadly speaking, the disruption to the operation of the A4 for all three options is similar. What is fundamentally different is the cost difference, construction traffic profile and traffic redistribution between the long and short options. The short tunnel costs considerably less than the long tunnel, would create fewer construction vehicle movements and would cause significantly less traffic redistribution.

7. TRAFFIC

7.1 The traffic analysis was carried out using TfL data including traffic counts and outputs from their strategic traffic model for West London. Both current actual and modelled traffic flows were reviewed from this data alongside forecasts for 2031 traffic flows based on the growth in jobs and population in the current London Plan and the planned transport network i.e. without a tunnel.

7.2 The traffic analysis was carried out to understand how much traffic would be likely to use the various tunnel options (which in turn has influenced

tunnel dimensions) and as a result how much would not and what surface network would be required. The traffic analysis was developed during the project to include investigating the Hammersmith Gyratory, the impacts on the various options and to explore opportunities to reduce the severance caused by the current one way system. This could include returning the gyratory to two way working which has been achieved at other similar gyratories in London.

- 7.3 All quoted modelled data is the rounded average evening peak traffic flow only. Flows in the inter-peak, weekend and morning peak periods are likely to be different.
- 7.4 In 2031 it is forecast that approximately 2,500 vehicles an hour will use the flyover in either direction, an increase in 14% on the current flow. Traffic flow to the east of the flyover is of a similar magnitude and to the west is considerably higher at 3,500 per hour. There is a similar volume of traffic travelling around Hammersmith Gyratory showing a similar increase over current flow. As the A4 travels into central London traffic flow generally decreases which is representative of a radial traffic corridor. Likewise as the A4 travels out of central London traffic flow increases.
- 7.5 As the A4 passes through the London Boroughs of Hounslow, Hammersmith & Fulham and the Royal Borough of Kensington and Chelsea it has junctions with a number of side roads and vehicles both join and leave the A4 to continue their journeys. Over the length of option 3 (Sutton Court Road to Earls Court) over half the traffic travelling east leaves the A4. A similar profile is found travelling westbound with traffic doubling in volume over the same stretch. **This is a fundamental finding as traffic that joins the A4 between the start and end points of a tunnel between Chiswick and Earls Court will have to use a surface network and should the flyover be removed be diverted around Hammersmith Gyratory.**
- 7.6 Option 1 would have no impact on traffic flow as it is a straight replacement of the flyover with a tunnel. All traffic that currently uses the flyover could and would use the tunnel and traffic leaving or joining the A4 via Hammersmith Gyratory would do so as it does today. Traffic flow around the gyratory would be unaffected.
- 7.7 Both longer options would require a surface road network to cater for up to 50% of the current A4 flow. Option 2 would allow slightly more traffic to join and leave a long tunnel alignment and hence a slightly higher percentage of traffic would use the tunnel than would be the case for the longer option 3. This could allow for a narrowing of the A4 however if the flyover were to be removed, this being the primary objective of this study, this traffic would be diverted through Hammersmith Gyratory. Any capacity increases that can be achieved at Hammersmith Gyratory, even if possible, would not be consistent with the vision for the improved town centre.
- 7.8 Given the importance of Hammersmith gyratory an additional tunnel scoping exercise was undertaken to see how traffic flow could be reduced. The main north-south route from Shepherds Bush Road to Fulham Palace

Road was considered as an additional tunnelled route. It was found that, again, this could feasibly be constructed but not without significant environmental and economic issues. In addition, basic traffic analysis was undertaken and found that the beneficial impact on traffic flow around the gyratory would not be sufficient to reallocate capacity. **Further analysis of the operation of the gyratory would need to be undertaken to support both the regeneration of the town centre and any A4 tunnel solution.**

- 7.9 In summary, the longer the tunnel, the less likely traffic would be to use it. If a tunnel only served a proportion of the corridor movement the remaining movement would be redistributed onto the surface network that would need sufficient capacity to function effectively.

8. MASTERPLANNING

- 8.1 A theoretical exercise was undertaken in partnership with the Greater London Authority (GLA) in order to capture the land value from developable land released by the burying of the flyover in order to meet construction and other costs. In order to do this a master planning type piece of work was undertaken in Hammersmith town centre and along the A4 corridor to come to a reasonable assumption of the quantum of land released for suitable development. From this, assumptions were made on residential sales values, unit sizes and financial receipts.

- 8.2 The results of this indicate that between Hogarth roundabout in the east and Baron's Court Road in the west, there is the potential to accommodate 366,000sqm of Gross Internal Area (GIA) floor space through development of released land. Of this:

- 143,000sqm of this could be provided directly on land freed up by the removal of the A4, which would be in either LBHF or TfL freehold ownership and therefore after construction costs and other development costs, all net profit could go towards financing the flyover, were the project to be fully financed by the public sector.
- 30,000sqm could be provided, part on A4 land and part on adjacent landholdings. It is anticipated that a joint venture would be necessary with private owners to realise values in this circumstance. A sharing of profit has therefore been incorporated into the assumptions for this floor space.
- The remaining 193,000sqm would be provided from development off the A4 on land that could be brought forward in the areas around the A4 and in Hammersmith Town Centre, particularly to the south side of King Street, to open up connections between Hammersmith Town Centre and the River Thames.

- 8.3 The study looked at various sources of financing. For LBHF/TfL freehold, the overriding driver of value is net sales on return. For all land, total Community Infrastructure Levy (CIL) receipts have been assumed to be held to finance the A4 tunnel. Section 106 receipts have also been factored into the calculations for all public and private sector released land. For the purpose of this exercise, redevelopment has been assumed to be 100%

residential with no affordable housing provision, in order to optimise residential sales values and receipts.

8.4 Current estimates indicate that redevelopment could achieve in the order of £1billion some of which could form part of the flyunder financing package.

8.5 As well as financially assisting the delivery of the A4 tunnel, redevelopment could provide substantial benefits for Hammersmith Town Centre and its surrounds. These include:

- New homes, jobs and opportunities to expand the retail offer in Hammersmith Town Centre;
- Opportunities for new and improved open space
- Better, more pedestrian and cycle-friendly connections between Hammersmith and the River Thames; and
- Opportunities to unravel the Hammersmith Gyratory through the provision of a relief road on the current alignment of the A4.

8.6 Should it be necessary that a modest user charge is required to be explored further to fill any funding gap the economic benefit (income) would need to be considered in light of the environmental disbenefit of more traffic using the 'free' congested surface network in order to avoid the charge.

9. RECOMMENDATIONS TO TFL

9.1 The feasibility study was designed to report the following given that it is not in the Councils power to make any alterations to Hammersmith Flyover or the A4.

- On local aspirations and concerns
- On broad route options
- On whether the tunnel must have junctions with other routes
- On the preliminary views of neighbouring councils
- On the geo-technical feasibility of a tunnel (bearing in mind other underground uses)

9.2 Based on the feedback the Council has received both before and during the feasibility study there is strong support for a tunnel, however this is accompanied by concerns of how long the A4 will be disrupted for to build a tunnel, the impact of construction traffic, traffic displacement onto alternative routes and the high cost of a tunnel. **It is, however, recognised that the feedback received is considered to be local and a more strategic view should be sought by Tfl.**

9.3 Three route options were developed, based on the above feedback and sound engineering judgements. These are by no means the only options available to Tfl as has been seen with the WLLD study. It is apparent from this study that as the tunnel length increases its usage and utility is likely to

decrease. As a result, the longer tunnelled options do not provide the opportunity to reduce the surface road network and could lead to worsening traffic conditions at Hammersmith Gyrotory. The route options with junctions go some way to address this, however there are a number of issues with regards to the junction portals. **TfL should refine the options and establish a project to explore the shortlist in greater detail.**

- 9.4 The neighbouring boroughs of Hounslow, Richmond and Kensington and Chelsea have been involved in and supported the feasibility study from the outset. Each borough is broadly supported of the Council's vision and ambition and have been invited to submit a written letter which shall form part of the feasibility report to be published and submitted to TfL. **Given the strategic and bold and transformative nature of an A4 tunnel, TfL should continue to engage with the taskforce of boroughs while taking this project forward.**
- 9.5 Each of the three tunnel options has its own unique set of geotechnical challenges, however there is a thick band of London clay in this part of the capital which is a well-known tunnelling medium. The options cover the two main techniques for tunnelling; top down cut and cover and the use of a tunnel boring machine. Each technique comes with its own set of issues, the two differences being surface disruption and cost with top down cut and cover being the least expensive but most disruptive as it geographically concentrates the disruption. **TfL should develop an appraisal matrix to allow a fully informed comparison and debate on the pros and cons of each tunnel route and construction methodology to enable future investment decisions to be made.**

10. NEXT STAGES

- 10.1 The final feasibility report will be published on our website and handed to the Mayor in the week commencing 10 March 2014. The feasibility report is the borough's response to the road task force suggestion to explore 'alternative tunnelled routes'.
- 10.2 A final technical group meeting will be scheduled following publication at which TfL have advised the taskforce that they will respond to the feasibility report. TfL's response shall be published alongside the feasibility report and its content will advise the boroughs (and other stakeholders) further work. It is, however, planned that the feasibility study be formally closed down at this stage and future work taken up through planned transport and planning-led projects and policy work.
- 10.3 During the feasibility study TfL announced that Hammersmith gyrotory was on a short list to receive significant funding for a cycling-led project to address some of the more complicated junctions that are seen to be obstacles to safe and comfortable cycling in London. This is one of the many project to be delivered through the Mayor's cycling vision. Should this project receive funding the flyunder feasibility study findings and recommendations shall form part of the project objectives and scope.

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

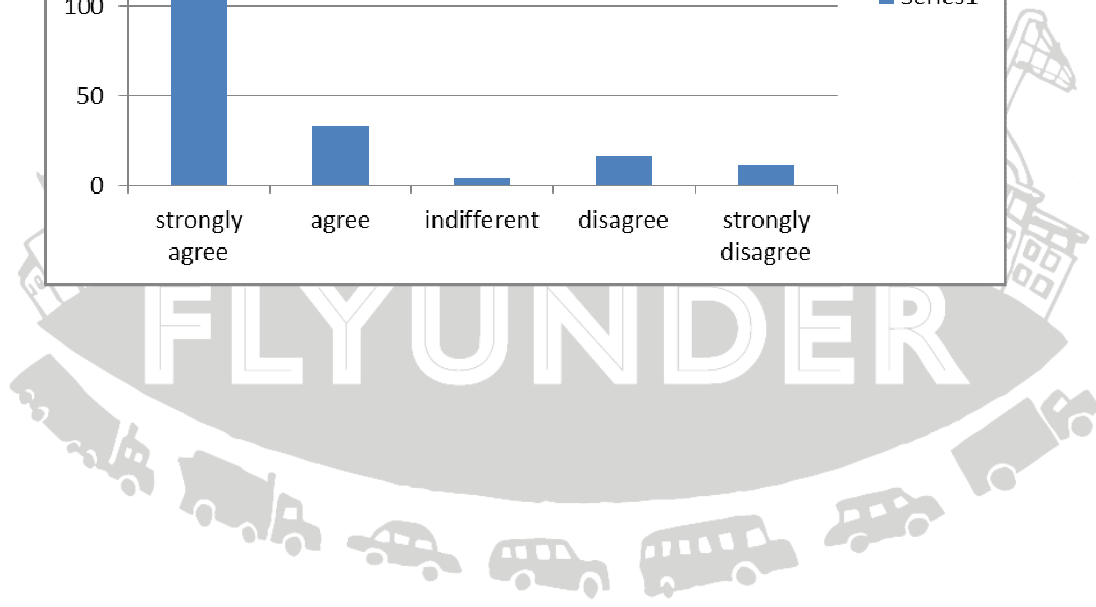
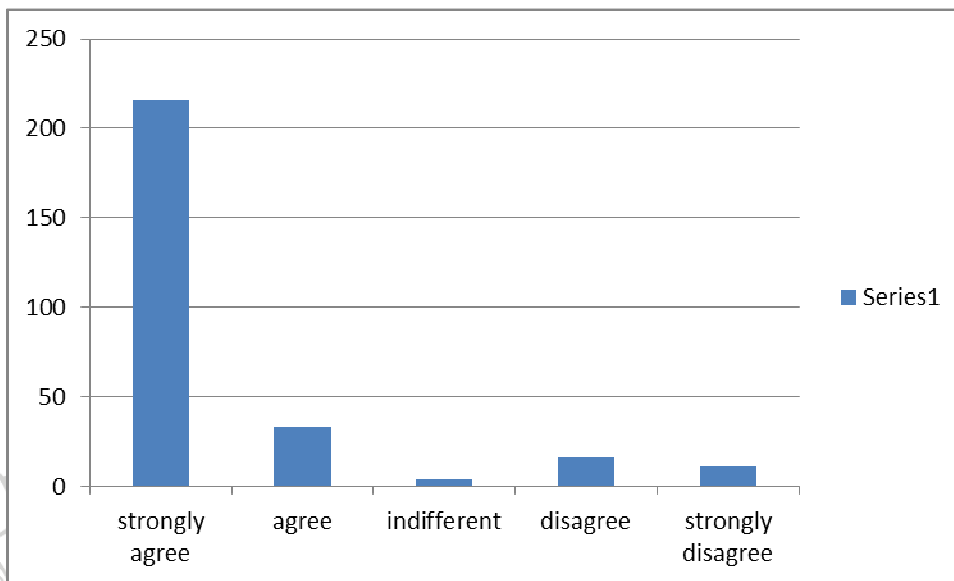
No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Hammersmith Flyunder feasibility Study – Tunnel and Geotechnical Engineering (Halcrow)	Nicholas Ruxton-Boyle x3069	TTS HTHX

