



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
1 DECEMBER 2014
7.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

Councillor Stephen Cowan, Leader of the Council
Councillor Michael Cartwright, Deputy Leader
Councillor Sue Macmillan, Cabinet Member for Children and Education
Councillor Andrew Jones, Cabinet Member for Economic Development and Regeneration
Councillor Max Schmid, Cabinet Member for Finance
Councillor Vivienne Lukey, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services

Date Issued
21 November 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 20-23 which are exempt under paragraphs 1 or 3 of Schedule 12A to the Local Government Act 1972, in that they relate to an individual or to the financial or business affairs of any particular person, including the authority holding the information.

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-17** 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 November 2014**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 3 December**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 8 December 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 8 December 2014**.

Cabinet Agenda

1 December 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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19.	EXCLUSION OF PRESS AND PUBLIC	

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

20.	EXEMPT MINUTES OF THE CABINET MEETING HELD ON 3 NOVEMBER 2014 (E)	
21.	BI-BOROUGH LGPS PENSION ADMINISTRATION SERVICES FROM	

1 APRIL 2015: EXEMPT ASPECTS (E)

- 22. PERMANENT PLACEMENT GRANT (E)**
- 23. APPROVAL TO PROCURE BULK PRINTING, SCANNING AND PAYMENT PROCESSING SERVICES FOR BI-BOROUGH PARKING SERVICES : EXEMPT ASPECTS (E)**
- 24. STRATEGIC HOUSING STOCK OPTIONS APPRAISAL (EXEMPT ASPECTS)**

Agenda Item 1

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 3 November 2014

PRESENT

Councillor Stephen Cowan, Leader of the Council
Councillor Michael Cartwright, Deputy Leader
Councillor Sue Macmillan, Cabinet Member for Children and Education
Councillor Andrew Jones, Cabinet Member for Economic Development and Regeneration
Councillor Max Schmid, Cabinet Member for Finance
Councillor Vivienne Lukey, Cabinet Member for Health and Adult Social Care
Councillor Lisa Homan, Cabinet Member for Housing
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
Councillor Wesley Harcourt, Cabinet Member for Environment, Transport & Residents Services

74. MINUTES OF THE CABINET MEETING HELD ON 6 OCTOBER 2014

RESOLVED:

That the minutes of the meeting of the Cabinet held on 6 October 2014 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

75. APOLOGIES FOR ABSENCE

There were no apologies for absence.

The Leader welcomed Nigel Pallace to the meeting in his new role as Acting Interim Chief Executive.

76. DECLARATION OF INTERESTS

There were no declarations of interest.

77. CORPORATE REVENUE MONITOR 2014/15 - MONTH 5

RESOLVED:

1. That the General Fund and HRA month 5 revenue outturn forecast be noted.
2. That approval be given to the virement requests totalling £0.487m for the General Fund as detailed in Appendix 11.
3. That approval be given to £0.047m of uncollectable debt relating to commercial tenants at the Sullivan and Townmead business incubator units being written off.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

78. FUNDING OF IMPROVEMENT PLAN TO ACHIEVE A MORE CUSTOMER FOCUSED REVENUES & BENEFITS SERVICE

RESOLVED:

That approval be given to the funding of £290,000 required to implement the action plan outlined in the report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

79. **TRI- BOROUGH MANAGED SERVICES - FINANCE AND HUMAN RESOURCES (TRANSACTIONAL SERVICES)**

RESOLVED:

That further funding be allocated to Lot 1 of the Managed Services programme from reserves, as set out in the exempt report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

80. **BETTER CARE FUND PLAN REVISED SUBMISSION**

RESOLVED:

1. To agree the Better Care Fund Plan Revised Submission and to proceed with the implementation of the plan, including the development of the Community Independence Service (CIS).
2. To note that Cabinet will be asked to make further Key Decisions during the implementation of the Better Care Fund programme and plans.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

81. REGULATION OF INVESTIGATORY POWERS (RIPA)

RESOLVED:

1. That approval be given to a Joint Working Agreement for the exercise of RIPA powers, including sharing officers under section 113 of the Local Government Act 1972.
2. That approval be given to a joint policy on the use of surveillance powers including the use of surveillance not regulated by RIPA.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

82. POPE JOHN EXPANSION (DISPOSAL OF FATIMA CENTRE)

RESOLVED:

1. That the Council agrees to dispose of the Fatima Centre to the Diocese for the provision of school places.
2. That, if necessary, the Council as freeholder permits the demolition of the Fatima Centre, in advance of disposal, to enable the construction of an extension to Pope John RC Primary School.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

83. ESTABLISHMENT OF A BI-BOROUGH ALTERNATIVE PROVISION HUB SCHOOL

RESOLVED:

That:

1. The principle of a Bi-Borough Hub School be adopted;
2. The recommended site option is the Bridge Academy site in Hammersmith and Fulham (Option 2 in section 6.2).
3. The site currently occupied by Action on Disability (formerly HAFAD) adjacent to the Bridge Academy is included within the Bi-Borough Hub School site.
4. 3BM, through its existing contract with LBHF, be commissioned to produce a more detailed, costed programme for the works, developing the design for the new Bi-Borough Hub School sufficiently to give sufficient cost certainty, establishing the decant implications and checking existing proposals against the planning brief prepared for the site under BSF, to be undertaken at risk by LBHF subject to a limit of £20,000.
5. A further report be produced at the conclusion of RIBA Stage 3;
6. Consultation begins at the appropriate time with key stakeholders;

subject to:

- a) Agreement by Cabinet in the Royal Borough of Kensington and Chelsea to make a capital contribution of £6.2m to fund the additional facilities required for its resident pupils.
- b) Any additional capital costs for the scheme being met by the Education Funding Agency, following a bid from the TBAP Trust for AP Academies Capital.

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.

84. FOCUS ON PRACTICE - INNOVATION FUND GRANT

RESOLVED:

1. That up to £0.33m be allocated from the Invest to Save fund as H&F's match funding to the Innovation Fund Grant.
2. That agreement be given to the proposals outlined in the table in paragraph 5.2 of the report as to how this grant should be used.

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.

85. FORWARD PLAN OF KEY DECISIONS

The Key Decision List was noted.

86. 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.]

87. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 6 OCTOBER 2014 (E)

RESOLVED:

That the minutes of the exempt meeting of the Cabinet held on 6 October 2014 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

88. SURRENDER AND RE-GRANT OF LEASES AT 16 ST STEPHENS AVENUE (E)

RESOLVED:

That the recommendations in the exempt 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.

89. TRI- BOROUGH MANAGED SERVICES - FINANCE AND HUMAN RESOURCES (TRANSACTIONAL SERVICES) - EXEMPT ASPECTS (E)

RESOLVED:

That the recommendations in the exempt report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.


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

None.

Meeting started: 19.00
Meeting ended: 19.13

Chair

Agenda Item 4

	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
ENHANCED POLICING REPORT	
Report of the Deputy Leader, Councillor Michael Cartwright	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Lyn Carpenter; Executive Director for Environment, Leisure and Resident Services.	
Report Author: Claire Rai, Head of Community Safety	Contact Details: Tel: 020 8753 3154 E-mail: claire.raai@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The existing extended agreement between LBHF and MOPAC to purchase additional policing resources expired on 30 September 2014.
- 1.2. Over the past 18 months, police numbers in Hammersmith and Fulham have reduced by 29 due to reductions in Government funding to the police, budget decisions taken by the GLA, and the centralisation of some police functions.
- 1.3. In addition to policing funded by the Government and GLA, there are also additional police officers funded locally. The current model of policing funded by the Council has provided additional officers to the long term crime hotspots of the three town centres (Fulham, Hammersmith and Shepherds Bush Green) for three years. This consists of 33 Constables, 2 Sergeants and 1 Inspector, a total of 36 officers.

- 1.4. The Administration is committed to reducing crime and anti-social behaviour in the borough through a new, expanded model of Enhanced Policing, which puts additional police resources into ward level policing across Hammersmith and Fulham. In response to the reduction of police numbers in the Borough due to Government cuts, the Council is now stepping in to increase police numbers in Hammersmith and Fulham from April 2015, funded locally through funds negotiated from developers.
- 1.5. This report requests an agreement to carry forward this arrangement for a further 6 months until 31 March 2015 which will allow the necessary time for the police to mobilise increased resources from 1 April 2015.
- 1.6. A proposal for a new Enhanced Policing Model in the borough, in line with the Administration's Manifesto Commitments, is contained within this report. The proposal is to increase the size of the current team from 36 to 44 officers, a 22% increase in resourcing. The additional officers will boost the ward teams that were significantly depleted by the Local Policing Model (LPM) when it was introduced in June 2014 by the Mayor of London. Named ward officers are popular with the public as they are responsive to local issues and contribute significantly to community cohesion and preventing crime and anti-social behaviour. The Administration is therefore committing significant additional resources to meet the new model and support local communities.
- 1.7. Whilst the enhanced town centre teams have been effective in reducing crime in areas of high footfall, the LPM has provided the opportunity to revise the way council funded officers are tasked. The proposed model introduces a new dimension to local policing by creating an 'inclusion' role for the additional officers. The focus for this team will be tackling exclusion caused by homelessness or involvement in ASB or youth violence. Engagement with young people will be a priority as will supporting victims of domestic abuse or gang violence. The additional resources targeted in a new and innovative way will have a positive impact on both crime levels and social exclusion in the Borough.
- 1.8. The Council is expecting to be able to fund the costs of the new Enhanced Policing Model from S106 funds, but some are not yet in the possession of the Council. In the unlikely event that some of these funds were not to flow to the Council then the unfunded costs would be met from Council Reserves. This significant outcome has been possible due in part to the successful negotiations achieved with developers over the past four months.

2. RECOMMENDATIONS

- 2.1. That the current contract between H&F and MOPAC for the purchase of additional policing resources (36 officers) be extended until 31 March 2015. (The budget for 2014/15 was set on the assumption that the existing contract would be extended to March 2015, and s106 funds have been identified as sources. The £642,000 cost of the extension will therefore be met from existing approved budgets, subject to formal allocation of S106 funds.)

- 2.2. That approval be given to a new three year Enhanced Policing Model for the borough, which increases the Council funded police resources by 22%, from 36 to 44 officers (from 1st April 2015 to 31st March 2018), at a cost of £4,735k for the three year contract. (A three year period is to suit MOPAC planning. No details are available yet for costs for 2018/9 but the Cabinet is recommended to note the possible requirement for an additional £1,630k if the contract were extended for a fourth year).
- 2.3. To note the possible requirement for an additional £1,630k of funding if the contract were extended for a fourth year.
- 2.4. To note that it is probable that all costs can be met from S106 agreements, but where s106 funds are being relied upon which are not yet in the possession of the Council they will initially be funded from Council Reserves, creating a reserve specifically for policing, which will be reimbursed if and when those s106 funds are received.
- 2.5. That approval be given to a new model of local policing whereby the local authority supplements the Local Policing Model by increasing the number of named ward officers and introduces a social inclusion role for them.

3. INTRODUCTION AND BACKGROUND

Six month extension to current contract:

- 3.1. The terms of the previous contract were approved by Cabinet on 23rd June 2011. On 16th April 2014 Cabinet agreed to extend the contract by six months, up to 30th September 2014. This report seeks an additional 6 month extension of the existing contract (until 31st March 2015) to allow the necessary time for the police to mobilise the increased resources required for a new three year contract from 1st April 2015.
- 3.2. Appendix A details the objectives of the Enhanced Policing Model and the impact it has had on crime levels in the town centres since its inception.

New three year contract:

- 3.3. Subject to agreement of the extension, a new contract for enhanced policing is required from 1st April 2015. The proposal is for a new three year contract (to 31st March 2018), to include an increase in the number of officers from 36 to 44, at a total cost of £4,734k over the three years. The additional officers will boost the ward teams that were significantly depleted by the Local Policing Model (LPM) when it was introduced in June 2014. Named ward officers are popular with the public as they are seen as being responsive to local issues.
- 3.4. The proposed model introduces a new dimension to local policing by creating an 'inclusion' role for the additional officers. The focus for this team will be tackling exclusion caused by homelessness or involvement in ASB or youth violence.

Engagement with young people will be a priority as will supporting victims of domestic abuse or gang violence. The additional resources targeted in a new and innovative way will have a positive impact on both crime levels and social exclusion in the Borough.

4. PROPOSAL FOR SIX MONTH EXTENSION

- 4.1. This report proposes an extension of the existing contract for a further six month period from 1st October 2014 to 31st March 2015. The extension of the contract would be on the same rates as the existing contract, which includes a combination of rates for constables. Under the original agreement (s.92 rates), constables are charged at £36k per officer per annum. Subsequently to the s.92 agreement, MOPAC introduced a 'buy one get one free' offer for additional constables for local authorities. Under this agreement the cost per constable increased from £36k to £58k per officer, but local authorities got two officers for the price of one. As such the average cost per officer reduced under this agreement (from £36k to £29k). For the six month extension, the number of officers and therefore costs, remain the same at 36 officers costing £642k for six months.
- 4.2. The budget for 2014/15 was set on the assumption that the existing contract would be extended to March 2015, and s106 funds have been identified as sources. Therefore, the £642k cost of the extension will be met from existing approved budgets, subject to formal allocation of S106 funds.
- 4.3. The officer numbers, costs and funding for the proposed extension are summarised in Table 1 below.

Table 1 – Existing Contract Costs and Funding

Rank	Total officers purchased	Annual cost per Officer	TOTAL 2014/15	Half Year Cost for Oct-March
		£000	£000	£000
Inspector	1	57	57	29
Sergeant	2	45	90	45
Constable (per s.92 rates)	17	36	612	306
Constable (per match funding rates)	8	58	464	232
Constable (per match funding rates)	8	0	0	0
Overtime (estimate)			60	30
Total Estimated Expenditure	36		1,283	642
To Be Funded By:				
Revenue Budget			536	268
S.106			647	324
Hammersmith BID contribution			100	50
Total Funding Required			1,283	642

5. PROPOSAL FOR NEW THREE YEAR CONTRACT

- 5.1. It is proposed that the enhanced policing team in the borough is increased from 36 to 44, a 22% increase in officers, with each of the additional eight officers covering two electoral wards and being tasked with tackling social exclusion as part of their role. This increase would be effective from April 2015.
- 5.2. In 2014/15 MOPAC introduced a new schedule of rates to bring all MOPAC/local authority agreements onto a single scheme with a single tariff of charges. As LBHF was already on a cost sharing scheme, the old rates will continue to apply until April 2015, as set out above. The new three year contract will be based on the new standard rates (see Table 2), which continue to incorporate a 'buy one get one free' offer, but this offer has been extended to include all officers as 'buy one get one free', rather than being limited to Constables. From April 2015, for every post that is purchased, (Constable, Sergeant or Inspector) an additional Constable will be provided at no additional charge. Therefore, to secure the proposed 44 officers (1 Inspector, 2 Sergeants, and 41 Constables), the council would need to provide funding for 1 Inspector, 2 Sergeants and 19 Constables (receiving a further 22 Constables at no charge).

Table 2 – New MOPAC Schedule of Rates

Rank	2015/16	2016/17	2017/18*
Inspector	£94,000	£95,000	£96,000
Sergeant	£76,000	£78,000	£80,000
Constable	£65,000	£66,000	£67,000

*2017/18 rates are not yet known but are estimated at the same uplift as between 2015/16 and 2016/17.

- 5.3. The cost of the new three year contract at the new MOPAC rates is summarised in Table 3 below. Table 3 also compares the three year contract costs for the current and proposed number of officers. To secure the current 36 officers, the council would need to provide funding for 1 Inspector, 2 Sergeants and 15 Constables (receiving a further 18 Constables at no charge).

Table 3 – New Three Year Contract Costs

Rank	36 Officers (Current Model)		44 Officers (Proposed Model)		Difference £000
	No. of Officers	Total Contract	No. of Officers	Total Contract	
		£000		£000	
Inspector	1	285	1	285	0
Sergeant	2	468	2	468	0
Constable	15	2,970	19	3,762	792
Constable	18	0	22	0	0
Overtime (estimate)		180		220	40
Total Estimated Expenditure	36	3,903	44	4,735	832
To Be Funded By:					
Revenue Budget		0		0	0
S.106		3,903		4,735	832
Total Funding Required		3,903		4,735	832

- 5.4. From 2015/16, the Administration is expecting that it will no longer use the general revenue fund budget to pay for enhanced policing. As such, the total cost to the Council of providing the service from 2015/16, which amounts to £4.735m over three years, is expected to be funded from S106 funds. However some of that funding, though expected, is yet to be received, so there is a small financial risk that it may not become available. This significant outcome has been possible due in part to the successful negotiations achieved with developers over the past four months.

6. DEPLOYMENT IMPLICATIONS

- 6.1. The Council has considered its priorities and will deploy the additional police resources on tackling social exclusion and promoting social inclusion.

The eight additional officers will cover the following areas:

- 6.2. Youth –
- Engagement- The MPS borough youth office has a key focus on schools. The additional constables will seek to address similar issues but by engaging with young people in the areas they live, rather than in schools.
 - Alternative Provision. The additional officers will be tasked to work more closely with Alternative Provision.
 - Youth ASB. The additional officers will identify areas where youth ASB is an issue and, through engagement and partnership working, will take action to tackle the problems and liaise with affected residents.
- 6.3. Gangs and Ending Gang & Youth Violence (EGYV) – Additional officers will be used as an extra resource to tackle youth violence in the borough. They will work

with street outreach services to engage with EGYV nominals and signpost to diversionary activity.

- 6.4. Homelessness and Immigration – The additional officers will work with the Parks Police, outreach services and UKBA to develop and implement a consistent approach for tackling of homelessness and immigration.
- 6.5. Anti-Social Behaviour – The Anti-Social Behaviour, Crime & Policing Act 2014 is due to commence on 20th October 2014. Additional officers will put the new powers into action to tackle ASB hotspots. They will also act as a police ASB lead for their area and engage with residents affected by ASB.
- 6.6. Domestic Violence/Violence Against Women & Girls – The additional officers will be given a VAWG remit, signposting victims to available services where they will be able to seek help and advice.
- 6.7. Neighbourhood Watch – The additional officers will be a point of contact for Neighbourhood Watch and other community engagement initiatives, providing support to the residents who volunteer their time to reduce crime and assisting in sustaining such initiatives.
- 6.8. Council's Ward Panels – There are proposals being developed by the Council to create neighbourhood panels across the borough to discuss a wide range of issues affecting the public realm, including crime and antisocial behaviour. Additional officers will be responsible for attending these meetings and undertaking to solve any issues arising from them.

7. EQUALITY IMPLICATIONS

- 7.1. An Equality Impact Assessment relevant for both the 6 month extension and new 3 year contract was completed and is available on request. The impact is neutral for all categories.
- 7.2. Implications verified/completed by: Claire Rai, Head of Community Safety 0208 753 3154.

8. LEGAL IMPLICATIONS

- 8.1. Legal will work with officers to ensure that the extended arrangement with the MOPAC are formally recorded in writing.
- 8.2. With regard to the new three year contract, the Council has the power to enter into the proposed arrangements under Section 92 of the Police Act 1996, which allows the Council to make grants to the Metropolitan Police Service, either conditionally or unconditionally, for augmenting resources for policing purposes. The new 3 year contract contains an option for either party to terminate the agreement by giving one year's notice of intention to determine.

8.3. Implications verified/completed by: Babul Mukherjee, Solicitor (Contracts), Telephone: 0207 361 3410.

9. FINANCIAL AND RESOURCES IMPLICATIONS

9.1. Given that the budgets for 2014/15 were set on the expectation that the existing arrangements would continue to the end of the financial year, there are no adverse financial implications from agreeing to extend the existing contract by six months to 31st March 2015. The cost of the extension will be met through the existing approved budgets as set out in Table 1, subject to the formal approval of s106 funding previously identified.

9.2. The proposal is that the costs of the contract from April 2015 are met where possible from S106 funding agreements. Section 106 agreements have been analysed in detail to determine which may be suitable to be used to fund the cost of enhanced policing for the four years 2015/16 to 2018/19. Although the contract will be for three years the funding plan allows for a possible extension into 2018/19. S106 agreements must be matched with the policing costs in two ways:

- The agreed purpose of the funds must be wide enough to legitimately encompass policing
- The geographical restrictions on the use of a particular fund must be complied with.

9.3. Some s106 funding that is expected to be available for policing is not yet in the possession of the Council and the receipt of it will depend on ongoing negotiations and developers progressing their schemes so that the triggers in the s106 agreements that result in payments to the Council are activated.

9.4. The table in Appendix A demonstrates that s106 funding of £3,114,000 has already been received by the council which could lawfully be made available for funding the enhanced policing from 2015/16 to 2018/19. Formal recommended allocations of S106 funds for various purposes will be the subject of a later report or reports. It is anticipated that further s106 funding will be made available over this period e.g. from the Westfield extension and Kings Mall car park. In the meantime, the shortfall will be underwritten by a transfer of £3,250,000 from the Efficiency Projects Reserve (that currently stands at £10 million) to a earmarked reserve for enhanced policing. As and when the s106 is received, the Enhanced Policing Reserve can be written back to the Efficiency Projects Reserve or General Reserves.

9.5. Implications completed by: Mark Jones, Director for Finance TTS and ELRS, Telephone: ext 6700.

10. RISK MANAGEMENT

- 10.1. The report proposals contribute positively to the management of risk entry number 8, maintaining the reputation of the borough and ensuring the public's needs and expectations are known and met, which appears on the Bi-borough Enterprise Wide Risk Register. The ELRS department are compliant with the corporately agreed Risk Management approach and methodology. Risks are identified and managed within the department and considered at Management Team meetings.
- 10.2. Implications completed by: Michael Sloniowski Bi-borough Risk Manager
Telephone: 0208 753 2587.

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 11.1. There is no choice other than to procure these services through MOPAC as it is a specialised service. There are no procurement implications arising from continuation of the existing arrangement with MOPAC for enhanced policing in the three town centre areas as it is not covered under the Public Contract Regulations. Corporate Procurement will assist ELRS officers with the extended arrangement and the procuring of a new arrangement from April 2015 onwards, if this is required.
- 11.2. Implications completed by: Joanna Angelides, Bi Borough 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.	None		

Appendix A

All Figures in £000s	Policing Total £000s	Policing			
		2015/16 Total	2016/17 Total	2017/18 Total	2018/19 Total
Policing by Location					
Funding Requirement		1554	1578	1602	1630
Total Funding Requirement	6364	1554	1578	1602	1630
S106 Monies Already Received by Council					
<i>1) Available for Shepherd's Bush area (White City):</i>					
Westfield	468	468	0	0	0
BBC TV Centre	78	78	0	0	0
West 12 Shopping Centre	25	25	0	0	0
Woodlands, 80 Wood Lane	122	122	0	0	0
49-68 Sulgrave Gardens	47	0	32	15	0
Former Favourite Pub, 27 St Anns Rd	97	0	0	97	0
<i>2) Available for use in South Fulham Opportunity Area (Sands End and Parsons Green and Walham)</i>					
	261	65	65	65	66
<i>3) Available for use in Hammersmith:</i>					
Hammersmith Palais	180	180	0	0	0
Kings Mall Car Park	408	267	141	0	0
Kings Mall Car Park agreement not used to repay reserves for lib	700	38	352	191	119
G Gate	5	0	0	0	5
Ravenscourt House, 3 Paddenswick Road W6 0EL	20	0	0	0	20
<i>4) Available for use in Fulham:</i>					
Fulham Broadway (Pillar)	39	39	0	0	0
Farm Lane Trading Estate, 101 Farm Lane	300	221	79	0	0
Stewart's Garages, 72 Farm Lane London SW6 1QA	194	0	186	8	0
<i>5) Available for use outside of Opportunity Areas:</i>					
725-761A Harrow Road, London, NW10 5NY	12	12	0	0	0
313 - 321 North End Road	36	13	13	10	0
Service Station On Du Cane Road London	19	0	13	6	0
153 Hammersmith Road London W14 0QL	51	13	13	13	12
174 Hammersmith Road	0	0	0	0	0
258 - 264 Goldhawk Road	52	13	13	13	13
Total s106 funds Already Received by Council	3114	1554	907	418	235
Funding requirement less possible existing s106 funding	3250	0	671	1184	1395
Funded from Council Reserves Reimbursed by s106 if Received					
Westfield	2000	0	671	602	727
Kings Mall car park (over next six yrs)	1250	0	0	582	668
Total Council Reserves Funding	3250	0	671	1184	1395
Requirement less Total Possible Funding (+ve = shortfall)	0	0	0	0	0

Agenda Item 5

	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
CORPORATE REVENUE MONITOR 2014/15 : MONTH 6	
Report of the Cabinet Member for Finance – Councillor Max Schmid	
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: Gary Ironmonger	Contact Details: Gary Ironmonger Tel: 020 (8753 2109) E-mail: gary.ironmonger@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The General Fund outturn forecast is a favourable variance of £5.656m with budget risks of £4.259m. This is before taking account of contingencies.
- 1.2. The saving proposals put forward in the Interim Budget Report to Council in July are incorporated within this Report. The forecast underspend is £1.658m more than that set out in the July Council Report.
- 1.3. The HRA is forecast to underspend by £0.460m with HRA general reserves of £10.984m at year end. The HRA budget risks are £1.545m.
- 1.4. There are no virement requests at Month 6.

2. RECOMMENDATION

- 2.1. To note the General Fund and HRA month 6 revenue outturn forecast.

3. REASONS FOR DECISION

- 3.1. The decision is required to comply with the Financial Regulations.

4. CORPORATE REVENUE MONITOR (CRM) 2014/15 MONTH 6
GENERAL FUND

Table 1: General Fund Projected Outturn – Period 6

Department	Revised Budget At Month 6 £000s	Forecast Year End Variance At Month 6 £000s	Forecast Year End Variance At Month 5 £000s
Adult Social Care	64,955	(453)	(540)
Centrally Managed Budgets	27,861	(2,480)	(2,480)
Children's Services	48,423	919	527
Unaccompanied Asylum Seeking Children	1,013	115	115
Environment, Leisure & Residents' Services	31,468	192	203
Finance and Corporate Services	16,776	(281)	(187)
Housing & Regeneration	8,095	(630)	(566)
Library Services (Tri- Borough)	3,221	(30)	(30)
Public Health Services	346	(346)	(346)
Transport & Technical Services	15,780	(112)	45
Controlled Parking Account	(20,298)	(2,550)	(2,312)
Net Operating Expenditure*	197,640	(5,656)	(5,571)
Interim Budget Savings		3,998	3,998
Revised Variance after Interim Savings		(1,658)	(1,573)
Key Risks		4,259	5,369

*note: figures in brackets represent underspends

- 4.1. Detailed variance and risk analysis by department can be found in Appendices 1 to 9.

CORPORATE REVENUE MONITOR 2014/15 HOUSING REVENUE ACCOUNT

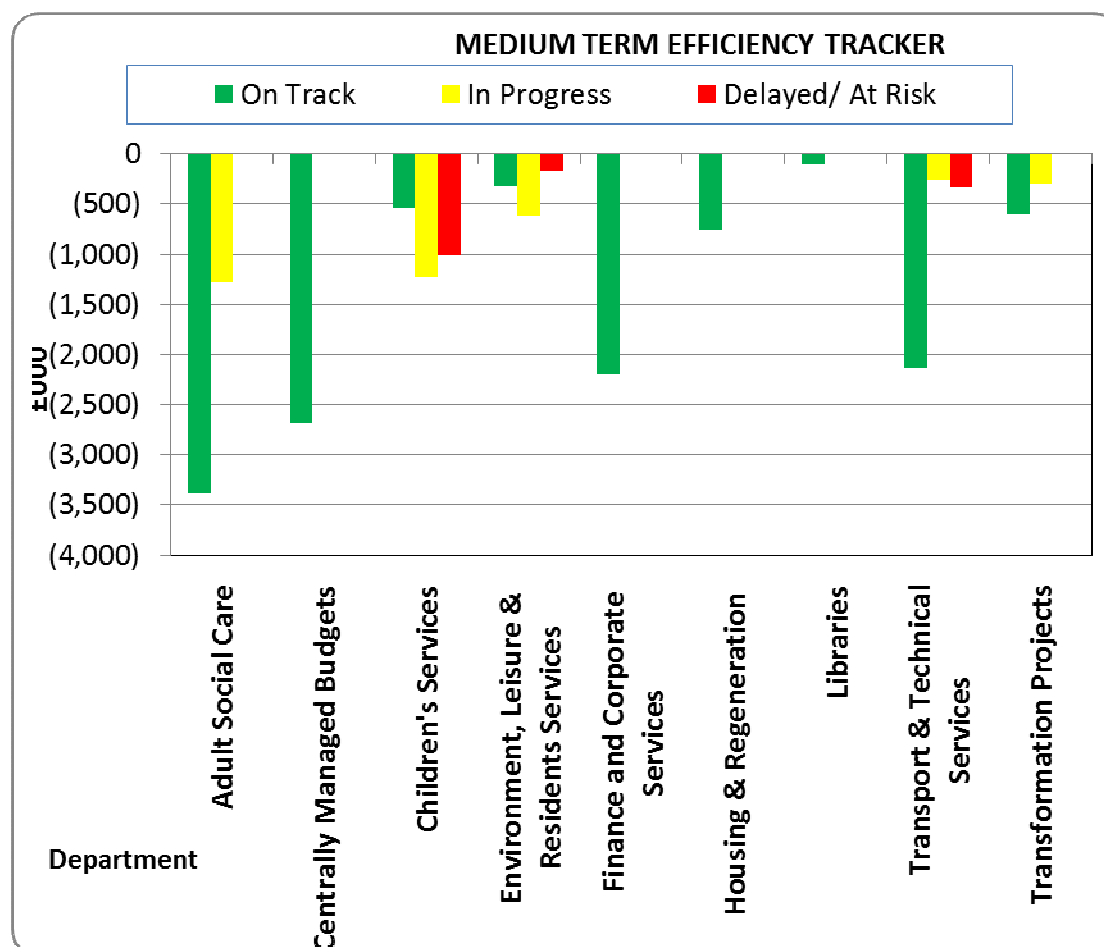
Table 2: Housing Revenue Account Projected Outturn - Period 6

Housing Revenue Account	£000s
Balance as at 31 March 2014	(7,494)
Add: Budgeted Contribution to Balances	(3,030)
Add: Forecast Underspend	(460)
Projected Balance as at 31st March 2015	(10,984)
Key Risks	1,545

- 4.2. Detailed variance and risk analysis can be found in Appendix 10.

5. MEDIUM TERM FINANCIAL STRATEGY EFFICIENCY TRACKER SUMMARY

5.1. The 2014/15 budget included efficiency proposals of £17.905m. Progress against these is summarised below and detailed in Appendices 1 to 9.



6. VIREMENTS & WRITE OFF REQUESTS

- 6.1. Cabinet is required to approve all budget virements that exceed £0.1m.
- 6.2. There are no virement requests at Month 6.

7. CONSULTATION

- 7.1. Not applicable.

8. EQUALITY IMPLICATIONS

- 8.1. It is not considered that the adjustments to budgets will have an impact on one or more protected group so an Equality Impact Assessment is not required.

9. LEGAL IMPLICATIONS

- 9.1. There are no legal implications for this report.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The General Fund outturn forecast at Month 6 is for a favourable variance of £5.656m. This is £1.658m more than the savings proposals identified in the Council's interim budget review.
- 10.2. The HRA outturn forecast at Month 6 is an underspend of £0.460m.
- 10.3. Implications verified/completed by: Gary Ironmonger, Ext 2109.

11. RISK MANAGEMENT

- 11.1. Details of actions to manage financial risks are contained within departmental Appendices (1-10).

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. Not applicable.

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

12

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	CRM6	Gary Ironmonger Tel. 020 8753 2562/2109	FCS

List of Appendices

Appendix 1	Adult Social Care Revenue Monitor
Appendix 2	Centrally Managed Budgets
Appendix 3	Children's Services Revenue Monitor
Appendix 3a	Unaccompanied Asylum Seeking Children Revenue Monitor
Appendix 4	Environmental Leisure and Residents Services Revenue Monitor
Appendix 5	Finance and Corporate Services Revenue Monitor
Appendix 6	Housing and Regeneration Department Revenue Monitor
Appendix 7	Library Services (Tri-Borough) Monitor
Appendix 8	Public Health Services Monitor
Appendix 9	Transport and Technical Services Monitor
Appendix 9a	Controlled Parking Account Revenue Monitor
Appendix 10	Housing Revenue Account Monitor

APPENDIX 1: ADULT SOCIAL CARE

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Operations	38156	497	358
Provided Service and Mental Health Partnership	9088	(202)	(152)
Commissioning	8267	(685)	(597)
Procurement and Business Intelligence	1037	(80)	(80)
Finance	7910	(7)	(7)
Directorate	497	24	32
Additional Public Health external funding.		0	(94)
Total	64,955	(453)	(540)
Interim Budget Savings Reported to Full Council 23 rd July 2014		809	809
Variance post Interim Savings		356	269

2.Variance Analysis with Action Plans to Address Forecast Overspends/(Underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Operation	497	<p>There are pressures on the Home Care Packages and Direct Payments budgets as people are supported at home, in line with Tri-Borough ASC strategy. There is a net projected overspend of £472,000 in this budget. Discussions with the Clinical Commissioning Groups around the new home care and Community Independence services have secured investment from 2015/16 to address the increasing demand for Care at Home. Discussions continue for health funding in 2014/15.</p> <p>Within the Older People and Physical Disabilities service, the Placement budget is projecting a net underspend of (£549,000). Included in this projection is (£157,000) as a contribution from NHS funding for Social Care and (£94,000) additional Public Health funding for employment costs.</p> <p>Within the Learning Disability (LD) Service, there is a net projected overspend of £611,000. The main reasons for the overspend relate to three additional transitions customers</p>

Departmental Division	Variance £000s	Explanation & Action Plans
		<p>(2 previously expected to be Continuing Care and one new customer) and a further two Social Care customers now staying for the full year, resulting in the net LD Placement projected overspend of £461,000. In the LD Direct Payment budget, there is a net projected overspend of £150,000 due to an increase of five customers. There is action Plan in place to monitor the progress of the LD overspend.</p> <p>The new Transport contract is not now expected to deliver savings in 2014/15. A briefing paper is being drafted to the Cabinet Member on the redesign and variation of the service.</p>
Provided Service and Mental Health	(202)	Within the Provided Service Division there is a projected underspend of (£100,000) with a lower number of no recourse to Public Funds clients and (£102,000) within Mental Health Placements budget with the reduction of three customers since the commencement of this year.
Commissioning	(685)	Within the Commissioning Division, (£552,000) of Supporting People costs are to be transferred to Public Health. In addition there is a projected underspend of (£133,000) from Supporting People procurement savings on new contracts from the West London Framework agreement and variations on existing contracts.
Procurement and Business Intelligence	(80)	There is reduction in general training budget costs and Social workers training expenditure.
Finance	(7)	Marginal underspend projected in Client Affairs team.
Directorate	24	Marginal overspend on supplies and services and advertising costs.
Total	(453)	

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Learning Disability review of Continuing Care client	0	250
Home Care Contract rate negotiation	0	300
Residential and Nursing Inflation negotiation	0	127
Total	0	677

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Adult Social Care	(4,664)	(3,389)	(1,275)	0

5. Comments from the Executive Director

Adult Social Care (ASC) is projecting a net underspend of (£453,000) as at the end of period six, this is a decrease in the underspend of £87,000 compare to period five projected underspend of (£540,000). The main reason for the change is increasing pressures in the LD placement budget resulting in a net increase of £87,000 in the projections.

As part of the incoming Administration's review of the 2014/15 General Fund revenue budget, ASC has identified three savings that can be achieved early in this financial year. As detailed in the table below, these savings totalling (£809,000) are included in the projected outturn position of (£453,000) underspend. A redirection of these resources would need to take into account the overall impact on the departmental variances. For illustrative purposes, if all of the savings were redirected in 2014/15, the revised ASC position would be a projected overspend of £356,000.

The current Home Care (HC) contracts expire on 30th September 2014. Individual spot contracts will be procured for HC customers for the period 1st October 2014 to 31st March 2015, until the new HC contracts are procured. Procurement are currently renegotiating the spot rates with providers. It is anticipated that rates could rise by approximately 10% which equates to £300,000.

There are two other potential risks to the forecast. 52 placements are still under negotiation with a requested increase in costs representing a full year cost of £127,000. As part of the Learning Disability action plan there is a review of Continuing Care clients which could result in a transfer of care responsibilities amounting to £250,000.

The department is expected to deliver savings of £4,664,000 in this financial year and at this stage of the year 73% are on track to be delivered. The remaining savings are classified as amber as discussions are on-going with the service providers and at this stage are expected to be delivered.

Council Interim Budget Savings 2014-15	Savings £000's	On Target	Notes
Adult Social Care			
Improve outcomes and reduce dependency amongst residents through better joint services with the NHS.	(157)	Yes	
Review of no recourse to public funds savings.	(100)	Yes	
Additional Public Health external funding has been identified that offsets Support People costs by £552k	(552)	Yes	

APPENDIX 2: CENTRALLY MANAGED BUDGETS

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Corporate & Democratic Core	5,839	(80)	(80)
Housing and Council Tax Benefits	(90)	0	0
Levies	1,570	0	0
Net Cost of Borrowing	2,322	(200)	(200)
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	8,225	(200)	(200)
Pensions & Redundancy	9,995	0	0
Other (Council Tax Support, Contribution to Balances, provisions)	0	(2,000)	(2,000)
Total	27,861	(2,480)	(2,480)
Interim Budget Savings Reported to Full Council 23 rd July 2014		2,480	2,480
Variance post Interim Savings		0	0

2. Variance Analysis with Action Plans to Address Forecast Overspends/(Underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Corporate & Democratic Core	(80)	This underspend is due to reduced Audit fees.
Net Cost of Borrowing	(200)	Underspend based on expected change to debt profile over remainder of the year.
Other Corporate Items	(200)	Due to the buoyant housing market Land Charges income is forecast to be £200k better than budget.
Other	(2,000)	Potential redirection of resources in line with Interim Council budget for contribution to balances and provisions and Council Tax Support.
Total	(2,480)	

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Increase in Tri Borough accommodation costs due to staff relocation to RBKC.	0	250
There is a risk that the Net Cost of Borrowing may be under or over budget depending on the changes to the capital programme implemented in 2014/15.	(500)	500
Total	(500)	750

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Centrally Managed Budgets	(2,686)	(2,686)	0	0

5. Comments from the Director

After accounting for the Interim Budget savings identified below Centrally Managed budgets (excluding contingencies) are forecast to have nil variance.