LIST OF APPENDICES:

1. Summit questionnaire responses

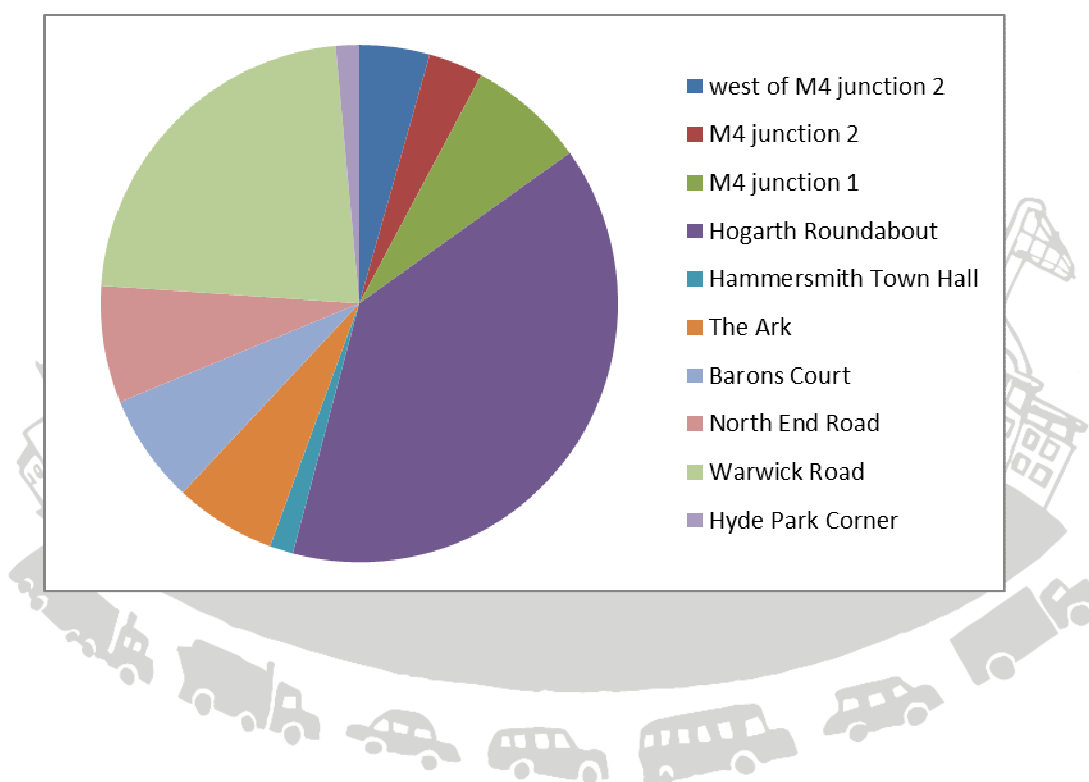
Q1) Do you agree with the council that Hammersmith Flyover should be replaced with a flyunder? (there is a map on the back of this questionnaire so feel free to sketch your preferred start and end points and tunnel route)

	summit	web	total	percent
strongly agree	58	158	216	77%
agree	9	24	33	12%
indifferent	4	0	4	1%
disagree	3	13	16	6%
strongly disagree	2	9	11	4%
	76	204	280	100%



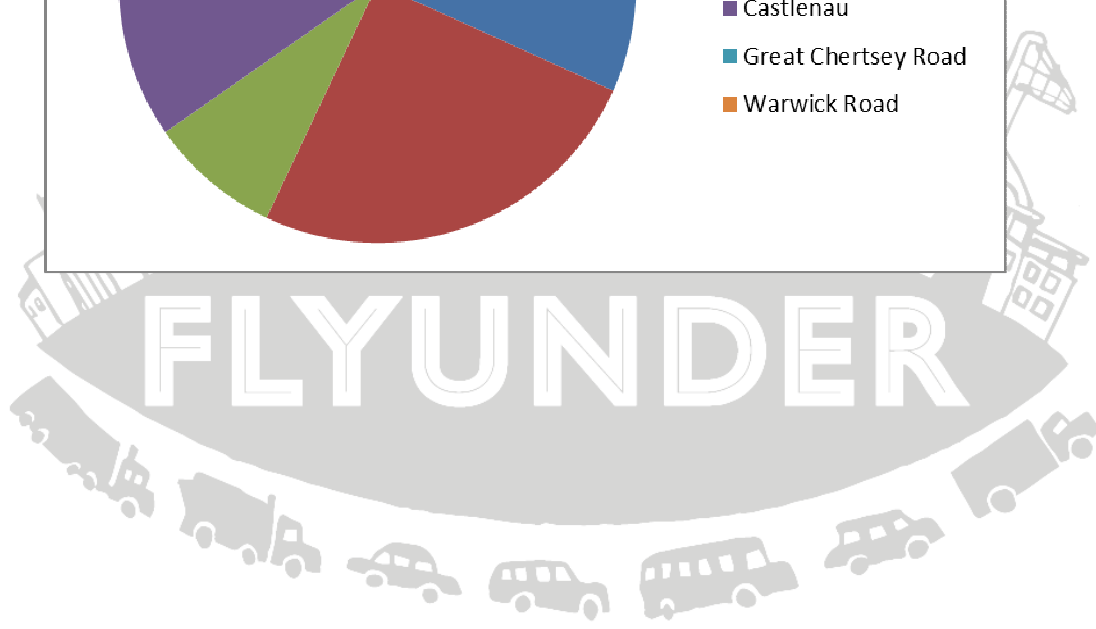
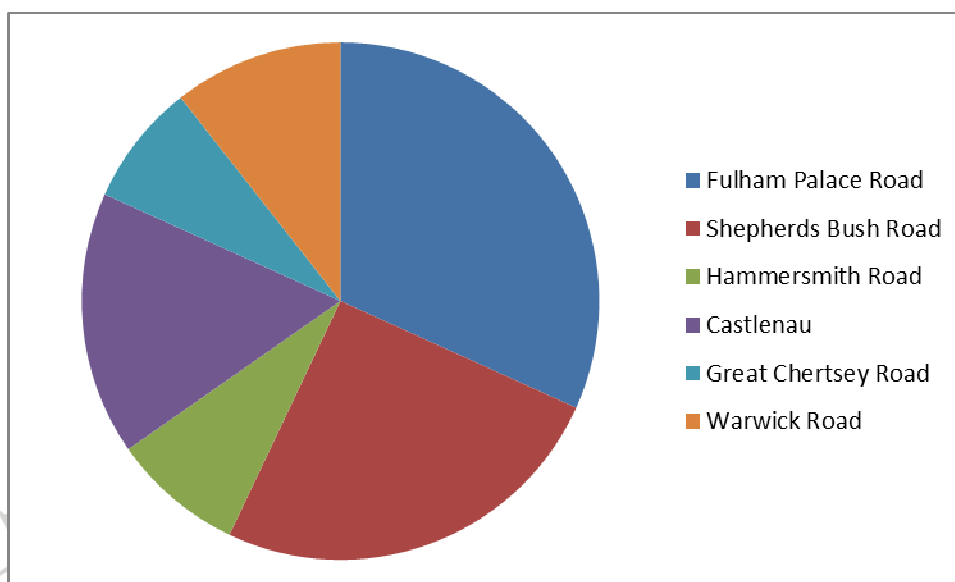
Q2) If you back a tunnel replacement, or 'flyunder', where do you think it should start and end?

	summit	web	total	percent
west of M4 junction 2	4	5	9	4%
M4 junction 2	2	5	7	3%
M4 junction 1	14	1	15	7%
hogarth roundabout	53	27	80	39%
hammersmith town hall	1	2	3	1%
the ark	9	4	13	6%
barons court	14	0	14	7%
north end road	10	5	15	7%
warwick road	32	14	46	22%
hyde park corner	3	0	3	1%
	142	63	205	97%*



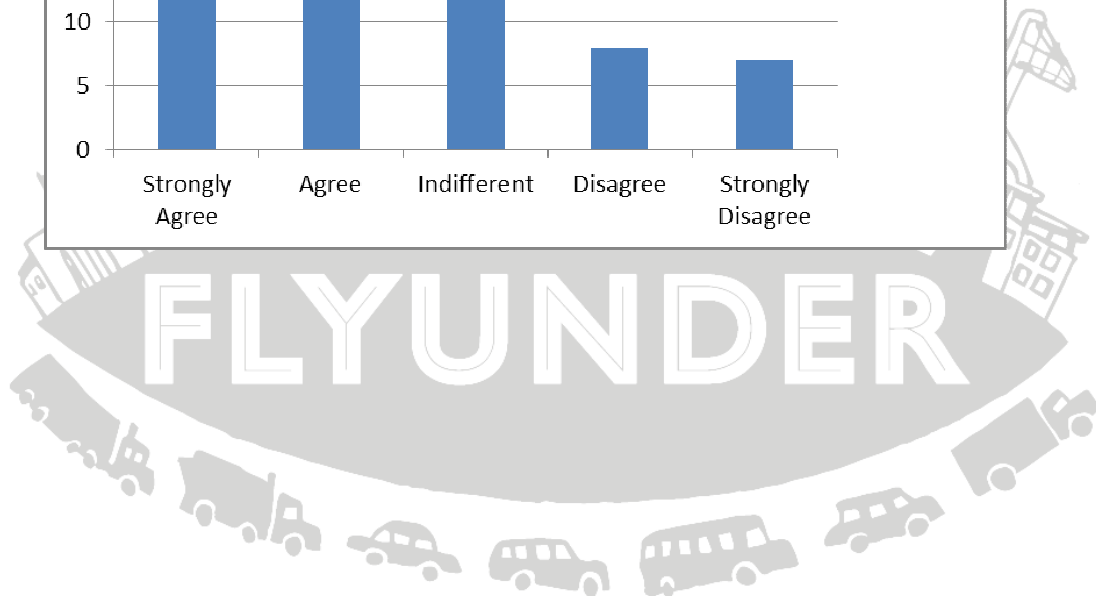
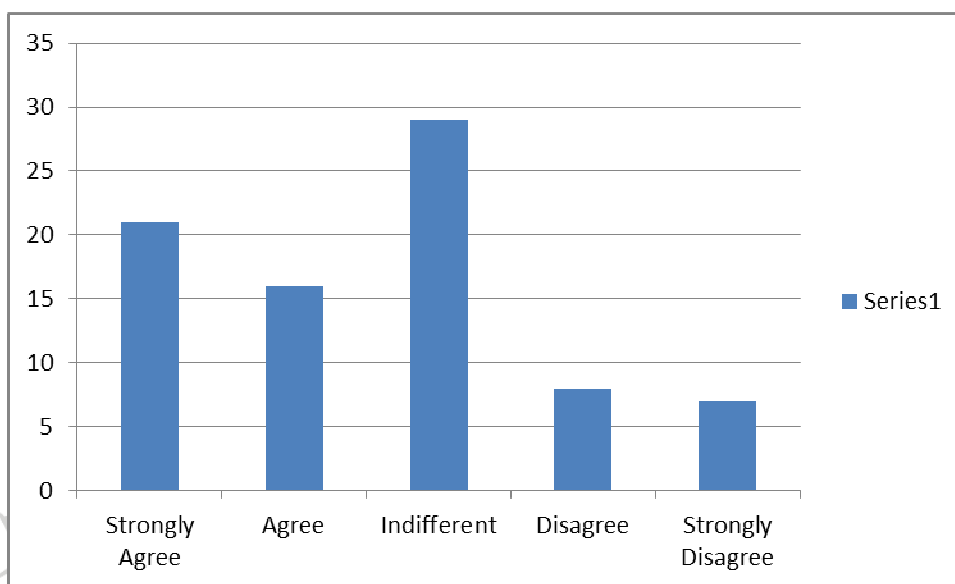
Q3) Should the flyunder connect to any north-south links?

	summit	web	total	percent
Fulham Palace Road	53	1	54	32%
Shepherds Bush Road	42	1	43	25%
Hammersmith Road	14	0	14	8%
Castlenau	26	2	28	16%
Great Chertsey Road	13	0	13	8%
Warwick Road	18	0	18	11%
	166	4	170	100%



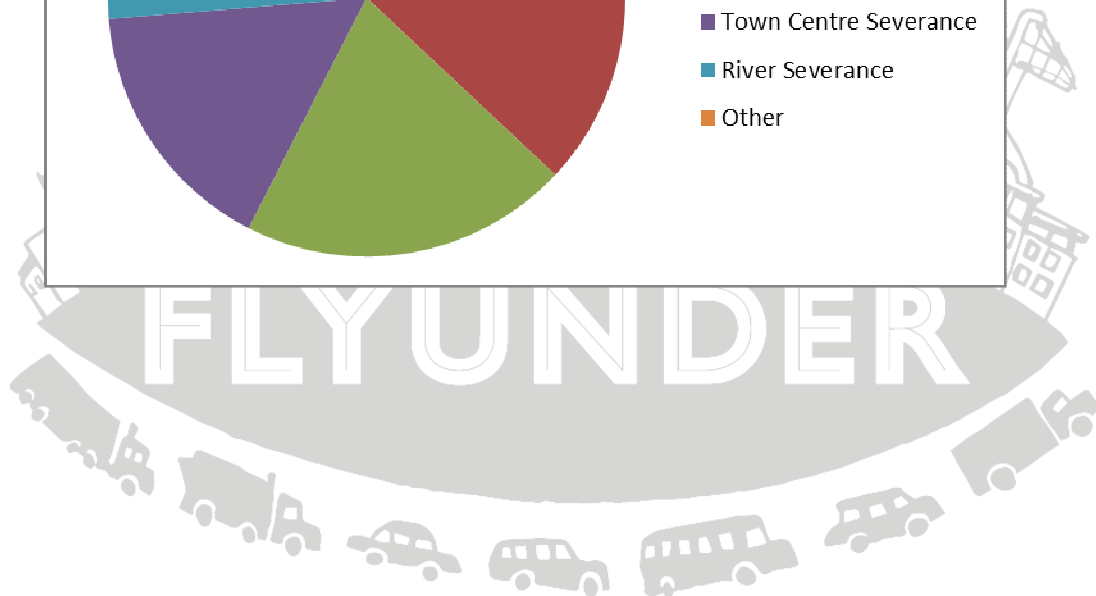
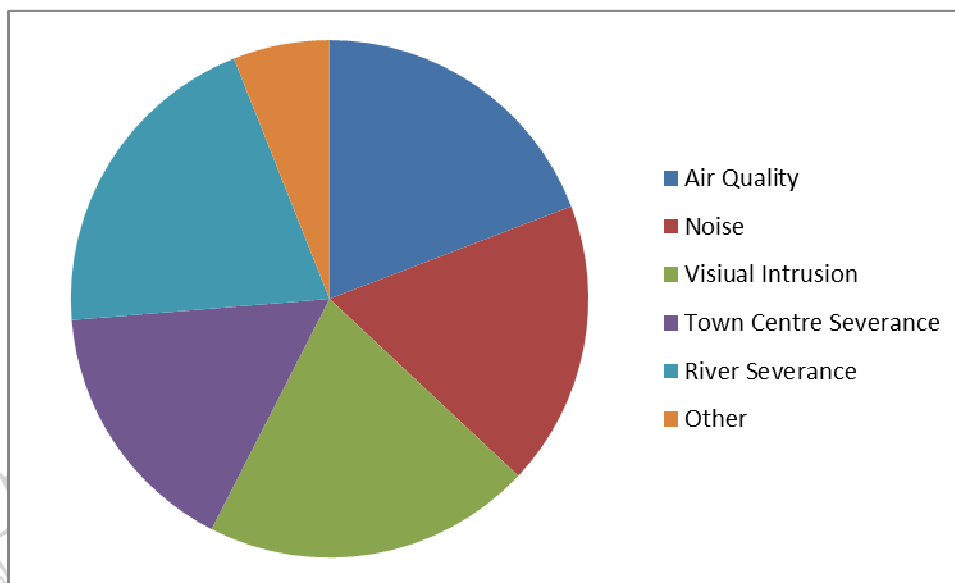
Q4) Do you think opportunities should be exploited to return Hammersmith Gyrotory to two way working?

	summit	web	total	percent
Strongly agree	16	5	21	26%
Agree	16	0	16	20%
Indifferent	29	0	29	36%
Disagree	8	0	8	10%
Strongly Disagree	7	0	7	9%
	76	5	81	101%*



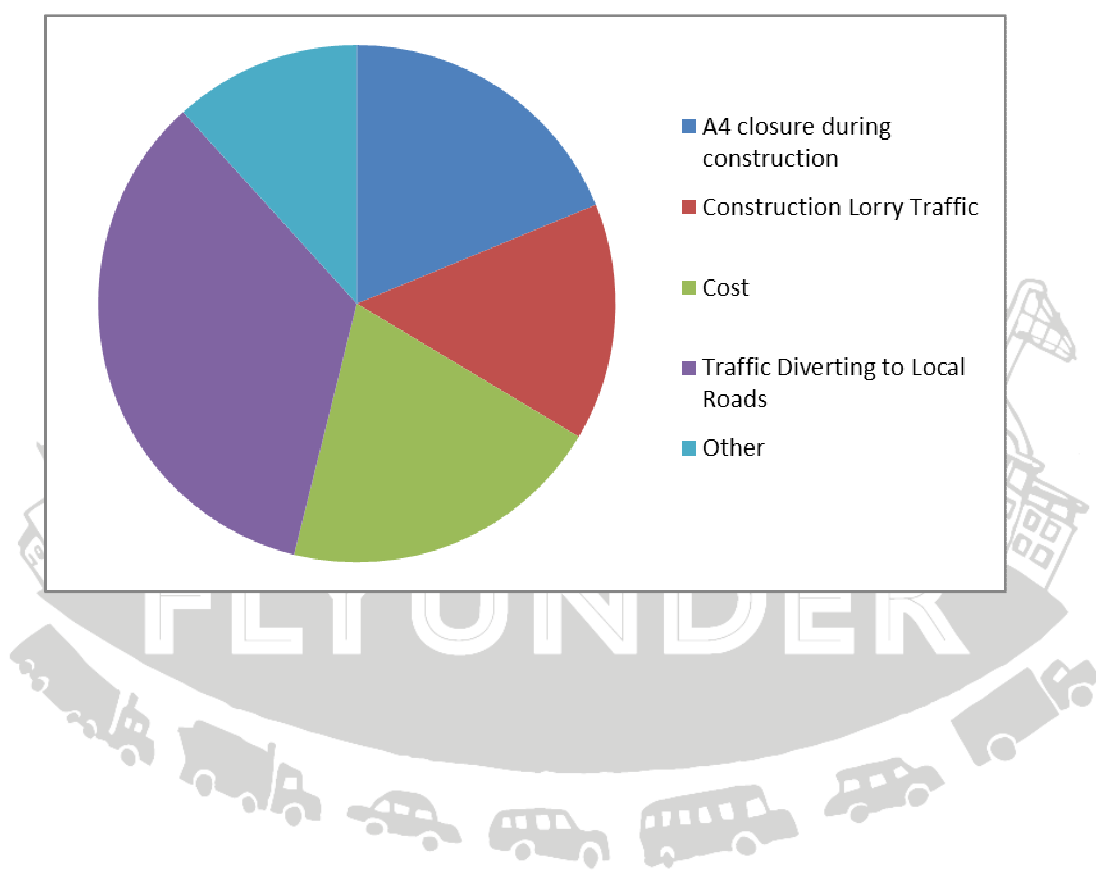
Q5) What are the current problems that you would like to see the flyunder overcome?

	summit	web	total	percent
Air quality	54	16	70	19%
Noise	52	13	65	18%
Visual intrusion	51	24	75	21%
Town Centre Severance	48	11	59	16%
River Severance	56	18	74	20%
Other	20	2	22	6%
	281	84	365	100%



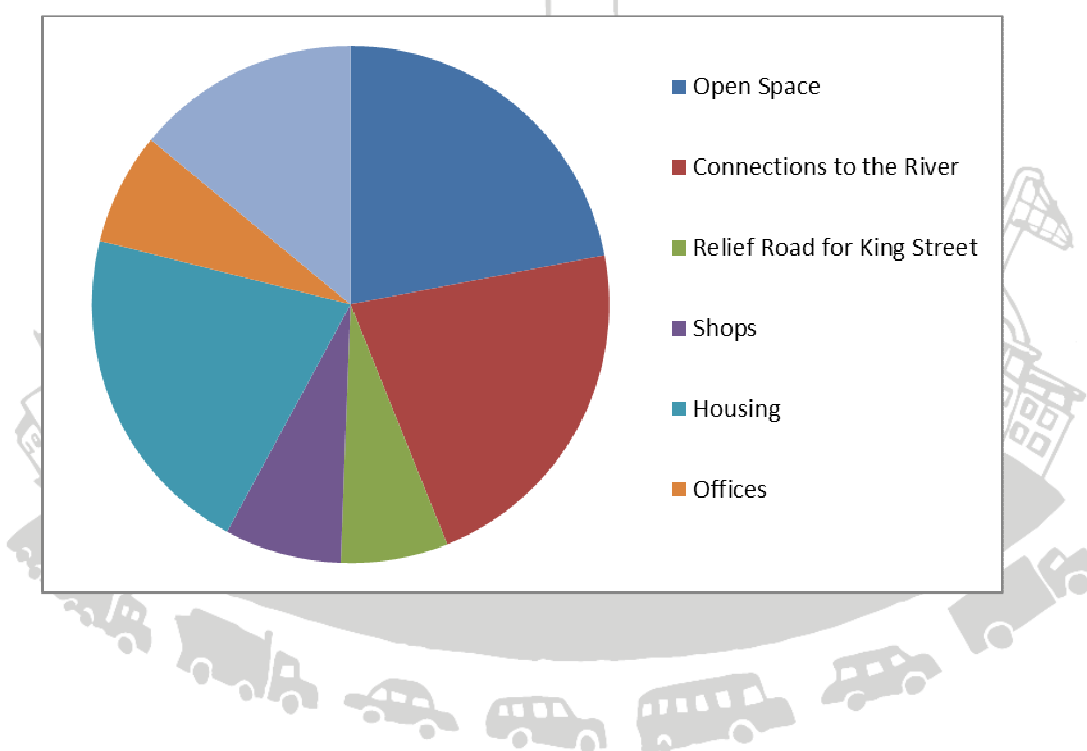
Q6) What are your main concerns for a flyunder?