Council Interim Budget Savings 2014-15	Savings £000's	On Target	Notes
CMB			
Budgeted contribution to balances	(900)	Yes	This saving is on target.
Inflation provision	(400)	Yes	The inflation contingency is currently expected to be £400k under budget.
Redundancy provision	(200)	Yes	Spend is forecast to be £200k under budget.
External Audit savings of £80,000 have been identified	(80)	Yes	External audit expenditure is forecast to be £80k under budget.
Debt restructuring opportunities that will enable budget savings of £200,000.	(200)	Yes	Proposals for the restructuring of debt to meet this saving are under review.
Council Tax Support	(500)	Yes	As unemployment falls reduced caseload is expected to deliver savings.
Land Charges	(200)	Yes	Land charge income is forecast to be £200k better than budget.
CMB Total	(2,480)		

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Tri Borough Education Service	4,385	(209)	(306)
Family Services	32,541	1,009	725
Children's Commissioning	5,641	236	308
Finance & Resources	5,852	83	0
Dedicated School Grant & Schools Funding	4	(200)	(200)
Total	48,423	919	527
Interim Budget Savings Reported to Full Council 23 rd July 2014		439	439
Variance post Interim Savings		1,358	966

2. Variance Analysis with Action Plans to Address Forecast Overspends/(underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Tri Borough Education Service	(209)	Although still forecasting a significant underspend on the Transport Contract, the main movement in month is still further additional costs in this area being incurred.
Family Services	1,009	Significant placement pressures remain with regards to Southwark Judgement cases £250k, No Resource to Public Funds £300k, and Secure Remand £200k Support to looked after children via s23 £210k
Children's Commissioning	236	Tri-borough transport and placement commissioning teams remain over budget. With the extension of the existing meals contract, adult school meal costs are still an issue and are likely to remain so until next Autumn.
Finance & Resources	83	IT budget pressures from filestore and programme charges
Dedicated School Grant & Schools Funding	(200)	Appropriate expenditure will be identified to maximise the use of DSG effectively.
Total	919	

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
Secure Remand	100	250
No Recourse To Public Funds	200	350
Southwark Judgement Support	150	250
Kinship Fees related to the Tower Hamlets Judgement	0	450
Cost of supported accommodation rent rising above Housing Benefit	100	350
Rising cost of support to care leavers in education over 21	150	250
There is a potential saving from the new Tri-Borough Transport contract. However, this may not be realised due to legacy costs from the in-house contract, fluctuating contract costs and significant concerns over the performance of the contract raised in the July meeting of the Policy and Accountability Committee.	0	209
Total	700	2,109

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Children's Services	(2,780)	(544)	(1,225)	(1,011)

5. Comments from the Executive Director

The Children's Services Department is projecting an overspend of £919k. The projection has been creeping up over the last few months due to increasing pressures in Family Services plus increasing IT costs. Transport contract savings have been able to offset some of this in prior months, but as niche transport costs are rising, this financial benefit is decreasing.

The department has identified and is working to deliver £2.780m of savings in this financial year, most of which has been dependant on reducing Looked After Children (LAC) numbers. Although LAC numbers are falling the profile spend of those remaining in care is at the higher end due to their more complex needs and higher cost placements.

Significant pressures remain around Southwark judgement, no recourse to public funds and secure welfare cases, which present pressures that may not be able to be contained within Children's Services.

Council Interim Budget Savings CRM6 Update

Council Interim Budget Savings 2014-15	Savings £000's	On Target	Notes
Children's Services			
The Tri-borough Children's	(200)		CHS currently hold the

Council Interim Budget Savings 2014-15	Savings £000's	On Target	Notes
Services has been successful in achieving a 'payment by results' bonus of £200,000 from its Troubled Families programme in H&F			PBR received on the balance sheet. The in year saving of £200k will be met from the reserve
Further savings have been found arising from the corporate allocation of Dedicated Schools Grant that can reduce net spend in 2014/15 by £200,000	(200)		Appropriate expenditure will be identified to maximise the use of DSG effectively.
Other external funding has also been identified that offsets costs of £39,000	(39)		
Children's Services Total	(439)		

APPENDIX 3a: UNACCOMPANIED ASYLUM SEEKING CHILDREN

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Unaccompanied Asylum Seeking Children	1,013	115	115
Total	1,013	115	115

2. Variance Analysis with Action Plans to Address Forecast Overspends/(Underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Unaccompanied Asylum Seeking Children (UASC)	115	Grant for Asylum Seeking Children & UASC leaving care has not increased in the last 2 years & accommodation costs and support costs have risen beyond inflation
Total	115	

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Risk of increasing Accommodation and support costs.	100	200
Total	100	200

4. Comments from the Executive Director

The grant for asylum seeking children and UASC leaving care has not increased for the last 2 years however accommodation and support costs have risen beyond inflation. There is therefore a risk that an overspend will arise if accommodation costs cannot be reduced.

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Cleaner, Greener & Cultural Services	21,292	(326)	(381)
Safer Neighbourhoods	9,233	444	522
Customer & Business Development	1,003	(37)	(55)
Director & Resources	(60)	111	117
Total	31,468	192	203

2. Variance Analysis with Action Plans to Address Forecast Overspends

Division	Variance £000s	Explanation & Action Plans
CCGS – Waste disposal	(350)	The boroughs strongly negotiated a much better unit cost of recycle this year which has reduced costs by circa £500k. This is partly offset by the increasing waste tonnages overall. A trend, similar to some other London Boroughs, is that more expensive general waste tonnages are increasing whilst cheaper recycling tonnages are decreasing. This is compounded by reduced income from the sale of recycle as market commodity prices are decreasing. Some monthly waste tonnages this year have been 11% more than the same month last year, demonstrating the volatility of waste disposal. If these trends continue, annual costs will increase by £240k. A more detailed analysis of the Waste Authority costs was presented to PAC in September with an update to follow in November.
CGCS – Street Scene Enforcement	38	The council always prosecutes those who do not pay Fixed Penalty Notices (FPNs) which has added a £19k pressure on the legal budgets this year. FPN income has also reduced year on year (£23k year to date compared to £39k for the same period last year). This is mostly due to decreased littering in the borough’s transport hubs, which has a positive impact on the overall street scene but at the same time gives rise to a £16k income pressure. The aim of FPNs is to achieve compliance in an area of enforcement and so the service is assessing how to manage these pressures going forward. Options will be discussed with the lead cabinet member in October.
SND - Coroners and Mortuary	89	A continued reduction in corporate overheads means less recharge income from partner boroughs. Growth has been proposed to fund this pressure from 2015/16.,

Division	Variance £000s	Explanation & Action Plans
SND - Transport	264	As previously reported, reductions in the council's vehicle fleet over a number of years has resulted in a significant recharge income pressure. Across all departments, as vehicle requirements have reduced, services have included gross savings in their budget plans rather than net savings after accounting for the loss of recharge income for the Transport service. The department has been working hard to reduce the budget gap this year by targeting new business. However, despite best efforts to secure new business, negotiations with the only potential high value customer have now fallen through and a comprehensive review of the market has concluded that the potential for alternative income generating business is extremely limited. The department is working through options to correct the historic budget gap from existing ELRS budgets as far as possible but given the scale of the ongoing budget gap, a request for additional corporate support may be required (£100k is already included in the existing growth proposals for 2015/16). The ongoing budget pressure for the transport service is in the region of £400k, which is mitigated this year through drawing down the balance on the transport reserve (£100k) and some additional one off income that mostly relates to last year (£36k).
Customer & Business Development	48	There is a forecast shortfall in the non-guaranteed income element of the new underground duct asset concession contract. Officers continue to work closely with the contractor to realise the full £140k income target and will be rigorously reviewing and challenging the contractor's sales and marketing plan at the next project board meeting. Early sales strategies include working with Registered Social Landlords as a way of piloting digital social inclusion, providing connections to a major broadband provider (allowing them to rollout broadband that does not require a landline), building links with the borough's football clubs (one of whom has already placed an order for broadband services) and exploring opportunities from hosting a digital conference in Winter 2014/15. The aim is to recover the shortfall by year end.
Director & Res. – People portfolio savings	118	Only £6k of the £124k people portfolio savings target is forecast to be achieved, which is less than the £57k achieved last year due to ex interns reaching the end of their internship and being appointed into permanent roles. A corporate review of targets is underway.,
Other	(16)	Other smaller underspends
Total	191	

Table 3: Key Risks

Risk Description	Lower Limit £000	Upper Limit £000
Risk of increased waste disposal and contamination tonnages	(500)	0
Risk that Transport income shortfall cannot be absorbed	0	100
Total	(500)	100

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
ELRS Department	(1,110)	(327)	(613)	(165)

Red risks - plans to rationalise the number of bring back recycling units is currently on hold whilst the impact on recycling rates and the street scene is assessed (£25k target). There is a forecast pressure on the ducting contract (£140k target against which income of £89k is predicted).

5. Comments from the Executive Director

The department is forecasting a £192k overspend due to uncontrollable pressures from outside of the department - £118k people portfolio savings and £89k Coroners and Mortuary. Whilst the department will look to offset these pressures as far as possible this year from waste disposal underspends, volatile waste tonnages suggest corporate funding is likely to be requested in year. The Coroner and Mortuary pressure is a one off pressure for 2014/15 as corporate growth has been requested to permanently close the budget gap from 2015/16. The shortfall against the People Portfolio savings target is an ongoing pressure. The department is committed to maximising savings through the use of interns, but following a significant programme of restructure flowing from the Bi-borough service reviews, there are very few vacancies and so limited opportunity to engage interns or achieve a 10% saving on vacant posts. It is expected that any shortfall against this transformational target will be met corporately, as agreed when the savings were allocated to departments. During the estimates process directors and heads of service will be required to agree permanent solutions to ongoing pressures.

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
H&F Direct	18,960	76	33
Innovation & Change Management	(188)	(70)	(100)
Legal Democratic Services	(1,256)	(40)	(30)
Third Sector, Strategy & Communications	1,133	70	(30)
Finance & Audit	385	0	0
Procurement & IT Strategy	(2,443)	(157)	140
Executive Services	(506)	(50)	(70)
Human Resources	691	(110)	(130)
Other		0	0
Total	16,776	(281)	(187)
Less - Interim Budget Savings Reported to Full Council 23rd July 2014		206	206
Variance post Interim Savings		(75)	19

2.Variance Analysis with Action Plans to Address Forecast Overspends/(Underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Third Sector, Strategy & Communications	70	There is a shortfall on Hammerprint income due to a reduction in print activity in other departments and the 156k in-year saving in this department's communications spend. Though this results in much larger overall savings below and in other departments, it creates pressure in this division. This had previously been partially off-set by vacancies elsewhere in the division. However, some of these vacancies are now to be filled.
Procurement & IT Strategy	(157)	Previous challenges achieving cash savings targets have been off-set this year by greater achievements in cost avoidance and savings from the decommissioning of the Lagan system
Other	12	
Council Interim Budget Savings	(206)	See director comments below
Total	(281)	

Table 3: Key Risks

None to report

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Finance & Corporate Services	(2,192)	(2,192)	0	0

5. Comments from the Director

Council Interim Budget Savings 2014-15	Savings £000's	On Target	Notes
Finance and Corporate Services			
General Fund savings from reduction in Communications activity.	(156)	Yes	
Human Resources Team have identified an on-going saving starting in 2014/15 of £50,000 from the reduction of a post	(50)	Yes	
Finance and Corporate Services Total	(206)		

FCS has moved to a small overall underspend position, despite increasing income pressures in Hammerprint as a result of reduced demand.

This cost pressure is being offset by increased IT savings, as a result of decommissioning an obsolete system and exceeding targets on a cost reduction exercise.

APPENDIX 6: HOUSING & REGENERATION DEPARTMENT

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Housing Options, Skills & Economic Development	8,154	(653)	(589)
Housing Strategy & Regeneration	4	0	0
Housing Services	40	0	0
Finance & Resources	(103)	23	23
Total	8,095	(630)	(566)
Interim Budget Savings Reported to Full Council 23rd July 2014		34	34
Variance post Interim Savings		(596)	(532)

2. Variance Analysis with Action Plans to Address Forecast Overspends/(underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Housing Options, Skills & Economic Development	(653)	<p>This relates mainly to a forecast reduction in the net costs of Bed and Breakfast (B&B) accommodation of (£537k) due to a reduction in average client numbers from a budgeted figure of 275 to a forecast of 115. Additionally, the net costs of Private Sector Leasing (PSL) accommodation are expected to reduce by (£482k) due to a fall in the average number of units from a budgeted figure of 853 to a forecast of 646 and a reduction in the increase to the bad debt provision required due to an improvement in the collection rate (from a budgeted figure of 89.0% to a forecast of 95.0%).</p> <p>This is offset by a shortfall in income and increased costs on the business incubator units at Sullivan, Townmead and the BBC units of £187k. However, it should be noted that costs have reduced since last month following the corporate allocation of budget (£35k) to provide for business rates on vacant units on the workshops at White City. Additionally, it is proposed to utilise £223k of the temporary accommodation underspend to fund the first five months of a package of incentive payments to landlords associated with the Council's temporary accommodation portfolio which was originally budgeted to come from corporate contingencies. Note that forecast incentive payments payable over the remaining seven months of the year of £257k will be funded from internal departmental reserves. Other minor variances of (£44k) are also predicted.</p>
Housing Strategy & Regeneration	0	

Departmental Division	Variance £000s	Explanation & Action Plans
Housing Services	0	
Finance & Resources	23	
Total	(630)	

Table 3: Key Risks

None to report.

Table 4: MTFs Progress (with explanations of schemes at red status)

Department	2014/2015 MTFs Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Housing & Regeneration	(750)	(750)	0	0

5. Comments from the Executive Director

The Housing and Regeneration department currently expects the overall outturn for the year 2014/15 to produce a favourable variance of (£596k), an favourable movement of (£64k) from the CRM 5 position of (£532k). The main reasons for this are set out in Table 2 above. It is anticipated that any underspend at year-end will be set aside in an earmarked reserve to address future risks around temporary accommodation and homelessness.

The main reason for the movement is due to the corporate allocation of budget (£35k) to provide for costs relating to business rates on the workshops at White City.

Officers are currently investigating options to mitigate against the overspend of £187k on the business incubator units at Sullivan and Townmead and the BBC units, and this will be reported via the CRM in due course.

Council Interim Budget Savings 2014/15

On 23rd of July 2014 Cabinet approved the following additional savings targets which officers are working to achieve. This is included in the forecast variance reported above.

	Savings £000s	On Target	Notes
Housing & Regeneration			
HRD officers have identified £34,000 of savings originally proposed for 2015/16 that they have been asked to bring forward	(34)	(34)	
HRD Total	(34)		

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Tri-borough Libraries & Archives Service	3,221	(30)	(30)
Total	3,221	(30)	(30)
Interim Budget Savings Reported to Full Council 23 rd July 2014		30	
Variance post Interim Savings		0	

2. Variance Analysis with Action Plans to Address Forecast Overspends/(Underspends)

No significant variances to report. See Director's comments for explanation of achievement of interim savings target.

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Income from customer fees and charges	0	40
Premises and utility costs including Westfield	10	30
Total	10	70

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Tri-borough Libraries & Archives	(100)	(100)	0	0

5. Comments from the Director

At this stage in the year no significant financial issues causing an unmitigated pressure are foreseen. However areas of risk include income from fees and charges due to reduced public borrowing of DVDs and CDs as the use of online services increases. Room and space hire opportunities are being reviewed as a means to mitigate these pressures over the longer term. Rising utility costs across all premises may cause pressures.

Both the original budget savings target for 2014/15 (£100k) and the interim savings target (£30k) have been achieved. The table below summarises the position on the interim budget savings:

Council Interim Budget Savings 2014-15	Savings £000's	On Target	Notes
Tri-Borough Libraries			
The Tri-borough Library Service has identified that due to the increase in demand for eBooks it can release £30,000 from its book stock budget	(30)	Yes	Book fund commitment has been released so this interim saving has been achieved.
Tri-Borough Libraries Total	(30)		

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Sexual Health	6,978	(75)	(75)
Substance Misuse	5,464	(1)	(1)
Behaviour Change	2,110	(197)	(187)
Intelligence and Social Determinants	40	1	1
Families and Children Services	2,608	(191)	(195)
Childhood Obesity project	0	100	0
Public Health Investment Fund	0	1,902	1,902
Future Public Health Investment Funding	0	686	780
Substance Misuse – Grant, Salaries and Overheads	(5,470)	0	0
Public Health – Grant, Salaries and Overheads	(11,384)	(2,571)	(2,571)
Total	346	(346)	(346)

2. Variance Analysis with Action Plans to Address Forecast Overspends/ (Underspend)

Departmental Division	Variance £000s	Explanation & Action Plans
Sexual Health	(75)	Forecast adjusted to reflect final Central London Community Health contract values & revised forecast for condom distribution and HIV prevention.
Substance Misuse	(1)	Net of under provision of 13/14 residential placements and “Education, Training and Employment (ETE) Lead” budget correction.
Behaviour Change	(197)	Change in forecast due to; <ul style="list-style-type: none"> • £86K over provision for 2013/14 Health Checks • £42K estimated under-spend in 2014/15 on Health Checks • £29K estimated under-spend in 2014/15 for Smoking Cessation • £40K under-spend in 14/15 Health Trainers
Intelligence and Social Determinants	1	One-off contribution to Airtext, not in the original budget.
Families and Children Services	(191)	The re-commissioning of the obesity prevention service, as part of the childhood obesity programme, has been rescheduled to April 2015, saving this year’s budget £183K. The remaining £8K is the expected under-spend for dental health.
Childhood Obesity project	100	Allowance for the new Childhood Obesity project.

Departmental Division	Variance £000s	Explanation & Action Plans
Public Health Investment Fund (PHIF)	1,902	Earmarked funds for Public Health investment in other Council Departments.
Future Public Health Investment funding	686	Unallocated budget and identified savings required to be earmarked to meet future Public Health Investment Fund spend.
Public Health – Grant, Salaries and Overheads	(2,571)	This represents the net movement of the above identified variances.
Total:	(346)	Planned reduction of General Fund contribution from £346K to zero.

Table 3: Key Risks

Risk Description:	Lower Limit	Upper Limit
	£000s	£000s
PCT Legacy invoices – low risk. Dispute over ownership of liability (and corresponding NHS funding)	0	244
Total	0	244

Table 4: MTFs Progress (with explanations of schemes at red status)

None to report.

5. Comments from the Director

It is currently expected that the budgeted contribution from the general fund (£346K) will not be required to be drawn down, as there is sufficient Public Health Grant and under-spend to meet all existing and expected commitments.

Included within the Public Health budget are unallocated funds of £2.2M (after the planned reduction in General Fund contribution). Of this, £1.9M has been earmarked for Public Health Investment Fund projects (subject to Cabinet approval) and £0.1M for Childhood Obesity. The remaining amount of £686K (including savings identified above) will be required to fund PHIF projects in future years and will be carried forward for this purpose.

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Building & Property Management (BPM)	(1,659)	(352)	(342)
Transport & Highways	11,807	161	236
Planning	2,846	(184)	(150)
Environmental Health	3,332	(1)	(1)
Support Services	(546)	263	302
Total	15,780	(112)	45

2. Variance Analysis (include Action Plans to Address Forecast Overspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Advertising Hoardings	(241)	The favourable variance is due to the over achievement of advertising income against budget.
Valuation Services	65	The property disposal section is at risk of overspending by £100k due to property disposals costs exceeding the permitted charge against estimated capital receipts. This is offset by a forecast underspend £35k in Valuation Services.
Facilities Management	23	The main pressure is the forecast overspend in the TFM contract. The adverse variance includes £150k which relates to 2013/14. The TFM contract has also increased in value due to the final costs of staff transferred to Amey, the final costs of pensions and costs of the space planning function. Refunds for underperformance are expected from Amey but will not be included in the forecast until confirmed. There are underspends in the EC Harris contract and carbon reduction.
Civic Accommodation	(129)	The favourable variance is mainly due to a combination of additional rental income and underspends in utilities.
Sections within Building & Property Management	(70)	Building Control is favourable by £39k due to additional income from large building schemes. There is also some additional rental income, creating a favourable variance of £21k in Rent and Other Properties and an underspend of £10k in legal charges.
Total - BPM	(352)	
Transport and Highways	161	The unfavourable variance represents the non-achievement of a MTFS income target of £250k for advertising on pavements. This has been addressed in the MTFS proposals for 15/16. This has been offset by additional gazetteer and licensing income.
Planning	(184)	The forecast underspend is due to high levels of routine planning applications expected as the wider economy recovers and applicants seek to beat the Community Infrastructure Levy deadline.

Environmental Health	(1)	
Support Services	263	This reflects the MTFS People Portfolio savings target. The department is now undertaking work to realise savings in this area.
Total:	(112)	Favourable

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
There is uncertainty about the timing of Planning Applications being submitted. This is being closely monitored and if associated income fails to materialise there will a corresponding adjustment in the forecast planning costs.	0	220
If the Licensing Fee increases included as an MTFS saving are not approved after national consultation initiated by the Home Office.	0	40
If the historic costs already incurred to dispose of HRA assets cannot be met from disposal proceeds this would need to be funded from Corporate Reserves.	0	270
If there are further delays in co-locating Environmental Health beyond mid 2014/15	0	60
Total	0	590

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2013/2014 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Transport & Technical Services	(2,725)	(2,130)	(255)	(340)

Currently there are three schemes on red status:

- Planned increases in Licensing fee income of £30k which is subject to consultation and yet to be confirmed.
- Bi-borough service review savings reduced by delays in Environmental Health co-location £60k.
- Plans for advertising on Pavements generating income of £250k cannot be progressed due to lack of demand.

5. Comments from the Executive Director

The overall position is a favourable variance of £112k against a net budget of £15,780k. The key risks to the 2014/15 budget are set out in Table 3 above.

Progress in all budget areas will continue to be monitored closely by the Executive Director and the management team who will exercise the necessary financial controls to ensure that the department achieves its targets by the year-end.

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Activity Area

Activity Area	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Pay & Display (P&D)	(12,613)	453	396
Permits	(4,690)	104	107
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	(109)	(141)
Bus Lane PCN	(915)	33	106
CCTV PCN	(616)	(630)	(566)
Moving Traffic PCN's	(5,814)	(422)	(339)
Parking Bay Suspensions	(1,530)	(1,860)	(1,771)
Towaways / Removals	(352)	37	47
Expenditure and Other Receipts	13,046	(156)	(151)
Total	(20,298)	(2,550)	(2,312)

2. Variance Analysis (include Action Plans to Address Forecast Overspends)

Activity Area	Variance £000s	Explanation & Action Plans
Pay & Display	453	The forecast variance compares with the previous year's adverse outturn variance of £329k. There are seasonal variations in the cash collected from pay and display machines which may be causing the variance compared to last year. Pay and Display receipts will be monitored closely for the rest of the year.
Permits	104	A reduction in the receipts over the first 5 months of 2014-15 has resulted in a forecast lower than budget.
CEO Issued PCN	(109)	CEO issued PCNs have been forecast at a similar level as in 2013-14, but the recovery rate has improved, resulting in an improved forecast
Bus Lane PCN	33	Bus Lane PCNs have been forecast at a similar level as in 2013-14.
CCTV PCN	(630)	CCTV parking PCNs have been forecast to continue at a similar level as in 2013-14.
Moving Traffic PCN's	(422)	The forecast PCN issue number is lower than last year, but the recovery rate has been improved. This has resulted in a similar forecast outturn to 2013-14.
Parking Bay Suspensions	(1,860)	Parking bay suspensions receipts have continued at a higher than budgeted level, following the change in pricing structure in 2013-14 and an increase in the volume of suspensions requested, including an increase in longer term suspension requests.
Towaways / Removals	37	The unfavourable variance is due to a shortfall in receipts from fines of (£315k) compared to a budget of (£352k).
Expenditure and Other Receipts	(156)	A delay in the introduction of IT requirements has caused a delay in the co-location and the full implementation of the new Bi-borough staffing structure for the Parking Office. This has resulted in the need for additional staffing at a cost of £83k, creating a £32k overspend in parking office staffing. There are also overspends in postage and delivery costs of

Activity Area	Variance £000s	Explanation & Action Plans
		£101k and debt registration costs of £106k. This is offset by an underspend in parking enforcement staffing of £202k and budgets of £100k for a CCTV enforcement vehicle and £100k for IT that are not expected to be used. There is also an underspend expected on the P&D machine maintenance contract.
Total	(2,550)	

Table 3: Key Risks

Risk Description	Lower Limit £000s	Upper Limit £000s
Changes in legislation around CCTV parking enforcement	0	500
Total	0	500

4. Comments from the Executive Director

The TTS Parking department is forecasting a favourable variance of £2,550k against a net budget of (£20,298k). Activity is broadly assumed to be in line with the previous year, but with an improvement in the payment rate for penalty charge notices and increases in the number and value of parking bay suspensions. Parking suspensions are running well ahead of budget including some longer term suspensions that started in 2013/14 but which extend into 2014/15

BUDGET REVENUE MONITORING REPORT – PERIOD 6

1. Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 6	Variance Month 5
	£000s	£000s	£000s
Finance and Resources	14,552	(182)	(95)
Housing Services	9,370	(215)	(215)
Commissioning and Quality Assurance	4,090	(103)	(103)
Property Services	2,077	(6)	(6)
Housing Repairs	13,359	0	0
Housing Income	(75,698)	54	4
Housing Options	400	(53)	(53)
HRA Central Costs	0	0	0
Adult Social Care	48	0	0
Regeneration	331	45	45
Safer Neighbourhoods	577	0	0
Housing Capital	27,864	0	0
(Contribution to)/ Appropriation From HRA General Reserve	(3,030)	(460)	(423)

2.Variance Analysis with Action Plans to Address Forecast Overspends/(Underspends)

Departmental Division	Variance £000s	Explanation & Action Plans
Finance and Resources	(182)	Underspends are forecast on past service pension costs (£52k), redundancy costs (£50k), remote access and filestore charges (£50k), council tax on void properties (£28k), and other minor variances (£2k).
Housing Services	(215)	Underspends are forecast on legal costs (£110k), salaries (£102k) and other running costs (£3k).
Commissioning and Quality Assurance	(103)	Underspends are forecast on salaries (£13k), decant and management transfers (£80k) and legal costs (£10k).
Other	40	There are no other individual divisional variances greater than £100k/(£100k).
Total	(460)	

Table 3: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Housing Development Programme: if the Council's housing development projects progress in accordance with approved plans, then the associated costs will be capitalised. However, if projects do not progress, or a different construction method is used, then an element of the costs incurred will need to be written off to revenue.	250	1,389
Strategic Regeneration: the latest forecasts indicate that there are emerging cost pressures associated with the operational management of the Regeneration function. Officers are currently reviewing the position with a view to identifying savings to eliminate this risk.	0	44
Trade waste charges: a realignment of the bill of quantities by ELRS and SERCO has resulted in a proposed increase in charges to the HRA. This is currently under review by the Estate Services Manager.	60	112
Total	310	1,545

Table 4: MTFS Progress (with explanations of schemes at red status)

Department	2014/2015 MTFS Target	On Track (Green)	In Progress (Amber)	Delayed/ At Risk (Red)
	£000s	£000s	£000s	£000s
Housing Revenue Account	3,299	3,299	0	0

Table 5 HRA General Reserve

	B/Fwd	Budgeted (Contribution to) /Appropriation from General Reserve	HRA Variance (Surplus)/ Deficit	Forecast C/F
	£000s	£000s	£000s	£000s
HRA General Reserve	(7,494)	(3,030)	(460)	(10,984)

6. Comments from the Executive Director


The Housing Revenue Account currently forecasts an under-spend of (£460k) for 2014/15, a favourable movement of (£37k) from the CRM 5 position. The movement relates mainly to the following:

- Finance and Resources: Newly reported underspends on redundancy costs (£50k), council tax payments on void properties (£28k) and IT related charges (£50k) offset by other minor overspends of £41k

- Rents and Charges: an increase of £50k in the forecast under-receipt of income due to an increase in voids

The Council received a challenge from Wilmot Dixon Partnerships to a procurement process. The court case has concluded in favour of the Council and the Council has been awarded costs. Wilmot Dixon has until 30th October 2015 to lodge any appeal.

Agenda Item 6

 hammersmith & fulham	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
CAPITAL PROGRAMME MONITOR AND BUDGET VARIATIONS, 2014/15 (SECOND QUARTER)	
Report of the Cabinet Member for Finance – Councillor Max Schmid	
Open Report	
Classification: For decision	
Key Decision: Yes	
Wards Affected: ALL	
Accountable Executive Director: Jane West, Director of Finance & Corporate Governance	
Report Author: Christopher Harris, Head of Corporate Accountancy and Capital	Contact Details: Tel: 0208 753 6440 Email: christopher.harris@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report provides a financial update on the Council's capital programme and seeks approval for technical budget variations as at the end of the second quarter, 2014/15. A net decrease of £7.6m to the 2014/15 capital budget (as approved at the end of the first quarter) is proposed. These variations are wholly of a technical nature, either to adjust for programme slippage between financial years, to recognise external funding now confirmed, or to reflect Cabinet and member decisions already taken.
- 1.2. A review of the various policies and strategies which comprise the overall capital programme is underway.
- 1.3. Although a revised Council policy position in respect of the disposal of housing voids is yet to be adopted, this report prudently assumes a significant reduction in the level of housing capital receipts. The housing programme remains fully funded in 2014/15 through the use of reserved capital receipts. A review of resource options is underway for subsequent years.

2. RECOMMENDATION

- 2.1. That the proposed technical budget variations to the capital programme totalling £7.6m (summarised in Table 1 and detailed in Appendix 2) be approved.

3. REASONS FOR DECISION

3.1. This report seeks revisions to the capital programme which require the approval of Cabinet in accordance with the Council's Financial Regulations.

4. CAPITAL PROGRAMME

4.1. The Council's capital programme as at the end of the second quarter 2014/15 – including proposed variations - is summarised in table 1 below. Further detail for each service can be found in Appendix 1. A full analysis of elements of the programme funded from internal Council resource is included in section 6.

Table 1 – LBHF Capital Programme 2014-18 with proposed 2014/15 Q2 Variations

	Budget 2014/15 (Q1) £'000	Proposed Variations: Q1 Budget to Q2				Revised Budget 2014/15 (As at Q2) £'000	2014/15 Spend to Date £'000	Indicative Budgets			Total Budget (All years) £'000
		Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Proposed Variations (Q2) £'000			2015/16 £'000	2016/17 £'000	2017/18 £'000	
CAPITAL EXPENDITURE											
Children's Services	62,822	(755)	(4,516)	-	(5,271)	57,551	13,098	5,438	197	-	63,186
Adult Social Care	2,055	-	-	-	-	2,055	430	1,407	450	450	4,362
Transport & Technical Services	13,949	(28)	1,707	-	1,679	15,628	2,482	7,183	7,231	7,231	37,273
Finance & Corporate Services	1,186	-	-	-	-	1,186	-	750	750	750	3,436
Environment, Leisure & Residents Services	2,314	-	-	-	-	2,314	568	692	500	500	4,006
Libraries	1,585	-	-	-	-	1,585	928	-	-	-	1,585
Sub-total (Non-Housing)	83,911	(783)	(2,809)	-	(3,592)	80,319	17,505	15,470	9,128	8,931	113,848
HRA Programme	49,449	(1,038)	-	-	(1,038)	48,411	7,694	51,456	46,255	46,408	192,530
Decent Neighbourhoods Programme	31,876	(2,177)	(768)	-	(2,945)	28,931	3,209	45,189	21,190	17,388	112,698
Sub-total (Housing)	81,325	(3,215)	(768)	-	(3,983)	77,342	10,903	96,645	67,445	63,796	305,228
Total Expenditure	165,236	(3,998)	(3,577)	-	(7,575)	157,661	28,408	112,115	76,573	72,727	419,076
CAPITAL FINANCING											
Specific/External Financing:											
Government/Public Body Grants	58,630	(587)	(6,763)	(211)	(7,561)	51,069	14,557	10,411	2,354	2,157	65,991
Contributions from Developers & Leaseholders (includes S106)	12,034	(28)	186	178	336	12,370	1,772	5,913	5,525	5,011	28,819
Other Specific Financing	-	-	-	-	-	-	-	-	-	-	-
Sub-total - Specific Financing	70,664	(615)	(6,577)	(33)	(7,225)	63,439	16,329	16,324	7,879	7,168	94,810
Mainstream Financing (Internal):											
Capital Receipts - General Fund	18,986	-	-	-	-	18,986	1,045	6,671	6,230	6,230	38,117
Capital Receipts - Housing*	54,308	(3,215)	(768)	-	(3,983)	50,325	10,903	44,821	43,865	2,091	141,102
Revenue funding - General Fund	841	-	(182)	33	(149)	692	132	544	544	544	2,324
Revenue Funding - HRA	113	-	-	-	-	113	-	761	553	2,773	4,200
Major Repairs Reserve (MRR) [Housing]	20,011	-	-	-	-	20,011	-	17,516	18,744	18,592	74,863
Earmarked Reserves (Revenue)	313	-	-	-	-	313	-	-	-	-	313
Sub-total - Mainstream Funding	94,572	(3,215)	(950)	33	(4,132)	90,440	12,079	70,313	69,936	30,230	260,919
Borrowing	-	-	-	-	-	-	-	-	-	-	-
Funding to be identified	-	(168)	3,950	-	3,782	3,782	-	25,478	- 1,242	35,329	63,347
Total Capital Financing	165,236	(3,998)	(3,577)	-	(7,575)	157,661	28,408	112,115	76,573	72,727	419,076

*Capital Receipts include use of brought forward Housing receipts

4.2. A net variation to the 2014/15 programme of £7.6m is proposed, decreasing total budgeted expenditure from £165.2m to £157.6m. Of the proposed net variation, £4m relates to slippages between financial years. The remaining £3.6m variation

relates mainly to the net decrease in the school programme budget. This decrease is due to 'Condition Allocation' budget which is directly devolved to schools to utilise as they see fit. A detailed analysis of proposed variations for approval is included at Appendix 2.

- 4.3. All variations pertain to either slippage due to re-profiling, the recognition of external ring-fenced resource being granted to the Council or the reflection of cabinet decisions already taken. **There are no growth bids for internally resourced projects at this time.** As such, these adjustments should be considered technical in nature. Any strategic change to the programme, together with any potential re-allocation of resource, will be reflected in the programme as and when each area has been considered by officers and members over the coming months. A review of the various strategies which comprise the overall capital programme is underway.

5. GENERAL FUND DEBT REDUCTION

- 5.1. Since 2006 the Council has operated a strategy to reduce general fund debt using surplus capital receipts from the mainstream programme (see section 6). The current debt forecast is shown below:

Table 2 – Summary of General Fund Debt Reduction at Q2

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
Opening Capital Finance Requirement (CFR)	74.2	66.2	52.1	43.2
Revenue Repayment of Debt (MRP)	(1.2)	(0.9)	(0.4)	0.0
Application of Mainstream Programme (Surplus)	(6.7)	(13.2)	(8.5)	0.0
Closing Capital Finance Requirement (CFR)	66.2	52.1	43.2	43.2
<i>Related revenue savings assumed in MTFS</i>	<i>1.3</i>	<i>1.9</i>	<i>2.5</i>	<i>2.7</i>

- 5.2. The revenue savings associated with debt reduction - as assumed in the Medium Term Financial Strategy (MTFS) - are shown in the table above.
- 5.3. It should be noted that the Council achieves no revenue benefit from reducing CFR debt below £43.2m due to a floor in the Minimum Revenue Provision (MRP) formula (known as 'Adjustment A').

6. GENERAL FUND – MAINSTREAM PROGRAMME AND CAPITAL RECEIPTS

- 6.1. The General Fund mainstream programme cuts across the departmental programmes and represents schemes which are funded from internal Council resource – primarily capital receipts. It is effectively the area of the programme where the Council has the greatest discretion. The receipts available to the mainstream programme come via the General Fund asset disposal strategy which sits as part of the Asset Management Plan. The mainstream programme is summarised in Table 3 below.

Table 3 – General Fund Mainstream Programme at 2014/15 Q2

	Budget 2014/15 (Q1)	Proposed Variations (Q2)	Revised Budget 2014/15 (As at Q2)	2014/15 Spend to Date (Q2)	Indicative Budget 2015/16	Indicative Budget 2016/17	Indicative Budget 2017/18	Total Budget (All years)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Approved Expenditure								
Ad Hoc Schemes:								
Schools Organisation Strategy [CHS] (mainstream element)*	8,944	33	8,977	-	441	-	-	9,418
Grants To Social Landlords (Hostel Improvement) [ASC]	60	-	60	60	-	-	-	60
Fulham Cemetery (Porta Cabins)	85	-	85	-	-	-	-	85
Rolling Programmes:								
Disabled Facilities Grant [ASC]	450	-	450	-	450	450	450	1,800
Planned Maintenance/DDA Programme [TTS]	6,214	-	6,214	243	2,500	2,500	2,500	13,714
Footways and Carriageways [TTS]	2,030	-	2,030	536	2,030	2,030	2,030	8,120
Controlled Parking Zones [TTS]	336	(182)	154	-	275	275	275	979
Column Replacement [TTS]	288	-	288	132	269	269	269	1,095
Contribution to Invest to Save Fund [FCS]	750	-	750	-	750	750	750	3,000
Parks Programme [ELRS]	670	-	670	206	500	500	500	2,170
Total Mainstream Programmes	19,827	(149)	19,678	1,177	7,215	6,774	6,774	40,441
Available and Approved Resource								
Capital Receipts (total available)	23,334	2,374	25,708	16,496	19,907	21,362	6,259	73,236
General Fund Revenue Account	841	(149)	692	-	544	544	544	2,324
Available Mainstream Resource	24,175	2,225	26,400	16,496	20,451	21,906	6,803	75,560
In-year surplus/(deficit)	4,348		6,722		13,236	15,132	29	
Surplus/(deficit) brought-forward	-		-		6,722	19,958	35,089	
Surplus/(deficit) carried forward	4,348		6,722		19,958	35,089	35,119	

*Queensmill redevelopment using Earls Court receipt, £9m of which has been ring-fenced for this purpose

- 6.2. A net variation to the 2014/15 mainstream programme of **£149k** is proposed, decreasing total budgeted expenditure from **£19.8m** to **£19.7m**. This variation is captured as part of wider variations to the programme requested at para 4.2. All variations relate to slippage from the prior year and **there is no proposed growth to the overall programme**.
- 6.3. Forecast capital receipts for the year have increased by **£2.4m** to **£25.7m**. As at the end of the second quarter, **£16.5m** of receipts had been received. A schedule of forecast receipts is included at appendix 3.
- 6.4. As at the end of the second quarter, **£1.6m** of deferred disposal costs have been accrued in respect of anticipated General Fund disposals. These costs are netted against the receipt when received (subject to certain restrictions). In the event that a sale does not proceed these costs must be written back to revenue. A full schedule of deferred costs is included in Appendix 3.
- 6.5. The mainstream programme is currently showing an overall forecast surplus in 2014/15 of **£6.7m**. Over the next four years the programme is forecast to be in surplus by **£35.1m**. The surplus currently underpins the debt reduction forecast.

7. OTHER PROGRAMMES

7.1. Housing Capital Programme

7.1.1 The Decent Neighbourhoods Fund contains the Council's housing capital receipts which, in accordance with the change in capital regulations effective from 1 April 2013, must be used for Housing or Regeneration purposes.

7.1.2 The new administration is currently reviewing financing options, investment priorities and funding for the Decent Neighbourhoods Fund as part of the review of the Council's Housing Strategy and HRA Financial Strategy.

7.1.3 Although a revised Council policy position in respect of the disposal of housing voids is yet to be adopted, the table below prudently assumes a substantial reduction in Housing Capital Receipts. The receipts projected below are primarily from staircasing of Discount Market Sale homes and the sale of licences to leaseholders.

Table 4 – Housing Capital Programme 2014-18 at Q2

	Budget 2014/15 (Q1) £'000	Proposed Variations Q2 £'000	Revised Budget 2014/15 (Q2) £'000	Spend to Date £'000	Indicative Budget 2015/16 £'000	Indicative 2016/17 Budget £'000	Indicative 2017/18 Budget £'000
Approved Expenditure							
Decent Neighbourhood Schemes	31,876	(2,945)	28,931	3,209	45,189	21,190	17,388
HRA Schemes	49,449	(1,038)	48,411	7,694	51,456	46,255	46,408
Total Housing Programme - Approved Expenditure	81,325	(3,983)	77,342	10,903	96,645	67,445	63,796
Available and Approved Resource							
Capital Receipts	18,012	(2,699)	15,313	10,903	8,700	6,000	6,000
Sale of new build homes	1,936	39	1,975	-	8,019	23,498	-
Earls Court Land Receipts	-	-	-	-	-	18,460	-
Housing Revenue Account (revenue funding)	113	-	113	-	761	553	2,773
Major Repairs Reserve (MRR)	20,011	-	20,011	-	17,516	18,744	18,592
Contributions Developers (S106)	0	-	-	-	-	-	-
Contributions from leaseholders	6,569	-	6,569	-	5,693	5,525	5,011
Capital Grants and Contributions from GLA Bodies	324	-	324	-	2,376	-	-
Use of Reserves	-	-	-	-	-	-	-
Total Available Forecast Resource (In-year)	46,965	(2,660)	44,305	10,903	43,065	72,780	32,376
In-year surplus/(deficit)	(34,360)	1,323	(33,037)	-	(53,580)	5,335	(31,420)
Surplus/(deficit) brought-forward	70,678	-	70,678	-	37,641	(15,939)	(10,604)
Surplus/(deficit) carried forward*	36,318	1,323	37,641	-	(15,939)	(10,604)	(42,024)
<i>*Earmarked from above to cover Earls Court Cost of Disposal & 1-4-1 Replacement under RTB agreement</i>	4,774	-	4,774	-	9,539	13,632	17,541
Surplus/(Deficit) after earmarked resources	31,544	1,323	32,867	-	(25,478)	(24,236)	(59,565)

7.1.4 The 2014/15 Decent Neighbourhoods Capital Programme remains fully funded through the use of reserved capital receipts. The strategy for future years is under review as part of the review of the Council's Housing Strategy and HRA Financial Strategy.

8. VAT IMPLICATIONS

- 8.1. The capital programme can significantly impact the Council's VAT Partial Exemption. The position continues to be managed through the VAT policy, as approved in the Q1 capital programme monitor, and regular review of high VAT risk projects.

9. EQUALITY IMPLICATIONS

- 9.1. There are no direct equalities implications in relation to this report. This paper is concerned entirely with financial management issues and as such is not impacting directly on any protected group.
- 9.2. Implications verified/completed by: David Bennett, Head of Change Delivery (Acting) - 020 7361 1628.

10. LEGAL IMPLICATIONS

- 10.1. There are no direct legal implications in relation to this report.
- 10.2. Implications verified/completed by: David Walker, Principal Solicitor (Property) 020 7361 2211.

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1. This report is wholly of a finance nature

12. RISK MANAGEMENT

- 12.1. Large scale capital projects can operate in environments which are complex, turbulent and continually evolving. Effective risk identification and control within such a dynamic environment is more than just populating a project risk register or appointing a project risk officer. Amplifying the known risks so that they are not hidden or ignored, demystifying the complex risks into their more manageable sum of parts and anticipating the slow emerging risks which have the ability to escalate rapidly are all necessary components of good capital programme risk management.
- 12.2. Major capital projects can significantly enhance value based on how well they are executed. Considering their high impact nature, the levels of oversight, governance, risk management and assurance need to be in place. For this the standards for the Council are set out in the financial regulations and scheme of delegation along with the key controls. A clearly defined enterprise wide risk management framework is now established across Tri-borough which considers all relevant risk classes and provides a common definition and approach to risk management. This will ensure that a common language and understanding is

secured. Capital projects form part of the Strategic Tri-borough risks and monitoring of the programme is noted as a key mitigating action.

12.3. Implications completed by: Michael Sloniowski, Bi-borough Risk Manager ext. 2587

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. There are no direct equalities implications in relation to this report.

13.2. Implications verified/completed by: Alan Parry, Bi-borough Procurement Consultant - 020 7361 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.	Capital Budget Monitoring Documents	Christopher Harris tel. 6440	Finance Dept., 2 nd Floor, Town Hall Extension

LIST OF APPENDICES:

Appendix 1 – Detailed Capital Budgets, Spend and Variation analysis by Service

Appendix 2 – Analysis of Budget Variations

Appendix 3 – Capital Receipts Forecast

Appendix 1 – Detailed Capital Budget, Spend and Variation Analysis by Service

Children's Services	Current Year Programme							Indicative Future Years		
	Budget 2014/15 (Q1)	Analysis of Movements (Q1 to Q2)				Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
		Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements					
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Scheme Expenditure Summary										
Lyric Theatre Development	6,763	(168)	3,950		3,782	10,545	3,162	380		
Devolved Capital to Schools			491		491	491	492			
Schools Organisational Strategy	55,472	(587)	(8,957)		(9,544)	45,928	9,403	5,058	197	
Other Capital Schemes	587				-	587	41			
Total Expenditure	62,822	(755)	(4,516)	0	(5,271)	57,551	13,098	5,438	197	-
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	47,404	(587)	(8,466)		(9,053)	38,351	9,936	4,804	197	
Grants and Contributions from Private Developers and leaseholders, etc. (includes S106)					-	-	-			
Capital Grants/Contributions from Non-departmental public bodies	6,474			(33)	(33)	6,441	3,162	193		
Capital Grants and Contributions from GLA Bodies					-	-	-			
Sub-total - Specific or Other Financing	53,878	(587)	(8,466)	(33)	(9,086)	44,792	13,098	4,997	197	-
Mainstream Financing (Internal Council Resource)										
Capital Receipts	8,727				-	8,727	-	441		
Housing Revenue Account (revenue funding)					-	-	-			
Major Repairs Reserve (MRR) / Major Repairs					-	-	-			
General Fund Revenue Account (revenue funding)	217			33	33	250	-			
Use of Reserves					-	-	-			
Sub-total - Mainstream Funding	8,944	-	-	33	33	8,977	-	441	-	-
Borrowing										
Funding to be identified/agreed		(168)	3,950		3,782	3,782				
Total Capital Financing	62,822	(755)	(4,516)	0	(5,271)	57,551	13,098	5,438	197	-

Adult Social Care Services	Current Year Programme							Indicative Future Years		
	Budget 2014/15 (Q1)	Analysis of Movements (Q1 to Q2)				Revised Budget 2014/15 (Q2)	Expenditure to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
		Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements					
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Scheme Expenditure Summary										
Extra Care New Build project (Adults' Personal Social Services Grant)					-	-	-	957		
Grants To Social Landlords (Hostel Improvement)	60				-	60	60			
Adult Social Care IT	16				-	16	16			
Community Capacity Grant	731				-	731	20			
White City Collaborative Care project	254				-	254	-			
Disabled Facilities Grant	994				-	994	334	450	450	450
Total Expenditure	2,055	-	-	-	-	2,055	430	1,407	450	450
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	1,291				-	1,291	370	957		
Grants and Contributions from Private Developers and leaseholders, etc. (includes S106)					-	-	-			
Capital Grants/Contributions from Non-departmental public bodies					-	-	-			
Capital Grants and Contributions from GLA					-	-	-			
Sub-total - Specific or Other Financing	1,291	-	-	-	-	1,291	370	957	-	-
Mainstream Financing (Internal Council Resource)										
Capital Receipts	510				-	510	60	450	450	450
Housing Revenue Account (revenue funding)					-	-	-			
Major Repairs Reserve (MRR) / Major Repairs					-	-	-			
General Fund Revenue Account (revenue funding)					-	-	-			
Use of Reserves	254				-	254	-			
Sub-total - Mainstream Funding	764	-	-	-	-	764	60	450	450	450
Borrowing										
Total Capital Financing	2,055	-	-	-	-	2,055	430	1,407	450	450

Appendix 1 – Detailed Capital Budget, Spend and Variation Analysis by Service (cont.)

Transport and Technical Services

	Current Year Programme						Indicative Future Years			
	Budget 2014/15 (Q1)	Analysis of Movements (Q1 to Q2)				Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
		Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements					
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Planned Maintenance/DDA Programme	6,214				-	6,214	243	2,500	2,500	2,500
Footways and Carriageways	2,030				-	2,030	536	2,030	2,030	2,030
Transport For London Schemes	2,954		1,703	(178)	1,525	4,479	1,089	2,081	2,157	2,157
Controlled Parking Zones	336		(182)		(182)	154		275	275	275
Column Replacement	288				-	288	132	269	269	269
Other Capital Schemes	2,127	(28)	186	178	336	2,463	481	28		
Total Expenditure	13,949	(28)	1,707	-	1,679	15,628	2,482	7,183	7,231	7,231

Scheme Expenditure Summary

	Budget 2014/15 (Q1)	Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements	Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Grants from Central Government					-	-				
Grants and Contributions from Private Developers and leaseholders, etc. (includes S106)	2,127	(28)	186	178	336	2,463	481	28		
Capital Grants/Contributions from Non-departmental public bodies					-	-				
Capital Grants and Contributions from GLA Bodies	2,954		1,703	(178)	1,525	4,479	1,089	2,081	2,157	2,157
Sub-total - Specific or Other Financing	5,081	(28)	1,889	-	1,861	6,942	1,571	2,109	2,157	2,157

Mainstream Financing (Internal Council Resource)

	Budget 2014/15 (Q1)	Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements	Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts	8,244				-	8,244	779	4,530	4,530	4,530
Housing Revenue Account (revenue funding)					-	-				
Major Repairs Reserve (MRR) / Major Repairs					-	-				
General Fund Revenue Account (revenue funding)	624		(182)		(182)	442	132	544	544	544
Use of Reserves					-	-				
Sub-total - Mainstream Funding	8,868	0	(182)	0	(182)	8,686	911	5,074	5,074	5,074
Borrowing					-	-				
Total Capital Financing	13,949	(28)	1,707	0	1,679	15,628	2,482	7,183	7,231	7,231

Finance & Corporate Governance

	Current Year Programme						Indicative Future Years			
	Budget 2014/15 (Q1)	Analysis of Movements (Q1 to Q2)				Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
		Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements					
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Relocation of HAFAD to Edward Woods Community Centre and Related Refurbishment Requirements	436				-	436				
Contribution to Invest to Save Fund	750				-	750		750	750	750
Total Expenditure	1,186	-	-	-	-	1,186	-	750	750	750

Capital Financing Summary

	Budget 2014/15 (Q1)	Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements	Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Grants from Central Government	0				-	-				
Grants and Contributions from Private Developers and leaseholders, etc. (includes S106)	436				-	436				
Capital Grants/Contributions from Non-departmental public bodies					-	-				
Capital Grants and Contributions from GLA Bodies					-	-				
Sub-total - Specific or Other Financing	436	-	-	-	-	436	-	-	-	-

Mainstream Financing (Internal Council Resource)

	Budget 2014/15 (Q1)	Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements	Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts	750				-	750		750	750	750
Housing Revenue Account (revenue funding)					-	-				
Major Repairs Reserve (MRR) / Major Repairs					-	-				
General Fund Revenue Account (revenue funding)					-	-				
Use of Reserves					-	-				
Sub-total - Mainstream Funding	750	-	-	0	-	750	-	750	750	750
Borrowing					-	-				
Total Capital Financing	1,186	-	-	-	-	1,186	-	750	750	750

Appendix 1 – Detailed Capital Budget, Spend and Variation Analysis by Service (cont.)

Housing Capital Programme	Current Year Programme					Indicative Future Years				
	Budget 2014/15 (Q1)	Analysis of Movements (Q1 to Q2)				Revised Budget 2014/15 (Q2)	Spend to Date	2015/16 Budget	2016/17 Budget	2017/18 Budget
		Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements					
Scheme Expenditure Summary										
HRA Schemes:										
Supply Initiatives (Major Voids)	3,500			2,400	2,400	5,900		1,421	1,000	1,000
Energy Schemes	2,971			(310)	(310)	2,661	892	3,391	3,566	3,430
Lift Schemes	5,683			(132)	(132)	5,551	1,470	5,956	5,813	5,800
Internal Modernisation	3,999			1	1	4,000		3,551	3,600	3,500
Major Refurbishments	7,592			(49)	(49)	7,543	693	7,420	12,228	23,668
Planned Maintenance Framework	14,856			(552)	(552)	14,304	1,858	20,257	10,914	
Minor Programmes	9,812			(275)	(275)	9,537	1,919	7,795	6,966	6,990
Decent Homes Partnering	1,200			(290)	(290)	910	212			
ASC/ELRS Managed	1,179			350	350	1,529	650	1,050	1,050	1,050
Rephasing & Reprogramming	(1,343)	(1,038)		(1,143)	(2,181)	(3,524)		615	1,118	970
Subtotal HRA	49,449	(1,038)	0	0	(1,038)	48,411	7,694	51,456	46,255	46,408
Decent Neighbourhood Schemes:										
HRA Debt Repayment	2,414				-	2,414		13,020	5,866	6,150
Earls Court Buy Back Costs	12,322				-	12,322		9,805	10,444	8,330
Earls Court Project Team Costs	3,774	(2,177)	(218)		(2,395)	1,379	617	3,345	3,829	2,908
Housing Development Project	7,772		51		51	7,823	2,489	18,304	2,351	
Other DNP projects	5,594		(601)		(601)	4,993	103	715	(1,300)	
Subtotal Decent Neighbourhoods	31,876	(2,177)	(768)	0	(2,945)	28,931	3,209	45,189	21,190	17,388
Total Expenditure	81,325	(3,215)	(768)	0	(3,983)	77,342	10,903	96,645	67,445	63,796
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government					-	-				
Grants and Contributions from Private Developers and leaseholders, etc. (includes S106)	6,569				-	6,569		5,693	5,525	5,011
Capital Grants/Contributions from Non-departmental public bodies					-	-				
Capital Grants and Contributions from GLA Bodies	324				-	324		2,376		
Sub-total - Specific or Other Financing	6,893	0	0	0	0	6,893	-	8,069	5,525	5,011
Mainstream Financing (Internal Council Resource)										
Capital Receipts	54,308	(3,215)	(768)		(3,983)	50,325	10,903	44,821	43,865	2,091
Housing Revenue Account (revenue funding)	113				-	113		761	553	2,773
Major Repairs Reserve (MRR) / Major Repairs	20,011				-	20,011		17,516	18,744	18,592
General Fund Revenue Account (revenue funding)					-	-				
Use of Reserves					-	-				
Sub-total - Mainstream Funding	74,432	(3,215)	(768)	0	(3,983)	70,449	10,903	63,098	63,162	23,456
Borrowing										
Funding to be identified/agreed	-							25,478	(1,242)	35,329
Total Capital Financing	81,325	(3,215)	(768)	0	(3,983)	77,342	10,903	96,645	67,445	63,796




Appendix 2 – Analysis of Budget Variations

Variation by Service	Amount £'000
Children's Services	
Lyric Theatre Development – increase in budget requirement as approved by the Cabinet on 6 th October 2014, funding resources to be identified	3,782
Schools Organisation Strategy - programme slippage to future years £587k + £8,957k reduction due to Condition Allocation budget which is directly devolved to schools to utilise as they see fit.	(9,544)
Schools' Devolved capital- additional external funding allocations	491
Total CHS variations	(5,271)
Transport and Technical Services	
Transport For London Schemes -additional TFL funding allocated to Principal Road Maintenance, Shepherds Bush West Town Centre and DFT schemes	1,525
Controlled Parking Zones –reduction in budget, funding redirected to be used on revenue projects	(182)
Other Capital Schemes – £186k of additional S106 funding and £178k correction of previously miscategorised S106 project	336
Total TTS variations	1,679
Housing Capital Programme	
Slippage on HRA programmes to future years due to rephasing of works	(1,038)
Earls Court Project Team Costs – re-profiling of spend to future years (£2,177k) and a reduction in overall estimated costs (£218k)	(2,395)
Other DNP projects – reduction in budget due to cancellation of some of Discounted Market Sale schemes	(601)
Housing Development Programme- budget increase due to overruns in the development programme	51
Total Housing variations	(3,983)

Appendix 3 – General Fund – Forecast Capital Receipts

Year/Property	Previous Foreccast	Movement/ Slippage	Forecast Outturn at Quarter 2	Deposit received as @ P6	Full sales proceeds @ P6	Deferred Costs of Disposal reserved
	£'000	£'000	£'000	£'000	£'000	£'000
2014/15						
Total 2014/15	23,334	2,374	25,708	876	16,496	607
2015/16						
Total 2015/16	22,329	(2,423)	19,907	250	0	898
2016/17						
Total 2016/17	19,699	1,663	21,362	0	0	82
2017/18						
Total 2017/18	6,259	0	6,259	0	0	0
Total All Years	71,622	1,614	73,236	1,126	16,496	1,587

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: 1 December 2014	
	THE LEADER OF THE COUNCIL Cllr Nicholas Paget Brown Date of decision (i.e. not before): Forward Plan reference: 04230/14/K/A	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	CABINET MEMBER FOR FINANCE AND CUSTOMER SERVICES Cllr Melvyn Caplan Date of meeting or formal issue:	 City of Westminster
Report title (decision subject)	CORPORATE SERVICES: ESTABLISHING A SHARED ICT SERVICES FUNCTION AND IMPLEMENTATING THE ICT TARGET OPERATING MODEL	
Reporting officers	London Borough of Hammersmith & Fulham Nigel Pallace, Interim Chief Executive Jane West, Executive Director of Finance and Corporate Governance Royal Borough of Kensington & Chelsea Nicholas Holgate, Town Clerk and Chief Executive Westminster City Council Charlie Parker, Chief Executive Ed Garcez Chief Information Officer	
Key decision	Yes	
Access to information classification	Public	

1 EXECUTIVE SUMMARY

- 1.1 This report seeks authority to enter into a legal agreement for the establishment and phased implementation of a shared ICT Services function. This builds on the agreement to implement an ICT Services division shared between the London Borough of Hammersmith & Fulham (LBHF), the Royal Borough of Kensington & Chelsea (RBKC) and Westminster City Council (WCC) and establish a single shared Chief Information Officer as the head of profession for ICT.
- 1.2 The report sets out the key elements of the business case and operating model in appendix A. The recommendations will deliver potential annual savings of £6.55m from 2017/18, at an estimated implementation cost of up to £143k.
- 1.3 The proposals set out in this report build on the significant changes that have already been delivered or are underway across the three ICT functions, in delivery of the ICT Strategy 2012—2015. These include:
 - over £3m of savings arising from common and shared working across the three ICT functions; these savings are on-target for delivery by 2015/16
 - the framework procurement of key ICT services (data centre, distributed computing and service desk) and WCC's transition to Agilisys and BT under these framework contracts
- 1.4 The disconnect between the three sovereign ICT functions, each with their own processes, policies and procedures, is an unnecessary overhead introducing bureaucracy and cost, and sometimes even providing contradictory advice to service users. The Critical Friends Review and user feedback consistently highlight the need for more integrated technology solutions and a single enabling and supporting ICT service. Also, emerging from the Business Intelligence pilot project is the need for more integrated data and an improved approach to data and information.
- 1.5 The implementation of the shared ICT Services function will ensure a more joined-up approach, putting in place the foundations for more efficient and effective ICT, focused on meeting user needs and delivering value for money, including annual savings of £6.55m.
- 1.6 The proposed model has been designed to be inclusive and easy to extend to further partners, and there have already been some successes in establishing wider shared services and joint working including:
 - a shared service with Kensington & Chelsea, Kingston, Lambeth, Sutton and Westminster to deliver a mobile device security solution
 - flexible and inclusive framework contracts accessible to a wide range of partners, with Islington already consuming services under the framework; a further 4 local authorities, and a number of other organisations are in advanced discussions too

- 1.7 Appendix C of this report sets out the key provisions of the proposed legal agreements under section 113 of the Local Government Act 1972, which will be used for the combination and integration of the services, posts and functions. These will provide, together with the various schedules, a suitable framework to operate and further develop combined and shared services.

2 RECOMMENDATIONS

- 2.1 To note and agree the business case, subject to required staff consultation.
- 2.2 That the Chief Information Officer be authorised to start staff consultation and implement the proposed target operating model for the shared ICT service, specifically:
- 2.3 That the following posts be deleted with effect from 1 April 2015:
- Chief Information Officer (WCC) – 1 FTE
 - Director for Procurement and IT Strategy (H&F) – 1 FTE
 - Head of Information Systems Division (RBKC) – 1 FTE
 - Head of Business Technology (H&F) – 1 FTE
 - Head of IS Strategy (WCC) – 1 FTE
 - vacant posts within the structures as needed to fund the establishment of the new posts set out in recommendations 2.4 and 2.5 (any remaining vacant posts will be reviewed as part of phase 2 of the proposed restructure)
- 2.4 That the following new posts making up the shared ICT service divisional leadership team (ICT DLT) be created with effect from 1 April 2015:
- Head of Business Partnering – 1 FTE
 - Head of Digital Services – 1 FTE
 - Head of Information Management – 1 FTE
 - Head of Operations – 1 FTE
 - Head of ICT Portfolio Management – 1 FTE
 - Head of Strategy and Enterprise Architecture – 1 FTE
- (It is proposed that each Council will have a lead Head of Service to act as a key point of liaison for senior stakeholders).
- 2.5 That the following posts be created with effect from 1 April 2015:
- Strategic Relationship Manager – 4 FTE
 - Problem Manager – 1 FTE
- 2.6 That the secondments in place for the Strategic Relationship Managers and Problem Manager be extended up to 31 March 2015 to allow the consultation process and any resulting recruitment to be completed successfully.

- 2.7 That the Interim Chief Executive Hammersmith & Fulham (on behalf of H&F) and the Town Clerk and Chief Executive Royal Borough of Kensington & Chelsea (on behalf of RBKC) and the Chief Executive Westminster City Council (on behalf of WCC) be authorised to enter into a section 113 agreement in respect of the shared ICT service.
- 2.8 That the Interim Chief Executive Hammersmith & Fulham in consultation with the Leader of the Council for H&F and the Town Clerk and Chief Executive Royal Borough of Kensington & Chelsea in consultation with the Leader of the Council for RBKC and the Chief Executive Westminster City Council in consultation with the Cabinet Member for Corporate and Customer Services for WCC be authorised to approve hosting arrangements for the shared ICT service (and as part of that to determine the employing borough for new roles in the ICT division) and to make any ancillary decisions to enable the services to operate effectively.
- 2.9 That a review of the reporting line of the WCC business intelligence function and team be considered in early 2015.

3 REASONS FOR DECISION

- 3.1 The shared ICT service arrangements need to be formalised through agreements pursuant to section 113 of the Local Government Act 1972 in order to establish the legal relationship between the parties and comply with the Authorities' various public law duties including their fiduciary duties to their Council tax payers.

4 BACKGROUND

- 4.1 In February 2014 the Chief Executive of Westminster City Council was appointed as Senior Responsible Officer (SRO) for a Corporate Services Review. The Executive Director of Finance and Corporate Governance at H&F was asked to produce detailed business planning propositions for a range of services.
- 4.2 A detailed Corporate Services Review was produced as part of that work and set out the business propositions and business cases for the establishment shared Corporate services.
- 4.3 Since the elections in May 2014, the new administration at H&F have commissioned a Critical Friends Review. The review notes:

*"The current tri- borough service delivery model(s) must continue to be better supported by **an aligned and enhanced ICT capability.**"*

"ICT should continue to 'connect and consolidate' existing infrastructures to better support joint working arrangements; the tactical ICT solutions currently supporting this are not sustainable long-term."

"To make large-scale savings in ICT, organisational re-design as a joint team should be considered. Acknowledging the different starting points of the three boroughs (WCC outsourced, RBKC in-house, LBHF bridge contract expiry in 2016) and the different funding considerations also, the

best value for money solutions (outsource/in-source/multi-source/internal shared service) should be considered. The potential to reach out to other boroughs through this approach is made simpler due to the unified approach.”

- 4.4 Customer feedback captured as part of the Corporate Services Review and other surveys has highlighted that shared service departments are hampered by the disconnects in ICT which are building inefficiency into the organisations more widely.
- 4.5 These proposals are true to, and take account of, the context referenced above. They will build on the work to integrate the Councils’ infrastructure and introduce closer alignment and the adoption of more open standards to facilitate and encourage wider partnership working.
- 4.6 Work already underway with Kingston, Lambeth and Sutton will shortly see a shared service to support secure mobile device management – based on work carried out by Lambeth and which will be open and available to any partners.

5 PROPOSAL AND ISSUES

5.1 Section 113 agreement

- 5.2 The proposals for the shared ICT service, if approved, will require a section 113 agreement to be in place so that staff can deliver services for all three Councils. Before entering into an agreement under section 113 the affected staff must be consulted. The main provisions of the section 113 agreement, which will apply to the shared ICT service are set out in Appendix C.
- 5.3 The business case attached as appendix A details the proposal and issues in paragraph 4.

6 OPTIONS AND ANALYSIS

- 6.1 A range of options were explored in the business case before conclusions were drawn and recommendations made. These are described in appendix A.

7 CONSULTATION

- 7.1 Consultation with Members has taken place via the Corporate Services Members’ Steering Group, which includes Corporate Services Cabinet Member representation from all three boroughs. This group provides political steer, promotes the programme to Cabinet and wider Council colleagues and seeks to address and resolve issues raised by Members efficiently and effectively. Proposals included in this report will be submitted to borough Cabinets for approval following endorsement by this group.

- 7.2 Additional Cabinet Member briefings have taken place, including a detailed run through of this report, the associated business case (appendix A) and the associated governance proposals (appendix B).
- 7.3 Extensive engagement with staff and service users has taken place in order to satisfy the requirements of section 113 described above and the Council's wider employment law duties. This has included:
- a number of one-on-one interviews with key stakeholders, executive directors and heads of service
 - a number of co-design sessions with service users and staff
 - a number of 'open door' sessions for staff to influence, input to, challenge and co-create the proposed target operating model
 - a number of one-on-one staff meetings
- 7.4 Once a decision is made by the Cabinets, formal consultation on the proposals with staff and their recognised trade union representatives will be carried out in accordance with the Councils' statutory obligations as required under appropriate employment law provisions primarily the Trade Union and Labour Relations (Consolidation) Act 1992 and the Employment Rights Act 1996 as amended. This is supplemented by a set of overarching HR policy principles adopted by the three Boroughs contained within the shared HR Policies Agreement.
- 7.5 Consultation mechanisms on proposals to re-organise and integrate teams across either the two or three partner boroughs follow established and generally consistent principals overseen by a Joint Management and Trade Union forum consisting of the HR Directors of the 3 Councils and representatives (both at regional and branch level) of the three Councils' recognised trade unions. Consultation in practice consists of the introduction of such proposals initially to the forum for initial comment followed by staff and trade union consultation within the relevant service area and includes team consultation meetings, individual one-to-one consultation meetings, briefing and updates. Documentation is also made available electronically to the relevant staff groups and Trade Unions and usually includes the written proposals (rationale document) and other associated documentation including current and revised job descriptions, staff assimilation tables, regularly updated sets of staff question and answers, current and proposed structure charts. Consultation either takes 30 or 45 days depending on the numbers of staff affected in the establishment. Following consultation, implementation of the proposals (original or as amended) takes place. The three Councils mitigate against any compulsory redundancies in a variety of ways including but not exclusively seeking volunteers first and through redeployment processes across LBHF, RBKC and WCC as well as other opportunities.
- 7.6 A HR Working Protocol document has also been established which supports managers and staff working across LBHF, RBKC and WCC by giving further clarity and detail on the creation and operation of integrated teams as they affect the day to day employment issues of staff employed by one of the three boroughs and where such teams are managed by an employee of one of the three boroughs or their partners. The protocol reflects the fact that those managers managing integrated teams will need to be clear about the contractual terms of the staff they manage but who are employed by one of the other two boroughs.

- 7.7 The Director of the service (the Chief Information Officer) will move to the terms and conditions of the host borough or if no host borough is decided they will remain on their existing terms and conditions, of their employing borough. Individuals who are unsuccessful in obtaining a post at their current level will be able to apply for a post one level below. Salaries will be protected in accordance with the employing Council's existing policy. If unsuccessful at that level they are potentially redundant and subject to redeployment.
- 7.8 Those staff who have jobs which are similar to a job in the new structure should be ring-fenced for that job together with anyone who has been previously unsuccessful and wishes to be considered for a job at the next lower level. Salary is not the sole determinant of similarity, job content is more important. These staff may then either be directly assimilated, if the number of people and jobs are the same, or competitively assimilated through interview and assessment if these are more staff than jobs.

8 EQUALITY IMPLICATIONS

- 8.1 Equalities implications have been addressed in earlier reports. The public sector equality duty has been considered by officers in the development of the proposals.
- 8.2 This is an internal change, which should not affect services. We are therefore not aware of any equality implications.

9 LEGAL IMPLICATIONS

- 9.1 The proposed legal relationship between the Authorities is described above. Section 113 of the Local Government Act 1972 allows a local authority to enter into an agreement with another authority for the placing at the disposal of the latter for the purposes of their functions, on such terms as may be provided for by the agreement, of officers employed by the former. Officers placed at the disposal of the "borrowing" authority are treated as an officer of that authority for the purposes of all their statutory functions whilst remaining an employee of the "lending authority" for employment law purposes. Before entering into an agreement under section 113 the affected staff must be consulted (see section 7). The nature of section 113 means that no direct EU procurement issues arise in relation to the proposed agreements.
- 9.2 The Directors of Legal Services are both of the opinion that the agreements provide a prudent framework for the integration and combination of the services and that the Council may lawfully enter into the agreements.
- 9.3. Legal implications provided by: Tasnim Shawkat, Director of Law, ext.2700

10 FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 With respect to Hammersmith & Fulham Council, the savings identified in this report are reflected in the relevant Corporate MTFS programmes for 2015/ 16 through to 2017/18. The implementation costs of £35,000 at LBHF will be funded from the Efficiency Projects Reserve.
- 10.2 With respect to the Royal Borough of Kensington & Chelsea, the one-off cost of implementation of £54,050 will be met from the Transformation Reserves.
- 10.3 With respect to Westminster City Council, the implementation costs of £54,050 will be met from a Central Transformation Reserve. There will be appropriate governance procedures in place to monitor/ review the costs seeking to draw down against this reserve.
- 10.4 The financial protocols will be reviewed on an annual basis by the Directors of Finance in each Council. The financial protocols include requirements for:
- Financial Planning
 - Revenue Estimates
 - Financial Management and Reporting
 - Closing and the Audit of Accounts
 - Risk Management and Insurance Requirements
 - Sharing of Costs
 - Mechanism for Variations
- 10.5 Budgets will be provided to the budget holders at the start of the financial year and will link to the individual Council's approved budgets and the service mandate. The respective service finance teams will continue to provide financial information for senior managers and members to agreed timescales and format, working with operational and provider services to ensure the information is "owned" by the service.
- 10.6 Each borough will incur a fair share of the costs of functions. 'Fair' means that the costs borne by each borough should relate to the work done for it by the pooled function. One borough will not subsidise another.
- 10.7 The financial position of all three Councils means that boroughs should use a cost sharing methodology that is economical to administer.
- 10.8 Each borough will make recharges for indirect and overhead costs that will be added to the direct costs of combined functions. These 'overheads' will be for things like HR services provided for staff, or accommodation costs for space used. Charges will be invoiced quarterly on the basis of the budget set at the beginning of the financial year, adjusted for pay costs budgeted to be incurred by each Borough. The host borough will calculate actual charges, using this methodology, every quarter and will issue adjusting invoices or credit notes as necessary.

- 10.9 Staff appointed into shared roles will remain employed by their existing authority, even though they have taken up posts in the new structure. Boroughs need to avoid time-consuming recharging, so the approach being taken is:
- boroughs incur costs for those staff they employ
 - the host borough consolidates all the costs together into one statement every quarter
 - this cost sharing methodology will be applied to the costs in the statement, each borough will make an extra payment or receive a refund accordingly
- 10.10 There will be some one-off implementation expenses such as redundancy costs. These will be shared in proportion to the savings made by each borough.
- 10.11 The host borough will be the body responsible for applying all aspects of this methodology, and the other two boroughs will provide every assistance to enable that to be carried out. The Director of Finance for the service for the three boroughs will be the nominated officer responsible for ensuring this methodology is applied.
- 10.12 Services will continue to provide a professional working relationship with the Councils' internal and external auditors.
- 10.13 Finance and Resources comments provided by: Andrew Lord, Head of Finance Budget Planning and Monitoring x.2531

Ed Garcez
Chief Information Officer

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

- none

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BUSINESS CASE FOR SHARED ICT SERVICES

1 EXECUTIVE SUMMARY

- 1.1 This report seeks approval to move to a shared service model for the delivery of ICT services across the London Borough of Hammersmith & Fulham, the Royal Borough of Kensington & Chelsea, and Westminster City Council.
- 1.2 It is proposed that initially a new function-focused management structure is put in place with effect from 1 April 2015, all reporting to the existing Chief Information Officer. This structure will include:
- the continuation of a single lead officer for ICT Services across the three boroughs – the Chief Information Officer – whose reporting line will be determined as set out in paragraph 2.8 of the Executive Decision Report “Establishing a shared ICT Services function and implementing the ICT target operating model”
 - the establishment of a new functionally aligned divisional leadership team in ICT Services (the ICT DLT), shifting from the current town hall aligned ICT management arrangements, comprising:
 - a **Head of Business Partnering** – this role will be responsible for developing trusting partner relationships and a deep understanding and knowledge of business challenges, opportunities and direction; these relationships will operate across boroughs and partners ensuring that common solutions are applied and exploited across all services where possible
 - a **Head of Digital Services** – this role will drive a shift from technical and process focus to development of new business models, innovation and new ways of working; it will be about doing things differently and will lead on the introduction of matrix-style partnership working
 - a **Head of Information Management** – this role will be responsible for converging the information related disciplines, strategies and policies and for supporting data sharing across shared services
 - a **Head of Operations** – this role will be responsible for the delivery and continuous improvement of the core technical infrastructure and solutions delivered through a combination of in-house, cloud and out-sourced arrangements
 - a **Head of ICT Portfolio Management** – this role will deliver project and programme management services developing a strong and clearly focused portfolio enabling the efficient management and delivery of strategic and operational initiatives
 - a **Head of Strategy and Enterprise Architecture** – this role will be responsible for ensuring ICT alignment with the strategic business direction and medium term planning of partners, ensuring that business and IT goals are properly aligned and stay that way
 - the establishment of four permanent **Strategic Relationship Manager** roles (building on the seconded roles that have been in place since late 2013) reporting directly to a member of the ICT DLT

- the establishment of a **Problem Manager** (building on the seconded role that has been in place since late 2013) reporting directly to a member of the ICT DLT
 - (initially) a number of line management changes for officers across the three town hall aligned functions that will establish the shared ICT Services teams (and contracts with partner/ outsource providers) based on functional and professional expertise
- 1.3 A second phase restructure in 2015 will complete due diligence around ICT budgets and spend, and optimise teams in the new shared service.
- 1.4 A third phase restructure in 2016 will complete the transformation of the shared service reviewing a number of key high-value contracts reaching end of life and largely completing the convergence and rationalisation of the service to realise savings and efficiencies.
- 1.5 It is anticipated that, through convergence and rationalisation and this third phase of the restructure, savings of c. £6.55m could be realised against revenue budgets in 2017/18. This will be validated as part of the due diligence referenced in paragraph 1.3 above.
- 1.6 One-off capital investments will be needed to realise these savings and detailed business cases will be prepared in support of this work.