	count	web	total	percentage
A4 closure during construction	19	5	24	19%
Construction lorry traffic	13	6	19	15%
Cost	20	6	26	20%
Traffic Diverting to local roads	41	3	44	34%
Other	15	0	15	12%
	108	20	128	100%



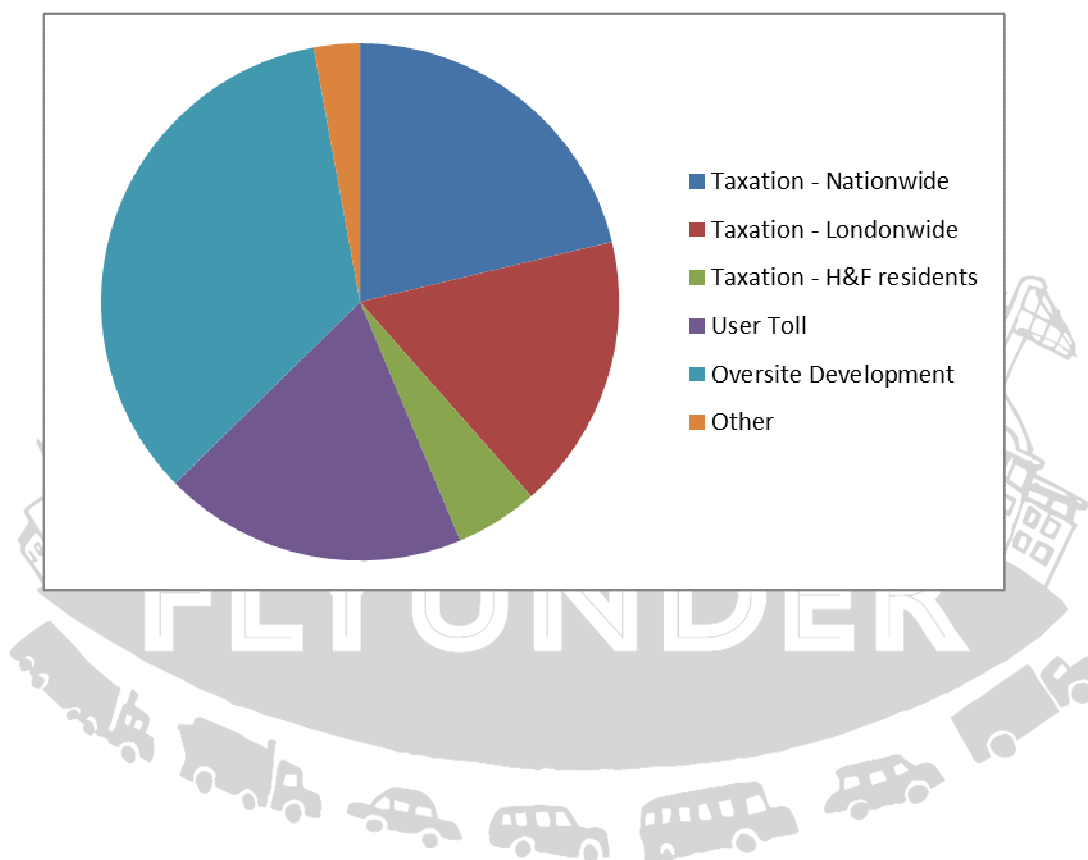
Q7) What should any land freed up by the removal of the flyover be used for?

	summit	web	total	percentage
Open space	52	20	72	22%
Connections to the river	62	10	72	22%
Relief Road for King Street	22	0	22	7%
Shops	22	2	24	7%
Housing	46	23	69	21%
Offices	20	3	23	7%
Leisure and Community uses	45	1	46	14%
	269	59	328	100%



Q8) How should the flyunder be paid for?

	summit	web	total	percentage
Taxation - nationwide	35	2	37	21%
Taxation - Londonwide	29	1	30	17%
Taxation – H&F residents	9	0	9	5%
User Toll	29	4	33	19%
Oversite Development	35	25	60	35%
Other	4	1	5	3%
	141	33	174	100%



Transport, Environment and Residents Services Select Committee Extract from Minutes

Wednesday 12 February 2014

PRESENT

Committee members: Councillors Steve Hamilton (Chairman), Iain Coleman, Robert Iggulden, Wesley Harcourt (Vice-Chairman), Lisa Homan, Jane Law and Gavin Donovan

Other Councillors: Councillors Nick Botterill, Lucy Ivimy and Victoria Brocklebank-Fowler

31. HAMMERSMITH FLYUNDER FEASIBILITY STUDY

The Committee received a report and presentation on the Hammersmith Flyunder Feasibility Study. The Committee heard about the engagement undertaken by the group carrying out the Feasibility Study, which had met with neighbouring boroughs and Transport for London, held a Flyunder summit, with those in attendance completing a questionnaire, met with local stakeholders and meetings with both administration and opposition Councillors.

The Committee heard that the Feasibility Study showed that a tunnel was possible, and that 3 possible routes for that tunnel had been identified. The Study had identified benefits and disbenefits associated with each of those 3 options, and had examined the 4 areas identified as key concerns at the summit (traffic diversions, cost, A4 closure, construction lorries).

The options identified were for a short tunnel to run from Furnivall Gardens to west London College, and for a longer tunnel to run from Sutton Court Road to either North End Road or to Earls Court Road. The Study identified that, due to the volume of the traffic exiting the A4 between Chiswick and Earls Court (50%), the latter options would require either additional tunnel exits (at additional cost) or would not enable the removal of the existing structures in

Hammersmith Town Centre. It was noted that the Study would not be able to make a full strategic assessment of the impact of any of the options, and that this would require TfL input.

The Study identified that all three options would have a similar impact in terms of traffic disruption during construction, though the disruption would occur in different places based on the option chosen. The construction time and associated disruption was of similar duration for all three options. In relation to construction traffic, the Study had identified the likely quantity of spoil to be removed, and the quantity of lorries required, with and without use of the river. Finally, the Study had estimated the cost for each option, with Option 1 estimated as £218 million, and options 2 and 3 at £1210 and 1297 million respectively.

The Study had also undertaken a master Planning exercise, to identify the value of the land freed for redevelopment which could support the cost of construction. Based on the assumptions set out in the report, a figure of £1 billion had been identified. The completed Feasibility Study would be sent to Transport For London, who would be asked to continue the work undertaken.

The Committee asked the following questions and received the following responses

What was the life of the existing structure and what was TfL's position on replacement?

- TfL believed that the Flyover had decades of life, but had been supportive of the Study and of the idea of tunnelling in general.

How did local businesses feel about the potential disruption?

- Hammersmith BID was commissioning its own study of the economic impact, which would be included with the final Study submitted to TfL, but were excited by the idea in principle.

How would the proposed plans increase public open space and access to the river?

- The removal of the Flyover would create additional public space in the centre of Hammersmith, though enabling development would also take place.

Why was the use of the river for spoil not confirmed?

- The Study was to look at the feasibility of a tunnel, and did not contain a full construction plan, including on the use of the river for spoil.

What impact would tunnelling have on drainage and the water table?

- There should be no issue, if the tunnel was designed correctly.

What were the merits of Option 2 and 3?

- Option 1 would not allow the reconfiguration of the gyratory, and would leave the A4 in place along a significant section of the route, including Hogarth Roundabout.

When could a response from TfL be expected?

- The Study was a direct response to the challenge set to Boroughs by the Roads Taskforce, and TfL had been engaged with the Study Group's work throughout. There was no firm date for decision, however.

Residents who had attended the meeting were then given the opportunity to comment and ask questions. The questions asked and answers given are summarised below:

Several residents emphasised the need for as long a tunnel as possible, and noted that the significant contributions to the urban realm and to air quality a tunnel could make should be emphasised.

- The Study authors said that the Council could press TfL to take full account of these issues in reaching a decision. They also noted that air quality might not benefit at tunnel exits and entrances.

Residents asked whether a North-South Tunnel had been investigated.

- Officers said that preliminary study had shown this to be prohibitively expensive and difficult, with little traffic usage. Full strategic modelling would be required to be assured of this, however.

Residents asked what the approximate size of a tunnel entrance would be.

- The Study authors said that the ramp would be approximately 200 metres in length.

Residents asked for clarification of the impact on residents living south of the A4.

- The Study authors said that this would depend on the option chosen, and the subsequent treatment of the A4.

Residents expressed a desire for open space and a minimum of residential development.

- The Study authors said that the proposal would allow for an increase in open space around St Pauls and the Apollo, with a possible increase in size of Furnival Gardens, but that development would be required to fund the development.

Residents asked why no option began at the Hogarth roundabout.

- The Study authors explained that the entrance needed to be further back to allow the tunnel to get under the roundabout, the Fullers Brewery and the river.

Residents asked for an estimate of the timescale for a solution, assuming one could be agreed.

- The Study authors suggested that while construction would be relatively quick once commenced, the governance process could be lengthy, with the Limehouse Link taking ten years to reach final approval.

Residents present also expressed the following concerns:

- Residents expressed concern at the idea that a tunnel could be used to add capacity to the network without the removal of existing roads, given the changing patterns of use.
- Residents welcomed the report, but suggested that a comprehensive solution, addressing issues such as the north-south route along with tunnelling was required from TfL.

The Committee welcomed the work done by the Feasibility Study, and recommended that the final version be forwarded to TfL for further action. Having noted the comments of residents in attendance, it also resolved to recommend that the Study and the Study group should place a strong emphasis on the environmental benefits and the benefits for Hammersmith Town Centre that the proposal would bring.

RESOLVED THAT


- (i) The report be referred to Cabinet, with the recommendation that they endorse the Feasibility Study and forward it to TfL, and;
- (ii) That the Study and the Study group should place a strong emphasis on the environmental benefits to residents and the restoration of community links that the project would bring, and that TfL be recommended to take full account of this in their decision-making process, and;
- (iii) That the minutes of the meeting be forwarded to Cabinet with the report.

Meeting started: 7.00 pm
Meeting ended: 9.45 pm

Chairman

Contact officer: Owen Rees
Committee Co-ordinator
Governance and Scrutiny
(: 020 8753 2088
E-mail: owen.rees@lbhf.gov.uk

Agenda Item 14

 the low tax borough	London Borough of Hammersmith & Fulham CABINET 3 MARCH 2014
RIGHT TO BUY PART	
Report of the Cabinet Member for Housing - Councillor Andrew Johnson	
Open Report	
Classification: For Decision Key Decision: Yes	
Wards Affected: (All Wards.)	
Accountable Executive Director: Melbourne Barrett, Executive Director, Housing and Regeneration	
Report Author: Mike England, Director, Housing Options, Skills and Economic Development	Contact Details: Tel: 020 (8753 7634) E-mail: mike.england@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The central theme of the Council's housing policy is to promote and increase home-ownership in the borough. In October 2012, the new Housing Strategy for Hammersmith & Fulham, "Building a Housing Ladder of Opportunity," set out the different ways in which the Council aimed to do this, including increasing discounted market sale opportunities in new developments, delivering new homes through its local housing development programme and promoting the reinvigorated Right to Buy.
- 1.2. The economic success of Hammersmith & Fulham as a place in turn creates challenges in seeking to increase owner-occupation. Hammersmith & Fulham has the 3rd highest residential values for a local authority area in the country. For residents on modest or low incomes, it can be difficult to take the first step on to the home-ownership ladder and this applies also to many existing Council tenants. Although the Government has very substantially increased the maximum discount available under the Right to Buy, even at £100,000 the level of prices and the transaction costs involved in purchase, mean that exercising this statutory right is beyond many tenants in Hammersmith & Fulham. In this sense, tenants in this borough are at a severe disadvantage compared to those in other parts of the country. In 2013/14, it is unlikely that more than a quarter of 1% of tenants will exercise the Right to Buy.