2 REASONS FOR DECISION

- 2.1 This is the next phase in the establishment of the shared ICT service and follows the appointment of the Chief Information Officer in January 2014.
- 2.2 The continuing convergence and rationalisation of technology and formation of the shared ICT service will ensure that information and technology are flexible and accessible, meeting the changing and evolving needs of the Councils and future partners. In addition to service improvements long term cost reductions will be achieved.
- 2.3 The proposed approach is fully aligned with the requirements and values set out as part of the Critical Friends Review and Corporate Services Review.

3 BACKGROUND

- 3.1 The ICT function delivers technology and information services through a range of sourcing options across the three Councils. A proposed target operating model for ICT was presented to cabinets in 2012/13 but only part accepted.
- 3.2 The H&F ICT function has been largely outsourced to the Hammersmith & Fulham Bridge Partnership (HFBP) which is a legal entity part owned by the Council. The ICT model is largely commercial with HFBP responsible for resourcing demand arising through service areas.

- 3.3 The RBKC ICT function is largely inhouse and has a substantial technical expertise. The function is well regarded by end users and provides a bespoke and personal service.
- 3.4 The WCC ICT function operates on a hybrid model delivering strategic functions internally, resourcing project teams with a mix of permanent, (temporary) agency workers and outsourced suppliers.
- 3.5 The nature of the three functions makes it very difficult to compare costs on a like-for-like basis. The three functions are revenue budgeted as shown below (note that the RBKC comparable actual ICT spend is closer to £10.8m based on the 2013 SOCITM data, this includes budgets held outside of ICT against which savings will be made):
- H&F £17.9m
 - RBKC £5.6m
 - WCC £10.8m
- 3.6 Cost per user at the three Councils varies materially, ranging from a little over £3,000 per user per year to over £5,500 per user per year based on the SOCITM 2013 benchmark. The London Median in the survey is just over £3,000 per user per year.
- 3.7 User satisfaction in the 2013 SOCITM benchmark also varies significantly across the three Councils with all three below the London median (one only very marginally so).
- 3.8 Given the limited scope for change while existing contracts remain in place (hence savings being deferred to 2017/18) this TOM seeks to remain cost neutral in terms of salary budgets, while formalising and adding key roles to the establishment. Funding allocated to vacant posts will be key to ensuring this until phase 2 of the restructure is complete.

4 PROPOSAL AND ISSUES

4.1 Case for change including evidence

- 4.2 Through a series of interview and co-design sessions with ICT staff and service users it is clear that there is a strong case for change.
- 4.3 With a growing and more wide-spread number of shared services in place across the Councils it is essential that ICT deliver a flexible and accessible service, which meets the needs of teams that need to work together and collaborate including across organisational boundaries – and in some cases be co-located. More than that there is a need for ICT to support new ways of working, both mobile and flexible which also needs to be consistent and aligned for users.
- 4.4 There are two key justifications for change:
- the need to support multi-organisation teams, including their co-location, and address the user (dis-) satisfaction reported in the Critical Friends Review and all recent satisfaction surveys; ICT is not meeting current business needs

- the need to realise efficiencies which can only be achieved through rationalisation and convergence

4.5 Table 1 – Current revenue budget (2014/15)

£000's	WCC	RBKC	H&F	Total
Services (rounded to £100k)	8,363	1,180	17,503	27,046
Salaries (rounded to £100k)	2,402	4,394	439	7,235
Total	10,765	5,574	17,942	34,281

As part of the detailed implementation due diligence will need to be carried out to identify and baseline ICT budget and actual spend within and outside of the ICT service, this will be critical for phase 2 of the proposed implementation and validation of savings.

4.6 Proposed operating model

- 4.7 The vision for the shared ICT Service is to be aligned with business units, and to be the change enabler for front line services. The new ICT team will be a trusted partner so supporting change rather than trying to adopt, re-interpret and react to it. In this role ICT will be best placed to identify common needs and promote cross-borough and cross-service cost saving opportunities. This will support effective and efficient working and the realisation of significant business benefits and savings. ICT will be an innovative single, value for money, agile and business aligned organisation providing coherent and cost-effective support to business aims.
- 4.8 The overall objectives for ICT are to enable and support transformation across the Councils, and to deliver a consistently high level of 'high quality, low cost' information and technology services. These objectives are described in more detail below:
- 4.9 *Efficiency – maximising opportunities for savings*
- 4.10 ICT will deliver a value for money service focused on reducing the 'unit' cost of commodity technology services ("essential" devices and services). ICT will enable and support business transformation across service areas. Through the identification and promotion of cross-borough and cross-service cost saving opportunities, and increasing adoption of 'digital' services. ICT will enable significant savings across the Councils and service areas.
- 4.11 *Simplicity – a standard and clear way of doing things*
- 4.12 A simple tiered model will ensure simplicity for ICT device and service provision and costing. The model is designed to provide consistent, compatible and cost-effective devices and services to all users ("essential") while offering a catalogue of value adding devices and services ("enhanced"). Bespoke devices and services can be accommodated, albeit with some restrictions to ensure compliance with standards.

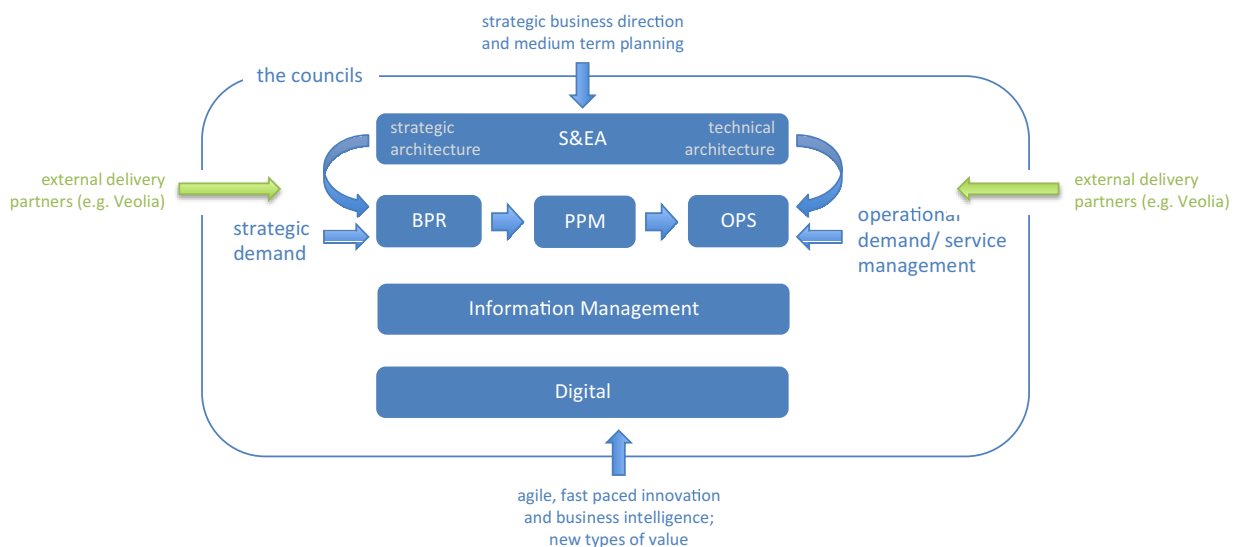
- 4.13 The emphasis for ICT is on delivering an excellent and, where possible consistent, value for money user experience. The recently let framework contracts will further support convergence and a simple, standard approach through:
- (a) a single point of contact with calls 'owned' from logging to resolution
 - (b) a single clear and simple service level agreement which will also be extended to internal 'resolver groups'
 - (c) adoption of standard processes.
- 4.14 *Smoothness – slick processes that minimise hassle for customers*
- 4.15 ICT will work as a partner with colleagues and users across Councils, enabling the delivery of key services and realisation of political priorities and outcomes. ICT will focus on delivering what matters based on a deep understanding of the Councils' business and on strong relationships. A proactive approach to project delivery will allow focus on what delivers the most value, and effective governance will ensure that resources are allocated where most needed.
- 4.16 *Transparency – costs and service standards are explicit and well understood*
- 4.17 Service users will have clear sight of the costs of their essential, enhanced and project-related ICT devices and services. Service reporting will allow users to assess service delivery. Simple and clear governance will ensure that ICT resources are directed to initiatives that matter most, and which deliver the most value and savings (in ICT or across Council services). Achieving this transparency will require contract alignment. It is also dependent on due diligence to baseline as-is costs and the robust portfolio management and governance model (as set out in appendix B).
- 4.18 *Assurance – to enable effective decision making*
- 4.19 ICT staff will be trained in best practice standard methods and processes delivering consistent, reliable results for core technology requirements. This will assure the infrastructure, data and information security and compliance with local, national and international standards. Staff will provide independent and well-informed advice. ICT's increasing role around information management (business intelligence, information governance and information security) will produce and leverage data to inform better business decisions. As part of the 'two speed' ICT a more risk-taking approach focused on delivering quicker results (or failing fast!) will be adopted.
- 4.20 *Satisfaction – for the people we serve*
- 4.21 ICT will have high customer service standards underpinned by a robust SLA and behaviours focused on enabling and supporting service users. Clear operational reporting and problem management will ensure a focus on service improvement based on what users need. The two-speed ICT will also ensure an agile approach for non-core business requirements where more risk is appropriate and where user needs evolve. The closer relationship between ICT and services will ensure that the service needs are understood – as are the service users.

4.22 Sovereignty – enabling sovereign decision making

4.23 The ICT model will allow for sovereignty and ‘value-add’ options over and above the base essential offer through the enhanced catalogue of products and services.

4.24 The target operating model (TOM) for ICT balances strategic and operational needs and demands, reinforcing the needs for a strategic focus and business/ value aligned enterprise architecture. The model is based on ICT working as a partner, not as a supplier. The TOM is based on industry best practice and defines key interfaces for strategic and operational ICT demand as well as mechanisms for prioritising, assessing and meeting the business needs.

4.25 The target operating model is made up of six elements as shown and described below:



- **Business Partnering and Relations (BPR)**
Business partnering and relations, and strategic relationship management play a key role in developing trusting partnership relationships and a deep knowledge of business challenges, opportunities and direction. Developing and nurturing these relationships will ensure a proactive approach and allow for more joining-up of cross-borough and cross-service cost saving opportunities. These relationships will operate across services so ensuring that common needs are understood and that shared learning and common solutions are applied across all services.
- **Digital**
Digital is the evolution of ICT. The role will drive a shift from a technical and process focus to development of new business models, innovation, new ways of working and a new type of value. It is about doing things differently and it comes about through matrix-style partnership working.
- **Information Management**
Information is critical to supporting the Councils’ reviews and business planning. Effective information management will enable cost reduction, service improvements, savings and improved income generation.

- **Operations (OPS)**
Will deliver core technical solutions, responsible for continuous improvement, managing and supporting technology infrastructure and support. Demand arises from service management (and support issues) as well as from technical architecture and regular business as usual. This includes a combination of in-house, mixed, cloud and out-sourced infrastructure and relies on the enterprise and technical architectures to ensure interoperability.
- **Project and Programme Management (PPM)**
Project and programme management, supported by a strong and clearly focused portfolio will enable efficient management and delivery of strategic and operational initiatives. Will reduce the cost of delivering the portfolio of projects through standardisation and the enhancement of the in-house technology change capability.
- **Strategy and Enterprise Architecture (S&EA)**
Strategy and enterprise architecture ensures alignment across the strategic business direction, medium term planning and the ICT roadmap. This drives both operational demand (from the technical architecture) and strategic demand. It is likely that this element of the target operating model will evolve in the medium term as the enterprise architecture is developed and becomes established.

- 4.26 ICT will be delivered through hybrid teams of employed, partner and outsourced specialists. The ICT service will be led by the Chief Information Officer supported by the ICT Heads of Service who will have responsibility for: (a) Business Partnering and Relations, (b) Digital, (c) Information Management, (d) Operations, (e) Programme and Project Management and (f) Strategy and Enterprise Architecture.
- 4.27 The Strategy and Enterprise Architecture function will define the strategic and technical architectures for the shared ICT service based on the strategic business direction and medium term planning. This will drive strategic demand through the Business Partnering and Relations function (for strategic architecture demand) and through the Operations function (for technical architecture demand).
- 4.28 Strategic demand from service users, external service providers/ partners and residents will be managed through the Business Partnering and Relations interface (where Strategic Relationship Managers will have strong, partnership relationships across the Councils). Technical demand from service users (whether arising from incidents or operational requirements), and external service providers/ partners will be managed through the Operations function. The Programme and Projects function will support and ensure the delivery of key initiatives and change programmes.
- 4.29 The Digital function – a matrix team – will work alongside colleagues across service areas, Innovation and Change Management (ICM) and the Change and Programme Management Unit (CPMU) to support fast-paced innovation using agile methods to deliver new types of value supported by business intelligence.

- 4.30 The Information Management function will include the aligned records management, freedom of information, data protection and other 'information management' functions. This function will focus on ensuring that information is used to support better business decisions.
- 4.31 Management and coordination of service delivery across the wide range of suppliers will be key to the function in the new service. Contract management responsibilities will be added to a wide range of roles as part of the phase 2 restructure. Strategic contracting responsibility has been included in all of the ICT DLT responsibilities, with overall responsibility for contract management sitting with the Head of Business Partnering.
- 4.32 It is proposed that governance for the shared ICT function be consolidated with the formation of a Digital Technology board reporting directly to the Shared Services Board (SSB).
- 4.33 It is proposed that Member working include 1:1 meetings as necessary, with a scheduled monthly 3-way telephone call and quarterly face-to-face meeting.
- 4.34 The proposed governance model is shown in appendix B.

5 ANALYSIS OF SAVINGS

5.1 Table 2 – Potential Savings for 2017/18

£000's	WCC	RBKC	H&F	Total
Salary savings (third phase)	100	133	18	250
Revenue budget savings	0	1,600	4,700	6,300
Total	100	1,733	4,718	6,550

It is anticipated that through:

- ICT convergence and rationalisation
- the restructuring
- a review of decentralised departmental ICT teams

the savings detailed in Table 2 could be realised.

These savings have been estimated for 2017/18 based on a mandate to proceed with the phases of the ICT restructure being agreed in 2014.

- 5.2 The overall £250k saving in base salary budget has been apportioned to each borough based on each borough's 2014/15 salary spend as a proportion of the total.
- 5.3 The estimated £6.3m reduction in base revenue budget and spend that may be realised across the Councils if ICT convergence, the third phase of the restructure and a fundamental efficiency review of decentralised departmental ICT teams is completed has been apportioned 20—25% to RBKC and 75—80% to H&F. This figure and the proportions is based on 2013 SOCITM benchmarking data and comparing the three Councils to the London Median.

- 5.4 No saving is anticipated for WCC as it is below the London Median. WCC have also already realised savings linked to Managed Services from their 2014/15 ICT budget. This may change as a result of the efficiency review of decentralised departmental ICT teams.
- 5.5 The anticipated savings for H&F and RBKC have been estimated to provide an indication of what could be achieved through the proposed restructure. As outlined in paragraph 1.3 and others above due diligence is a necessary next step to confirm the quantum of saving and to identify where the saving will materialise.
- 5.6 The £6.55m saving is considered achievable due to the total variation between their current costs and the London Median. The saving opportunity will be reviewed at each restructure phase.

5.7 Benefits from the new operating model

- 5.8 Benefits of the new operating model include:
 - ICT rationalisation and convergence delivering better and cheaper ICT services to users
 - sharing of best practice across the ICT teams resulting in a better and more consistent user experience and more effective resource management, as well as improved professionalism across the ICT function
 - clear and consistent 'channels' to commission strategic work or request services
 - better information management and business intelligence to reduce failure demand and support better business decisions
 - economies of scale to reduce unit costs
 - a less paternalistic more joined-up and balanced approach to risk
 - new technologies and digital will drive transformation

5.9 Table 3 Implementation Costs

£	WCC	RBKC	H&F	Total
SRM & Problem Manager secondments 5 month extension (H&F resources)	19,050	19,050		38,100
Change management*	35,000	35,000	35,000	105,000
Total	54,050	54,050	35,000	143,100

* Change management costs will fall £50k in 2014/15; £55k in 2015/16.

- 5.10 The extension of the existing SRM secondments is to ensure continuity of service across services where the SRMs are responsible for maintaining strategic relationships defining and leading on technology deliverables. The SRM posts were all established in mid-2013 as 1 year secondments ahead of the formalisation of the shared ICT service and need to be extended as this restructure won't be in place until 1 April 2015. A small proportion of the costs of these resources, which are provided by H&F, will be shared with the other boroughs as shown in the table above.

5.11 Timetable

- 5.12 Phase 1 restructure going live 1 April 2015.
- 5.13 Phase 2 to start co-design April 2015, and go-live by November 2015. This will consider centralisation of devolved ICT teams and optimise the newly converged teams. This will consider and introduce standard Job Descriptions and alignment with the Skills for the Information Age (SFIA) in order to professionalise the service.
- 5.14 Phase 3 to start co-design April 2016 and go-live by November 2016. It will also align with the end of the contract with HFBP.

6 OPTIONS AND ANALYSIS

- 6.1 As noted in paragraph 3.1 the decision to establish a shared service ICT function was taken some time ago. The detailed TOM as summarised in this report proposes the route to implementation of that function.
- 6.2 As part of the analysis it is clear that for operational reasons a single shared service ICT function is essential, particularly to support cross-Council services that are currently unable to effectively share information and systems.
- 6.3 Interim initiatives to better align systems have enabled significant progress in the realisation of the shared service ambition across LBHF, RBKC and WCC however they are increasingly a constraint to further, more efficient integration and improved service delivery – including further partnerships with other Councils. The option to do nothing is therefore not an option.
- 6.4 To continue to deliver a shared service ICT function alongside three ‘town hall aligned’ ICT functions is inefficient and often sub-optimal with conflicting technology, architectures and systems.
- 6.5 The proposed alignment will ensure that ICT delivery and strategy are aligned and that ICT will support and enable the on-going delivery of shared services and service transformation including increasing the pace of adoption of digital technologies.

GOVERNANCE MODEL

1 THE AS-IS VIEW

- 1.1 Feedback from service users and discussions with senior stakeholders through the Joint Management Team, Strategic Executive Board, and the Corporate Services Member Steering Group have affirmed a clear mandate to consolidate ICT effort across H&F, RBKC and WCC in a single coordinated portfolio.
- 1.2 Historically the three Councils have used different approaches to run projects and manage investment (portfolio) governance.
- 1.3 The as-is state follows extensive effort to establish a single prioritised portfolio of ICT projects and resource requirements. This is an on-going process and the portfolio contains a mixture of initiatives, ideas, BaU and fully defined projects.
- 1.4 There are differing views of what ‘project’ means across the three Councils and their suppliers.
- 1.5 This context makes it difficult to make informed decisions based on the status of projects (e.g. whether to consolidate or terminate projects).
- 1.6 From a financial perspective it isn’t possible to align (especially corporate) project investment to specific services or directorates and service demand and ICT supply are not strategically managed. There is a need to change.
- 1.7 The as-is governance situation is shown below:

	RBKC	H&F	WCC
Portfolio-level	<ul style="list-style-type: none"> • IT-Led • Limited portfolio management 	<ul style="list-style-type: none"> • Commercial-led • Focused on management of Bridge Partnership 	<ul style="list-style-type: none"> • Largely business - led • Significant recent investment
Project-level	<ul style="list-style-type: none"> • Projects treated largely as BAU activity • Rapid start-up and closure of projects • Limited monitoring and standards enforcement 	<ul style="list-style-type: none"> • Individual project standards enforced • Resourcing able to flex to demand • Some programme management / intervention 	<ul style="list-style-type: none"> • Active programme management / intervention • Limited business demand management and gateway controls • Recent increase in maturity
Reporting / MI	<ul style="list-style-type: none"> • Varies by project 	<ul style="list-style-type: none"> • SLA-focused, commercial reporting in place 	<ul style="list-style-type: none"> • Reporting in place with finances, resources, and dependencies

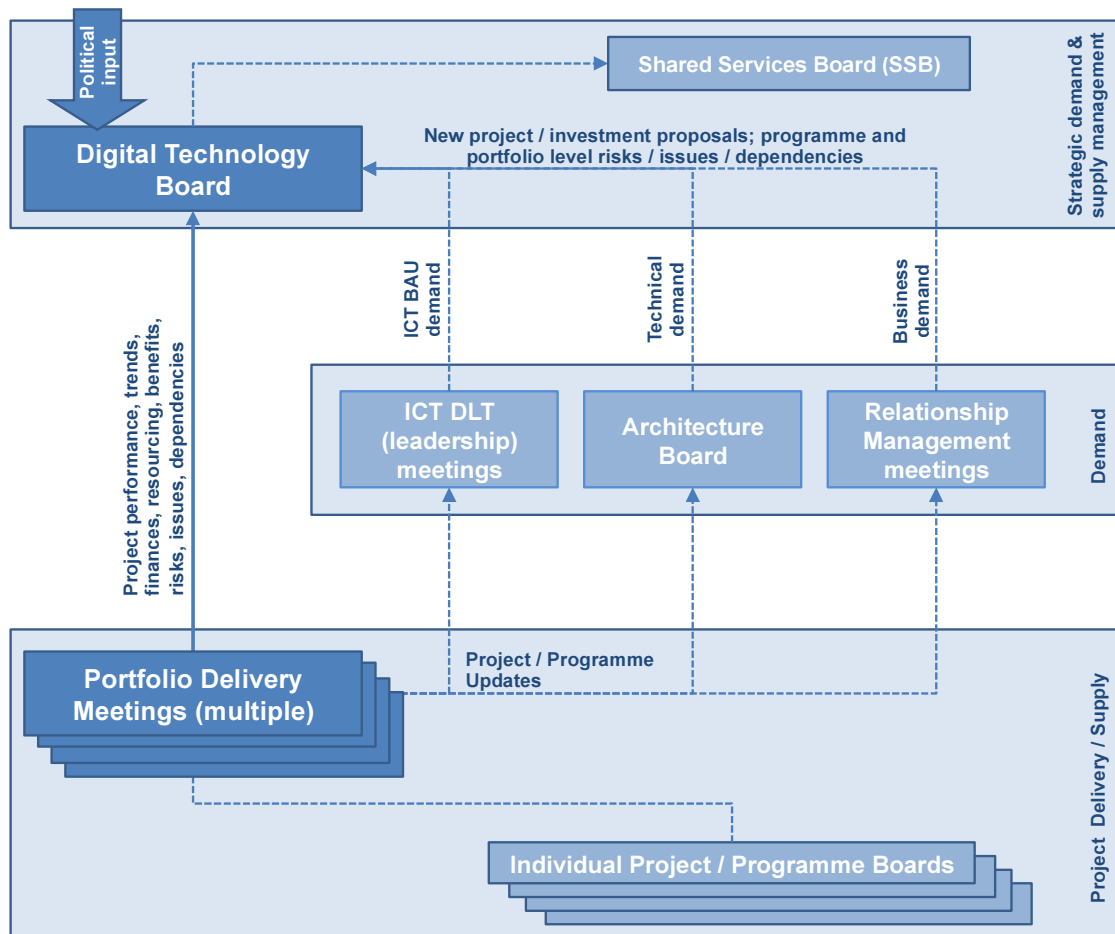
2 PRINCIPLES TO SUPPORT A SHARED PORTFOLIO

- 2.1 Only 'real' projects should be considered part of the shared technology portfolio.
- 2.2 Every in-flight project must have all of the following:
 - an assigned project manager
 - a sponsor
 - a defined scope
 - an allocated budget
 - timelinesotherwise, the project will not be included in the shared technology portfolio
- 2.3 Projects must not be duplicated between authorities, and in such cases convergence between 'real' projects should be by default.
- 2.4 Each project must have a single ICT Lead to oversee delivery, and who will actively intervene in project delivery if needed. (During transition this may align to CIO 'vertical' areas of responsibility.)
- 2.5 For projects to be presented at the portfolio-level, the project has to comply to 'ground-level' portfolio governance and standards.
- 2.6 New projects must be submitted for approval onto the shared technology portfolio, complying with portfolio gateway processes.
- 2.7 Approvals for new projects will only be granted if they align with the enterprise architecture and strategy.

3 GOVERNING THE PORTFOLIO

- 3.1 A Digital Technology Board will be put in place to deliver portfolio-level governance.
- 3.2 The board will meet face-to-face on a bi-monthly basis, with additional meetings if needed.
- 3.3 The Digital Technology Board will be chaired by one of the Chief Executives or their nominee.
- 3.4 The Digital Technology Board will mainly comprise service representatives and will be attended by:
 - the Chief Information Officer
 - the service areas' Executive Directors
 - members of the ICT DLT as needed
- 3.5 The Digital Technology Board will initially be focused on change delivery, undertaking a strategic review of in-flight and pipeline digital / ICT projects.

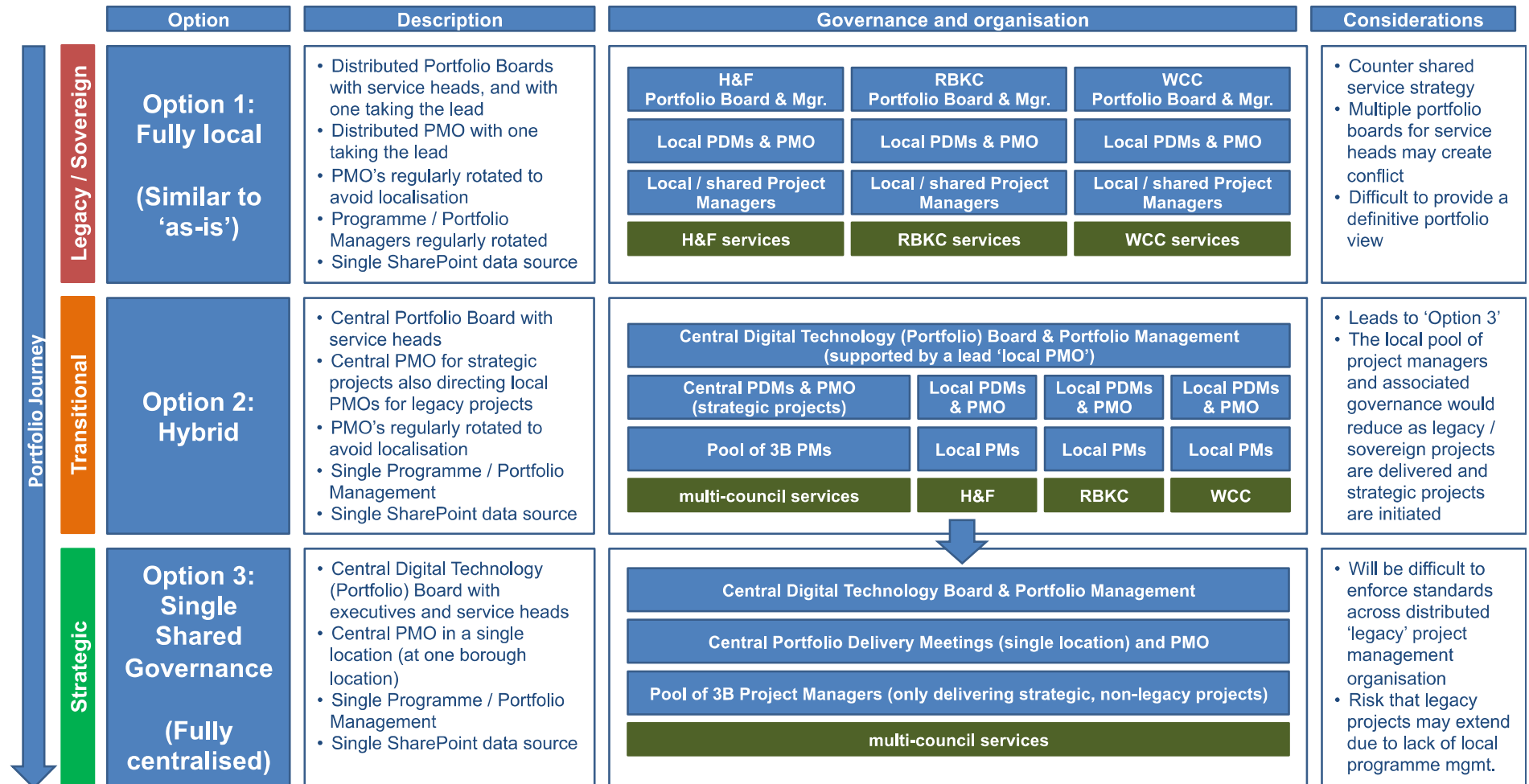
- 3.6 A review of the alignment of the Councils' service objectives and ICT roadmaps will be commissioned in order to refresh the ICT roadmap, approving new projects and funding, reprioritising resources and terminating projects as appropriate.
- 3.7 The focus of the Digital Technology Board will evolve to review the holistic portfolio including all ICT services, the ICT strategy, and ICT enterprise architecture (all technology investment).
- 3.8 The diagram below illustrates the Digital Technology Board within the wider ICT governance context.



- 3.9 Portfolio Delivery meetings will ensure project-level delivery governance, and will take place face-to-face only.
- 3.10 Projects will be grouped into related programmes (e.g. core infrastructure, corporate, mobility, etc.).
- 3.11 All project managers within the programme, and the sponsoring ICT Lead will attend the Portfolio Delivery Meeting, where each project manager will present highlights, status, and issues for escalation for projects they are managing.
- 3.12 Project managers may be from ICT, service areas or third party suppliers responsible for the ICT project.

4 GOVERNANCE OPTIONS AND RECOMMENDATION

4.1 The proposed governance model is fully centralised (option 3, shown below). Implementing this option will involve a transition from a hybrid approach (option 2) over a period of time.



SECTION 113 AGREEMENT OVERVIEW

A detailed summary of the standard provisions which apply to the shared ICT service.

- **Clause 1 – Background**
This sets out the aspiration to realise economies and efficiencies through the combination and integration of services through alignment, joint working and co-location rather than through a single authority to which functions will be delegated and staff transferred. The concept of the Sovereignty Guarantee is introduced. The use of section 113 of the Local Government Act 1972 is explained.
- **Clause 2 – Definitions and interpretation**
Sets out the definitions used in the agreement and contained in Schedule 1.
- **Clause 3 – Duration**
The agreement remains in force until terminated under the termination provisions (see clause 25).
- **Clause 4 – The arrangements**
This, together with Schedule 2, establishes the aims, benefits and intended outcomes of the agreement and the high level principles which underpin it. These are aspirational and are not themselves legally binding. The arrangements comprise those in relation to combined teams (section 3), governance (section 4) and finance (section 5). The arrangements do not affect the liabilities of a Council to third parties.
- **Clause 5 – (Non) Delegation of functions**
This makes it clear that the arrangements do not transfer statutory functions from one Council to another and that shared officers discharge the functions of the authority they are acting for at the time as an officer of that authority. Should the Councils wish to delegate any functions to one another in the future then this must be accomplished through a separate agreement.
- **Clause 6 – Section 113 arrangements**
This, together with Schedule 5, establishes the arrangements for sharing staff by listing the posts being integrated and combined. It also provides a framework for the management, appraisal and supervision of the shared joint director (Chief Information Officer) together with a mechanism for the parties to raise any concerns in relation to their performance.
- **Clause 7 – Single Management Team (SMT)**
This establishes a single management team for the service. Membership and terms of reference are set out in Schedule 6. It has responsibility for implementing and monitoring the arrangements and for complying with the financial protocol and Sovereignty Guarantee. It has the power to establish further subsidiary management teams whose terms of reference are agreed by the parties.

- **Clause 8 – Accountability**
 This sets out the accountability of post holders and requires the development of detailed arrangements as to the responsibility of post holders.
- **Clause 9 – SMT review meetings**
 This requires SMT to hold an agreed number of review meetings to discuss performance of the arrangements and the realisation of savings etc. The minutes will be submitted to the parties.
- **Clause 10 – Annual review**
 This requires SMT to carry out an annual review of the arrangements to evaluate performance, effectiveness and outcomes etc. and produce targets and priorities for the next financial year and make recommendations to the cabinets with a view to producing an Annual Strategic Agreement summarising priorities, targets and budgets for the next financial year and any required variations to the arrangements. It is not intended to have an Annual Strategic Agreement in place for the first year.
- **Clause 11 – Financial arrangements for postholders**
 This makes the employing authority solely responsible for payments due under contracts of employment. The non-employing Council is responsible for expenses incurred in carrying out duties for them provided they are of a nature payable under the employer's expenses policy. The non-employing Councils are also responsible for any training they require a postholder to undertake in relation to section 113 duties carried out for that Council. The sharing of savings is dealt with below.
- **Clause 12 – Financial protocol**
 This provides for the financial protocol at Schedule 4 which sets out the financial relationship between the parties and includes provisions relating to financial planning, management, reporting, risk management, audit and the sharing of savings. The financial protocol will ensure that the authorities discharge their fiduciary duties to their Council tax payers as far as the arrangements are concerned.
- **Clause 13 – Human resources protocol**
 This sets out, in schedule 3 the protocol for dealing with HR issues. It is not a substitute for the parties' existing HR policies and procedures.
- **Clause 14 – Indemnities and liabilities**
 Each party indemnifies the others against damage caused by that party's negligence, (excluding the contributory negligence of the other parties). As far as postholders are concerned the non-employing party is responsible for the acts/ omissions of a postholder when performing section 113 duties for that party and the employing party is responsible when they are performing duties for the employer. This puts the parties in the same position as if they were not sharing officers.

TUPE is not expected to apply but if it is subsequently found to apply (TUPE is a question of fact and law rather than intention) then the transferor indemnifies the transferee in respect of liabilities which arise due to their act or omissions and the transferee indemnifies the transferor in respect of those which arise due to their acts or omissions. Liabilities incurred as a result of the acts or omissions of more than one party shall be apportioned reasonably. Parties are under a duty to mitigate losses.

- **Clause 15 – Insurance**

The parties may, but are not obliged to, maintain insurance in respect of potential liabilities arising from the arrangements. Where they do so they must ensure that they cover liabilities incurred through their own staff performing employee duties and the staff of other parties performing section 113 duties.

- **Clause 16 – Standards of Conduct**

This requires the parties to ensure that the arrangements comply with statutory requirements and guidance in respect of conduct, probity and good corporate governance.

The parties will review and where appropriate amend their constitutions as necessary to comply with the agreement and enable the arrangements to run as smoothly as possible. This does not require a party to make alterations which it reasonably considers would be inconsistent with the Sovereignty Guarantee.

- **Clause 17 – Conflict of interest**

This sets out the procedure for dealing with conflicts of interest arising from the arrangements. It identifies two types, private interest conflicts and combined working conflicts. The former may arise where an employee discharging section 113 duties has a private conflict with the non-employing party. In such circumstances the conflict is notified to and recorded by the employing party in accordance with their own procedures. The Joint Director and the Chief Executives are then notified (and the Leaders where the Chief Executives are conflicted). The parties then take such action as is required to protect their interests.

In the event that a combined working conflict arises which affects the Joint Director he shall notify the parties and the non-employing party shall appoint an interim director as necessary and appropriate. Where other combined working conflicts arise the Joint Director shall ensure appropriate steps are taken to protect the interests of all parties including the obtaining of appropriate professional advice.

- **Clause 18 – Complaints**

Third party complaints are dealt with using the complaints procedure of the appropriate party. The parties may agree a combined complaints procedure in writing.

- **Clause 19 – Ombudsman**

The parties shall co-operate with one another as required in relation to Ombudsman investigations.

- **Clause 20 – Intellectual property**
The parties grant one another a licence to use each others' intellectual property rights for the purposes of the agreement. The parties shall agree their respective rights in relation to any IPR jointly created through the arrangements.
- **Clause 21 – Confidentiality and data protection**
This requires the parties to treat confidential information appropriately and sets out limited circumstances in which it may be disclosed. It provides, in Schedule 7, a Data Sharing Protocol which must be complied with and requires the parties to comply with the Data Protection Act 1998.
- **Clause 22 – Freedom of information**
The parties shall co-operate with one another to enable them to fulfil their obligations under the FOIA and shall consult one another before disclosing information relating to the arrangements.
- **Clause 23 – Default**
This provides a mechanism to deal with breaches of the agreement which are capable of remedy. The parties shall meet and agree a remedial action plan giving the defaulting party a reasonable period to remedy the breach. If a party is not satisfied that the defaulting party has complied with the plan it may initiate the dispute resolution procedure (clause 24) or terminate the agreement (clause 25).
- **Clause 24 – Disputes**
This provides a tiered mechanism for the resolution of disputes. The first stage is a meeting between the parties' representatives who will endeavour to resolve the dispute. If this is not possible within a reasonable period then the matter is escalated to the relevant Cabinet Members and if not resolved by them to the Leaders. In the event that the parties cannot resolve the dispute themselves then they must refer the matter to mediation. Legal proceedings may not be commenced unless a party has attempted to resolve the matter by mediation and it has either terminated or the other party has failed to participate.
- **Clause 25 – Termination**
This sets out the circumstances in which the agreement may be terminated. It may be terminated at any time by agreement and upon 12 months notice by any party. Individual post holders are removed from the agreement if they cease to be employed by an employing party.




The agreement may be terminated on 20 working days notice by an innocent party where another party commits a material breach incapable of remedy or one which is capable of remedy but has not been remedied in accordance with Clause 23.