- 1.3. The Council has already taken steps to increase the flexibility with which it can use its assets through the introduction of flexible, fixed-term tenancies for new tenants. This means that when those tenancies are coming to an end, the conversation with the tenant can include opportunities for a move into home-ownership as one of the options under discussion. However, in tandem, further measures are required to help tenants to be able to take a first step on the ladder.
- 1.4. This report follows from the report previously considered in October 2013, which introduced the Right to Buy Part (RTB Part) as an innovative scheme to assist Council tenants into owner occupation. This report proposes the conduct of a pilot scheme of up to 30 sales, based on a minimum 15% shared ownership, to test the feasibility of the proposal with tenants.
- 1.5. We can progress this scheme. CLG have confirmed their view to the Executive Director, Housing and Regeneration that it is within our General Consent to award shared ownership leases under the Scheme at a minimum level of 15% of the equity of the property.
- 1.6. The second part of the October report covered the further innovation of the Tenant Reward and Purchase Scheme. The required further report in this matter will be brought to a future meeting, enabling the priority work for the RTB Part Pilot to be launched at the earliest opportunity.

2. RECOMMENDATIONS

- 2.1. That approval be given to launch a RTB Part Scheme Pilot as set out in section 5 of the report, and with consideration to the implications detailed in the subsequent sections.
- 2.2. That a further report be brought before Cabinet to consider the findings from the RTB Part Pilot and consider its wider implementation.

3. REASONS FOR DECISION

- 3.1. The report invites members to give approval for the undertaking of work on the detailed implementation of the scheme, including consultation with residents and launching a pilot of the scheme.

4. INTRODUCTION AND BACKGROUND

- 4.1. In October 2012 Cabinet approved "Building a Housing Ladder of Opportunity", a new Housing Strategy for the borough. A cross-cutting theme of the Council's approach is to increase home-ownership. It aims to do this in a number of direct ways, such as promoting the reinvigorated Right to Buy,

increasing discounted market sale opportunities in new housing developments and delivering new homes through its local housing development programme, underpinned by the HRA Asset Management Plan.

- 4.2. At the same time, the Housing Strategy made provision for the introduction of a new Scheme of Allocation and fixed-term tenancies for new tenants in Council homes, also approved by Cabinet in October 2012 and implemented in March and April of 2013. These innovative measures have given a greater priority in the allocation of social housing to residents who are working or otherwise making a community contribution, created incentives for tenants to manage their tenancy well and established a system in which the discussion with tenants about the possible renewal of their tenancy will include the potential to move into home-ownership. Indeed, one specific provision of the Scheme of Allocation is to grant fixed-term tenancies within areas covered by a Local Lettings Plan to residents who wish to use this time to save for a move into full or shared home-ownership.
- 4.3. High house prices in the Borough act as an obstacle to many tenants who would wish to move into owner-occupation. Hammersmith and Fulham is the third most expensive borough in England and property prices have risen steadily over the last decade. In the year to December 2013 house prices in Hammersmith & Fulham rose faster than anywhere else in the country. The current Right to Buy discount of up to £100,000 is still not sufficient to support many Council tenants' home ownership aspirations especially in more expensive parts of the borough. Where tenants wish to move from their Council home into owner-occupation, they have difficulty in finding sums for a deposit and transaction costs.
- 4.4. At the meeting of Cabinet in October 2013 agreement was made to progress with the innovative proposed RTB Part scheme. This report responds to the recommendations from that meeting concerning the RTB Part by bringing proposals for piloting as a step in implementation of the scheme.

5. PROPOSALS

- 5.1 The proposed offer under the RTB Part scheme will be:
 - 5.1.1 An option for qualifying residents to purchase a minimum share of 15% of their home supported by the granting of a proportional share of the eligible Right to Buy discount.
 - 5.1.2 The established Shared Ownership tenure model will be the basis for RTB Part with the granting of a Shared Ownership Lease being the outcome for tenants joining the scheme. This includes the right to Staircase (*the purchasing of a further share of the property in addition to the initial share purchased*). The pre-existing restrictions relating to the property being the resident's primary home and other such sub-

letting allowance and restriction will continue as part of the Shared Ownership Lease, until the property is 100% owned by the lessee (i.e. all remaining shares in the property have been purchased).

- 5.1.3 The administration of Staircasing will follow the conventional Shared Ownership practice, with only the treatment of the RTB Part discount as a variance. The discount is subject to clawback as with the Right to Buy. Subsequent Staircased portions of discount will be subject to a new clawback period that includes any existing discount that still has clawback liability at the time of staircasing. This ensures maximum value and equitability compared with the full right to buy whilst protecting the financial investment by the authority. Once staircasing reaches 100% the property sale will be as with the Right to Buy.
- 5.1.4 When tenants apply to take advantage of the scheme the Council will seek to assist tenants to protect their interests through offering appropriate advice. This would preclude making recommendations, but would include such guidance for obtaining legal advice, fully considering the financial implications, and the responsibilities of ownership including that failure to meet the mortgage or rent could lead to the loss of their home.
- 5.2. A pilot of the scheme will commence with an invitation to apply. Expressions of interest will be sought following approval of this proposal. Consultation with residents, including those who have recently applied for the Right to Buy and withdrawn, and other tenants who potentially would find the scheme beneficial, has been undertaken. The findings from this will assist in launching the pilot, and will form part of the pilot findings reporting as further consultation will continue as part of the pilot.
- 5.3. The opportunity to take part in the pilot scheme will be open to all tenants except where there are major works already identified, including regeneration areas such as Earls Court.
- 5.4. The pilot will require sufficient time to offer enough data and learning so the required findings ensure the success of the full scheme. Interim reporting will be enabled by ongoing pilot monitoring. The target outcome from the pilot will be up to 30 completions.
- 5.5. Our discretionary power allows for the selection of eligibility criteria for this scheme that differ from the existing RTB. This allows us to anticipate future changes and introduce them straight away in this scheme. Thus the qualifying length of tenancy for a tenant to take part in RTB Part will be 3-years.
- 5.6 In keeping with the policy direction of the Council eligibility for RTB Part will also include possessing a good tenancy record.

- 5.7 As part of the full scheme there may be need to include upper income levels as part of the eligibility. The existing Discounted Market Sale criteria of household income of £66,000 relating to up to 2-bedroom and £80,000 for a 3-bedroom or larger home will therefore apply to this pilot scheme.
- 5.8 The financial terms of the RTB Part scheme Pilot remains as detailed in October, such that rents will be fixed at a level that does not disadvantage the HRA. The shared owner will also need to pay their mortgage liability, and a proportion of the Leaseholder Service Charge comparable with the proportion of property owned, and the same proportion of major works costs will also be paid by the shared owner.
- 5.9 LBHF retains the discretion to buy-back the part purchased property, thus there is no right to buy back, it is an option at the discretion of the authority. The shared owner may sell (assign) their lease, in which case priority will be given to residents from the Home Buy Register, whom the authority will nominate. The RTB Part discount will be repaid according to existing RTB rules, with no further RTB eligibility as part of the resale or subsequent sales of the property concerned. (This may not preclude other home ownership incentives thus being applied for by the candidate buyer.)
- 5.10 In the event of a mortgage repossession the lender would be able to exercise their normal rights if the authority agrees to the lender selling, or the authority exercises its discretion to buy back.
- 5.11 In the event of rent repossession the authority will take the most financially prudent action that impacts the authority least.

6. ADVANTAGES

- 6.1 The RTB Part Scheme proposal supports the Council's Housing Strategy of Building a Housing Ladder of Opportunity.
- 6.2 There are a number of other specific reasons to consider the introduction of the scheme;
- To give tenants a greater stake in their homes and neighbourhood and to encourage them to contribute to the improvement of both;
 - To spread the ownership of assets more widely within the community;
 - To bring the Right to Buy within the reach of more tenants;
 - To give tenants an incentive to save;

- To provide additional capital receipts for LBHF, allowing for additional investment in new homes or existing estates or for the repayment of debt;
- To promote more mixed communities and estates;
- To provide more opportunities for tenants at the end of their fixed term tenancy;

6.3 By piloting the scheme we can ensure that advantages are optimised, and any unexpected disadvantages can be considered and mitigated against.

7. OPTIONS AND ANALYSIS OF OPTIONS

- 7.1. Existing shared ownership models for Council tenants, such as Social HomeBuy, have seen very limited take up in various Local Authorities over recent years. This is attributed to several factors including rent increases on unsold equity as local authorities opt to use open market rental levels rather than varying the existing social rent element.
- 7.2. The RTB Part product will operate differently. It is proposed that rental charge will be similar to the current social rent level. Additionally, the mortgage required will be smaller as the share sold (15%) will be less than that of the Social HomeBuy model of 25%. Further, the contribution towards major works and the service charges will be in proportion to the share sold.
- 7.3. The Council already places considerable emphasis on promoting home-ownership in new developments. However, additional measures are required to make home-ownership affordable for people in the borough on low or modest incomes and in particular for Council tenants.
- 7.4. When considering new innovations our options need to be under the General Housing Consents 2013 (Housing Act 1985.) The grant of a shared ownership lease is included with the General Consent and also disposal at a discount up to the amount that could be given under the RTB pro rata. This is under the guidance that on the purchase of 100% of the property, the tenant would not have received a discount that is more than a RTB purchaser would have received
- 7.5. In determining the minimum size of purchased share for RTB Part particular consideration of both justification and purpose was given. Proportions below 15% were excluded on the grounds of value and manageability as a product. Too small a stake in a property is not attractive to a potential purchaser, and offers too little financial benefit to the Council in the immediate term. Proportions of 25% and above still offer affordability barriers to for our tenants. Thus 15% is considered the optimal entry level for this form of Shared Ownership so long as lenders also find this attractive. For the pilot therefore

15% minimum share will apply, though this does not prohibit tenants with the means to secure the required funds from purchasing a share larger than this as their initial share in their property.

- 7.6. Consideration has been given to the qualifying criteria for the scheme. As this is a discretionary action by the Council there is no absolute precedent to follow. It is considered prudent however to mirror eligibility criteria already in use by the Council. Firstly, such criteria have already been assessed as fair and proportionate for the schemes to which they apply. Secondly, proceeding in this way avoids the requirement for new ICT systems, or significant development of existing systems. Thus existing Right to Buy and Homebuy qualifications will form the basis of those for this scheme, although we can reduce the qualifying tenancy period from five to three years. The pilot will offer us information to be conclusive about scheme eligibility criteria.

8. CONSULTATION

- 8.1. It also proposed to inform the conduct of the pilot and the implementation of the scheme through the direct consultation and the use of focus groups with residents, including those who have recently applied for the Right to Buy and withdrawn, and other tenants who potentially would find the scheme beneficial, has been undertaken.
- 8.2. Consultation has been undertaken with key stakeholders within LBHF to ensure that relevant expertise has input into the formulation of the scheme, and this will continue to ensure that the full learning from the pilot contributes to a robust implementation of the scheme.
- 8.3. Consultation is also ongoing with key external stakeholders, such as the Council for Mortgage Lenders, with the aim to optimising the potential outcome arising from scheme implementation.