The agreement may also be terminated after a reasonable period where it is no longer possible to fulfil it due to a change in law or guidance from the Secretary of State and the parties are unable to agree a suitable variation to enable the obligations to be fulfilled.

In the event of termination the parties shall use all reasonable endeavours to minimise disruption to the continued delivery of services and staff.

- **Clause 26 – Variations**
This allows the parties to propose and agree variations to the agreement.
- **Clauses 27—34 – Boilerplate**
These are standard provisions relating to the service of notices, waiver, severance and transfer etc.

Bi and Tri-Borough 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	<p>THE LEADER OF THE COUNCIL Cllr Stephen Cowan</p> <p>Date of decision: <i>1 December 2014</i></p> <p>Forward Plan reference: <i>[insert]</i></p>	
	<p>THE LEADER OF THE COUNCIL Cllr Nicholas Paget Brown</p> <p>Date of decision: <i>December 2014</i></p> <p>Forward Plan reference: <i>[insert]</i></p>	
	<p>CABINET MEMBER FOR FINANCE AND CUSTOMER SERVICES Cllr Melvyn Caplan</p> <p>Date of decision: <i>December 2014</i></p> <p>Forward Plan reference: <i>[insert]</i></p>	
Report title (decision subject)	SHARED LEGAL SERVICES AGREEMENT	
Reporting officer	<p>London Borough of Hammersmith and Fulham Jane West, Executive Director of Finance and Corporate Governance</p> <p>Royal Borough of Kensington and Chelsea Nicholas Holgate, Town Clerk and Chief Executive</p> <p>Westminster City Council Charlie Parker, Chief Executive</p>	
Key decision	Yes	
Access to information classification	PUBLIC	

1. EXECUTIVE SUMMARY

- 1.1 The past few years has seen a revolution in the way in which legal services are delivered in the UK as a result of the introduction of Alternative Business Structures (ABS) by the Legal Services Act 2007 combined with economic circumstances that have meant that the cost of legal services is dictated by the purchaser rather than the provider. This new marketplace has opened up opportunities for those who wish to seize them. Therefore the market has changed and is continuing to change. This is the context in which we are currently working.
- 1.2 Our legal services can become a centre of excellence attracting the best lawyers from both private practice and the public sector. Those teams will be able to service not just their own customers within the authorities but by using economies of scale, shared experience and highly motivated professionals provide top quality services across the public sector in London and beyond. The first step in this journey is the creation of a single legal services organisation for LBHF, RBKC and WCC which will form the platform on which to build a leading, innovative, modern legal provider.
- 1.3 This report seeks the necessary authority to enter into an agreement under s113 of the Local Government Act 1972 to create a shared legal services by joining up the current Bi-borough Legal Services with Westminster Legal Services. This report forms the output of this Tri-borough Corporate Services Review and takes into account the Critical Friends Board Review and details the business case for the establishment of shared legal services.
- 1.4 The business case for a Shared Legal Services is attached as **Appendix 1**, which sets out the key elements of the business case and operating models considered. In summary, the recommendations aims to deliver annual savings of £1,263,466 by 2015/16, at an estimated implementation cost of up to £200,000 and total potential annual savings of £1,465,466 by 2017/18.
- 1.5 The business case is for a strong and resilient in-house shared service with mix of external provision where it is necessary or most cost effective. In coming to this solution we explored several other options as follows:
- All legal work done in house
 - All legal work outsourced and retain no legal provision internally.
 - Use of s101 of the LGA 1972 to TUPE all legal staff from the other two councils to single team under a single authority.
 - The setting up of an Alternative Business Structure (ABS) and a company
 - Joint Venture or setting up of an Alternative Business Structure (ABS) with a private sector partner
- 1.6 The recommended in-house shared legal services provision allows flexibility to manage the shifting demands of three authorities, whilst establishing a single leadership and entity which can act as a foundation for exploring further options in the future such as an Arms Length Company and /or an ABS with or without a private

sector partner. Once our shared legal services is in place, has embedded the operating model, and, realised the benefits of the changes, we can start exploring these options.

- 1.7 Furthermore the business case for setting up the shared legal services and the recommendations in this report provides the foundation for reviewing and optimising the mix of in-house and outsourced service delivery within Legal and exploiting further opportunities for sharing legal services with other boroughs and providing legal services to other boroughs and public sector organisations. These opportunities will be dependant on business case and decisions would be made on a case by case basis.
- 1.8 **Appendix 2** of the report sets out the key provisions of the proposed legal agreements under s113 of the Local Government Act 1972, which will be used for the combination and integration of the services, posts and functions. These will provide, together with the various schedules, a suitable framework to operate and further develop shared legal services.
- 1.9 The agreements will follow the same format as current legal agreements for the existing shared services. The agreement is intended to represent a prudent minimum to ensure the parties have a clear understanding of the arrangements and to provide suitable processes to resolve any disputes.
- 1.10 The key principle underpinning the agreement is the sharing of staff using s113 of the Local Government Act 1972 under which staff of one authority can be treated as the staff of another for the purposes of their statutory functions as opposed to a commercial arrangement whereby one authority provides professional services to another.

2. RECOMMENDATIONS

- 2.1 To note and agree the business case and thereby create an integrated Legal Services across the three Boroughs, subject to staff consultation.
 - 2.1.1 That the following posts are deleted with effect from 31 January 2015:
 - Bi-borough Director of Law (H&F and RBKC) – 1 FTE
 - Head of Legal and Democratic Services (WCC) – 1 FTE
 - 2.1.2 That a new post (1 FTE) of “Director of Law” is created from 31 January 2015.
 - 2.1.3 To continue to review and optimise the mix of in-house and outsourced service delivery within Legal Services as well as explore options for sharing and selling our services beyond the three boroughs, to realise the vision of becoming a leading public sector legal services business.
- 2.2 That the Chief Executive of Westminster City Council for WCC, the Town Clerk for RBKC and the Interim Chief Executive of Hammersmith & Fulham, be authorised to enter into the s113 Agreement in respect of Legal Services on the terms set out in

Appendix 2 or such other broadly similar terms as they, in consultation with the relevant Director of Law, considers appropriate.

- 2.3 That the Chief Executive of Westminster City Council in consultation with the Cabinet Member for Corporate and Customer Services in WCC, the Town Clerk in consultation with the Leader of the Council for RBKC and Interim Chief Executive in consultation with the Leader of the Council for LBHF, be authorised to approve hosting arrangements for legal services and make any ancillary decisions to enable the services to operate effectively as a shared services.

3. REASONS FOR DECISION

- 3.1 The proposed shared service arrangements for Legal Services need to be formalised through agreements pursuant to s.113 of the Local Government Act 1972 in order to establish the legal relationship between the parties and comply with the Councils' various public law duties including their fiduciary duties to their Council Tax payers.

4. BACKGROUND

- 4.1 In February 2014 the Chief Executive of Westminster City Council was appointed as Senior Responsible Officer (SRO) for a Tri-borough Corporate Services Review. The Executive Director of Finance and Corporate Governance at LBHF was asked to produce detailed business planning propositions for particular services, including:

- ICT
- Procurement
- Legal Services
- Revenues & Benefits
- Customer Services (for RBKC and LBHF only)

These business cases were produced and were subject to the Critical Friends Board Review commissioned by LBHF and some are now subject to further review.

- 4.2 This report relates only to Legal Services and forms the output of the Tri-borough Corporate Services Review. The report and recommendations also take into account the Critical Friends Board Review and details the business cases for the establishment of shared legal services
- 4.3 This report builds on the significant changes that have already been delivered or are underway across the three boroughs' corporate services since June 2011. These are on track to save target annual savings of £13m by 2015/16 and include:
- Tri-borough services: Treasury and Pensions, Insurance and Internal Audit, Anti Fraud and Risk Management have been established. Agreement has been gained for the implementation of a Tri-borough ICT division and a Tri-borough Chief Information Officer has been appointed. The framework procurement of ICT services has concluded and a project is underway to transition WCC to the new suppliers, BT and Agilisys.

- Bi-borough services: Legal Services, Human Resources and Procurement have been implemented and a shared Director of Finance established. Innovation and Change Management has also been created. Some processes have been streamlined for Tri and Bi-borough departments but it is recognised that much more can be done. These changes have already delivered savings by removing six senior management roles.
 - Tri-borough outsource programmes. Managed Services is well underway to full delivery. The Business Intelligence programme is making good progress through a virtual Tri-borough team and has launched pilots for Freedom Passes, Tenancy Fraud and Single Person Discounts.
- 4.4 Despite what has been achieved, the customer feedback captured as part of the Corporate Services Review has highlighted that Tri and Bi-borough services are hampered by the multiple corporate services imposing their own processes and procedures. Tri and Bi-borough services are also dissatisfied with the piecemeal and inefficient support they receive from Corporate Services across the boroughs. They are frequently unsure where to take advice from. At its worst, advice from corporate services can be contradictory. Frontline services believe that existing corporate arrangements are building inefficiency into their services.
- 4.5 Legal Services is only one of these corporate services, which front line services wish to see joined up. This report only deals with Legal Services, as following a review of Tri-borough services commissioned by Hammersmith & Fulham Council each corporate service is being considered for shared services separately.

Vision and design principles

- 4.6 A vision, objectives and set of design principles have been developed based on findings from customer engagement conducted over the life of the programme. These articulate the strategic ambition for internal facing Tri-borough Corporate Services and have been used by each in-scope function as a basis for developing their proposed operating models and business cases. The vision and objectives are as follows:

Vision:

Integrated Tri-borough Corporate Services that through active partnership with all departments across Tri-borough, fully maximise opportunities to make savings through increased efficiency and deliver services that are simple to access, clear, robust and professionally credible.

Objectives:

- Efficiency - maximising opportunities for savings
- Simplicity – a common and clear way of doing things
- Transparency – costs and service standards are explicit and well understood
- Assurance – to enable effective decision making
- Satisfaction - for the people we serve

- Sovereignty – enabling sovereign decision making

4.7 The design principles in the business case have also been informed by engagement with staff in legal services across the three boroughs. Significant work has been undertaken to prepare for the ‘go live’ which was initially due to be 1 October 2014. So that now the service is ready to move quickly taking into account the comments and recommendations in the Critical Friends Board Review report.

Critical Friends Board Review

4.8 In summary the Critical Friends Board Review Report makes positive comments about the shared services project in the three Councils and makes some recommendations for improvements. It says that “there have been successes in the implementation of the original proposals, most notably in the core objective of sharing management resources, but it is recognised that the boroughs can go further in the other areas and that some key challenges still remain”. Some of the specific points that are made in the report that apply to Legal Services are as follows:

4.9 *The commitment of the three boroughs to joint working and service provision should be explicitly reaffirmed to achieve larger savings, greater value for money and higher quality service standards.* The proposal for Shared Legal Services delivers significant savings for a service of this size. A summary of the savings is set out in the next section and the details of the savings are set out in Appendix 1.

4.10 *Decisions should be taken urgently, and no later than the end of this year, by the leaders of the three boroughs, on a) the scope for further joint service provision; b) the future of existing joint services if and when they underperform; and c) the further streamlining of management structures.* The Legal Services business case was developed and finalised in the summer. It was considered by the Hammersmith & Fulham Finance and Delivery Policy and Accountability Committee on 2 July 2014. In relation to Legal Services, Members raised the issue of conflict of interest and as well as formal sovereignty that ‘soft’ sovereignty issues be addressed. This has been addressed through a conflict protocol and separate Monitoring Officer provision. This can be further enhanced for example by Hammersmith & Fulham designating an officer other than the Director to be the Monitoring Officer.

4.11 *Tri-borough organisational structures should be made simpler to encourage wider collaboration. Existing and future tri-borough service provision should be open to other boroughs where this offers further efficiency and service improvements.* Legal Services have taken on board the branding issue and it is not proposed to be called Tri-borough Legal Services but Shared Legal Services (although there is potential to develop a more creative brand should a decision be taken). It should be noted that our Legal Services has been in discussion with another London Borough about providing their legal services. Therefore collaboration is happening and it is important that a decision is made regarding the three boroughs’ legal services urgently, as otherwise our shared legal services would not be in a position to take on work from another borough.

4.12 As mentioned above the report also identifies some challenges and areas for improvement. In relation to a shared legal services all the challenges can be addressed. These are discussed in the next section.

5. PROPOSAL AND ISSUES

Section 113 Agreement

5.1 The proposals for the Shared Legal Services, if approved, will require the service to have in place a s113 agreement so that staff can deliver services for all three Councils. Before entering into an agreement under s.113 the affected staff must be consulted. The main provisions of the s113 agreement, which will apply to the shared service are set out in Appendix 2.

Business Case

5.2 The proposals detailed in Appendix 1 will deliver a significant level of savings from 2015/16 to 2017/18. These are summarised in the table below.

Table 1 – Total 3 year savings for 2015/16 to 2017/18

£	WCC	RBKC	H&F	Total
2015/16	610,930	295,860	356,676	1,263,466
2016/17	51,667	51,667	51,667	155,000
2017/18	15,667	15,667	15,667	47,000
Total	678,263	363,193	424,009	£1,465,466

5.3 Further details of the savings that will be achieved are set out in Appendix 1. The business case also sets out the non-cashable benefits that will be achieved through creating the proposed Shared Legal Service.

Recommendations of the Critical Friends Board

5.4 The issues identified in the report can be addressed as follows:

5.5 **Savings through shared management** – has since 2010 delivered in excess of £5m, or 54% savings, by cutting senior management posts (Tiers 1-3) across LBHF from 106 to 54. However, there are concerns that, although officers are working to their brief within the current operating model, the resulting joint officer management structures pose challenges in terms of retaining sovereignty and individual borough accountability and independence. In relation to Legal Services the sovereignty issue can be further strengthened for example by Hammersmith & Fulham designating a separate officer to be the Monitoring Officer. That MO to support them in that role could commission legal services from the Shared Legal Services or our Panel of Solicitors or from another source where there are potential issues relating to sovereignty or conflict. As part of the negotiation of the final terms of the s113

- agreement there will be a thorough review of sovereignty and oversight issues to make sure that the relationships between the three partners avoid conflicts, do not impede sovereignty and ensure effective and efficient oversight of the work of the new body.
- 5.6 **Working ‘at scale’** - *The tri- borough arrangements allow LBHF to operate ‘at-scale’ – benefiting from a larger geographical footprint, shared resident pool and increased operational flexibility and resilience.* In relation to Legal Services this is certainly the case. The scale achieved by the three boroughs’ legal services would enable it to take on work for other boroughs, generating income and create further flexibility and resilience.
- 5.7 **Sharing best practices** - *Creating a trusted network of sharing has been a mechanism for more innovative cost savings, increased revenue generation, service delivery improvements as well as providing staff with new working experiences.* Again this is true of Legal Services. The creating of Bi-borough Legal services has expanded the knowledge and experience of staff and enabled us to consider the Tri-borough proposals. Once this shared service is established it will enable us to increase revenue generation.
- 5.8 **Tri-borough’ - what’s in a name?:** This recommendation will be very easily implemented with some thought to branding the new Shared Legal Services.
- 5.9 **‘Arms-length’ company structure.** The Critical Friends Board also recommends that “LBHF should consider the options for creating a more radical ‘arms-length’ company structure for the delivery of certain services which lend themselves to a shared service model in the context of the broader London landscape (e.g. Legal services)”. The creation of an Alternative Business Structure (ABS) was already envisaged as an option that should be explored once the Shared Legal Service is created, which would require a company to be set up in order to trade. This is the model adopted by the Harrow and Barnet shared legal services (HBLaw). First the two legal services were joined up in 2012 and then this year (2014) they applied for and obtained an ABS approval and set up a company, in readiness to provide services to private sector organisations.
- 5.10 We had envisaged exploring the option of an ABS/ company after two years or so into our Shared Legal Services. However, in the light of the Critical Friends Review recommendation this option can be explored soon after the shared service is established. A further report could be brought to the Cabinets in the summer (2015) if approval to the recommendations above is given by December 2014.
- 5.11 **Procurement and Legal are key to ‘tri- borough’**, The Critical Friends Board recommend that legal and procurement functions should work more strategically, with better end-to-end commercial leadership and formalised links into the businesses they support. This comment is made in the context of the procurement of the SEN Transport Contract in particular. Our business case if implemented would address this issue. We will provide a combined contract legal team, which is currently divided between the Bi-borough Legal Service and WCC’s outsourced provision. One single in-house team working closely with procurement would provide the end-to-end

commercial leadership and the closer links needed to support such procurement. There are good examples of in-house legal support provided to joint procurement, which has and continues to be successful.

6 OPTIONS AND ANALYSIS

- 6.1 A range of options were explored in the business case before conclusions were drawn and recommendations made. These are described in Appendix 1, section 5.

7 CONSULTATION

- 7.1 Consultation with Members has taken place via the Tri-borough Corporate Services Members' Steering Group, which includes Corporate Services Cabinet Member representation from all three boroughs. This group provides political steer, promotes the programme to Cabinet and wider Council colleagues and seeks to address and resolve issues raised by Members efficiently and effectively.
- 7.2 Extensive consultation/ engagement with staff and main customers of the services has taken place in order to satisfy the requirements of s.113 described above and the Councils' wider employment law duties. Formal consultation, on proposals for the re-organisations, with staff and their recognised trade union representatives can be undertaken before a decision, but the implementation will only start following the decision. The consultation is carried out in accordance with the Councils' statutory obligations as required under appropriate employment law provisions, primarily the Trade Union and Labour Relations (Consolidation) Act 1992 and the Employment Rights Act 1996 as amended. This is supplemented by a set of overarching HR policy principles adopted by the three Boroughs contained within the Tri-Borough HR Policies Agreement.
- 7.3 Consultation mechanisms on proposals to re-organise and integrate teams across either the three partner boroughs follow established and generally consistent principals overseen by a Joint Management and Trade Union Tri Borough Forum consisting of the HR Directors of the 3 partner Councils and representatives (both at regional and branch level) of the three Councils' recognised trade unions. Consultation in practice consists of the introduction of such proposals initially to the Forum for initial comment followed by staff and trade union consultation within the relevant service areas and includes team consultation meetings, individual one-to-one consultation meetings, briefing and updates. Documentation is also made available electronically to the relevant staff groups and Trade Unions and usually includes the written proposals (rationale document) and other associated documentation including current and revised job descriptions, staff assimilation tables, regularly updated sets of staff question and answers, current and proposed structure charts.
- 7.4 Consultation can take 30 days depending on the numbers of staff affected in the establishment. However, as there are no compulsory redundancies likely to take place for Legal Services the consultation period can be shortened. There has been significant staff engagement since July and staff are keen to have a decision and

proceed with implementation. Therefore a three week consultation is felt appropriate but this can be extended if requested by staff or unions.

- 7.5 Following consultation, implementation of the proposals (original or as amended) takes place. The three Councils mitigate against any compulsory redundancies in a variety of ways including but not exclusively seeking volunteers first and through tri-borough redeployment processes and other opportunities. Some staff, during informal engagement, have expressed the wish to take voluntary redundancy and these will need to be considered individually and as a result no compulsory redundancies are proposed
- 7.4 A Tri-Borough HR Working Protocol document has also been established which supports managers and staff by giving further clarity and detail on the creation and operation of integrated teams as they affect the day to day employment issues of staff employed by one of the three Boroughs and where such teams are managed by an employee of one of the three Boroughs or their partners. The protocol reflects the fact that those managers managing integrated teams will need to be clear about the contractual terms of the staff they manage but who are employed by one of the other two boroughs.
- 7.5 The Director of the service will move to the terms and conditions of the host borough or if no host borough is decided they will remain on their existing terms and conditions, of their employing borough. Individuals who are unsuccessful in obtaining a post at their current level will be able to apply for a post one level below. Salaries will be protected in accordance with the employing Council's existing policy. If unsuccessful at that level they are potentially redundant and subject to redeployment.
- 7.6 Those staff who have jobs which are similar to a job in the new structure should be ring-fenced for that job together with anyone who has been previously unsuccessful and wishes to be considered for a job at the next lower level. Salary is not the sole determinant of similarity, job content is more important. These staff may then either be directly assimilated, if the number of people and jobs are the same, or competitively assimilated through interview and assessment if there are more staff than jobs. For Member Level appointments, even if there is only one person for the post they will be subject to Member level appointment.

8. EQUALITIES IMPLICATIONS

- 8.1 Equalities implications have been addressed in earlier reports. The public sector equality duty has been considered by officers in the development of the proposals. This is an internal change, which should not affect services. We are therefore not aware of any equality implications other than those which relate to the Councils' role as employers.

9. LEGAL IMPLICATIONS

- 9.1 The proposed legal relationship between the Councils is described above. Section 113 of the Local Government Act 1972 allows a local authority to enter into an agreement

with another authority for the placing at the disposal of the latter for the purposes of their functions, on such terms as may be provided for by the agreement, of officers employed by the former. Officers placed at the disposal of the “borrowing” authority are treated as an officer of that authority for the purposes of all their statutory functions whilst remaining an employee of the “lending authority” for employment law purposes. Before entering into an agreement under s.113 the affected staff must be consulted (see section 7). The nature of s.113 means that no direct EU procurement issues arise in relation to the proposed agreements.

- 9.2 The Directors of Legal Services are both of the opinion that the agreements provide a prudent framework for the integration and combination of the services and that the Council may lawfully enter into the agreements.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 With respect to Westminster City Council, the implementation costs will initially be met from a Central Transformation Reserve. There will be appropriate governance procedures in place to monitor/review the costs seeking to draw down against this reserve. Once the savings start to be delivered, it is expected that these implementation costs will be recouped.
- 10.2 With respect to Hammersmith & Fulham Council, the shared legal services savings identified in this report are reflected in the relevant Corporate MTFs programmes for 2015/16 through to 2017/18.
- 10.3 With respect to the Royal Borough of Kensington & Chelsea, the one-off cost of implementation will be met from the Transformation Reserves.
- 10.4 A standard financial protocol has been agreed across the three boroughs for each service. This establishes a base for financial performance monitoring for services and details the service specific financial and management responsibilities.
- 10.5 The financial protocols will be reviewed on an annual basis by the Directors of Finance in each Council. The financial protocols include requirements for:
- Financial Planning
 - Revenue Estimates
 - Financial Management and Reporting
 - Closing and the Audit of Accounts
 - Risk Management and Insurance Requirements
 - Sharing of Costs
 - Mechanism for Variations
- 10.6 Budgets will be provided to the budget holders at the start of the financial year and will link to the individual Council’s approved budgets and the service mandate. The respective service finance teams will continue to provide financial information for senior managers and members to agreed timescales and format, working with operational and provider services to ensure the information is “owned” by the service.

- 10.7 Each borough will incur a fair share of the costs of functions. 'Fair' means that the costs borne by each borough should relate to the work done for it by the pooled function. One borough will not subsidise another.
- 10.8 The financial position of all three Councils means that Boroughs should use a cost sharing methodology that is economical to administer.
- 10.9 Each Borough will make recharges for indirect and overhead costs that will be added to the direct costs of combined functions. These 'overheads' will be for things like HR services provided for staff, or accommodation costs for space used. Charges will be invoiced quarterly on the basis of the budget set at the beginning of the financial year, adjusted for pay costs budgeted to be incurred by each Borough. The Host Borough will calculate actual charges, using this methodology, every quarter and will issue adjusting invoices or credit notes as necessary.
- 10.10 Staff appointed into shared roles will remain employed by their existing authority, even though they have taken up posts in the new structure. Boroughs need to avoid time-consuming recharging, so the approach being taken is:
- Boroughs incur costs for those staff they employ
 - The host borough consolidates all the costs together into one statement every quarter
 - This cost sharing methodology will be applied to the costs in the statement, each Borough will make an extra payment or receive a refund accordingly.
- 10.11 There will be some one-off implementation expenses such as redundancy costs. These will be shared in proportion to the savings made by each borough.
- 10.12 The host Borough will be the body responsible for applying all aspects of this methodology, and the other two boroughs will provide every assistance to enable that to be carried out. The Director of Finance for the service for the two/three Boroughs will be the nominated officer responsible for ensuring this methodology is applied.
- 10.13 Revisions or amendments to the protocols will be agreed on an annual basis or, where applicable, throughout the year. Revisions or amendments will be signed off by the three s151 officers and Chief Executives.
- 10.14 Services will continue to provide a professional working relationship with the Councils' internal and external auditors.

11. RISKS AND MITIGATIONS

Risk	Impact/s	Mitigation/s
Risk of proposal not being approved	<ul style="list-style-type: none"> • Loss of momentum and credibility of the change • Vision unlikely to be realised • Additional savings not realised 	<ul style="list-style-type: none"> • Close engagement with key stakeholders throughout Corporate Services Review process
Risk of senior corporate leaders not demonstrating the values and	<ul style="list-style-type: none"> • Decisions take longer • Staff confusion and low morale 	<ul style="list-style-type: none"> • Single defined Corporate Service leadership

behaviours consistently	<ul style="list-style-type: none"> • Undermined credibility for the programme • Reduced benefits 	<ul style="list-style-type: none"> • SRO and Portfolio Board leading by example to staff • Executive Directors championing Tri-Borough to Members
Risk of change overload for staff within Corporate Services and users of those services	<ul style="list-style-type: none"> • Change fatigue and dis-engagement • Disjointed and mixed messages for customers • Reputational risk 	<ul style="list-style-type: none"> • Monitor organisational 'temperature' • Clear and coherent overall plan/ view of change happening to inform decision making. • Phased implementation of Corporate Services projects • Effective communication and engagement plan
Risk of lack of capacity within ICT, HR and Accommodation to implement Corporate Services change within the proposed timescales	<ul style="list-style-type: none"> • Inability to meet agreed timescales with consequent delay to benefits realisation (financial and non-financial) 	<ul style="list-style-type: none"> • ICT, HR and Accommodation involved early in Corporate Services Review projects and in implementation planning • Phasing of projects during 2014/15 provides some flexibility in timing of moves and ICT delivery
Risk of corporate functions conducting change outside of the Corporate Services Portfolio.	<ul style="list-style-type: none"> • Mis-alignment with strategic ambition (ie. blueprint) • Complexity and confusion for customers • Overlap and duplication • Missed opportunities 	<ul style="list-style-type: none"> • Single leadership and change governance • Portfolio team to maintain awareness of all change in Corporate Services, Tri-Borough and mono-borough
Risk S113 agreement not updated on annual basis across Corporate Services.	<ul style="list-style-type: none"> • Shared services operating illegally 	<ul style="list-style-type: none"> • Finance Integration Board overseeing updates to legal agreements

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

[Note: Please list only those that are not already in the public domain, i.e. you do not need to include Government publications, previous public reports etc.]

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List of Appendices

Appendix 1 – Shared Legal Services Business Case

Appendix 2 – Main provisions of the proposed s113 Agreement/s

BUSINESS CASE FOR SHARED LEGAL SERVICES

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the business case for creating a Shared Legal Services by combining Westminster's Legal Services and the Bi-borough Legal Services for Hammersmith & Fulham and Kensington and Chelsea. The creation of a Shared Legal Services will deliver significant savings to the three Councils. The savings projected over the next three years total £1.5m. The largest proportion of the savings will be achieved for Westminster clients given that the Bi-borough Service has already achieved significant savings in the recent past through joining up the service and sharing posts.
- 1.2. These savings will be achieved through the reduction of senior posts, savings in business support, savings in supplies and services through co-location, outsourcing routine work and bringing in more complex work that is currently outsourced through block contracts, that can be done at lower cost in-house.
- 1.3. In addition to achieving £1.5m savings over the next three years the creation of a Shared Legal Services with a new operating model will deliver other non cashable benefits.
 - Improved internal customer experience through the elimination of duplication and confusion. For example. Currently, all clients have to seek advice from two legal services on any Tri-borough report. There is concern that there is duplication of effort and cost due to the separation of the two services.
 - Increased productivity through the greater specialism that is achievable through bigger teams e.g. the combined property and planning team can be split into two discrete teams dealing with two separate areas.
 - Improved sharing of intelligence as lawyers work across three boroughs spotting and solving problems and applying the lessons from one borough to the others.
 - Improved productivity through the standardisation of systems and processes and adopting best practices from across the boroughs.
 - Opportunity for better commissioning and joint procurement of legal services and supplies.
- 1.4. A number of options were considered before we opted for the model presented in this business case and they are as follows;

- All legal work done in house – this is not realistic, as the service will still not be big enough to have the capacity or the range expertise for very complex cases
- All legal work outsourced – this would require a procurement exercise, is likely to be more expensive and this is not preferred by all three Councils
- A combination of in house and external provision – this is the preferred option
- Use of s101 of the LGA 1972 rather than s113 – this would involve identifying one of the three councils as the council which would TUPE all legal staff from the other two councils and have a trading arrangement in place. This is not preferred by all three Councils but can be considered in the future
- The setting up of an Alternative Business Structure (ABS) – the preferred option of creating a shared legal service if implemented provides an opportunity to create an ABS in the future
- Joint Venture or setting up of an Alternative Business Structure (ABS) with a private sector partner – this also remains an option that can be considered in the future and as mentioned above creating a shared service provides the opportunity and places us in a better position to do so

Please see section 5 below for further details on the options considered.

2. REASONS FOR DECISION

- 2.1. The proposals described in this report deliver both significant savings and non cashable efficiencies that present a compelling business case for establishing a Shared Legal Services. Cabinet decisions at all three Councils are required to move forward and carry out the service changes.

3. BACKGROUND

- 3.1. The Legal Services in Hammersmith & Fulham and Kensington and Chelsea became Bi-borough Legal Services from 2 April 2013 and previously a number of managers including the Director of Law held joint posts. Earlier this year Members / Cabinet commissioned reports with detailed business cases for Tri-borough Corporate Services including Legal Services. Subsequently Hammersmith & Fulham commissioned a review by a Critical Friends Board. This report sets out the business case for creating a Shared Legal Services joining up the Westminster Legal Services and Bi-borough Legal Services, taking into account the comments and recommendations of the Critical Friends Board, as set out in the covering Cabinet report.
- 3.2. At present, there are both similarities and differences between the Bi-borough operating model and the Westminster operating model. Both models involve a mixed economy, with legal services provided by both in-house staff and external providers. Both operate on a trading account basis.

- 3.3. The Bi-borough model involves most work being carried out in-house, on the basis that that is the best and most cost-effective form of provision, with external provision used where there is a need for particular expertise, or extra capacity. In Bi-borough Legal Services external provision is usually sourced through the LBLA (London Boroughs Legal Alliance) Panel of Solicitors and Barristers at a competitive rate.
- 3.4. The Westminster model involves a roughly even (by cost) split between in-house and external provision. Most external provision is delivered through term contracts rather than through use of a Panel. There are currently term contracts for legal support to procurement, routine civil litigation, routine conveyancing and debt collection.
- 3.5. The Westminster model, in accordance with recommendations made by PWC following a review of the service in 2011, involves a client/contractor split, with the Head of Legal Services acting as the commissioner of all legal services to the City Council, whether provided internally or externally, and with the in-house team engaging in trading activity with external public sector clients with a view to generating income to reduce the overall cost of the in-house service. While WCC legal service has successfully generated external income, to date this has been moderate.
- 3.6. After the 'in principle' decisions agreeing to the establishment of Tri Borough Corporate Services was taken by all three Councils' Cabinets in February 2014, both Legal Services have been engaged in developing a Target Operating Model (TOM). This has involved staff engagement as well as engagement with Council services which use legal services. The feedback from clients and staff have enabled the management teams in the two services to develop an Operating Model, which delivers both significant savings and non cashable efficiencies that creates a compelling business case for joining up and creating a Shared Legal Services.

4. PROPOSAL AND ISSUES

Case for change including evidence

- 4.1. WCC and Bi-borough Legal Services provide services to Tri, Bi and Single borough services. The client feedback is that Tri-borough clients have to seek advice from two legal services for example for contract or property matters. All clients have to seek advice from two legal services on any Tri-borough report. There is concern that there is duplication of effort and cost due to the separation of the two services. This is because a Bi-borough lawyer is not able to advise on behalf of WCC and vice versa even though the client is the same service.
- 4.2. In addition to that, not joining the services means that there is a loss of opportunity in gaining efficiencies, pooling resources, increasing capacity and intelligence. Clients' feedback has been that there needs to be more joining-up of back office support functions including Legal Services and a move to a simpler, more efficient and aligned model.

4.3. Running two services inevitably means that there are duplicate costs and by joining up some of these costs can be saved. The table below sets out the current costs of the service.

4.4. Table 1 – Current cost of the service (2014/15 budgets)

Internal Expenditure

£	WCC	RBKC	H&F	Total
Salaries	2,307,803	1,877,200	1,783,200	5,968,203
Supplies and Services	178,500	90,000	113,600	382,100
Other Internal Expenses	72,200	44,640	132,400	249,240
Sub-Total	2,558,503	2,011,840	2,029,200	6,599,543

External Expenditure

Bi Borough Social Care work	266,191			266,191
Sharpe Pritchard (Procurement work)	370,000	0	0	370,000
Sharpe Pritchard (Routine conveyancing work)	70,000			70,000
Devonshires	280,000			280,000
Other external Solicitors	204,000	0	0	204,000
Sub-Total	1,190,191	0	0	1,190,191
Total (Internal & External)	3,748,694	2,011,840	2,029,200	7,789,734

Proposed operating model

- 4.5. The proposed operating model will involve combining the best features of both the Bi-borough and the Westminster model. It is proposed that three officers - a single Director of Legal Services, supported by two Heads of Division will provide the Monitoring Officer function for each borough and will lead a service which will provide a comprehensive legal service to all three boroughs as well as any external clients. In the light of the recommendations from the Critical Friends Board Hammersmith& Fulham may wish to designate a separate officer outside of the proposed Shared Legal Services, as the Monitoring Officer for the Council.
- 4.6. The vision of the new Shared Legal Services is to create a service where professionals are inspired to be the best that they can, continually improving and consistently providing value for money services to help clients to meet their aims and objectives. This vision has been articulated through staff engagement across the three Councils' legal staff.
- 4.7. The new Shared Legal Service will deliver the overall objectives of the Corporate Services as follows:

Efficiency – maximising opportunities for savings

- 4.8. Legal services will continue to maximise the opportunities for savings by reducing its internal overheads including business support arrangements and supplies and services cost. This will enable us to provide lower than the market hourly rates for legal work. We will ensure there is a single internal or external provider of legal services for those clients, which are already joined up, to avoid duplication. We will continue to identify all economies of scale. We will use a single case management system, which will enable us to work more efficiently. We will work with clients to reduce demand for legal services by helping clients to undertake more routine work.

Simplicity – a standard and clear way of doing things

- 4.9. Legal services will simplify and standardise processes wherever it is in the interests of clients to do so, whilst recognising that there are different political priorities and our clients' requirements may vary. We will develop a SharePoint site which will set out our processes so that clients can easily understand how to access legal advice and representation. We will identify main points of contact for different areas of law so that it is simple to access legal services.

Transparency – costs and service standards are explicit and well understood

- 4.10. Legal Services will ensure the cost of the service to the client is transparent and easy to understand, working towards a single trading account across the three boroughs. We will explain the traded service model to clients who are new so that clients understand their role in the model. We will develop monitoring reports for clients that will be timely and enable clients to plan their budgets.

Assurance - to enable effective decision making, and Sovereignty – enabling sovereign decision making

- 4.11. Legal Services will continue to support the democratic decision-making process by keeping the Constitutions up to date, advising on decision-making processes, providing legal implications for all key decisions and attending Council, Cabinet and other committees. We will work closely with clients on major, complex or controversial decisions to mitigate the risk of challenge. We will advise Members and clients to enable sovereign decision making. This may involve separate lawyers advising Councils separately if there is a potential for dispute or seeking independent external advice on parts or whole of the work if necessary.

Satisfaction – for the people we serve

- 4.12. Legal Services will work to agreed standards and service commitments to achieve client satisfaction. We will meet with clients regularly to check if they are satisfied with the work that we are doing, the level of support provided and assess current and future demands for work so that we can plan to provide the right level of support. We will undertake client satisfaction surveys on completion of cases. We will address any areas of concern promptly and build on areas of

good practice. We will communicate with clients to ensure that we have properly taken on board their comments and made the necessary improvements.

Target Operating Model

- 4.13. The Target Operating Model is a template used to develop the business model. The proposed operating model will involve retaining a mixed economy of internal and external legal resource. Where work is currently provided externally to Westminster and by the in-house Bi-borough service to RBKC and H&F, there will be a move to a single provider for each area of work across the three boroughs, the decision being based either on a business case to bring it in-house (as with the recent bringing in-house of social care legal support to Adults and Children Services) or outsourcing following a tendering exercise.
- 4.14. The LBLA external panel of solicitors, mentioned above will be used as and when there is need for expertise or extra capacity. WCC will be able to access the LBLA panel of solicitors and barristers as part of a shared service.
- 4.15. The service will continue to undertake work for external public sector clients, currently only (a moderate amount) being undertaken by WCC, seeking to use the increased capacity and skills available in a larger shared service to enhance the offer and increase external income.
- 4.16. We will harmonise the hourly charge rates for all internal clients and apply a differential charging rate for internal and external clients to maximise external income. The service will be able to achieve economies of scale in the re-procurement of legal on-line resources through stronger purchasing power.
- 4.17. In terms of structure – teams will be combined to increase resilience. At this stage of creating a shared service we are not proposing a reduction of staff numbers other than managers. This is because we need to assess workloads and whether combining the services releases sufficient capacity to reduce the establishment. The need for any reduction in staff numbers will be reviewed for implementation during 2015/16. However, applications for voluntary redundancy will be considered on a case by case basis and accepted if the workload can be absorbed or the person can be replaced at a lower salary making additional savings.
- 4.18. There will be a reduction of two managers including one Director and one post at the level below the Director. In the longer term there will be a potential for a further reduction in the number of managers. We will aim to work on the basis that there will be spans of control of no greater than 10 -12. However, in the short term some managers may manage slightly greater numbers of staff.
- 4.19. The potential for joining the three trading accounts will be investigated to simplify the processes further. Any external spend on legal provision across the three Councils will need to be agreed by the Director in a gatekeeper role in order to eliminate unnecessary legal costs. Legal services will work with departments to reduce their demand for the service.