9. EQUALITY IMPLICATIONS

- 9.1. It was not previously anticipated that an Equality Impact Assessment is required. The proposals in the report aim to broaden the number of council tenants who are able to access home-ownership or part home-ownership and, in effect, to lower the level of household income or of assets required to access home-ownership or part home-ownership. This will have a positive impact on protected groups (as defined within the Equality Act 2010) and especially those members of such groups earning lower incomes. However, there will be regular monitoring of the RTB Part Scheme as to their impact on protected groups (including at least gender, race, disability and age) as part of the pilot exercise, and this will establish whether further work is required in this area.

9.2. Implications verified/completed by: Carly Fry, Opportunities Officer, 020 8753 3430)

10. LEGAL IMPLICATIONS

10.1. The Director of Law comments that as previously reported in relation to RTB Part, under General Housing Consents 2013, the Council has the power to grant a shared ownership lease and discount the premium payable. (*This is set out in paragraph A3.5.1 (a), (b) and (c)*). Under the General Consent the grant of a shared ownership lease is included and also disposal at a discount up to the amount that could be given under the RTB pro rata - the idea being that on the purchase of 100% of the property, the tenant would not have received a discount that is more than a RTB purchaser would have received.

10.2. The CLG clarifies that the RTB legislation sets out, in the main, the tenant's rights regarding the qualifying period and the maximum discount. These are the matters that the local authority must comply with. If the authority wishes to give a greater discount than the amount they are entitled to then they are able to do so (up to the maximum cash cap) but the sale would be under section 32 Housing Act 1985 and where the disposal is not covered by the General Consent, they will need to seek specific consent from the Secretary of State. At present the General Consent provides for discounts which are referenced to the RTB amounts.

10.3. Also, CLG have given its view that a minimum 15% share can be given under the General Housing Consents.

10.4. The definition contained in the General Housing Consents 2013 does not specify a percentage although previous provision had been that consent would be required for shares below 25%. However, consent will be required if the price of the share sold – after discount – is below the cost floor of that property. However, the proposal does not aim to make sales that are below the cost floor of the property.

10.5. The final proposals following the pilot will be reviewed to ensure that they fall within the General Consent.

10.6. Implications verified/completed by: David Walker, Principal Solicitor (Property), 020 8753 5517)

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1. These remain as previously set out in the October 2013 report.

11.2. Some detailed illustrations of the potential financial effects of RTB Part were set out as in the report to Cabinet in October. There are no changes to these illustrations which are included again as Appendix 1 to this report.

11.3. There are a number of different elements to the financial consideration of the scheme:

- for the purchaser, their regular outgoings of rent and service charges as a tenant will be replaced by mortgage costs on the bought share (15%), service charges relating to the bought share and a rental and tenant service charges payment on the unbought share. The difference between the two will be a material consideration for the purchaser;
- the purchaser would have to contribute towards the cost of major works;
- for the Council, rent income will fall but so would some costs, e.g. on day to day repairs, as a part-owner would take greater responsibility for day-to-day repairs within their demise;
- the financial modelling undertaken takes account of the reduction in both rental income and in expenditure associated with managing and maintaining these properties thereby ensuring that the calculations supporting the Right to Buy Part proposal protect the Housing Revenue Account (HRA) from any potential revenue loss;
- should the volume of part disposals exceed 50 per annum, additional resource (consisting of 0.5 of a post at SO2 grade) of £20k will be required for a specialised post within Leasehold Services to manage the additional complexity and support required to successfully deliver the scheme;
- additional support would also be a requirement in Legal Services to deal with the increased case load.
- the purchaser would benefit from a discount equivalent to the maximum discount under Right to Buy (£100k in London boroughs) in proportion to the share purchased. A 15% bought share would therefore attract a £15k discount on the purchase cost.

11.3 In addition, the Council would receive a capital receipt from disposal of the bought share. The Department for Communities & Local Government have confirmed that purchases of 15% of a dwelling by tenants, even with a discount, are exempt from pooling and not captured by the Right to Buy receipts retention agreement¹.

11.4 Therefore, the Council would be free to use the receipt for affordable housing or regeneration purposes, or for repayment of debt. The potential for debt repayment is limited due to the fixed term nature of the Council's

¹ On 26th June 2012, the Council entered into this agreement, which ensures that part of the receipt on every additional home sold under the Right To Buy (RTB) is retained by the Council and used to fund, on a one for one basis, a new replacement home for affordable rent.

HRA debt. The income that could be earned from investing the cash receipts on the money market is also limited due to the low rate available (for 2012/13 the average rate on short term investments was 0.90% and is expected to fall further in 2013/14).

- 11.5 If the funds were to be used for uses other than those outlined above, then the Council's HRA Capital Financing Requirement (CFR) will reduce by the level of the receipt used, with an equal increase in the General Fund CFR.
- 11.6 It is expected that if buyers that purchase a 15% equity share were to staircase up over time to own more than 50% of the market value, then in some circumstances the receipt would start to be treated as a Right to Buy purchase. Officers are currently seeking further guidance from CLG.
- 11.7 Appendix 1 shows how the Right to Buy Part scheme might work for different sizes of property and in different parts of the Borough . The key assumptions are;
- a 15% bought share;
 - the rental element determined so as to ensure no net revenue loss to the HRA. The rental charge could be moved upwards further to a maximum of 3% of the market value of the unbought share.
- 11.8. On these assumptions the Appendix shows the income required to buy for different sizes of property and in different areas;

Bedroom Size	Postcode	Income Required
1 Bed	SW6	£26,595
	W12	£18,627
2 Bed	SW6	£35,170
	W12	£21,727
3 Bed	SW6	£36,605
	W12	£24,657

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

12. RISK MANAGEMENT

- 12.1. The previously reported risks remain. However some update is required of changes since those matters were considered, and of course, onward risk management will form part of the pilot scheme and subsequent implementation.
- a) *The level of interest amongst residents.* There is some evidence that in authorities which have made available a Social HomeBuy product (minimum share 25%) take up has been limited. In the case of the

scheme proposed in this report, the minimum share would be lower (15%) and consideration would be given to the availability of mortgage finance and the possibility of buy-back (see below.) The introduction of fixed-term tenancies may also have an impact on take-up. This report proposes undertaking consultation and focus group work amongst tenants as part of the pilot scheme in order to gauge reaction to the scheme. Whilst it remains unclear what the level of interest or demand will be for RTB Part, it should be noted that CLG continue to enhance the Right to Buy, which can only increase tenant interest.

- b) *Potential Financial loss to the Housing Revenue Account.* RTB Part would change the financial transactions to and from the HRA in respect of the property sold. The financial illustrations provided in the report ensure that there is no net revenue loss to the HRA as a result of a sale.
- c) *Refusal of consent by the Secretary of State.* The CLG have issued their view, such that consent would not be required. Our continued liaison mitigates this risk.
- d) *Liability of residents for major works costs.* The Council is currently updating payment arrangements and options for leaseholders receiving notification of major work costs. It will be necessary to ensure that applicants receive proper advice on this issue at the time of purchase. Where major works are foreseen a RTB Part purchase will not be permitted.
- e) *The availability of mortgage finance.* The ability to attract mortgage finance for a 25% minimum part-share has been an issue in some authorities which have attempted to market a Social Home Buy product. A 15% minimum part-share may therefore also be an issue.
 - The pilot scheme will test whether lenders are attracted by the LBHF scheme and whether any particular aspects present problems. Officers will continue to discuss with major lenders any obstacles they perceive to their participation. The Council of Mortgage Lenders recognise that there is currently a challenging market and that care and attention to the presentation of RTB Part to the lending community will be required to assist them to participate in the pilot scheme.
 - In implementing the scheme, the Council will wish to include a provision for first refusal on resale of the bought share and consideration of the possibility of buy-backs as an option. This in turn may impact on and influence the stance of lenders in considering mortgage applications by making them feel more assured over risks and the value of their capital investment in the scheme.

- Officers continue to investigate products which allow for purchase of an increasing share of a property based on a monthly residence fee, avoiding the need for a deposit or a mortgage.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. There are no procurement or IT Strategy implications of the report.

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: Right to Buy Part Financial Modelling

APPENDIX 1

Right to Buy Part; Financial Modelling

Section A: Assumptions

This shared ownership model assumes the following:

1. Share for sale is 15%, with 85% unsold equity
2. The 85% unsold equity carries a rental charge
3. Rental charge on unsold equity (85%) will be the minimum rent required to ensure no net revenue loss to the HRA .
4. Discount on 15% share will be £15,000. This is a proportionate percentage of RTB discount (15% of £100,000)
5. Leasehold Service Charges are proportionate to the share sold (15% of average annual figure for that type of property)

Methodology

To assess the impact of sales we used the average of two properties of the same size properties in each of W12 and SW6.

The properties used are a mixture of estate and street properties.

Adjustments

- The rent to be charged on the unsold equity is adjusted to be as close as possible to the rent required to ensure no net revenue loss to the HRA.
- Service charges were also adjusted to be as close as possible to the proportionate share sold (15% of total value)

Affordability

Affordability for clients has been calculated in the same way as the Council calculates the affordability of properties in section 106 agreements.

Section B: Example of 1 Bed in SW6

Assumptions on full property value

- Average 1Bed Price in SW6: £292,500
- Average Annual leasehold Service Charge for 1Bed in SW6: £517
- Average annual requirement for the HRA: £5,026
- Average Debt associated with 1Bed property in SW6: £18,986

Monthly Outgoings for Resident

- Existing Rent (pcm) £427.58

• Mortgage Cost (pcm) to service 15% equity loan	£160.50
• Service Charge (pcm)	£6.50
• Rent (pcm) on balance of 85% owned by LBHF	£412.33
• Monthly outgoings	£579.33

In this example, monthly outgoings are increased from £427.58 to £579.33 in exchange for the purchase of a 15% share. Residents would also be liable for a proportion of the costs of any major works arising on the property. This reinforces the importance of the careful selection of properties for the initial piloting of the scheme.

Capital Position

• Average Receipt (from 15% equity sale taking account of proportionate share of discount)	£28,875
• Average Debt	£18,986
• Surplus	£9,889

Revenue Effect of Debt Repayment

- If the capital receipt was used to repay the average debt associated with the property, the annual saving in servicing the debt would be **£2,459**.

Affordability

- Using the affordability calculator applied by the Council to determine the affordability of shared ownership in Hammersmith & Fulham, the annual household income required would be **£24,792**.


Section C; Illustrations for Different Properties

The table below sets out a number of illustrations of Right to Buy Part in SW6 and W12 at a 15% share. They take an average of such properties.