4.20. The Director will be the main point of contact for the three Chief Executives and all the Executive Directors. However, the Heads of Division will lead on distinct areas of law and the Chief Executive and the Executive Directors will be able to contact them directly on those areas. The next level below the Heads of Division, who will be team leaders or principal lawyers, will be the main point of contact for senior officers and other important stakeholders. Other officers will contact lawyers that they deal with regularly in their area of expertise. As part of the negotiation of the final terms with the other two boroughs there will be a thorough review of sovereignty and oversight issues to make sure that the relationships between the three partners avoid conflicts, do not impede sovereignty and ensure effective and efficient oversight of the work of the new body.

4.21. The Director of Law will attend all Council and Cabinet meetings but, if unavailable, cover will be provided by the two Heads of Division. These three senior officers will attend other Committees as required. The Director will attend regular meetings with the Cabinet portfolio holder in RBKC and WCC (Policy Board in RBKC and the Cabinet Member for Finance, Resources and Customer Services in WCC). Such meetings are not required in LBHF. However, in LBHF the Director will attend Officer Briefing Boards as required as well as other Member Group meetings as requested. The Director will also attend the Strategic Executive Board and Informal Cabinet/SEB at WCC as and when required. All senior staff will be involved in responding to Member queries and provide briefings.

Nature of legal work to be undertaken

4.22. The broad nature of the legal work to be undertaken can be summarised as follows:

- To act as the principal legal service, ensuring all three councils deliver services and meet statutory obligations in a manner that is lawful, cost-effective and responsive.
- To ensure that departments and business boards receive professional legal advice, advocacy and litigation services that cover for example: planning; social welfare; child-care; housing; education; employment; property and conveyancing; contracts; public-private partnerships and joint ventures, in addition to all local government legislation.
- To provide high quality legal advice to all three councils, individual councillors, chief officers and senior managers, including personal attendance and advice at business boards, cabinets and major committees.
- To provide and ensure there is a statutory Monitoring Officer for all three councils, until alternative provisions are made in Hammersmith and Fulham.
- To ensure all three councils maintain effective corporate governance and compliance with the requirements of LGA 2000 and other relevant legislation in respect of the councils' constitutions and decision-making processes.
- To ensure that the councils' corporate governance frameworks are reviewed and modified as necessary, to meet legislative requirements as set-out from

time to time, including those relating to effective governance and scrutiny services.

- To appoint and oversee the input of counsel and external, specialist legal advisers as required, in respect of specific projects and caseloads acting in the interest of the clients.
- To ensure that effective casework management and quality assurance systems are in place to enhance transparency and accountability.
- To act as key adviser to the councils and their Members on issues of ethics and probity.

4.23. The WCC term contracts for procurement, routine civil litigation (housing), routine conveyancing, and debt collection work are all coming to an end at the end of this calendar or financial year (December 2014 or April 2015). In the Bi-borough service, some of this work is completed in-house suggesting the skills are abundant and staff could potentially absorb the WCC work along with their own. The work to bring this work in house and deliver savings has been on hold pending a decision about shared services.

4.24. It is a clear principle of the future service to outsource areas of legal work if it is genuinely cheaper for clients for it to be outsourced. In defining the scope of the future shared service, comparative analysis has been undertaken to determine if the framework contracts could be better value to WCC or whether it would be cheaper if they were completed by the shared in-house team. We also looked at work, which is routine and bulk, which may be more cost effective to externalise for all three councils achieved through economies of scale. We have summarised our analysis below:

a) Outsource Debt collection including service charges:

4.25. It may be possible to outsource LBHF and RBKC debt work including LBHF service charges litigation. This requires further detailed analysis. It will also be necessary to look at the possibility of including WCC Rent Possession cases in a package with debt cases. This is because high volume LBHF rent possession work transferred to H&F Direct with effect from 1 April 2014. The RBKC Tenant Management Organisation has a lower number of cases and shares these with an external solicitor. The estimated saving from this out-sourcing will be confirmed later.

b) Procurement and routine conveyancing

4.26. Currently all WCC procurement legal work is outsourced on a block or term contract to Sharpe Pritchard. That contract comes to an end in April 2015. The Bi-borough in-house team undertake most of the procurement and contract work in-house and only outsource major projects such as Total Facilities Management and Managed Services, and this will continue to be the case. We propose to bring in the work currently done by Sharpe Pritchard and an initial analysis suggests that this would enable us to achieve a net saving of £190k. Bringing in the contract work may have TUPE implications and this has been accounted for

in arriving at the net savings. These savings can be achieved through coming out of a block contract and by directly charging clients for the actual work done on lower hourly rates by the new shared service.

- 4.27. We show our calculations for this work in the Assumptions section paragraph 4.52 below.
- 4.28. Furthermore, Sharpe Pritchard currently undertake a small number of routine conveyancing cases and we propose to bring that work in-house to be absorbed within the property team and save a further £70k. Bringing in the conveyancing work is unlikely to have any TUPE implications. The work will be absorbed by our current staff resources.

c) Routine civil litigation (housing)

- 4.29. This work includes routine housing cases, including rent and general possession actions and nuisance possession and ASB injunctions. Housing work is currently done in house by the Bi-borough Housing and Litigation team for the LBHF Housing Management function and the RBKC TMO. The team also provides training and advice for these clients.
- 4.30. This work is currently outsourced in WCC. It is difficult to compare the housing cases on a like for like basis due to different way of working and recording case types. Where we can compare like for like, an analysis of case types shows that in some areas in the financial year 2013/14 the Bi-borough service dealt with a higher volume of cases at lower average price per case than the WCC main contractor.
- 4.31. The above analysis shows that the Target Operating Model and the proposed changes set out above will deliver significant efficiencies and savings for the Councils. Further details of savings are set out in a table later in this document.

d) Staff re-structure

- 4.32. The deletion of one of the two Director posts is proposed, to achieve a minimum annual saving of £163K including on costs. The Future Director's salary (£132K including on costs) will be split 3 ways equally. Table 3 shows the net difference for each council. WCC reducing their single salary to one third of a lower salary. The other councils reducing their salary costs for this post from a half to one third.
- 4.33. The proposed structure will involve two Head of Division / Monitoring Officer posts reporting to one Director of Law/ Monitoring Officer, unless Hammersmith and Fulham wish to appoint a separate Monitoring Officer, in which case there will be a cost implication for H&F but not the other two boroughs. In addition to the deletion of one Director post, one corporate lawyer post will be deleted, generating a saving of approx. £96k for WCC – see row no 2 in Table 3. Each Head of Division would lead on one of two areas of law, for example litigation and

social care type work on one hand and contract, planning, property type work on the other.

- 4.34. The Bi-borough Legal Service has completed a restructure of its Business Support Staff, which will deliver an estimated saving of £180K. Further savings can be achieved through the proposed new shared services structure, especially but not wholly from the Business Support managers. There will be five managers in the combined Business Support team and potentially this could go down to four or possibly three. This could release a further saving of £50,000 to £100k in future years – see tables 4 and 5 below.
- 4.35. Several vacant posts, which are budgeted for have been deleted as they are not needed in the new structure. However, as a result until the joining up happens we are not at full capacity.

Benefits from the new operating model

- 4.36. The creation of a shared Legal Services will deliver significant savings to the three Councils. The savings projected over the next three years is £1.5m. The largest proportion of the savings will be achieved for Westminster clients given that the Bi-borough Service has already achieved significant savings in the recent past.
- 4.37. In addition to the savings, one of the main benefits of the new operating model will be elimination of duplication and confusion. There will be cashable and non-cashable efficiency savings. There will be the opportunity to share and adopt good practices from each of the three authorities.
- 4.38. The new operating model will provide sustainability of the service, which independently are too small to realise the benefits. There will be the opportunity for better commissioning and joint procurement of legal services and supplies. Shared intelligence will be a key benefit as lawyers work across three boroughs spotting and solving problems and applying the lessons from one borough to the others.
- 4.39. Improvements to productivity will be realised through greater specialism that is achievable through bigger teams e.g. the combined property and planning team can be split into two discrete teams dealing with the two areas. The standardisation of systems and processes and adopting best practices will improve productivity.
- 4.40. In addition to planned savings through joining up there could be further unplanned savings through attrition or organic development as has happened in the Bi-borough Legal Services.

4.41. Table 2 – Proposed new cost of service across three boroughs

Internal Expenditure

£	WCC	RBKC	H&F	Total
Salaries	1,968,040	1,696,867	1,475,762	5,140,669
New Posts from TUPE	180,000			180,000
Supplies and Services	100,000	75,000	100,000	275,000
Bi borough Social care work	266,191			266,191
Other internal expenses	72,200	40,000	132,400	244,600
Sub-Total	2,586,431	1,811,867	1,708,162	6,106,460

External Expenditure

Bi Borough Social Care work	0	0	0	0
Sharpe Pritchard (Contract work)	0	0	0	0
Sharpe Pritchard (Conveyancing work)	0	0	0	0
Devonshires	280,000	0	0	280,000
Routine debt collection work				TBC
Other external Solicitors	204,000	0	0	204,000
Sub-Total	484,000	0	0	484,000
Total (Internal & External)	3,070,431	1,811,867	1,708,162	6,590,460

Analysis of savings including phasing across 2015/16 and 2016/17

4.42. The tables below exemplify the 2014/15 service costs and new service costs, including split between boroughs, in order to derive savings, which should be split between:

- assured savings – i.e. delivered as part of this reorganisation
- projected savings – i.e. expected to be delivered through this proposal
- possible (not being included specifically in the business case this time round)

The rationale behind how the savings have been allocated can be found in the Assumptions section, from paragraph 4.49 onwards.

4.43. Table 3 – Net Savings for 2015/16

£	WCC	RBKC	H&F	Total
Assured savings				
1 Director Post	120,000	23,000	22,000	165,000
1 Second Level Post	96,000			96,000
Business Support Team Review		90,000	90,000	180,000
1 Post Potential VR	56,430			56,430
Deleted posts			128,105	128,105
Projected savings				
Net saving from Sharpe Pritchard Contract work coming in (including the cost of the possible TUPE staff)	190,000			190,000
Net saving from Sharpe Pritchard Conveyancing work coming in	70,000			70,000
Savings from supplies and services	78,500	15,000	13,600	107,100
Savings from Other Expenses	0	4,640	0	4,640
Bi-borough departmental saving from reorganisation of Social Services work*	0	163,220	102,971	266,191
Total	610,930	295,860	356,676	1,263,466

*Note: The £163k saving to RBKC and £103k saving to H&F are both social services departmental savings which result from bringing in house legal support which was previously outsourced by WCC to Creightons. These savings are shown here because they are being enabled by the RBKC and H&F Legal teams taking in the outsourced work and creating a joint three borough team, including staff who would have otherwise been TUPE'd to WCC. The equivalent saving to WCC from bringing the Creightons work in-house is not shown as the WCC saving has already been realised/allocated.

4.44. Table 4 – Net Savings for 2016/17

£	WCC	RBKC	H&F	Total
Projected savings				
1 Business Support Manager	23,667	23,667	23,667	71,000
1 Litigation Manager	28,000	28,000	28,000	84,000
Possible savings				
Out-sourcing routine debt and service charge work (Devonshires)				TBC
Total	51,667	51,667	51,667	155,000

4.45. Table 5 – Total savings for 2017/18

£	WCC	RBKC	H&F	Total
Projected savings				
1 Business Manager	15,667	15,667	15,667	47,000
Total	15,667	15,667	15,667	47,000

4.46. Table 6 – Total 3 year savings for 2015/16 to 2017/18

£	WCC	RBKC	H&F	Total
2015/16	610,930	295,860	356,676	1,263,466
2016/17	51,667	51,667	51,667	155,000
2017/18	15,667	15,667	15,667	47,000
Total	678,263	363,193	424,009	£1,465,466

Implementation costs

4.47. We anticipate the following costs to occur in 2014/15 as we implement and establish the shared service. It should be noted that some programme management cost has already been incurred and needs to increase due to the delay in implementation by a further £50,000 in addition to the amount set out below..

4.48. Table 6 – The costs associated with implementing the new service proposals

£	WCC	RBKC	H&F	Total
Redundancy	Standard redundancy payment calculation to be used			0
Capital cost of pensions	Standard capital cost of pensions calculation to be used			0
ICT – sharing Winscribe digital dictation – one off cost	500		500	1,000
Programme management	17,000	17,000	17,000	51,000
Other costs -customisation of the case management system ie tri-borough workflows	10,000	10,000	10,000	30,000
Cost of relocation	10,000	10,000	10,000	30,000
Business Process Improvement/ Training	10,000	10,000	10,000	30,000
Total	47,500	47,000	47,500	142,000

Assumptions

- 4.49. There is an assumption that a single case management system will soon be in place across the three trading accounts. This will allow staff to work on one system for all clients and issues. It will streamline reporting and invoicing between councils. It will be cheaper to support one system rather than three provided by different suppliers. It will allow staff resources to be used more flexibly across the three Councils, enabling managers to respond to peaks and troughs in workloads more efficiently and quickly, allocating cases where there is capacity, regardless of location.
- 4.50. A further benefit of having one system will be the ability to adopt consistent business processes and use the same workflows and templates across both authorities. This will help improve the quality, consistency and efficiency of the services delivered to clients in each authority. Staff have continued with the project and the system is due to go live in December 2014 in WCC. In Bi-borough the system is not yet delivering the full benefits because we continue to suffer post implementation technical problems caused by the two IT environments. Some further investment is needed to develop the system to realise the full benefits.
- 4.51. A second assumption is that the bulk of the service is co-located in Kensington Town Hall (KTH) with satellite offices at WCC and H&F. KTH is able to host the bulk of the service in a single location, bringing the teams together efficiently to ensure savings and streamlined operational processes are delivered as early as possible. There will continue to be lawyers present on a daily basis in both Hammersmith Town Hall and Westminster City Hall.

Sharpe Pritchard Savings

- 4.52. We have calculated the savings for bringing the contract work in-house. The Sharpe Prichard contract is valued at £370K which we have calculated can be delivered for £180K by 3 FTEs. We may be required to TUPE the three staff from Sharpe Pritchard but this has been factored into our costs.

Risks and mitigation

- 4.53. There are no significant risks to sovereignty. This has been proven by the Bi-borough service. There will need to be a conflict protocol, which is easy to put in place. The protocol would deal with what happens if a conflict situation arises. One way to deal with this is to separate the legal representation and set up walls within our case management system so that the information cannot be shared. Also if necessary a matter can be outsourced complete to deal with any contentious disputes.
- 4.54. One of the principles of a shared service is that advice should be consistent. This may have implications for a shared Legal Service which will be advising three

authorities which have very different policies, priorities and approaches in a number of significant areas (eg planning, licensing). Just like an external firm of solicitors, which deal with multitude of clients with different policies, we are also able to tailor our advice to the three councils.

- 4.55. In any merger of organisations the biggest challenge is integration. Having the majority of the team working together and using the same systems in the same management structure will help integrate the team, build morale and motivate and create efficiencies and excellence, But other issues will need to be addressed over time to create coherent business including developing common IT systems and working methods and standardising and integrating pay and conditions.

Timetable

- 4.56. The original go live date was to be 1 October with a four month lead in period starting in July. The go live date has been re-set but the lead in period eg for consultation can be shortened. This will avoid unnecessary delay. Therefore the proposed timetable has been updated as follows:

- July Prepare consultation documentation
- August - October Informal staff engagement, workshops and activities
- 1 December LBHF Cabinet
- TBC RBKC Cabinet – report may have to follow
- 15 December WCC Cabinet
- 10 December Go live on shared services structure
- 5 January Start formal consultation on structure and location
- 30 January Close of three-week formal consultation
- January Interviews for Director post
- January/ February Co-location (Date tbc)
- February - March Embed structure, manage on-going change, review workloads, Evaluate performance and service delivery. Develop new processes etc.

5. OPTIONS AND ANALYSIS

- 5.1 In summary the options considered for a shared or other legal service were

- All legal work done in house – this is not realistic, as the service will still not be big enough to have the capacity or the range expertise for very complex cases
- All legal work outsourced – this would require a procurement exercise, is likely to be more expensive and this is not preferred by all three Councils
- A combination of in house and external provision – this is the preferred option
- Use of s101 of the LGA 1972 rather than s113 – this would involve identifying one of the three councils as the council which would TUPE all

legal staff from the other two councils and have a trading arrangement in place. This is not preferred by all three Councils but can be considered in the future

- The setting up of an Alternative Business Structure (ABS) – the preferred option of creating a shared legal service if implemented provides an opportunity to create an ABS in the future
- Joint Venture or setting up of an Alternative Business Structure (ABS) with a private sector partner – this also remains an option that can be considered in the future and as mentioned above creating a shared service provides the opportunity and places us in a better position to do so

Please see below further details on the options considered.

- 5.2 The preferred option is a combination of in-house and external provision (a mixed economy model). This will allow the development of a strong in house team but recognises that an in-house team will not have the required level or range of expertise in certain areas. For example major regeneration or outsourcing projects may require expertise in tax, pension or company law. In such instances the in house team would work in partnership with private firms procured following a competitive process. The mixed economy model also recognises that where there is insufficient capacity within the in-house team (due to workloads) and there is an option to use external support.
- 5.3 All three authorities have in house teams which it wishes to maintain. Recent experience with the social care work, which was outsourced but which is now provided by a Bi-Borough Team, shows that there are areas of work which can be undertaken more cost effectively by an in house team. Consequently a fully outsourced model is not recommended. The mixed economy model would allow areas of legal work to be outsourced where it is genuinely cheaper for the Councils to do so.
- 5.4 Other local authorities have set up or are in the process of setting up an ABS (either on their own or with a private sector partner). The main reason for creating an ABS is so that the local authority legal departments in question can continue to work in sectors being outsourced by their Councils. The current solicitors practice rules mean that solicitors employed by Councils prevent them from taking on external work (save, for example, legal advice provided to schools and some other public bodies). Also, if legal departments want to trade their services as opposed to doing work for external public sector bodies, they can only do so through a company. As well as compliance with the regime for running any company, an ABS providing legal services, would have to comply with the Solicitors Regulation Authority's requirements such as those in relation to professional indemnity insurance and the solicitors accounts rules.
- 5.5 The main driver for setting up an ABS is not a significant issue at the moment. Savings and efficiencies can be achieved by creating a shared service to concentrate on the core purpose of the Councils' legal services which is to enable the Councils to act lawfully and effectively in the exercise of its functions.

However, the option of setting up an ABS with or without a private sector partner remains an option that can be considered in the future. Setting up the shared services as proposed places us in a better position to consider and implement such this option as we will become a service and a 'business entity' which private sector partners will want to engage with. We are able to put ourselves in a positive position by putting good foundations in place

- 5.6 The preferred option to deliver an in house mixed economy service could also be delivered by using s101 of the Local Government Act 1972, which is the discharge of function by one authority on behalf of another. However, this would involve transfer of staff from two of the councils to one chosen council under TUPE. This has not been a preferred option in creating bi and tri-borough services in the past. This could not be done service by service as our shared services have emerged. However, this could be considered for legal services in the future if Members of all three Councils wished to do so. Once the proposed new shared services in operation under s113 of the LGA 1972 it would be easier to consider the implications of considering this option.
- 5.7 It should be noted that as and when our shared services starts operating under s113 agreement we will have the capacity to take on other local authority's legal work under s101. This can be discrete areas of work for example property or social care or the whole of a legal service covering all areas of work.

6. CONSULTATION

- 6.1. Over the summer we consulted our client departments across the three boroughs by attending a number of Departmental Management Team meetings and gathered feedback on what works well currently and where improvements can be made. We have also engaged a customer network from a wide range of services who have been informed and provided with the opportunity to comment on draft operating models.
- 6.2. We have engaged staff in Legal Services via away days, working group meetings and team meetings. Staff have been involved in creating the vision for the service, debated options for the future model of the service and provided input into the target operating model.

TRI-BOROUGH CORPORATE SERVICES – SECTION 113 AGREEMENT

A detailed summary of the standard provisions which apply to all services is set out below:

Clause 1 - Background

This sets out the aspiration to realise economies and efficiencies through the combination and integration of services through alignment, joint working and co-location rather than through a single authority to which functions will be delegated and staff transferred. The concept of the Sovereignty Guarantee is introduced. The use of s.113 of the Local Government Act 1972 is explained.

Clause 2 – Definitions and Interpretation

Sets out the definitions used in the agreement which are contained in Schedule 1.

Clause 3 – Duration

The agreement remains in force until terminated under the termination provisions (see clause 25)

Clause 4 – The Arrangements

This, together with Schedule 2, establishes the aims, benefits and intended outcomes of the agreement and the high level principles which underpin it. These are aspirational and are not themselves legally binding. The arrangements comprise those in relation to combined teams (section 3), governance (section 4) and finance (section 5). The arrangements do not affect the liabilities of a Council to third parties.

Clause 5 (Non) Delegation of Functions

This makes it clear that the arrangements do not transfer statutory functions from one Council to another and that shared officers discharge the functions of the authority they are acting for at the time as an officer of that authority. Should the Councils wish to delegate any functions to one another in the future then this must be accomplished through a separate agreement.

Clause 6 – S.113 Arrangements

This, together with Schedule 5, establishes the arrangements for sharing staff by listing the posts being integrated and combined. It also provides a framework for the management, appraisal and supervision of the shared executive director together with a mechanism for the parties to raise any concerns in relation to their performance.

Clause 7 – Single Management Team (SMT)

This establishes a single management team for the service. Membership and terms of reference are set out in Schedule 6. It has responsibility for implementing and monitoring the arrangements and for complying with the financial protocol and

Sovereignty Guarantee. It has the power to establish further subsidiary management teams whose terms of reference are agreed by the Parties.

Clause 8 Accountability

This sets out the accountability of post holders and requires the development of detailed arrangements as to the responsibility of post holders.

Clause 9 SMT Review Meetings

This requires SMT to hold an agreed number of review meetings to discuss performance of the arrangements and the realisation of savings etc. The minutes will be submitted to the Parties.

Clause 10 Annual Review

This requires SMT to carry out an annual review of the arrangements to evaluate performance, effectiveness and outcomes etc. and produce targets and priorities for the next financial year and make recommendations to the cabinets with a view to producing an Annual Strategic Agreement summarising priorities, targets and budgets for the next financial year and any required variations to the arrangements. It is not intended to have an Annual Strategic Agreement in place for the first year.

Clause 11 Financial Arrangements for Postholders

This makes the employing authority solely responsible for payments due under contracts of employment. The non-employing Council is responsible for expenses incurred in carrying out duties for them provided they are of a nature payable under the employer's expenses policy. The non-employing Councils are also responsible for any training they require a postholder to undertake in relation to s.113 duties carried out for that Council. The sharing of savings is dealt with below.

Clause 12 Financial Protocol

This provides for the financial protocol at Schedule 4 which sets out the financial relationship between the parties and includes provisions relating to financial planning, management, reporting, risk management, audit and the sharing of savings. The financial protocol will ensure that the authorities discharge their fiduciary duties to their Council Tax payers as far as the arrangements are concerned.

Clause 13 Human Resources Protocol

This sets out, in schedule 3 the protocol for dealing with HR issues. It is not a substitute for the parties' existing HR policies and procedures.

Clause 14 Indemnities & Liabilities

Each party indemnifies the others against damage caused by that party's negligence, (excluding the contributory negligence of the other parties). As far as post-holders are concerned the non-employing party is responsible for the acts/omissions of a postholder when performing s.113 duties for that party and the employing party is responsible when they are performing duties for the employer. This puts the parties in the same position as if they were not sharing officers.

TUPE is not expected to apply but if it is subsequently found to apply (TUPE is a question of fact and law rather than intention) then the transferor indemnifies the transferee in respect of liabilities which arise due to their act or omissions and the transferee indemnifies the transferor in respect of those which arise due to their acts or omissions. Liabilities incurred as a result of the acts or omissions of more than one party shall be apportioned reasonably. Parties are under a duty to mitigate losses.

Clause 15 Insurance

The parties may, but are not obliged to, maintain insurance in respect of potential liabilities arising from the arrangements. Where they do so they must ensure that they cover liabilities incurred through their own staff performing employee duties and the staff of other parties performing s.113 duties.

Clause 16 Standards of Conduct

This requires the parties to ensure that the arrangements comply with statutory requirements and guidance in respect of conduct, probity and good corporate governance.

The parties will review and where appropriate amend their constitutions as necessary to comply with the agreement and enable the arrangements to run as smoothly as possible. This does not require a party to make alterations which it reasonably considers would be inconsistent with the Sovereignty Guarantee.

Clause 17 Conflict of Interest

This sets out the procedure for dealing with conflicts of interest arising from the arrangements. It identifies two types, private interest conflicts and combined working conflicts. The former may arise where an employee discharging s.113 duties has a private conflict with the non-employing party. In such circumstances the conflict is notified to and recorded by the employing party in accordance with their own procedures. The Joint Director and the Chief Executives are then notified (and the Leaders where the Chief Executives are conflicted). The Parties then take such action as is required to protect their interests.

In the event that a combined working conflict arises which affects the Joint Director he shall notify the Parties and the non-employing party shall appoint an interim director as necessary and appropriate. Where other combined working conflicts arise the Joint Director shall ensure appropriate steps are taken to protect the interests of all parties including the obtaining of appropriate professional advice.

Clause 18 Complaints

Third party complaints are dealt with using the complaints procedure of the appropriate party. The parties may agree a combined complaints procedure in writing.

Clause 19 Ombudsman

The parties shall co-operate with one another as required in relation to Ombudsman investigations.

Clause 20 Intellectual Property

The parties grant one another a licence to use each others' intellectual property rights for the purposes of the agreement. The parties shall agree their respective rights in relation to any IPR jointly created through the arrangements.

Clause 21 Confidentiality & Data Protection

This requires the parties to treat confidential information appropriately and sets out limited circumstances in which it may be disclosed. It provides, in Schedule 7, a Data Sharing Protocol which must be complied with and requires the parties to comply with the Data Protection Act 1998.

Clause 22 Freedom of Information

The parties shall co-operate with one another to enable them to fulfil their obligations under FOIA and shall consult one another before disclosing information relating to the arrangements.

Clause 23 Default

This provides a mechanism to deal with breaches of the agreement which are capable of remedy. The parties shall meet and agree a remedial action plan giving the defaulting party a reasonable period to remedy the breach. If a party is not satisfied that the defaulting party has complied with the plan it may initiate the dispute resolution procedure (clause 24) or terminate the agreement (clause 25).

Clause 24 Disputes

This provides a tiered mechanism for the resolution of disputes. The first stage is a meeting between the parties' representatives who will endeavour to resolve the dispute. If this is not possible within a reasonable period then the matter is escalated to the relevant Cabinet Members and if not resolved by them to the Leaders. In the event that the parties cannot resolve the dispute themselves then they must refer the matter to mediation. Legal proceedings may not be commenced unless a party has attempted to resolve the matter by mediation and it has either terminated or the other party has failed to participate.

Clause 25 Termination

This sets out the circumstances in which the agreement may be terminated. It may be terminated at any time by agreement and upon 12 months notice by any party. Individual post holders are removed from the agreement if they cease to be employed by an employing party.

The agreement may be terminated on 20 working days notice by an innocent party where another party commits a material breach incapable of remedy or one which is capable of remedy but has not been remedied in accordance with Clause 23.

The agreement may also be terminated after a reasonable period where it is no longer possible to fulfil it due to a change in law or guidance from the Secretary of State and the parties are unable to agree a suitable variation to enable the obligations to be fulfilled.

In the event of termination the parties shall use all reasonable endeavours to minimise disruption to the continued delivery of services and staff.


Clause 26 Variations

This allows the parties to propose and agree variations to the agreement.

Clauses 27-34 Boilerplate

These are standard provisions relating to the service of notices, waiver, severance and transfer etc.

Agenda Item 9

	<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">01 December 2014</p>
<p>TITLE OF REPORT: PROPOSED OUTSOURCING OF THE COMMERCIAL PROPERTY MANAGEMENT FUNCTION</p>	
<p>Report of the Cabinet Member for Finance, Cllr.Schmid</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: YES</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Executive Directors: Nigel Pallace, Executive Director for Transport & Technical Services, and Melbourne Barrett, Executive Director for Housing & Regeneration</p>	
<p>Report Author: Marcus Perry, Interim Head of Valuation & Property Services</p>	<p>Contact Details: Tel: 020 8753 2835 E-mail: marcus.perry@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks the Cabinet's approval to the proposed outsourcing of the Council's Commercial Property Management Function to GVA Grimley Ltd.

2. RECOMMENDATIONS

- 2.1. The Cabinet notes the Business Case document appended to this report and the case put forward for outsourcing the Council's Commercial Property Management Function to GVA Grimley Ltd.
- 2.2. The Cabinet approves the proposal to outsource the Council's Commercial Property Management Function and authorises officers to proceed to call off a contract from the Council's Property Framework with GVA Grimley Ltd, the named contractor on the Framework for providing commercial property management services.

3. REASONS FOR DECISION

- 3.1. The case for outsourcing the current in-house service is that the proposed external provider, with its access to a wide range of professional services and support, will achieve better financial returns for the Council from its professional and efficient management of the Council's Commercial Property Portfolio.
- 3.2. At its meeting in September 2013 the Cabinet gave its approval to the establishment of a new Property Framework for the Council with Tri-borough access. The Cabinet approved the award of contracts for all services on the Framework apart from Lot 1 – Commercial Property Management – for which it required clarification over the cost benefits of outsourcing this service.
- 3.3. The Cabinet's approval is now sought to proceed with Lot 1 and the outsourcing of the Council's in-house service to GVA Grimley Ltd, the sole contractor for such services on the Framework..

4. INTRODUCTION AND BACKGROUND

- 4.1. During 2013 Valuation & Property Services (VPS) took the lead in a project to renew the Council's property contract. Rather than renew the contract with one supplier-contractor, it was decided to package the required property services into 8 Lots, and seek bids from contractors for the separate Lots. The rationale for this was the Council would have contractors with the right expertise working on the individual Lots, rather than one general contractor providing all the services. The extra time and cost to the Council of clienting a number of contractors should be offset by better quality across the contract.
- 4.2. Working closely with Legal Services and Procurement, VPS procured a new framework agreement using the Restricted Procedure in accordance with the Public Contract Regulations 2006. For maximum flexibility a property framework was selected, with Tri-borough access. In addition to existing services being renewed, it was decided to outsource – for the first time – two areas of work hitherto carried out in-house by VPS, namely commercial property management (Lot 1) and rating services (part of Lot 3).
- 4.3. The 2 stages of the procurement procedure were followed and contractors were selected for the 8 Lots, with a recommendation to the Cabinet that the contractors be placed on the Framework and contracts called off for services when required.
- 4.4. The Cabinet at its meeting in September 2013 approved the selection of the contractors and the establishment of the Property Framework for all 8

Lots, but it endorsed the earlier recommendations of the Joint Management Team who found that the business case for outsourcing Lot 1 was not proven. Accordingly, the Cabinet deferred the decision to call off a contract for Lot 1 pending clarification of the cost benefit of outsourcing the Commercial Property Management function to the external contractor named on the Framework.

- 4.5. Appended to this report is a Business Case document which endeavours to clarify the cost benefit of signing up to Lot 1.
- 4.6. The City of Westminster's own single provider property contract expired earlier this year and Westminster is now availing itself of the H & F procured Tri-borough Property Framework. As of 01 May 2014 Westminster has called off a contract with GVA Grimley Ltd for the provision of Commercial Property Management Services.- Lot 1.
- 4.7. If the Council's Cabinet approves the Recommendations in this report, then the Council will call off a contract for Lot 1 with GVA Grimley :Ltd with effect from January 2015. The contract will be for the remaining life of the Framework – until 30 September 2017 – and the notional value of the contract will be £ 54,000 per annum.

5. PROPOSAL AND ISSUES

- 5.1. These are covered in the previous section and in detail in the Business Case document. But to précis the Business Case:
 - 5.1.1 The management of the Commercial Property Portfolio is currently undertaken by VPS (property management, lease renewals, new lettings etc) and by Corporate Finance (rent invoicing, rent collection and accounting). Due to the limited resources available to the two service sections, the Portfolio has not been managed pro-actively or robustly in recent years nor has sufficient attention been given to financial management to ensure that rents are collected on time and in full. As a result, the Portfolio has underperformed and the Council has not benefitted in full from the income potential of the Portfolio.
 - 5.1.2 The Portfolio is modest in size, compared with the size of the other Tri-boroughs' commercial property portfolios, but with a potential current rent roll of some £ 2.7 Million per annum from a fully let Portfolio, the income is not insignificant – and the Portfolio warrants proper and efficient management.
 - 5.1.3 The option of employing additional staff in-house was considered but dismissed due to the much better value-for-money option of outsourcing the service to GVA Grimley who have the experience and all round expertise to deliver the best financial returns to the Council from their efficient and professional management of the service. The Council's in-

house service with limited numbers (even with extra staff) could never match the pool of expertise within the contractor's organisation.

5.1.4 The financial justifications, potential savings and benefits are set out in the Business Case, but the key figures are as follows:

* Cost to Council (payment of GVA Grimley's fees) in year 1 - £ 69,875
cost to be shared 50:50 HRA and General Fund, using Invest-to-Save monies.

* Over 4 years, the projected additional income – after fees – is
£ 238,165

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. These are covered in the Business Case document. To précis the Options considered:

6.1.1 Option 1 – Retain in-house and the status quo
Option 2 – Retain in-house with additional staff
Option 3 – Outsource service to named contractor on the Property Framework – GVA Grimley Ltd

6.1.2 Option 3 offers the best value for money and the best potential financial return to the Council.

7. CONSULTATION

7.1. This took place during the 2-stage Procurement Procedure.

8. EQUALITY IMPLICATIONS

8.1. An Equalities Impact Assessment was carried out during the 2-stage Procurement Procedure.

9. TUPE & HR ISSUES

9.1 There are no staff from the Council transferring under the TUPE Regulations in relation to the proposed recommendations. Other potential staff transfers may apply to an existing provider and this is set out in detail in the attached Business Case.

10. LEGAL IMPLICATIONS

- 10.1 Legal advice on the procurement of the Property Framework was provided by external lawyers TLT. The procurement was carried out in accordance with EU procurement rules, the Public Contract Regulations 2006 and the Council's Contract Standing Orders.
- 10.2 The Property Framework sets out the procedure by which call off contracts can be awarded under it. If the Cabinet approves the Recommendations in this report then it is in order for the Council to call off a contract for Lot 1 services from the contractor named on the Property Framework, GVA Grimley Ltd.
- 10.3 Implications verified/completed by: Keith Simkins, Principal Solicitor, Legal Services tel: 020-7361-2194.

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1 The Business Case for outsourcing Lot 1 – the Commercial Property Management function - is that after year one of the contract the contractor's costs for providing the service will be more than covered by improvements in the financial returns from the professional and efficient management of the Portfolio.
- 11.2 Over a four year period it is predicted that an improvement in the Number of properties that will be let and a more diligent approach to rent reviews over the next four years will yield additional net income of £238k as set out in the table below.

<i>Sources of funding</i>	Amount (one off or per annum)	Distribution of costs				
		Year 1	Year 2	Year 3	Year 4	Totals
VPS First year Fee and set up costs		69,875	0	0	0	69,875

..Financed from Invest to save 50:50 General Fund :HRA						
on-going VPS Management Costs		0	48,675	48,675	48,675	146,025
Additional Income projections			67,500	150,525	236,040	454,065
Totals		(69,875)	18,825	101,850	187,365	238,165

11.3 During the first year of the contract the predicted cost to the Council for the outsourced service is £ 69,875 and the Council is asked to fund these cost from the invest to save fund, shared equally between the HRA and the General Fund.

11.4 Implications verified/completed by: Gary Hannaway TTS Head of Finance, Extension number 6071

12. RISK MANAGEMENT

12.1 The Business Case document has considered the risk management implications and this is contained in a Risk Analysis at paragraph 3.4. Additionally, it is stated in the business need that for some years Valuation & Property Services (VPS) has had the professional expertise and dedicated, experienced staff in-house to manage the Portfolio – but it has lacked support and the numbers required to pro-actively manage the Portfolio to obtain the very best value out of it. There are information management risks recognised in that GVA Grimley will need time to get to know the Portfolio and set-up and implement its rent collection and management systems with links to the Council's own systems. Keeping the current service delivery model with limited financial support may prevent desired improvements in debt management and rent collection. In addition, the size of the stand-alone Portfolio does not warrant investment in the best financial and property management systems to optimise the efficient management of the Portfolio that working with the contractor can achieve.

12.2 Operationally risk management performance of the contractor will remain the responsibility of the department and form part of its internal risk management monitoring system.

12.3 Implications verified by: Michael Sloniowski ext:2587.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1 The recommendation is for the Council to call off from Lot 1 of a Framework that it let in 2013 in accordance with the Public Contract Regulations 2006. There are no further procurement related issues that need to be taken into consideration..
- 13.2 Implications verified/completed by: Alan Parry, Procurement Consultant (TTS) ext. 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.	Property Files – the procurement of the Property Framework	Marcus Perry ext 2835	VPS Town Hall Extension

LIST OF APPENDICES: The Business Case document

London Borough of Hammersmith and Fulham

Business Case Document

Proposed Outsourcing of Commercial Property Management Function

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1 Executive Summary

In 2013 the Council replaced its former single provider contract for property services with a new Framework Agreement, with Tri-borough access. Requirements for specific property services were separated into a number of service Lots and following a EU procurement exercise a number of contractors were appointed to the Framework to deliver these services.

During the Council's approvals stage the Joint Management Team (JMT) approved the selection of the successful tenderer for Lot 1– Commercial Property Management – but it declined to recommend that a contract be called-off the Framework by the Council for Lot 1 services until clarification was presented on the cost benefit of outsourcing this service for the first time to the selected contractor. The Council's Cabinet subsequently endorsed JMT's recommendation when otherwise approving the award of contracts to the successful contractors for all other Lots on the Framework.

The purpose of this Business Case is to show why the contract for Lot 1 should be called-off the Framework, as per the original intention, in order to achieve a number of benefits to the Council from outsourcing this hitherto in-house service.

1.1 Purpose of Document

This Business Case has been prepared to show the cost benefit to the Council of calling off a contract for Lot 1 services from the Property Framework, rather than continuing with an in-house service. Approval is now sought from the Council's Business Board and then Cabinet Member to proceed with the contract award.

1.2 Related Documentation

The following documents form part of this Business Case

- * The report to Cabinet on 02 September 2013 entitled "Proposed Property Contract – Award of Contracts to Successful Bidders" – Exempt and Open versions.
- * Cabinet's decision
- * The Risk Assessment dated 21 June 2013 – embodied in this Document at 3.4
- * The Equality Impact Analysis dated 30 May 2013

1.3 Control

This document is controlled and as such should not be distributed to any parties other than the project team without the express permission of the author. Uncontrolled modification of content is prohibited; revision procedures should be followed at all times.

1.4 Revisions

Rel Date	Rev	Author	Notes
23 September 2014	1	MJCP	
07 October 2014	2	MJCP	
10 October 2014	3	MJCP	

2 Business Case – the Strategic Case for this Project

2.1 Project Overview

The Business Case recommends that the commercial property management function currently undertaken in-house by Valuation & Property Services (VPS) on behalf of all Council Departments be outsourced for the first time to the professional property practice of GVA Grimley, the named provider for the provision of this service as Lot 1 on the Council's Property Framework, and that the Council calls off a contract from the Framework with GVA Grimley for the remaining life of the Framework.

2.2 Project Background

2.2.1 In February 2013 the Council issued a notice in the European Journal (an OJEU Notice) to commence its procurement exercise under European Directive procedures to re-tender the Council's contract for property services which by now had expired.

2.2.2. Whereas the previous contract had been let to one provider, it was decided to separate the new contract into a number of service lots (the Lots) on a Framework, with the Council calling off contracts for the services it required from the providers named on the Framework on an as-need basis. To accommodate Tri-borough working and to facilitate the needs of West London Alliance boroughs, with whom the Council has a number of working relationships, the following boroughs elected to be named in the OJEU Notice as potential users of the Framework (the Participating Boroughs):

- * The London Borough of Hammersmith & Fulham (the Council)
- * The City of Westminster
- * the Royal Borough of Kensington & Chelsea
- * The London Borough of Ealing
- * The London Borough of Hounslow

2.2.3 To date the Commercial Property Portfolio (the Portfolio) has been managed in-house by VPS, as part of its corporate remit for property across the whole authority. In July 2011 Housing Services, the Department which owns the majority of the properties which make up the Portfolio, obtained Cabinet approval to outsource the management of the Portfolio. In order to maintain the integrity of the Portfolio as one portfolio and not split it into component owning-department parts, separately managed, it was decided to outsource the management of the whole Portfolio for the first time, and include this function in the services to be provided via the new Property Framework.

2.2.4 The management of the Commercial Property Portfolio is specified as Lot 1 on the new Property Framework. The benefits to the Council of outsourcing this service are outlined in detail later in this document.

2.2.5 Following the tender exercise, the report to JMT seeking approval for the report to go forward into the Council's Cabinet approval system did not convince its members and senior officers on JMT questioned whether the Council was achieving value-for-money from the cost of outsourcing the services within Lot 1. This Business Case now addresses and answers such concerns.

2.3 The Business Need

2.3.1 It is in the Council's interest for its Commercial Property Portfolio to be managed professionally, efficiently and expertly if the Portfolio is to deliver the very best financial returns from rental income received, whilst at the same time offering opportunities to the borough's entrepreneurs for start-up businesses. For some years VPS has had the professional expertise and dedicated, experienced staff in-house to manage the Portfolio – but it has lacked support and the numbers required to pro-actively manage the Portfolio to obtain the very best value out of it. In addition, the rent collection service (which it is recommended should be outsourced as part of Lot 1) has been conducted in another part of the authority, and would need major improvement with additional staff resources if it was to continue to deliver this service.

2.4 Links to corporate and business priorities & aims

2.4.1 The Council's new Administration, in its election Manifesto, commits to backing business and promoting a strong local economy. The efficient and effective management of the Portfolio will help the Council meet these commitments, as local businesses who are the Council's tenants will benefit from the improvements in the service they receive from the Council and its managing agents.

2.4.2 The Council owns or occupies property for the following reasons:

- The Housing Stock: to provide well maintained homes with modern facilities and amenities in safe, secure environments to qualifying residents in the borough at affordable rents
- The Operational Portfolio – Offices: to provide office or similar premises of appropriate quality with the right facilities in the right place from which front line and support services can be delivered to the borough's residents
- The Operational Portfolio – Schools, Care Homes, Nurseries, Libraries, Sports Facilities: to provide well maintained premises with the right facilities in the right place, in safe and secure environments to meet the requirements of the borough's residents
- The Commercial Property Portfolio – or Investment Portfolio: to produce income for the Council's funds, whether the Housing Revenue Account or the General Fund, through the efficient management of the Portfolio with the objective of achieving the best financial returns for the Council.

2.4.3 The linkages between Property and the new Administration's Manifesto pledges can be direct or indirect – but all play their part in striving to deliver the new Administration's pledges.

2.4.4 Links specific to the Management of the Commercial Property Portfolio are mostly indirect – income generated by maximising returns from the Portfolio is either re-invested in the Housing stock or pooled centrally for redistribution to fund Council projects which, in turn, are targeted to meet the Council's priorities.

2.5 Stakeholders

- 2.5.1 All property owned by the Council is owned in the name of the Mayor and Burgesses of the London Borough of Hammersmith & Fulham. In property management parlance, property is “owned” by the Housing Department in its Housing Revenue Account (the HRA) or “owned” by other Council Departments (including the Regeneration arm of the Housing Department) in the Council’s General Fund.
- 2.5.2 As noted on paragraph 2.6 below, properties in the Commercial Property Portfolio are “owned” by Housing and a number of other Council Departments, all of whom are stakeholders in the ownership and management of the Portfolio – and the proposals for the management of the Portfolio in the future.
- 2.5.3 This Business Case proposes that Valuation & Property Services (VPS) clients the outsourced contract on behalf of all Council Departments and represents all Non-Housing Departments in decision making. For the HRA properties, VPS will liaise closely with and involve the Housing Department in decision making and the monitoring of the contract.
- 2.5.4 In addition to the Council’s owning Departments, an important stakeholder in the management of the Portfolio is the tenant group, the tenants who lease the premises in the Portfolio and pay rent to the Council. Should this Business Case be approved, the three way business relationship between the Council, its Managing Agents (GVA Grimley) and the tenants will be nurtured and developed in order to achieve the right environment for the efficient management of the Portfolio.

2.6 The Commercial Property Portfolio – and Project scope

- 2.6.1 The Portfolio is made up of the properties listed in Appendix 1, with Owning Department and rental income shown:
- 2.6.2 Project Scope

The scope of this Business Case is limited to Lot 1 of the new Property Contract and Property Framework.

2.7 Constraints, linkages and interdependencies

- 2.7.1 Officers received Cabinet approval on 02 September 2013 to call-off contracts for the other 7 Lots on the Property Framework. The decision to proceed for Lot 1 was deferred pending this Business Case. In order for Lot 1 not to lag behind the other Lots in terms of service delivery and clarity of intention it is desirable that any decision to proceed – or not to proceed – with the outsourcing of Lot 1 is not delayed unnecessarily.

2.8 Business benefits

- 2.8.1 The raison d'être for outsourcing the management of the Commercial Property Portfolio is to reap the cashable and non-cashable benefits arising from the predicted – and required - improvements in performance of the Portfolio.
- 2.8.2 Using the example of the City of Westminster's experience when it let its property contract to Knight Frank in 2006, the Council can anticipate improved rental returns from the Portfolio through more efficient rent collection, proper management of bad debts and implementation of rent reviews when due to bring rental levels up to full market value. Lack of depth and capacity of resources within VPS and Financial Services has meant the Council has hitherto not fully benefitted from the ownership of its Portfolio.
- 2.8.3 Cashable benefits – in increased rental income – will not be achieved on day one of the outsourced contract as the new contractor, GVA Grimley, will need time to get to know the Portfolio and set-up and implement its rent collection and management systems with links to the Council's own systems. As noted in paragraph 2.5.4 above, the need for GVA Grimley to get to know the tenants and develop a good working relationship with them will also take time and it would be counterproductive to cut corners when developing these business relationships.
- 2.8.4 In the competitive tendering for Lot 1 in 2013, GVA Grimley priced the given menu of services within Lot 1 in year one at £ 160,700. This was restated this year at £ 139,475 following the disposal of some properties in the Portfolio (and its reduction in overall size). This is not the actual sum which will be paid to GVA Grimley in year 1 – it is the priced menu used in the tender process. The sums which will be paid in year 1 are the prices for the core services of property management and rent collection, which are priced at **£ 48,675**, with the balance consisting of year one set-up costs, the cost of initial one-off inspections and event-led services, eg rent reviews. Other payments which might be incurred will be controlled – see para 5.3 – Managing Costs.
- 2.8.5 The prediction from the Westminster experience is that by the end of year two the contract will have begun to show a modest profit, and from year three the contract will generate positive cash flows. Although the life of Framework Agreements is only four years, with three years now left on this Property Framework, it can reasonably be expected that the improvements in performance will be continued and built on when the Framework is renewed.
- 2.8.6 This Business Case is based on the following predictions:

Year one: Will be at cost:

Base fee:	£ 48,675
Set-up:	£ 5,000
Initial inspections:	<u>£ 16,200</u>
Total	£ 69,875

The Council is asked to fund the contract in the sum of £ 69,875 during year one.

Split: HRA - 102 units / 198 x £ 69,875 = £ 35,996
General Fund – 96 units /198 x £ 69,875 = £ 33,879
£ 69,875

Year two: Will generate a surplus:

Base fee cost: £ 48,675

Predicted improvement in rent collection:

On the rent role of £ 2.7 Million pa: break-even % increase is 1.8 %

Prediction is 2.5 %, or £ 67,500

Surplus: Year 2 is £ 18,825 (£ 67,500 *minus* £ 48,675)

Shared: HRA - £ 9,698 General Fund - £ 9,127

Year three: Income predicted to improve by a further 3 % over year two:

Base fee cost: £ 48,675

Income year one: £ 2,700,000

End of year two: £ 2,767,500

End of year three: £ 2,850,525

Surplus: £ 101,850 (£ 2,850,525 *minus* £ 2,700,000 *minus* £ 48,675)

Shared: HRA - £ 52,468 General Fund - £ 49,382

Year four prediction: Income will grow by a further 3 % over year three:

Base fee cost: £ 48,675

Income end of year four: £ 2,936,040

Surplus: £ 187,365 (£ 2,936,040 *minus* £ 2,700,000 *minus* £ 48,675)

Shared: HRA - £ 96,521 General Fund - £ 90,844

Accumulative Surplus over four Years

Year one *minus* £ 69,875 plus Year two + £ 18,825 plus Year three + £ 101,850
plus Year four + £ 187,365 = **£ 238,165**.

Shared: HRA - £ 122,691 General Fund - £ 115,474

2.8.7 Cashable benefits

(% increases accumulative, year-on-year)

Source of cashable benefit	Year 1	Year 2	Year 3	Year 4	Total
Improvement in rent collection	contract beds in £ 2,700,000	plus 2.5 % £ 2,767,500	plus 3 % £ 2,850,525	plus 3 % £ 2,936,040	plus 8.74 %
Better implementation of rent reviews	services at contractor's cost				
Better management of bad debts and voids	contract beds in				
Pro-active-as opposed to reactive- management of portfolio	services at contractor's cost				
Totals	(£ 69,875)	£ 18,825	£ 101,850	£ 187,365	£ 238,165

2.8.8 Non- Cost Savings

In addition to the projected Cashable benefits from improvements in the overall performance of the Portfolio, VPS will have the opportunity of redeploying staff who used to manage the Portfolio onto other VPS work and this should give rise to additional incremental income for VPS – but it is not a saving as such and hence is not shown as a Cashable Saving..

VPS : 1.5 f.t.e staff employed in managing the service. Clienting time in year 1 will require 0.5 f.t.e. Years 2 to 4 inclusive will require 0.25 f.t.e. Freed-up time to be used on other VPS work in Department.

Year 1: 1 x VPS staff freed up for other work

Years 2 to 4: 1.25 x VPS staff freed up for other work

Finance: saving already taken from deletion of the Rent Collection post. Assume cost neutral.

2.8.9 Non-cashable benefits

- The tenants should be better supported when the Portfolio is being managed proactively
- The Housing Department will be at arm's length from its tenants if potentially difficult decisions have to be taken concerning the Portfolio. The contractor will field complaints and issues – not Housing's officers
- When the Portfolio is being managed professionally and efficiently, premises voids should be kept to a minimum. Having parades of shops fully let and occupied provides a "feel good" factor, and tends to maintain if not enhance rental values. By contrast, voids and empty premises tend to depress business for adjoining tenants and rental values eventually fall

2.9 Risks to achieving these benefits

The biggest risks to the achievement of the Cashable and Non-cashable savings are as follows:

- Failure to achieve the projected increases in rental income: the projected year-on-year percentage improvements *assume* the size of the Commercial Property Portfolio remains much the same at year 4 as it is at year 1 at the start of the contract. Should properties be selected for the Disposal Programme and the overall size of the Portfolio be diminished, the ability to achieve the required savings from a smaller Portfolio will be made more difficult.
- The selection of GVA Grimley followed a rigorous procurement exercise and assumed they were up to the task and they were the right contractor for Lot 1. If for whatever reasons the right client-contractor relationship, and the contractor-tenant relationships, are not achieved and developed, then there is less likelihood the Council will achieve its objectives from the outsourcing of Lot 1. To mitigate this potential concern it is noted that the City of Westminster have made use of the Property Framework and appointed GVA Grimley to manage Westminster's valuable Commercial Property Portfolio (rent role £ 26 Million per annum) with effect from 01 May 2014. The initial results are very promising.

2.10 Success Factors

2.10.1 Success factors for the project itself

	Objective	Success criteria (i.e. how will we know the objective has been met)
a	Handover to GVA Grimley achieved and project up and running	Handover achieved, files passed over.
b	GVA Grimley's systems set up and interfaces made with Council's systems	Systems in place and working
c	Client -Contractor relationships successfully established	Relationships established
d	Contractor-Tenant relationships successfully established	Relationships established
e	GVA Grimley starts to make improvements in the overall management of the Portfolio	Increases in rental income start to work through

2.10.2 Success factors for the business

	Objective	Success criteria (i.e. how will we know the objective has been met)
a	Year 1 objective of bedding-in management achieved	Costs contained within budget
b	Year 2 modest profit achieved.	Modest profit achieved
c	Year 3 projection of 3 % improvement over year 2 performance achieved	Projected additional income achieved
d	Year 4 projection of 3 % improvement over year 3 performance achieved	Projected additional income achieved
e	Portfolio fully let or voids at an absolute minimum	Portfolio is fully let and income producing for the Council

3 Options appraisal

This section sets out how the project team arrived at the preferred option and project approach that is presented in this business case. It sets out:

- The options that were considered for meeting the business needs.
- The opportunities considered for innovation or collaboration with others.
- The options for delivering the project itself.
- How best to implement the project.
- A more detailed appraisal of the preferred options.
- Sensitivity analysis and risk considerations – how robust are the options?
- The preferred option selected.

3.1 Options considered – and those shortlisted

The following options were considered:

Option 1: Retain service in-house, with VPS

Option 2: Retain service in-house, with VPS, but enhance size of team and employ a dedicated financial and credit control officer within the Team

Option 3: Outsource service and include as Lot 1 in the new Property Framework

3.2 Appraisal of Options

Option 1: Retain in-house

Pros

- the status quo – VPS staff know the Portfolio and the tenants
- the costs are known

Cons

- opportunities to achieve the required improvements in management and performance of the Portfolio are limited, due to lack of resources required to achieve the improvements
- Limited financial support and back-up in-house will prevent required improvements in debt management and rent collection. In addition, the size of the stand-alone Portfolio does not warrant investment in the best financial and property management systems to optimise the efficient management of the Portfolio.

Option 2: Retain in-house with additional staff (Property and Rents Officer)

Pros

- a continuation of the status quo – with existing staff.
- Additional staff resource will assist/attempt to implement and achieve the required improvements

Cons

- Cost – the additional staff will add some £ 80,000 to the in-house staff overheads
- Support – although the VPS Team will be larger, it will still lack the additional support which a major consultant / contractor can call upon for specific tasks
- Delivery – questionable if this solution will deliver the required improvements, and the size of the stand-alone Portfolio still does not warrant the necessary investment in the best IT support systems.

Option 3: Outsource service: call-off a contract from the new Property Framework with GVA Grimley

Pros

- Resources at disposal – the Contractor has access to a broad range of in-house expertise to allocate to the contract when required
- The contractor has the facilities, systems and expertise to proactively manage the contract to achieve the results required by the Council.
- The contractor can apply a fresh approach and look at the Portfolio and deploy “new eyes” to the task of implementing the required improvements
- The contractor has the management accountants and cost control staff in-house to establish an efficient rent collection and debt management service for the Council
- A robust and fully compliant EU procurement exercise has been undertaken and GVA Grimley are ready to provide the property management service for the Council if the proposal to outsource this function is approved.

Cons

- It will take the contractor time to set up its management and financial systems at the start of the contract
- It will take the contractor time to get to know the Portfolio, the tenants and the Council’s client-side officers.
- Cost – it is anticipated that during year 1, the contractor will not have had time to bed in its systems and achieve any significant savings or improved income streams for the Council. It is assumed the projected fees to the Contractor during year 1 will not be recovered and will have to be funded by the Council.
- No guarantees – outsourcing may not achieve the anticipated / required improvements in service and additional rental income

3.3 Opportunities for innovation or collaboration

The new Property Framework with opportunities for calling off contracts has been procured on a Tri-borough basis, with access also for two of the West London Alliance boroughs (Ealing and Hounslow). The contract specification for Lot 1 and the performance indicators require the contractor selected to provide the property management service in Lot 1 to be innovative in its ways of delivering the service and coming up with new ideas for initiating improvements in the service.

3.4 Risk analysis

The following schedules are taken from the Risk Assessment which accompanied the report to Cabinet on 02 September 2013 recommending the establishment of the new Property Contract and the award of contracts to named contractors on the Framework.

THREAT or HAZARD RISK REGISTER PROFORMA

Guidance to table (Risk may be described as something that may affect the Council in a NEGATIVE way.)

A. Risk Number	Sequential number allocated to the risk.
B. Class of risk	Strategic and Operational classes are listed on page 1
C. Risk	A text description of the risk.
D. Consequence	What may happen as a result of the risk occurring.
E. Likelihood	On a score of 1, very low likelihood of the threat or hazard actually occurring, to 5 very high likelihood of the threat or hazard actually occurring
F. Impact	On a score of 1, very low detrimental impact, to 5 very high detrimental impact.
G. Exposure	Calculate the exposure by multiplying the Likelihood and Impact.
H. Controls	What processes or systems will be in place to ensure this risk is adequately managed.
I. Proposed Action	What will need to be done to minimise the impact or likelihood of the risk being triggered.
J. Date of Proposed Action	When will the Processes or systems be put into place or reviewed to measure the rate of risk improvement/control.
K. Risk Champion	Who is the primary officer designated to manage or oversee this risk.

STRATEGIC RISK LISTING										
A	B	C	D	E	F	G	H	I	J	K
Risk Number	CLASS OF RISK	Risk (What can happen)	Consequence	Likelihood (L)	Impact (I)	Exposure (L x I)	Controls	Proposed Action	Date of Proposed Action or review of risk	Risk Champions
1	Political	No Tri-borough buy-in.	Negative – the contract fails to meet partner boroughs' expectations and Tri-borough working agenda.	2	3	6	Regular meetings with Tri-borough colleagues and contact with users. Westminster already using Lot 1.	Meetings with Tri-borough partners.	Reviews will commence once Lot 1 outsourced.	Maureen McDonald-Khan & Marcus Perry
2	Economic	No savings achieved and externalised services cost more.	Negative – budgets put under strain as contractors' fees exceed budgeted costs. Dissatisfaction felt all round with the new contract – and in-house Departmental clients left feeling badly let down by VPS.	3	5	15	Close monitoring of all contracts to take place from onset. Monthly reports and Quarterly meetings, with ad-hoc meetings when needed.	Meetings will be set up once Lot 1 outsourced.	Reviews to take place at Quarterly meetings, when PIs will also be reviewed and measured.	Marcus Perry & Giles Batchelor
3	Technological	Contractors' systems do not interface with Council's.	Negative - contractor unable to update CAMSYS and Council's property records are no longer up-to-date and reliable. Useful data source no longer so useful.	2	4	8	Contractors commit to having compatible systems when tendering. During set-up meetings ICT compatibility to be confirmed.	ICT compatibility to be confirmed and implemented during set-up.	From contract award to contract start, then regular monitoring	Marcus Perry & Nigel Williams

A	B	C	D	E	F	G	H	I	J	K
Risk Number	CLASS OF RISK	Risk (What can happen)	Consequence	Likelihood (L)	Impact (I)	Exposure (L x I)	Controls	Proposed Action	Date of Proposed Action or review of risk	Risk Champions
4	Customer Expectations	Customers (Council's tenants) receive a worse service than when service in-house.	Negative – tenants are unhappy with the Council, are more likely to complain and are less likely to renew their leases at lease-end. Council's reputation as a good landlord is tarnished.	2	4	8	Hold regular meetings – monitor PIs.	Work hard at building up the best of client-contractor relationships. Involve client Departments (particularly Housing).	First quarterly meeting after Lot 1 outsourced.	Marcus Perry, Gavin Ross, Ade Sule + Housing rep.
5	Customer Expectations	In-house Customers (Council Departments) dissatisfied with new contract performance.	Negative – Departments lose trust and faith in VPS. Might consider procuring services elsewhere, thus by-passing VPS and losing the "Corporate" overview, jeopardising the overall strategic management of the Council's property estate.	1	5	5	Onus on VPS in the first instance to develop the best of client-contractor relationships to assist the contractors' to deliver the required quality, vfm services – and more.	Department Head and his senior staff to work closely with contractor in set-up and establishment of contract and performance ground rules. Programme in the quarterly monitoring meetings and hold meetings.	During contract set-up, in first month of contract. Quarterly meetings thereafter.	Marcus Perry

OPERATIONAL RISK LISTING

A	B	C	D	E	F	G	H	I	J	K
Risk Number	CLASS OF RISK	Risk (What can happen)	Consequence	Likelihood (L)	Impact (I)	Exposure (L x I)	Controls	Proposed Action	Date of Proposed Action or review of risk	Risk Champions
1	Contractual	Performance deteriorates and or does not meet pre-award expectations.	Negative - the required quality of service is not delivered. Targets are not met, VPS and client Departments are dissatisfied with service – and the Contract.	2	5	10	Regular contract monitoring.	Implement quarterly reviews. Monitor and measure the PIs. Develop the best of client-contractor relationships	First quarterly review after Lot 1 outsourced	Maureen McDonald –Khan & Marcus Perry
2	Contractual	A Contractor proves to be a poor choice and is not up to the required performance	Negative - the required level of service – quality, quantity, timeliness or general delivery–will not be received by the Council, leading to a number of different consequences, none beneficial.	1	5	5	Careful selection in the first instance should mitigate this likelihood. If it does occur, the Head of VPS to take all steps to remedy under the terms of the contract.	Call in contractor, explore avenues to remedy shortcomings. If obvious contract is not redeemable, cancel.	When failings become evident, immediately instigate procedures to remedy.	Marcus Perry
3	Financial	No improvement in rent collection or total income	Negative – expected income not received and budget targets are not met. Shortfalls incurred in overall budgets. Housing client Department dissatisfied with VPS.	3	5	15	Regular contract monitoring. Develop the best of client-contractor relationships. Involve client Departments, such as Housing.	Implement quarterly reviews. Monitor and measure the PIs.	First quarterly review after Lot 1 outsourced.	Marcus Perry & Giles Batchelor

A	B	C	D	E	F	G	H	I	J	K
Risk Number	CLASS OF RISK	Risk (What can happen)	Consequence	Likelihood (L)	Impact (I)	Exposure (L x I)	Controls	Proposed Action	Date of Proposed Action or review of risk	Risk Champions
4	Human Resources	VPS staff fail to adapt to new clienting role.	Negative – the contractor is not properly managed and is not given clear instructions. The Contract fails to deliver the required level and quality of service.	3	5	15	Regular contract monitoring. Training in professional clienting – management skills likely to be required for some VPS staff. Department Head to monitor closely.	Establish which members of staff need new training and book courses.	Closely monitor situation from onset of contract.	Marcus Perry
5	Professional	Work previously undertaken in-house by qualified, professional staff not replicated by a contractor driven to make money out of the contract.	Negative - the Council and its tenants unlikely to receive the required standard of service. Dissatisfaction sets in.	1	4	4	Careful initial selection of contractor should avoid this eventuality. Develop the best of client-contractor relationships.	From contract onset, monitor the situation. Develop the client-contractor relationship.	Closely monitor situation from onset of contract. First quarterly review after Lot 1 outsourced.	Marcus Perry

3.5 Recommended Option

- 3.5.1 Option 3 – Proposed outsourcing to GVA Grimley – is the preferred option as it offers the Council the most advantageous terms for the effective management of its Commercial Property Portfolio

4 Commercial considerations

This section sets out the potential commercial arrangements for the external procurement aspects of the project. It sets out:

- The proposed sourcing option.
- The commercial arrangements – contract terms, payment mechanisms etc.
- Contract length – scenarios considered.
- Personnel issues – including TUPE.
- Implementation timescales.

4.1 Sourcing options

As noted earlier, VPS has undertaken a EU compliant procurement exercise which has resulted in the award of a place on the new Tri-borough Property Framework for Lot 1 – management of the Commercial Property Portfolio - to GVA Grimley. It is proposed to call off a contract with GVA Grimley for this service.

4.2 Commercial arrangements

In competition with other tenderers, GVA Grimley have priced the bid menu of services. The tender Evaluators' scoring of their prices, in tandem with the scoring of their replies to the quality criteria, represents the most advantageous bid to the Council for Lot 1

4.3 Contract length

The life of the Property Framework is 4 years and it is proposed to call off a contract with GVA Grimley for the remaining life of the Framework (30 September 2017).

4.4 Personnel issues – including TUPE

- 4.4.1 Following consultation with the Council's Legal and HR Departments on the application of TUPE, and following the receipt of written confirmation from the outgoing contractor, Lambert Smith Hampton, that it would not be seeking to apply the TUPE Regulations if it was not successful in its bids for new contracts, the Council does not consider that the TUPE Regulations apply to any of the Lots in the new Property Contract, although the Council's external lawyers have included appropriate caveats in the tender documentation to cover the Council's position.

4.4.2 TUPE may apply to any contract called off the Framework by any of the other Participating boroughs. It is understood that when the City of Westminster signed up to use Lot 1, two of the staff from Westminster's previous contractor (Knight Frank) transferred to GVA Grimley.

4.5 Implementation timescales

It is proposed that the Council calls off a contract with GVA Grimley just as soon as the Council has formally approved this Business Case.

5 Affordability: the financial case

This section examines the whole life costs associated with the project, i.e. the costs of the project itself and the year on year running costs that will need to be met, including any additional costs within the department itself. It sets out:

- The whole life costs and when these will be incurred.
- How these will be met.
- How the costs can be managed

5.1 Whole life costs	Amount (one off or per annum)	Distribution of costs				
		£ K pa				
		Year 1	Year 2	Year 3	Year 4	Totals
GVA Grimley's Fees		69,875	48,675	48,675	48,675	215,900
Funded by HRA		35,996	25,075	25,075	25,075	111,221
Funded by General Fund		33,879	23,600	23,600	23,600	104,679
	Totals	69,875	48,675	48,675	48,675	215,900

5.2 Sources of funding	Amount (one off or per annum)	Distribution of costs				
		Year 1	Year 2	Year 3	Year 4	Totals
		From Finance – Invest to Save		69,875	0	0
VPS Management of Budget		0	48,675	48,675	48,675	146,025
Less Projected Savings (see 2.8.6 & 2.8.7)			67,500	150,525	236,040	454,065
	Totals	(69,875)	18,825	101,850	187,365	238,165

5.3 Managing costs

5.3.1 Fees payable to GVA Grimley will be dependent on the amount of commissions given to them. However, if the projected improvements in rent collection and general performance are achieved, the account will be in profit, with improved revenue more than covering fees paid.

5.3.2 Fees paid for rent reviews, lease renewals and lettings will be in addition to the base management costs - for general management and rent collection – used in this report. However, it is projected that such costs will be more than covered by the improvement in the general management of the Portfolio, by conducting rent reviews and lease renewals on time, and reletting empty units promptly, to minimise voids. It is regretted that the limited resources currently allocated to the in-house property and financial management of the Portfolio has resulted in a backlog of actions, empty units and arrears of rent.

5.3.3 Examples

Shop unit with rental value of £ 30,000 per annum.

Empty 6 months, due to repairs, and dispute with tenant vacating.

Loss of income (void) = £ 15,000

Shop relet immediately on conclusion of previous tenancy

Income recovered = £ 15,000 less letting fee £ 1,700 = £ 13,300 “profit”.

Lease renewal – due to delay in instigating renewal, tenant holds over paying existing rent on business unit, for an additional 6 months. Passing rent £ 12,000 pa. New rent £ 14,000 pa. Loss due to delay = £ 1,000. Fee for instigating renewal on time = £ 500.

“Profit” = £ 500

By taking prompt action and by managing the Portfolio professionally and efficiently, GVA Grimley should achieve a much improved financial return for the Portfolio, and as per the examples above, their fees will be offset by the additional income received.

6 Achievability: the Project Management Case

This section addresses the ‘achievability’ aspects of the project. Its purpose is to set out the project organisation and the actions which will be undertaken to ensure project success and the delivery of the intended business benefits. It sets out:

- Evidence from similar projects and the lessons that were learned
- The key roles and the people who will fulfil them.
- The plan for taking forward the project.
- External contracts and how these will be managed.

- Risk management
- The plan for realising the business benefits
- Review and evaluation
- Contingency plan

6.1 Evidence and lessons from similar projects

The City of Westminster's experience in improved performance from its external contractor – Knight Frank - following the re-tender of Westminster's property contract in 2006 has been used as a guide to what could be achieved here at H & F if its Commercial Property Portfolio was managed pro-actively.

After an initial slow start and a call on Council officers' clienting time to get the contractor fully up-and-running, Westminster's contractor started to achieve the required improvements in rent collection and gross income received. Over the course of the contract (7 years) the gross rent role increased from £ 8 Million per annum to £ 20 Million per annum (a 15 % per annum return).

By comparison with such stellar performance, a modest increase in H & F's existing rent role of 3 % per annum year on year should be achievable from the efficient and professional management of the Portfolio.

6.2 Key roles

The key roles within the project and its major stakeholders are set out in the table below:

Project organisation		
Role	Name	Organisation
Project Sponsor 1	Maureen McDonald-Khan	Director-Building & Property Management, T & TS
Project Sponsor 2	Stephen Kirrage	Director of Property Service and Asset Management, Housing & Regeneration Department
Authorised Officer – for Contract	Marcus Perry	Interim Head of Valuation & Property Services
Clienting Officer 1	Valuer in VPS	Valuer, VPS
Clienting Officer 2	Ade Sule	Valuer, VPS
Finance Officer (for account reconciliation)	Giles Batchelor	Finance Manager, Environment

6.3 The Project Plan

The Project Plan was the Procurement Timetable for the re-tendering of the expired property contract. This exercise has been concluded. The new Property Framework went live on 01 October 2013 with contractors for the 8 Lots placed on the Framework. H & F is in the process of calling off contracts for all Lots on the Frameworks apart from Lot 1 – Commercial Property Management – which is delayed pending this Business Case and approval to proceed.

6.4 Contract Management

As noted in the Key roles – 6.2 above – this contract is jointly sponsored by Building and Property Management and Housing & Regeneration. The Authorised Officer and Clienting team will liaise closely with officers from Housing & Regeneration and other Council Departments who have an "owning interest" (part of the commercial portfolio held in the HRA and benefit from the income) in a property or properties in the Commercial Property Portfolio.

6.5 Risk Management

Refer to Section 3.4 which explains how the respective risks will be managed and mitigated.

6.6 Benefits realisation plan

Cashable Benefits achieved – see Section 2.8.7 – will be shared by the Owing Departments proportionate to their financial interest in the Portfolio under management.

6.7 Review and evaluation

The mechanisms in the Specification and Performance Monitoring Sections of the Contract Documents will be used to monitor the performance of the contractor.

6.8 Contingency plans

Again, the Contract has provisions for dealing with underperformance and these will be used in the event the contractor fails to perform in accordance with the Contract's stated requirements.