Illustrations of Right to Buy Part for Different Bedroom Sizes (15% Share)

Property Type	1 Bed		2 Bed		3 Bed	
	SW6	W12	SW6	W12	SW6	W12
<i>Property Data (Avge)</i>						
Full Market Value	£292,500	£159,000	£345,000	£187,500	£382,500	£237,500
Service Charge (pa)	£517	£771	£751	£981	£933	£1,076
HRA Income Requirement (pa)	£5,812	£4,749	£7,671	£5,341	£7,716	£5,705
<i>Resident Outgoings (Monthly)(Avge)</i>						
Existing Rent (inc Service charges) ²	£484.33	£395.75	£639.25	£445.08	£643.00	£475.42
Mortgage Costs	160.50	£49.19	£204.27	£72.95	£235.53	£114.64
Service Charge	£6.50	£9.75	£9.50	£12.50	£12.00	£13.50
Rent (inc Service charges)	£453.54	£375.69	£606.86	£421.51	£606.58	£447.18
Total Outgoings	£620.54	£434.63	£820.63	£506.96	£854.11	£575.32
<i>Capital Position (Avge)</i>						
Capital Receipt	£28,875	£8,850	£36,750	£13,125	£42,375	£20,625
<i>Affordability</i>						
Household Income Required	£26,595	£18,627	£35,170	£21,727	£36,605	£24,657

² for some residents, the rent may be lower due to rent levels not yet having converged with formula rents

	London Borough of Hammersmith & Fulham CABINET 3 MARCH 2014
PROCUREMENT OF NON HALF HOURLY QUARTERLY ELECTRICITY SUPPLIES	
Report of the Leader - Councillor Nicholas Botterill	
Open Report	
Classification: For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Nigel Pallace - Transport & Technical Services	
Report Author: Vassia Paloumbi, Carbon Reduction Manager (TTS - BPM) Paul Danek Central Services Manager (HRD)	Contact Details: Tel: 020 (8753 3912) E-mail: vassia.paloumbi@lbhf.gov.uk Tel: 020 (8753 1925) E-mail: paul.danek@lbhf.go.uk

1. EXECUTIVE SUMMARY

- 1.1. The Council's current contractual arrangements for Non Half Hourly Quarterly Electricity supplies (NHHQ) are due to expire on 31 March 2014. The contracts have been procured through the Council's approved Energy Buying Group, LASER and have been directly signed with the current supplier EDF on a fixed term fixed price (FTFP) 3 year contract. The current FTFP contract includes over 1,500 small supplies, the main bulk of which are landlord supply and staircase lighting supplies for the Council's housing stock. The total current value of these small supplies is estimated at £1,148,522 per annum.
- 1.2. LASER are expected to set up a new fixed term fixed price framework, to replace the one due to expire, to start from 1 April 2014. It is proposed to access this new framework once awarded and retain the use of a fixed term fixed price contract for small consuming sites (including some housing, corporate stock and school supplies) under 10,000kwh for a period of 30 month up to 30 September 2016.
- 1.3. On 21 May 2012, Cabinet approved the Council use of LASER's fully flexible framework (for gas and electricity) for the Council's large supplies. This

framework is for a four year period from 1 October 2012 to 30 September 2016.

- 1.4. Since the procurement of the current contracts new Flexible Purchasing products have come onto the market. These products have been designed to reduce energy costs, improve management of risk and allow increased financial transparency for smaller electricity supplies such as the non-half hourly quarterly supplies.
- 1.5. LASER has recently awarded the framework for delivery of their new "Flexible Light" product to EDF. This will launch in April 2014. The Council will enter into tri-partite agreement with LASER and the supplier, and delegated authority to the Director of Building and Property Management is required in order to enter into this agreement

2. RECOMMENDATIONS

- 2.1. That approval be given to the Council accessing the fully flexible framework awarded by LASER to EDF in October 2012 for the renewal of the NHHQ contracts for large size quarterly supplies over 50,000kwh hours for a period of 1 April 2014 to 30 September 2016.
- 2.2. That approval be given to the Council accessing the new Flexible light framework to be awarded by LASER to EDF from 1 April 2014 for the renewal of NHHQ contracts for all staircase and landlord lighting housing supplies for a period of 30 months from 1 April 2014 to 30 September 2016, initially for mid-size electricity supplies with annual consumption between 10,000-50,000 kwh.
- 2.3. That authority be delegated to the Director of Building and Property Management to enter into contracts with utility companies with supplies on the new fixed term fixed price framework to be awarded by LASER to commence on 1 April 2014 for a period of 30 months to 30 September 2016 for small consuming sites (including some housing, corporate stock and school supplies) under 10,000kwh at a current estimated contract value of £800.000 per annum .

3. REASONS FOR DECISION

- 3.1. As the current NHHQ contracts (which were procured at Fixed term fixed price contract) are due to expire in 31 March 2014, the opportunity has arisen to make sure that the best option(s) is chosen. This is a combination of utilising existing fully flexible agreement, Flexible light (new product by Laser) and Fixed Term Fixed Price contracts depending on annual consumption of the meters.
- 3.2. Delegated authority to officers is necessary as it is expected that LASER will award contracts under this framework around February 2014 which would not give time to seek Cabinet approval before 1 April 2013 when the current contracts expire.

4. INTRODUCTION AND BACKGROUND

- 4.1. H&F have been using flexible energy procurement through LASER for a number of years. Flexible procurement has two main advantages; the risk of fluctuating energy prices is managed and there is greater transparency in the additional costs set by suppliers.
- 4.2. H&F have been procuring energy for the corporate, housing and schools through LASER through different types of contracts mainly flexible Purchase In Advance (PIA) basket and Fixed Term Fixed Price. The details of the current contracts are shown below:
 - **GAS** –Flexible PIA, Fully Managed, Supplier Total Gas and Power.
 - **ELECTRICITY** – Flexible PIA, Fully Managed, for Half Hourly (HH) and non-Half hourly (NHH) monthly billed supplies, Supplier Npower.
 - **ELECTRICITY** –Fixed Term Fixed Price (FTFP) for Non Half Hourly Quarterly supplies (NHHQ), Supplier EDF.
- 4.3. LASER's current flexible framework (for gas and electricity) started on 31 October 2012 and it is a 4 year flexible framework for the council's large supplies. For further details are set out in the report *Flexible Energy Contracts 2012-14* approved by Cabinet on 21 May 2012.
- 4.4. LASER's Fixed term fixed price contracts framework expires on 31 March 2014 and this reports outlines the options for the contract renewal.
- 4.5. At this point, it should be noted that a bulk addition of the EDF staircase contract (value of £106,000) was agreed in March 2013. This was decided so that both NHHQ contracts can be moved under one contract and expire at the same time in order to be able to make a more informed decision on housing related contracts upon expire. More details on this can be found in report *Re-Procurement of Fixed Term Small Landlords Electricity Supplies for Council Housing* decided on 14 March 2013 by the Leader of the Council.

5. PROPOSAL AND ISSUES

- 5.1. Laser Energy Buying Group, which is currently used by the Council for energy procurement, have advised that there are benefits in changing from fixed term fixed price contracts to flexible contract for larger supplies of over 10,000kwh per annum.
- 5.2. LASER have also created a new product called Flexible light which they are currently offering for mid-size electricity supplies with annual consumption between 10,000-50,000 kwh (average annual energy spent per meter between £1,144 - £5,105.) This is the consumption range which the majority of landlord and staircase lighting supplies currently fall under.
- 5.3. Both LASER and London Energy Project (LEP) have carried out comprehensive analysis of options for quarterly supply renewals in order to help authorities and staff structure their energy contracts in a manner that will minimise risk and deliver value for money. On a pan-London basis there are approximately 45,000 small electricity supply points (profile 01-04 meters) with a value of circa £40m p.a. that require a supply contract(s) .
- 5.4. The VFM report main recommendations include:

- For the majority of energy supplies authorities should commence and/or continue the use of aggregated, flexible, risk managed energy contracts as provided by both LASER and the Government Procurement Service.
- Authorities should consider moving small electricity supplies that consume more than 10,000kWh throughout their property portfolio in a structured way and at appropriate times, e.g. contract renewal and site acquisition, to a Flex contract in order that the authority is best able to influence controllable costs applicable to the size of supply.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. Following comprehensive analysis of options and recommendations from LASER and LEP, the Carbon Reduction Team has been working closely with Housing in order to assess the best options for the renewal of the NHHQ supplies expiring in March 2014. The proposed options are the following:
- Re-organise NHHQ contract so that meters for schools, housing (landlord supply and staircase lighting) are clearly separated. This will achieve better management of meters and energy consumption and it will also flag up any sites which are currently on out of contract rates to ensure that these are brought into the corporate contracts to achieve a better price.
 - All NHHQ electric meters with annual consumption over 50,000kwh to be added on to the current flexible electricity framework contract. Following analysis and verification of NHHQ contract there are currently 34 supplies to be moved on to Flexible PIA contracts. The fully managed flexible PIA contract will offer transparency as well as price validation by LASER to ensure that supplies are billed correctly.
 - For schools which currently buy into the Council's energy contracts the same analysis has been carried out. It is recommended that for schools who currently have meters on flexible contract that any electric meters whose contract are due to expire are added on to the flexible contract. This again will prove a much better and easier way for schools to manage their energy consumption and meters providing better transparency of costs, avoid multiple suppliers and therefore multiple billing. The carbon reduction team has already written to affected schools proposing the recommended arrangements. No schools have objected to this proposal.
 - Any small quarterly supplies with annual consumption below 10,000 Kwh (estimated annual spend of £1,400) to be procured on a fixed term fixed price contract for a 30 month period using LASER's re-tendered fixed term fixed price framework. This contract will only include small school meters and small corporate estate ones (approx. 1,300 supplies).
 - Housing /domestic related supplies for staircase/ landlord lighting to utilise the new Laser Flexible Light product where suitable. The key driver to this recommendation is accountability to residents through increased cost transparency and the management of purchasing risk in order to, as far as possible, minimise costs.

- 6.2. The proposed options for the renewal of the NHHQ contracts are in line with the main recommendations from the VFM report from London Energy Project published in June 2013
- 6.3. Following renewal of the NHHQ supplies contract at the proposed arrangements the H&F energy portfolio will be managed more effectively. The following arrangement is the proposed one, which will include all energy contracts for H&F.
- 6.4. LASER is aiming to provide flexible purchasing arrangements across all supply sizes by October 2016.

	Gas Flexible PIA	Electricity Flexible PIA	Electricity Flex Light	Electricity FTFP
Corporate buildings	√	√		√
Schools	√	√		√
Housing (landlord/staircase)	√		√	√
Out of contract sites to be identified and added into any of the above contracts based on the annual consumption				

7. CONSULTATION

- 7.1. The majority of the H&F schools are currently part of the Flexible PIA contract agreement the Council has with LASER. This way schools are able to get better price for the energy as energy is bought on the whole sale market. Schools have already been consulted on the matter. The carbon reduction team wrote to all schools affected and currently have not received any objections to the proposal.
- 7.2. The main stakeholders who will engage with residents are leaseholders services. An application was successfully made to the Leasehold Valuation Tribunal (now called the First Tier Tribunal) to dispense with all the consultation regulations for the procurement of flexible gas and electricity contracts for the leasehold portfolio. The decision was obtained in September 2012.
- 7.3. The current advice is to procure the small supplies via a FTFP long term contract lasting over 12 months. If the Council will be charging any leaseholder more than £100 in any financial year it needs to consult in accordance with the Commonhold & Leasehold Reform Act. Due to the nature of the tendering process we will not be able to serve the second notice and will need to apply for another dispensation.
- 7.4. Due to the relatively small risk associated with the small supplies it may be preferable not to apply for the dispensation.

- 7.5. We agreed to carry out alternative consultation by notifying all leaseholders and interested parties via the LBH&F Website and the Central Leasehold Panel (CLP) of any contract changes that may affect them.
- 7.6. The next CLP meeting will be held on 17 March 2014 and the energy contracts will be placed on the agenda. The website will be updated with any changes to the contracts as soon as the decision is made.

8. EQUALITY IMPLICATIONS

- 8.1. There are no equality issues relating to this report.

9. LEGAL IMPLICATIONS

- 9.1. It is noted that it is proposed to purchase electricity through a framework set up by LASER, a central purchasing body. This procurement approach is in accordance with EU procurement rules and the Council's contract standing orders.
- 9.2. Implications verified/completed by: Cath Irvine – Senior Solicitor (Contracts): ext: 2774

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 The total electricity budget for General Fund and HRA services is £2.7m. The budget for non-half hour quarterly bills (£1.148m) represents 42% of this budget. The proposed procurement options for these services should lead to more effective management of these budget through simpler administration processes. Bringing these contract expiry dates into line with other electricity supply contracts will increase the potential for delivering Value for Money savings when the contracts are renewed.
- 10.2 Implications verified/completed by: Gary Ironmonger, Finance Manager: 0208 753 2109

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 11.1 LASER (trading arm of Kent County Council) has been in the forefront of energy procurement for local councils for many years. They have the expertise and track record that allows them to obtain the best deals for their clients. The use of LASER as a procurement vehicle for H&F energy supplies is entirely acceptable and they will ensure that the Public Contract Regulations 2006 (as amended) have been complied with.
- 11.2 Given the volatility of the energy market and the need to conclude agreements as quickly as possible, the Director agrees with the recommendation (2.3) above to delegate the decision for the award of energy contracts for small consuming sites to the Director of Building & Property Management.
- 11.3 Implications verified/completed by: Alan Parry, Procurement & IT Strategy Division : 0208 753 2581

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	London Energy Project report (LEP): Energy Contracts Value for money assessment 2013 for small electricity supplies (published)	Vassia Paloumbi ext 3912	TTS/BPM

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 3 MARCH 2014 AND AT FUTURE CABINET MEETINGS UNTIL JUNE 2014

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

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

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

The Key Decisions List will be updated and published on the Council's website on a monthly basis.

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

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

Access to Cabinet reports and other relevant documents

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

Decisions

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

Making your Views Heard

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2013/14

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

Key Decisions List No. 17 (published 31 January 2014)

KEY DECISIONS LIST - CABINET ON 3 MARCH 2014

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>
March 2014				
Cabinet	3 Mar 2014	Economic Development priorities This report seeks Members' approval for future economic development priorities which respond to the borough's longer term economic growth and regeneration vision and makes recommendations on use of Section 106 funds to achieve key outcomes.	Leader of the Council (+Regeneration, Asset Management and IT)	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Contact officer: Kim Dero Tel: 020 8753 6320 kim.dero@lbhf.gov.uk				
Cabinet	3 Mar 2014	Schools Organisation Strategy To approve the updated Schools Organisation Strategy.	Cabinet Member for Education	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: Ian Heggs Tel: 020 7745 6458 ian.heggs@lbhf.gov.uk				
Cabinet	3 Mar 2014	High Level Capital Budget Monitoring Report, 2013/14 Quarter 3 Quarterly capital monitor.	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
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it	Contact officer: Jane West Tel: 0208 753 1900			

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		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.	jane.west@lbhf.gov.uk	papers to be considered.
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	Tri-borough ICT strategy programme management Approval for funding of the continuation of the tri-borough ICT strategy programme management	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@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	3 Mar 2014 Reason: Expenditure more than £100,000	Procurement of non half hourly quarterly electricity supplies (NHHQ) Procurement Via Framework 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 Transport and Technical Services Ward(s): All Wards Contact officer: Vassia Paloumbi Tel: 020 8753 3912 Vassia.Paloumbi@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>)
Cabinet	3 Mar 2014	Procurement of a Contractor for the Springvale New Build Scheme	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	Procurement of a building contractor through a competitive tendering exercise to deliver the new build housing scheme on the Springvale estate.	Ward(s): Avonmore and Brook Green Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@lbhf.gov.uk	
Cabinet	3 Mar 2014	Corporate Planned Maintenance 2014/2015 Programme	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	To provide proposals and gain approval for the 2014/2015 Corporate Planned Maintenance Programme.	Ward(s): All Wards Contact officer: Mike Cosgrave Tel: 020 8753 4849 mike.cosgrave@lbhf.gov.uk	
Cabinet	3 Mar 2014	Enhanced Revenue Collection Contract	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	This report seeks agreement from Cabinet to take the necessary steps to expand the scope of the Enhanced Revenue Collection Contract with Agilisys to include Council Tax, national non domestic rate and Council rents debts. 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	Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@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>)
		outweighs the public interest in disclosing the information.		
Cabinet	3 Mar 2014 Reason: Affects 2 or more wards	Furthering the Borough of Opportunity: A Shared Vision for Hammersmith and Fulham 2014-22 A new draft Community Strategy for H&F has been the subject of recent public consultation. A revised draft now needs to be agreed for publication by the Council and its key partners.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Simon Jones Tel: 020 8753 2086 simon.jones@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	3 Mar 2014 Reason: Affects 2 or more wards	Right to Buy Part and Tenants Reward and Purchase Scheme To promote home ownership buy introducing an opportunity for an existing tenant to buy a part-share of their home as well as a reward for an exemplary tenancy record in the form of a payment to assist with the purchase of a home in the private sector.	Cabinet Member for Housing Ward(s): All Wards Contact officer: Mike England Tel: 020 8753 5344 mike.england@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	3 Mar 2014 Reason: Affects 2 or more wards	Appointment of Service Provider to deliver the Impact Project In March 2013 the Council, in conjunction with Shepherds Bush Housing Group and ADVANCE made an application to the LCPF for funds to deliver the Impact Project. The project's key outcomes are to reduce re-offending, increase conviction rates, reduce the total number of cases being lost or failing at court and increase the number of cases taken forward even where the victim is afraid to give evidence. This report asks for agreement of the appointment of SBHG and ADVANCE to deliver the Impact Project in Hammersmith & Fulham from 2013/14 to 2016/17 at a year one cost of £188k (£752k over 4	Deputy Leader (+ Residents Services) Ward(s): All Wards Contact officer: Lyn Carpenter lyn.carpenter@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>
		years), all of which is to be funded from external sources.		
Cabinet	3 Mar 2014 Reason: Expenditure more than £100,000	Approval to award a temporary stationery contract for a nine month period (1st April 2014 to 31st December 2014) plus a possible extension up to 3 months A temporary arrangement for the supply of stationery (business as usual)	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West, Joanna Angelides, Mark Cottis Tel: 0208 753 1900, Tel: 020 8753 2586, Tel: 020 8753 2757 jane.west@lbhf.gov.uk, Joanna.Angelides@lbhf.gov.uk, Mark.Cottis@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	3 Mar 2014 Reason: Expenditure more than £100,000	Carnwath Road Industrial Estate - Sale to Thames Water To seek Cabinet approval to enter into a conditional contract to dispose to Carnwath Road Industrial Estate to Thames Water only on the condition that Thames Water secures a Development Consent order (DCO) for the Super Sewer and is granted powers to acquire the site site under CPO. This does not affect the Council's right to object to the Thames Water application, but supports the Council's fiduciary duty in obtaining best consideration for the land. 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	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): Sands End Contact officer: Maureen McDonald-Khan maureen.mcdonald-khan@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		outweighs the public interest in disclosing the information.		
April 2014				
Cabinet	7 Apr 2014	Special Guardianship Allowance Policy To agree a revised policy for allowances to carers.	Cabinet Member for Children's Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards Contact officer: Andrew Christie Tel: 020 7361 2300 andrew.christie@lbhf.gov.uk	
Cabinet	7 Apr 2014	Proposed Outsourcing of Commercial Property Management Function Lot 1 of New Property Contract.	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	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.	Ward(s): All Wards Contact officer: Miles Hooton Tel: 020 8753 2835 Miles.Hooton@lbhf.gov.uk	
Cabinet	7 Apr 2014	Dementia Day Services - contract award To approve the award of a contract for Dementia Day and Outreach services in LBHF.	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	PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it	Ward(s): All Wards Contact officer: Martin Waddington Tel: 020 8753 6235 martin.waddington@lbhf.gov.uk	

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		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.		considered.
Cabinet	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Hammersmith Park</p> <p>Refurbishment of the existing Quadron Welfare Block for occupation by the Quadron and Serco Grounds Maintenance Teams.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): Shepherds Bush Green</p> <p>Contact officer: Mike Cosgrave Tel: 020 8753 4849 mike.cosgrave@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	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Highways Maintenance Programme 2014/15</p> <p>Report on carriageway and footway maintenance programme for 2014/2015.</p>	<p>Cabinet Member for Transport and Technical Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@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	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Business Intelligence</p> <p>Business case setting out the recommended option to establish a Tri-borough business intelligence service.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Deputy Leader (+ Residents Services), Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Apr 2014 Reason: Affects 2 or more wards	<p>Revenue budget 2013/14 - month 10 amendments</p> <p>Report on the projected outturn for both the General Fund and the Housing Revenue Account for 2013_14.</p>	<p>Leader of the Council (+Regeneration, Asset Management and IT)</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Bi-Borough procurement of a parking management information system</p> <p>Seeking authority to go out to tender under OJEU rules for a shared Parking Management Information System between RBKC and H&F.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the</p>	<p>Cabinet Member for Transport and Technical Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Matt Caswell Tel: 020 8753 2708 Matt.Caswell@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		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	7 Apr 2014 Reason: Expenditure more than £100,000	<p>Procurement of Home Care Services</p> <p>The Procurement of a Home Care Service for Eligible Adults in Adult Social Care Across the Tri-Borough of London Borough of Hammersmith and Fulham (LBHF); Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Community Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Martin Waddington, Tim Lothian Tel: 020 8753 6235, Tel: 020 8753 5377 martin.waddington@lbhf.gov.uk, tim.lothian@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	7 Apr 2014 Reason: Affects 2 or more wards	<p>Housing Asbestos Surveys</p> <p>Re-tender of contract for Housing Asbestos Surveys, Sampling & Monitoring.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Stephen Kirrage Tel: 020 8753 6374 stephen.kirrage@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Apr 2014 Reason: Affects 2 or more wards	HRA Housing Capital Programme 2014/15 to 2016/17 This report provides specific details of the proposed 2014/15 housing capital programme and proposes budget envelopes for the following two years	Cabinet Member for Housing Ward(s): All Wards 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.
Cabinet	7 Apr 2014 Reason: Expenditure more than £100,000	Cash in Transit and Cash Processing Services contract review Contract for cash and valuables in transit services for specified sites within and outside of the borough. The Contractor will also be required to process and deposit the cash collected and act as a transit service between the Council and their bankers for the deposit of cheques and postal orders. 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	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Sue Evans Tel: 020 8753 1852 Sue.Evans@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		disclosing the information.		
Cabinet	7 Apr 2014	Better Care Fund 2014-2016 Final Plan Submission The Council is required to submit to the Department of Health a plan for the use of Better Care Funding for integration of health and social care for the period 2014 - 2016.	Cabinet Member for Community Care Ward(s): All Wards Contact officer: Cath Attlee, David Evans Cath.Attlee@inwl.nhs.uk, david.evans@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.
	Reason: Expenditure more than £100,000			
Cabinet	7 Apr 2014	Street Lighting Policy Programme Seeking approval for the 2014/15 planned capital street light column replacement programme, and maintenance work on highway assets	Cabinet Member for Transport and Technical Services Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@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.
	Reason: Expenditure more than £100,000			
Cabinet	7 Apr 2014	Tri-borough Corporate Services review A proposal and business case for a re-organisation of Tri-borough Corporate Services to drive efficiency savings and simplify corporate support arrangements for Tri, Bi and Single Borough services.	Leader of the Council (+Regeneration, Asset Management and IT) Ward(s): All Wards Contact officer: Jane West, Andrew Richards Tel: 0208 753 1900, Tel: 020 8753 5989 jane.west@lbhf.gov.uk, andrew.richards@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.
	Reason: Expenditure more than £100,000			
June (date to be confirmed)				
Cabinet	Jun 2014	Future of Coverdale Road Residential Care Home	Cabinet Member for Community Care	A detailed report for this item will be available at least

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	Reason: Expenditure more than £100,000	<p>The report will make recommendations and share outcomes regarding the consultation on the future of Coverdale Road - which is an H&F run residential care home for people with learning disabilities in Shepherds Bush.</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>Ward(s): All Wards</p> <hr/> <p>Contact officer: Christine Baker Tel: 020 8753 1447 Christine.Baker@lbhf.gov.uk</p>	five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.