7 Appendices

Appendix 1

The Commercial Property Portfolio

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
1	338-340 Uxbridge Road	Community	H&F	22,315	04/08/14	ASC
2	117 Goldhawk Road	Hostel	Hestia Housing and Sup.	29,250	31/03/16	ASC
3	River Court Methodist Church	Hostel	BHS	26,250	18/01/14	ASC
4	89 Askew Road	Community	Asian Health Agency	13,000	31/03/10	ASC
5	61 Munster Road	Community	Crime Reduction Initiatives	30,000	07/03/15	ASC
6	50 Ellerslie Road	Community	Nubian Life Resource	6,970	29/07/17	ASC
7	105 Greyhound Road	Community	Age Concern H&F	51,500	26/06/17	ASC
8	52C Lakeside Road	Community	Women & Girls Network	13,500	24/12/15	ASC
9	12/13 Ollgar Close	Surgery	Ravi Kant Kukar	40,000	16/08/15	ASC
				232,785		
10	Sands End Adventure Project	Community	SE Assoc. Project in Action	24,000	31/08/15	CS
11	181-187 King Street	Office	EC Harris LLP	22,000	31/03/17	CS
12	New Kings Primary School	Community	Parayhouse School	8,588	31/08/16	CS
13	Melcombe Primary School	Community	Louis Kugele	4,800	10/07/07	CS
14	New King`s Primary School	Community	Parayhouse School	34,000	31/08/16	CS
15	Sands End Playhouse	Community	Rays Playhouse	21,610	16/06/18	CS
				14,998		
16	Ravenscourt Park	Food	Fait Maison	20,000	00/01/00	ELRS
17	Bishop`s Park Café	Food	Carmen Milagros Pelle	10,800	31/07/10	ELRS
18	Ravenscourt Park Glass	Community	Gardens Association	550	24/12/18	ELRS
19	Part Askew Road Library	Community	Royal Mail Group	10,000	21/03/20	ELRS
20	Lilla Huset Cen.	Community	H&F Urban Studies	32,000	14/06/01	ELRS
				73,350		
21	29 St Ann`s Road	Food	Rakesh Shah_29	10,000	31/03/11	H&R
22	445 Sullivan Court	Food	M Darvishani-Fikouhi	11,400	23/09/28	H&R
23	496 Fulham Road	Food	Southwest Ventures	32,600	23/05/29	H&R
24	65 Bloemfontein Road	Food	Elaine Norman Lewis	14,500	28/09/24	H&R
25	683 Fulham Road	Food	Café Mambo Enterprises	19,000	10/05/11	H&R

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
26	Units 1 & 2 @ 5 Uxbridge Rd	Food	Cengiz Erpolat	64,000	27/02/21	H&R
27	11 Sullivan Enterprise Cen.	Industrial	Anthos M Kambitis	9,351	31/07/12	H&R
28	1 Sullivan Enterprise Cen.	Industrial	Style & Comfort	6,530	11/07/07	H&R
29	10 Sullivan Enterprise Cen.	Industrial	Various	9,351	05/10/11	H&R
30	12 Sullivan Enterprise Cen.	Industrial	A Aleman-Castellano	9,073	24/12/11	H&R
31	15 Townmead Business Cen.	Industrial	C Hallmark & J Hallmark	5,882	24/07/11	H&R
32	16 Sullivan Enterprise Cen.	Industrial	Cogent Electrical Services	6,543	03/03/10	H&R
33	16 Townmead Business Cen.	Industrial	A Home to Rent	6,903	09/06/14	H&R
34	17 Townmead Business Cen.	Industrial	Khalid Latif	3,894	10/03/16	H&R
35	18 Townmead Business Cen.	Industrial	Julie Lane	4,396	14/02/16	H&R
36	19 Sullivan Enterprise Cen.	Industrial	David Wagstaff Garcia	5,801	13/05/10	H&R
37	2 Sullivan Enterprise Cen.	Industrial	G Giuseppe Conte	6,976	24/08/11	H&R
38	22 Sullivan Enterprise Cen.	Industrial	Fabio Mazzocchi	8,295	17/05/13	H&R
39	22 Townmead Business Cen.	Industrial	Peter Beckmann	4,240	16/02/12	H&R
40	25 Townmead Business Cen.	Industrial	Sikiru Abdullahi	4,673	12/05/13	H&R
41	26 Townmead Business Cen.	Industrial	Michael John Walton	5,278	16/06/11	H&R
42	28 Townmead Business Cen.	Industrial	M Awais Qureshi	8,650	15/08/10	H&R
43	29 Townmead Business Cen.	Industrial	Concourse Cars	4,621	02/05/11	H&R
44	3 Sullivan Enterprise Cen.	Industrial	Francis Guzman	7,622	31/03/11	H&R
45	3 Townmead Business Cen.	Industrial	David Grigg	4,636	09/07/10	H&R
46	33 Townmead Business Cen.	Industrial	CMM2	4,529	28/04/10	H&R
47	35 Townmead Business Cen.	Industrial	CJ & LJ Strudwick	7,451	15/04/17	H&R
48	36 Townmead Business Cen.	Industrial	CJ & LJ Strudwick	8,880	15/04/17	H&R
49	39 Townmead Business Cen.	Industrial	Bespoke Curtains & Blinds	7,790	27/09/14	H&R
50	4 Sullivan Enterprise Cen.	Industrial	Powerflush	7,533	31/03/11	H&R
51	5 Sullivan Enterprise Cen.	Industrial	Good Glassart	12,462	13/02/09	H&R
52	8 Sullivan Enterprise Cen.	Industrial	World's End Couriers	10,495	20/05/15	H&R
53	9 Townmead Business Cen.	Industrial	TD News	7,737	14/12/13	H&R
54	1 Townmead Business Cen.	Industrial	Bramtons	5,138	12/05/14	H&R
55	11 Townmead Business Cen.	Industrial	Christopher & Laura Frost	12,824	24/03/14	H&R
56	13 Sullivan Enterprise Cen.	Industrial	Caroline Fooks Design	5,934	14/03/15	H&R
57	14 Sullivan Enterprise Cen.	Industrial	Alan Bradford	6,112	29/07/15	H&R
58	15 Sullivan Enterprise Cen.	Industrial	Saviano Belle	6,112	22/07/15	H&R
59	2 Townmead Business Cen.	Industrial	London and Southern	5,676	02/05/14	H&R

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
60	20 Sullivan Enterprise Cen.	Industrial	Anthony Richard Gregg	5,804	10/06/15	H&R
61	21 Townmead Business Cen.	Industrial	Nikolovski Atanasko	3,687	01/11/15	H&R
62	23 Sullivan Enterprise Cen.	Industrial	Fabio Mazzocchi	9,761	28/06/15	H&R
63	32 Townmead Business Cen.	Industrial	Amalg. Euro Products	9,138	17/02/16	H&R
64	6 Sullivan Enterprise Cen.	Industrial	P Bernardi & A Porter	12,911	11/01/15	H&R
65	7 Sullivan Enterprise Cen.	Industrial	Creative Merchand.	8,824	27/10/14	H&R
66	7 Townmead Business Cen.	Industrial	Darren Nicholas Baxter	4,655	11/04/14	H&R
67	17 Sullivan Enterprise Cen.	Industrial	The Handy Squad	6,669	11/06/15	H&R
68	31 Townmead Business Cen.	Industrial	MITIE Shared Services	8,013	02/05/16	H&R
69	40 Townmead Business Cen.	Industrial	MITIE Shared Services	8,844	02/05/16	H&R
70	20 Townmead Business Cen.	Industrial	Graeme Paul Kilby	4,076	19/02/09	H&R
71	13 Townmead Business Cen.	Industrial	Christopher Cory-Wright	3,774	26/11/08	H&R
72	14 Townmead Business Cen.	Industrial	Gallagher's Travel's	4,778	12/03/09	H&R
73	96 Old Oak Common Lane	Shop	Avni	9,000	01/02/24	H&R
74	1 Broxholme House	Shop	Millenium Sports	14,250	23/05/23	H&R
75	1 Chuter Ede House	Shop	A & A Kebede	16,500	27/03/10	H&R
76	10 Swanscombe Road	Shop	Idris Ibrahim Adem	6,200	24/03/14	H&R
77	100 Old Oak Common Lane	Shop	TA & PT Alexa	14,000	24/06/23	H&R
78	12 Swanscombe Road	Shop	R Shah & KH Shah	6,200	24/03/14	H&R
79	127 Walham Green Court	Shop	Carl Hutchinson	13,250	25/01/09	H&R
80	128 Walham Green Court	Shop	Platane	17,250	11/04/23	H&R
81	131 Walham Green Court	Shop	Thin Vu Nguyen	22,000	20/10/23	H&R
82	132 Walham Green Court	Shop	Doctor Lui Clinic	17,000	20/10/28	H&R
83	14 Swanscombe Road	Shop	Savas Aziz	6,200	24/03/14	H&R
84	141 Lillie Road	Shop	Hartish & Roopi Takhar	22,000	24/01/22	H&R
85	16 Swanscombe Road	Shop	T/A FARO	6,200	24/03/14	H&R
86	2 Broxholme House	Shop	I Selin Designs	13,000	16/10/19	H&R
87	2 Chuter Ede House	Shop	Raj Awasthi	10,500	26/05/05	H&R
88	2 Swanscombe Road	Shop	Mohammed Amini	10,850	18/12/12	H&R
89	2 Walham Green Court	Shop	Orlando Herry	13,500	10/10/21	H&R
90	25 St Ann`s Road	Shop	Rakesh Shah_25	36,000	04/10/17	H&R
91	3, Walham Green Court	Shop	Paul Brown	9,100	02/08/22	H&R
92	31 St Ann`s Road	Shop	Taghrid Ibrahim	5,150	31/03/11	H&R
93	33 St Ann`s Road	Shop	Aziz Siddiqui	5,150	31/03/11	H&R

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
94	35 St Ann`s Road	Shop	Quadeer Siddiqui	5,150	31/03/11	H&R
95	37 St Ann`s Road	Shop	M Siddiqui & I Siddiqui	10,300	31/03/11	H&R
96	4 Chuter Ede House	Shop	Ann Aconda	11,500	19/11/09	H&R
97	4 Swanscombe Road	Shop	DKM & ABDK Patel	6,200	24/03/14	H&R
98	4, 126 Walham Green Court	Shop	Orlando Herry	8,000	26/11/28	H&R
99	447 Sullivan Court	Shop	VJK Traders	11,500	18/12/23	H&R
100	448 Sullivan Court	Shop	AKM Patel & PA Patel	11,000	01/10/21	H&R
101	5 Broxholme House	Shop	Ara Jamal Salah_5	14,000	07/04/20	H&R
102	5 Chuter Ede House	Shop	Ann Aconda	11,500	19/11/09	H&R
103	53 South Africa Road	Food	Demetris Dracos	11,750	25/03/24	H&R
104	55 South Africa Road	Community	Queens Park Rangers	12,500	26/05/18	H&R
105	57 South Africa Road	Shop	William Hill (Southern)	12,500	11/07/15	H&R
106	59 South Africa Road	Shop	Carboebourne	12,500	24/03/24	H&R
107	6 Broxholme House	Shop	Ara Jamal Salah_6	14,000	09/10/15	H&R
108	6 Chuter Ede House	Shop	Ann Aconda	9,500	19/11/09	H&R
109	61 South Africa Road	Shop	Sarup Singh Daneva	12,500	22/04/25	H&R
110	62 Blythe Road	Shop	H&F MIND	14,000	18/10/16	H&R
111	64-68 Blythe Road	Shop	Ashvin Patel	42,000	05/09/23	H&R
112	665- 671 Fulham Road	Shop	Leyland SDM	100,000	07/09/24	H&R
113	67 Bloemfontein Road	Shop	William Hill (Southern)	11,500	15/12/20	H&R
114	671a Fulham Road	Shop	Nalga S M Ahmed	0	08/03/94	H&R
115	673 Fulham Road	Shop	Terry MaClaren	12,000	27/07/13	H&R
116	673a Fulham Road	Shop	Hawbash Jamal	13,625	12/12/21	H&R
117	675 Fulham Road	Shop	U Moriton and Z Orgil	13,100	16/06/28	H&R
118	677-679 Fulham Road	Shop	Frank Saffari	32,000	10/04/18	H&R
119	681 Fulham Road	Shop	ANA Flooring UK	13,200	09/11/23	H&R
120	7 Broxholme House	Shop	Batehish	12,000	07/05/28	H&R
121	70 Blythe Road	Shop	Abraham Teferi	14,625	27/01/14	H&R
122	71 Bloemfontein Road	Shop	Vacant	10,000		H&R
123	72 Blythe Road	Shop	Kensington Glass Project	13,500	19/08/27	H&R
124	73 Bloemfontein Road	Shop	Drakewinter	11,600	25/12/26	H&R
125	74 Blythe Road	Shop	Sami Haider	15,250	11/08/19	H&R
126	77 Bloemfontein Road	Shop	SR Ellango	13,000	24/09/27	H&R
127	8 Swanscombe Road	Shop	Kazem Zibara	6,200	24/03/14	H&R

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
128	83 Bloemfontein Road	Shop	M Sivakumar	11,500	10/02/23	H&R
129	85 Bloemfontein Road	Shop	M Sivakumar	11,500	10/02/23	H&R
130	89 Bloemfontein Road	Shop	M El-Sayed & A Sharaf	9,000	12/09/27	H&R
131	91 Bloemfontein Road	Shop	Farideh Kazem Zadeh	11,000	19/05/19	H&R
132	98 Old Oak Common Lane	Shop	Azfar Mehdi Naqvi	15,000	05/09/16	H&R
133	99 Moore Park Road	Shop	Kinder London	9,000	22/01/24	H&R
134	3 & 4 Broxholme House	Shop	Elite Images	26,500	03/12/28	H&R
135	3 & 4 @ 5 Uxbridge Road	Shop	Orchards of London	55,000	08/01/29	H&R
136	2A Erconwald Street	Shop	Al Dong Ngo	5,800	30/03/20	H&R
137	30 North End Crescent	Shop	Ahmad Nessar	12,750	02/01/17	H&R
138	69 Bloemfontein Road	Shop	William Hill (Southern)	7,550	24/12/13	H&R
139	69 Bloemfontein Rd - Sat. dish	Shop	William Hill (Southern)	2,070	24/12/13	H&R
140	7 Chuter Ede House	Shop	Kifayaytullah Rahmani	21,500	31/08/14	H&R
141	81 Bloemfontein Road	Shop	M Sivakumar	11,800	23/12/25	H&R
142	87 Bloemfontein Road	Shop	Manmeet Singh Ahuja	7,600	22/12/24	H&R
143	93 Bloemfontein Road	Shop	Emac Bakshi	11,750	11/12/14	H&R
144	618-620 King's Road	Shop	Villa Verde	40,000	29/04/25	H&R
145	274 North End Road	Shop	H & F Credit Union	4,000	00/01/00	H&R
146	57 South Africa Road	Shop	William Hill (Southern)	1,750	11/07/15	H&R
147	62 Blythe Road	Shop	H&F MIND	14,000	18/10/16	H&R
148	72 Blythe Road	Shop	Kensington Glassl Project	13,500	19/08/27	H&R
149	77 Bloemfontein Road	Shop	SR Ellango	13,000	24/09/27	H&R
150	Edward Woods	Community	Renaissance Skills Cen.	20,000	31/03/14	H&R
151	White City Community Cen.	Shop	Africare	6,000	12/05/11	H&R
152	Charecroft Estate	Shop	LCP Car Parking Services	45,125	20/03/19	H&R
153	Cell Site at Horton House	Mast	O2 (UK)	9,500	24/07/06	H&R
154	Lancaster Court PCN	Mast	Orange	3,250	24/06/98	H&R
155	Standish House Garage	Shop	Kirkwood Rentals	15,000	29/01/09	H&R
156	Cell Site 61-106 Barclay Close	Mast	Telecom Sec. Cellular	8,000	24/02/08	H&R
157	Ravenscourt House	Shop	Ravenscourt House	20,200	20/09/14	H&R
158	91 Moore Park Road	Nursery	JMR Williams	10,550	01/08/23	H&R
159	Stebbing House Garages	Parking	Car Storage London	17,000	06/05/09	H&R
160	370 - 376 Uxbridge Road	Community	BRIDGES Bleheim CDP	39,000	30/09/15	H&R
161	52C Lakeside Road	Community	Women & Girls Network	13,500	24/12/15	H&R

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
162	69 Talgarth Road	Community	Barons Court Project	14,600	31/12/17	H&R
163	Batman Close Surgery	Surgery	Amish Jessa	7,500	21/01/20	H&R
164	Falkland House Clinic	Clinic	H&F PCTrust	23,500	25/03/15	H&R
165	8 Broxholme House	Shop	Sheila Nimoh	13,400	06/03/29	H&R
166	28 Fulham Palace Rd	Shop	Antipodespresso	24,000	18/02/24	H&R
167	361 New King's Road	Shop	Vacant	12,000		H&R
168	27 Townmead Business Cen.	Industrial	Vacant	7,598		H&R
169	1a Sullivan Enterprise Cen.	Industrial	Vacant	5,935		H&R
170	18 Sullivan Enterprise Cen.	Industrial	Vacant	5,804		H&R
171	1 Sullivan Enterprise Cen.	Industrial	Vacant	5,804		H&R
172	5 Townmead Business Cen.	Industrial	Vacant	7,820		H&R
173	6 Townmead Business Cen.	Industrial	Vacant	8,932		H&R
174	8 Townmead Business Cen.	Industrial	Vacant	5,176		H&R
175	12 Townmead Business Cen.	Industrial	Vacant	14,013		H&R
176	19 Townmead Business Cen.	Industrial	Vacant	3,721		H&R
177	23 Townmead Business Cen.	Industrial	Vacant	3,635		H&R
178	24 Townmead Business Cen.	Industrial	Vacant	4,135		H&R
179	30 Townmead Business Cen.	Industrial	Vacant	5,192		H&R
180	37 Townmead Business Cen.	Industrial	Vacant	4,621		H&R
181	38 Townmead Business Cen.	Industrial	Vacant	5,261		H&R
182	3 Chuter Ede House	Shop	Vacant	12,000		H&R
183	446 Sullivan Court	Shop	Vacant	14,300		H&R
184	4 Townmead Business Cen.	Industrial	Vacant	5,192		H&R
185	10 Townmead Business Cen.	Industrial	Vacant	8,875		H&R
186	34 Townmead Business Cen.	Industrial	Vacant	4,931		H&R
				2,019,762		
187	7 Putney Bridge Approach	Shop	Shahid Hussain	13,000	09/06/24	TTS
188	Eel Brook Common Café	Food	Over the Bridge	16,000	03/07/16	TTS
189	The Green Club	Community	Le Seilleur Enterprises	15,500	24/02/06	TTS
190	600 Fulham Road	Shop	Roman Art Works	21,200	18/11/13	TTS
191	602 Fulham Road	Shop	Ashir Mohamed	15,750	08/11/09	TTS
192	97 Hammersmith Road	Shop	Mohammed Rafiq	22,500	04/08/18	TTS

<u>No</u>	<u>Address</u>	<u>Type</u>	<u>Tenant</u>	<u>Annual Rent £</u>	<u>Lease end</u>	<u>Cttee</u>
193	West Six Garden Cen.	Shop	Northone Garden Cen.	53,000	11/01/17	TTS
194	Pryor`s Bank Pavilion	Community	London Diocesan Fund	27,500	11/06/12	TTS
195	277 Goldhawk Road	Nursery	Julie Booth-Penman	28,000	03/08/16	TTS
196	Godolphin Road Gardens	Community	Custodian for Charities	3,710	13/01/24	TTS
197	Hartswood Lawn Tennis Club	Community	Hartswood Lawn Tennis	12,500	14/07/18	TTS
198	Loris Rd Community Garden	Community	Custodian for Charities	2,400	13/01/24	TTS

231,060

TOTAL (all Committees) £ 2,671,955

Other income

Substations (over 100 with 40 holding over –
agreement in priciple for renewal on the basis
of £500 p/a)



20,000

TOTAL £2,691,955

KEY

Properties shown with light background are held in the Housing Revenue Account (HRA): 102 units.

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: 1 December 2014	
	Full Cabinet Date of decision (i.e. not before): 20 November 2014 Forward Plan reference: KD04390/14/K/AB	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
Report title (decision subject)	BI-BOROUGH LGPS PENSION ADMINISTRATION SERVICES FROM 1 APRIL 2015	
Reporting officer	Debbie Morris, Bi-Borough Director of HR	
Key decision	Yes	
Access to information classification	Open report. A separate report on the exempt part of the Cabinet agenda provides exempt information about the current contract.	

1. EXECUTIVE SUMMARY

- 1.1. On 1 October 2011 the Local Government Pension Scheme (LGPS) Pension Administration Service for H&F was outsourced to Capita via a four (4) year framework agreement, underpinned by a call-off contract between H&F and Capita. The framework arrangement's expiry date is 30 September 2015. RBKC joined the framework arrangement on 1 September 2012.
- 1.2. The annual value of the call-off contract is currently £214k for H&F and £139k for RBKC, reflecting the split of pension scheme membership numbers, movement activity and current pensioners across both boroughs.

- 1.3. This report sets out the business case for terminating the call-off contract with Capita by mutual agreement on 31 March 2015 and entering into a new service provision arrangement with Surrey County Council (SCC) from 1 April 2015 for an initial period of five (5) years. This is the earliest date that can be achieved due to the technical and operational requirements of accurately transitioning all aspects of the service to the new supplier.
- 1.4. A requirement of using SCC's service is that a new pension administration software system must be acquired and licensed. It is proposed that this is done through a specific/call-off contract being called-off under a framework arrangement established by Northumberland County Council (NCC) in May 2014. This report seeks Cabinet approval to enter into a specific/call-off contract for each borough with the software supplier for a period of five (5) years.
- 1.5. The delegation of the pension administration service to Surrey is permitted under section 101 of the Local Government Act 1972. This requires the approval of the full Council. A report to this effect is being put to RBKC's Council meeting on 3 December 2014, and to H&F's Council meeting on 28 January 2015. SCC has confirmed it will accept this service delegation.

2. RECOMMENDATIONS

- 2.1. That approval be given to the termination, by mutual agreement with the supplier, of the Capita pension administration service call-off contract for H&F and RBKC on 31 March 2015, to be achieved by means of a Deed of Termination to be approved by the Bi-Borough Director of Law and signed by all parties to the call-off contract.
- 2.2. That approval be given to Aquila Heywood ("Heywood") as the supplier of the pension administration software, for a period of five (5) years, to be administered by SCC, to be achieved by entering in to a specific/call-off contract from a framework arrangement established by NCC in May 2014, and in accordance with EU procurement requirements.
- 2.3. That SCC be approved as the new provider of pension administration services and payroll services for pensioners for H&F and RBKC from 1 April 2015, for an initial period of five (5) years.
- 2.4. That approval be given to one-off transition costs to the respective pension funds of £258k for H&F and £226k for RBKC for moving the new service to an alternative provider, and the estimated annual ongoing costs of £267k for H&F and £208k for RBKC. (These estimated costs reflect scheme membership numbers and other membership movement activity in each borough where relevant, and also include estimated costs for the Heywood Altair software.)
- 2.5. To note the requirement to seek full Council approval at the full Council meetings of RBKC (on 3 December 2014) and H&F (on 28 January 2015) to approve and make arrangements for the discharge of its functions under section 101 of the

Local Government Act 1972 and to delegate the H&F and RBKC pension administration service and pensioner payroll service to SCC from 1 April 2015, for an initial period of five (5) years. (An agreement will be drafted with SCC to formalise the arrangements between the parties. It is anticipated that the agreement will contain a minimum four (4) month termination clause).

3. REASONS FOR DECISION

- 3.1. The call off contract with Capita defines a range of monthly performance criteria against which the quality, accuracy and timeliness of the service is measured, all requiring 100% levels of performance. Appendix A to the exempt report assesses historic and recent Capita performance against the agreed criteria.
- 3.2. Given the rationale explained in Appendix A to the exempt report, officers have concluded that there is no advantage to be gained in waiting for the call off contract to expire on 30 September 2015, and that it would be preferable to seek a new provider as quickly as possible in order to mitigate on-going financial and operational risk.
- 3.3. Capita has been advised of the Councils' intention to terminate the contract by way of mutual consent, and has accepted this proposed way forward. Advice from Legal Services does not identify any obvious obstacles to this approach, subject to the completion of a Deed of Termination to be signed by all parties.

4. BACKGROUND

- 4.1. The provision of the local government pension scheme (LGPS) is a statutory function of all local authorities in England and Wales. In recent years there have been a series of legislative changes to LGPS rules, making the service significantly more complex to administer, such that it is now considered a highly specialised function. It is expected that the scheme administration will become even more complex over time due to Government initiatives.
- 4.2. H&F's LGPS pension administration service was provided in-house until 2000 when it was outsourced to the London Pensions Fund Authority for eleven (11) years, and then outsourced to Capita in 2011. RBKC's service has been outsourced to Capita since 2007.
- 4.3. Capita's LGPS pension administration service was selected by H&F and RBKC primarily on grounds of cost compared to alternative providers at that time. Recent experience has shown that service accuracy, quality and timeliness is paramount in ensuring the Councils can meet their statutory obligations and obtain best value from the providers of this specialised function.

5. PROPOSAL AND ISSUES

5.1. There are advantages to H&F and RBKC continuing to jointly source a pension administration service, as follows:

5.1.1. **Pension Client Team** – the Pension Client Team has proven its value in monitoring the activities of an external provider. However this team is very small (2.0 x FTE from 1 December 2014) and therefore this expertise is best retained as a single service across H&F and RBKC.

5.1.2. **Internal management** – management of the pension administration contract is undertaken from within the Bi-Borough HR Service, alongside all HR/Payroll operational and policy work. There are strong links between these services; to split them across different pension service providers would cause service inefficiencies and reduce the consistency of service delivery.

5.1.3. **Economies of scale** – two Councils acting together in the sourcing of pension administration services are more likely to obtain greater financial and operational leverage in service provision over the longer term.

5.1.4. **Managed Services** – the planned implementation of Managed Services from 1 April 2015 will heighten the need of a pension administration provider to act uniformly with the new Agresso system, particularly in respect of providing monthly interfaces for employee pensionable pay and for pension contributions affecting retirement entitlements. There will also be a need for the pension administration provider to provide interfaces to Agresso accounting modules to account for pensioner payroll costs. Transitioning the pension administration service to SCC by 1 April 2015 will not impact significantly on the Managed Services project and will ensure that only one pension service supplier needs to work with the Agresso system.

5.2. There are two options for alternative service provision other than Capita:

5.2.1. **Bring the service back in-house** – although the internal Pensions Client Team has significant knowledge and expertise in this field, the Councils have neither the capacity nor the infrastructure to establish a pension administration service within five (5) months. There is also concern in being able to maintain long-term resilience in staff retention and technical expertise in what has become a highly specialised market.

5.2.2. **Transition to a new external provider** – changes over recent years in LGPS administration have seen the growth of specialised service providers in London and the south east, namely: the London Pension Fund Authority (LPFA), the London Borough of Wandsworth (Wandsworth) and SCC. Each of these bodies runs LGPS pension administration services for a number of local authorities and they have developed specialised

knowledge of LGPS rules and regulations, taking advantage of economies of scale by pooling resources and expertise. In addition they all use the Heywood Altair pension administration system which is the market leading system for the LGPS. Transitioning the service to an alternative external provider ensures the greatest long term security of service provision.

5.3. A new provider will need to transition the whole service over a period of no more than five (5) months, going live on 1 April 2015. It cannot be done any sooner than this due to the technical and operational setup requirements and the need to ensure accurate transition of the historical data to the new system. This timescale is achievable so long as the project is managed effectively. The delegated service agreement with the new service supplier will include requirements on them to:

- Manage the project from end-to-end
- Adhere to strict service performance criteria (see Appendix A to the exempt report).
- Produce the pensioner payrolls
- Provide secure member online access, including the ability to view and update key personal data
- Interface with the new Agresso managed services system

6. OPTIONS AND ANALYSIS

6.1. Of the three (3) alternative providers mentioned at section 5.2.2 of this report, H&F have previously used LPFA's service from 2000-2011 its performance was generally acceptable during this period although relatively expensive.

6.2. Wandsworth and SCC are the main alternative providers in this specialised service area. Both organisations operate pension administration services on a not for profit basis, have a good track record of efficient pension service provision to their own members as well as to those of other Councils, and have the capacity to take on additional public sector clients. They both also use the market leading Heywood Altair software system. Each was asked to provide a range of comparable information to H&F and RBKC for evaluation and the results of this are given in Appendix A to the exempt report.

6.3. From the information in Appendix A, it can be seen that over the proposed five (5) year term SCC's costs are lower. Service quality standards and levels of performance are also virtually identical between both Wandsworth and SCC and meet defined national minimum standards.

6.4. Given the equitability of costs and service quality, SCC has been selected as the preferred provider for the following reasons:

6.4.1. SCC has experience of running pensioner payrolls on Heywood Altair whilst Wandsworth does not.

- 6.4.2. SCC has experience of supporting secure member online web access to personal pension records whereas this is not currently supported by Wandsworth although we understand they are planning to do so in due course.
- 6.4.3. Interfaces with the new Agresso Managed Service system have largely been built as part of SCC's pension administration service to WCC. It is expected that these will be portable for H&F and RBKC.
- 6.4.4. The whole service provision for H&F and RBKC would be brought under the same operational framework as WCC. This will make it easier to plan and monitor the service on-going, and to bring consistency to the exchange of information with Agresso.

7. CONSULTATION

- 7.1. The H&F/RBKC Chief Executives and the H&F Executive Director of Finance & Corporate Services both support these proposals.
- 7.2. There has been consultation with WCC in respect of the service performance experienced from SCC since they took responsibility for running WCC's pension administration services from 1 June 2014, which has proven to be highly efficient and has met expectations for effective service delivery.
- 7.3. Consultation has also taken place with the Tri-Borough Pensions & Treasury Services to assess the transitional and on-going estimated service costs in the context of their reasonableness and affordability to the respective borough pension funds. The two other London boroughs linked to the framework arrangement have been assured that the framework agreement from which their contracts are called off will not be affected by H&F's and RBKC's proposals as described in this report.

8. EQUALITY IMPLICATIONS

- 8.1. There are no key equalities issues.

9. LEGAL IMPLICATIONS

- 9.1. With regard to the discharge of a contract by agreement, contracting parties can mutually agree termination of a contract. Upon instruction, Legal Services will advise and assist officers to ensure that the arrangement, including where relevant the various options for dealing with the parties' accrued rights and liabilities under the agreement being terminated, is formally recorded.

- 9.2. With regard to procurement of supply pension administration software, we are advised that this will be achieved by entering into a specific/call-off contract from a Northumberland County Council single supplier framework agreement (the NCC framework). In calling off from the NCC framework, the Council should be satisfied that the particular contract advertisement and contract terms contain adequate provision for participation by the Council.
- 9.3. NCC confirms that the single supplier was appointed onto the NCC framework following successful completion of an EU compliant tendering exercise. The relevant OJEU notice (together with NCC background documents) confirm that the NCC framework is for use by all UK Contracting Bodies and goes on to list various classes of public body, including Local Authorities.
- 9.4. In terms of any specific/call-off contract entered into under a framework arrangement, these may be let for a period exceeding four (4) years (and so may extend beyond the lifespan of a framework arrangement). The Public Contracts Regulations 2006 (as amended) do not stipulate the duration of a specific/call-off contract awarded under a framework arrangement, however, award should be for a duration which is within the normal course of awarding contracts under the framework arrangement and not in a manner which restricts or distorts competition. The relevant ordering procedure and documents in order to successfully call-off from the NCC framework are provided by NCC. Where instructed, Legal Services will advise and assist officers accordingly.
- 9.5. With regard to provision of pension administration by SCC, section 101 Local Government Act 1972 empowers a local authority to make arrangements for the discharge of its functions by any other local authority. Where non-executive functions such as pension administration are discharged, the determination to delegate to another local authority is within the remit of full Council.
- 9.6. Upon instruction, Legal Services will advise and assist officers to ensure that the arrangement between the two local authorities is formally recorded setting out the precise nature of the delegation, including inter alia the various rights and responsibilities of the parties.
- 9.7. Implications verified/completed by: Rachel Lansdowne, Senior Solicitor (Contracts). Tel. 020 8753 2774.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The transition costs of £258k for H&F and £226k for RBKC will be incurred in the current financial year.
- 10.2. In addition the new on-going annual contract price of £267k for H&F and £208k for RBKC represents an annual increase of £53k (or 25%) for H&F, and £69k (or 50%) for RBKC. The higher percentage increase for RBKC's annual ongoing costs reflects the fact that software charges under the new arrangements

represent a much greater proportion of the overall service charge when compared to Capita's arrangements, and are equitable between both boroughs to reflect scheme membership numbers and transactional volumes.

- 10.3. The total additional cost over the five year term of the proposed new call-off contract and service delegation is £265k for H&F and £345k for RBKC.
- 10.4. All costs relating to the pensions contract are wholly charged to the H&F and RBKC pension fund respectively. There will be no impact on either Council's revenue accounts.
- 10.5. Financial and resource implications verified/completed by: H&F: Caroline Wilkinson, Head of Finance Systems Controls and Payments, 020 8753 1813. RBKC: Lyn Myers, Group Finance Manager for Corporate Services, Planning & Borough Development, 020 7361 2310.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1. Bi-borough Human Resources are responsible for the management of risk associated with the management of the contract and subsequent procurement. The provision of the local government pension scheme (LGPS) is a statutory function of all local authorities in England and Wales and compliance with that function is a strategic risk on the Councils Risk Register, risk number 5. The report proposals support the obligations the Council has to meet the on-going needs and expectations of the service users. Continuity of service, risk number 4 on the Councils risk register is also a strategic risk. Implications regarding transfer of the service have been considered and a way forward agreed. An appropriate exit strategy to mitigate the effects of termination of the contract is being proposed. Information management risk and Information governance will need to be considered throughout the process of the transfer to new providers.
- 11.2. Surrey County Council has long experience of successfully managing pension administration services for local government clients. In addition Heywood has decades of experience in successfully providing the most advanced pension software management system tailored to the LGPS. Surrey County Council will manage the transition project using a proven project management strategy that was most recently deployed in June 2014 in managing the successful transition of Westminster City Council's service. H&F and RBKC will ensure that the project meets its delivery timescale through regular project management meetings.
- 11.3. Implications verified/completed by: Michael Sloniowski, 020 8753 2587, Bi-Borough Risk Manager.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. The procurement of the Heywood pension administration software will be managed via a call-off contract from the Northumberland County Council Framework Agreement, in accordance with EU and other procurement legislation. This framework arrangement was established in May 2014 and permits local authorities in the UK to call-off a contract from the supplier Heywood for its pension administration software. This software is recognised as the UK's market leading system for LGPS administration.
- 12.2. SCC has confirmed that its range of services will be unaffected by the use of a call-off contract from the NCC framework arrangement.
- 12.3. The solution will be evaluated by HFBP and any costs associated taken into consideration although an estimated provision has already been made for this in the existing cost estimates in Appendix A. An analysis will also include whether other secure links or other IT is needed apart from the hosted service are required
- 12.4. The Aquila Heywood software system will be hosted on Surrey County Council's data centre. Costs for this have been included in the financial implications of this report. Heywood and Surrey County Council have confirmed that this is consistent with the arrangements for other Councils for which Surrey provides the same service.
- 12.5. This is in line with current IT strategy for H&F and RBKC.
- 12.6. Implications verified/completed by: Alan Parry, Procurement Consultant (TTS) telephone 020 8753 2581.

Debbie Morris
Bi-Borough Director of HR

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

No background papers were used.

Agenda Item 11

	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
EXECUTIVE RESPONSE TO THE RECOMMENDATIONS MADE BY THE BUSINESS RATES SCRUTINY TASK GROUP	
Report of the Cabinet Member for Economic Development & Regeneration	
Open Report	
Classification - For Decision	
Key Decision: No	
Wards Affected: All	
Accountable Executive Director: Jane West, Executive Director for Finance & Corporate Services	
Report Author: Craig Bowdery, Scrutiny Manager	Contact Details: Tel: 020 8753 2278 E-mail: craig.bowdery@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 At its meeting on 8th April 2014, the Overview & Scrutiny Board considered and approved the Final Report of the Business Rates Scrutiny Task Group. The Task Group made eleven recommendations to the Council, six to Government and two to the Valuation Office Agency. At its meeting on 28th April 2014, Cabinet received the report and agreed to provide an Executive Response to the recommendations. The proposed response is presented in Appendix A.

2. RECOMMENDATIONS

- 2.1 That approval be given to the proposed Executive Response to the recommendations made to the Council.
- 2.2 That a report including the full cost implications for recommendations that would change existing Council policy be submitted to the Economic Regeneration, Housing & the Arts Policy and Advisory Committee.

- 2.3 That the Economic Regeneration, Housing & the Arts Policy and Advisory Committee be responsible for monitoring the implementation of the Task Group's recommendations.

3. REASONS FOR DECISION

- 3.1 The Council's Constitution outlines the power of Overview and Scrutiny Committees to make recommendations to the Cabinet, the Council or to external partner agencies. Reports from scrutiny are usually responded to within eight weeks of them being submitted.

4. INTRODUCTION AND BACKGROUND

- 4.1 The Business Rates Scrutiny Task Group was commissioned by the Overview & Scrutiny Board on 15th July 2013 to explore the impacts of reforms to the business rates system that took effect in April that year. The reforms were intended to give local authorities a direct financial incentive to help promote local economic development, so the Task Group also investigated how the Council could help foster healthy and successful high streets in Hammersmith & Fulham. With a large number of outstanding appeals in the borough, the performance of the Valuation Office Agency was also included in the Task Group's remit.
- 4.2 During the 2013/14 municipal year, the Task Group conducted its investigations by reviewing witness testimonies, documentary evidence and examples of best practise elsewhere. In April 2014 it presented its findings and conclusions, and made a number of recommendations to the Council, Government and the Valuation Office Agency.

5. PROPOSAL AND ISSUES

- 5.1 Since Cabinet received the findings of the Task Group, the Council has considered the recommendations made and the proposed Executive Response is presented in Appendix A.
- 5.2 Six recommendations were made to Government. Shortly after the conclusion of the Task Group's investigations the Government commenced a review of the business rates system, to which the task group's final report was submitted as part of the Council's response. The Council has received a response from the Department of Communities & Local Government on those recommendations outside of the scope of the Government's review. This response is also presented in Appendix A.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 Cabinet can choose to either endorse the recommendations made by scrutiny, reject them or amend them. If Cabinet decides to reject the recommendations then an explanation of why the findings of the Task Group were rejected might be requested by the relevant Policy & Accountability Committee.

7. EQUALITY IMPLICATIONS

- 7.1 There are no equality implications to this report.
- 7.2 Implications verified/completed by: Craig Bowdery, Scrutiny Manager, ext.2278.

8. LEGAL IMPLICATIONS

- 8.1 Paragraph 13 of the Overview and Scrutiny Procedure Rules in Part 4 of the Council's Constitution outlines the power of Overview and Scrutiny Committees to make recommendations to the Cabinet, the Council or to external partner agencies. Reports from scrutiny are usually responded to within eight weeks of them being submitted.
- 8.1 Implications verified/completed by: Craig Bowdery, Scrutiny Manager, ext.2278.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1 Many of the Task Group's recommendations either do not have a significant financial or resource implication and so can be implemented using existing allocations. For those recommendations that will have a more significant impact (recommendations 9, 10 and 11), a full report including all cost and policy implications will be considered by the appropriate Policy & Accountability Committee.
- 9.1 Implications verified/completed by: Craig Bowdery, Scrutiny Manager, ext.2278.

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 A: Response from the Executive and the Government to the recommendations made

The Business Rates Scrutiny Task Group – response from the Executive and the Government to the recommendations made

Recommendations made to the Council:

	Recommendation	Cabinet response	Lead officer and timescale for implementation (if approved)
1	Council officers should meet with the VOA and Westfield as soon as possible to discuss the ways in which the three partners can work together to share information to ensure the valuations of the new retail units in the Westfield extension are as accurate as possible	AGREE Officers to meet with the VOA on a half-yearly basis with a set agenda that includes the Council providing the listings of our current rentals and has Westfield as a specific topic.	Steve Barrett First meeting took place 10 th September 2014
2	The Council should ensure that it shares with the VOA the rent schedules for all properties where it is the landlord	AGREE Officers to meet with the VOA on a half-yearly basis with a set agenda that includes the Council providing the listings of our current rentals and has Westfield as a specific topic.	Maureen McDonald-Khan First meeting took place 10 th September 2014
3	The Council should make it clearer to businesses what it is and has been spending business rate income on and seek suggestions for further activity from businesses	AGREE Information included in business rate demands to be reviewed and businesses to be engaged	Andrew Lord / Steve Barrett / Kim Dero

4	The Council should prioritise the support provided by the Economic Development, Learning and Skills Department to local businesses, particularly small retailers	<p>AGREE EHRA PAC and Procurement Social Value Taskforce identified various workstreams to ensure focus on SMEs and retailers:</p> <ul style="list-style-type: none"> - Two priority areas Bloemfontein Road and North End Road. 1st PAC meeting. - EHRA PAC identified volunteers to work on a NER Action Group to revitalise high street. 17th September 2014 - SMEs consulted on barriers to supplying Council. 18th September 2014 	Kim Dero
5	The Council should adopt a policy of vinyl-wrapping shops that have been vacant for an extended period where the owner cannot be identified, without asking for consent from the owner, and undertake this in accordance with planning legislation	<p>AGREE Funding has been identified to assist with vinyl-wrapping of shops in key areas, as above. Planning working with EDLS to overcome concerns regarding advertising, and vinyl wrapping shops without landlord's permission</p>	Kim Dero
6	The Council should designate an Empty Shops Officer to coordinate the efforts to fill vacant shops	<p>AGREE Funding for a 'high streets' champion has been identified.</p>	<p>Kim Dero</p> <p>Funding to be confirmed but will be available from April 2015.</p>

7	The Council should undertake an exercise to prioritise the borough's 29 shopping areas to ensure resources are utilised as effectively as possible	<p>AGREE Exercise undertaken at Business Strategy Group in early 2014; this led to identification of key priority areas of Bloemfontein Road and North End Road at first EHRA PAC</p>	Kim Dero
8	The Council should adopt a curatorial approach to Bloemfontein Road to attract a suitable mix of tenants to the shopping parade that serve local demand on the White City Estate and other nearby residential areas	<p>AGREE HRD and Mitie focussed on ensuring this parade remains competitive both in its look and tenant-mix. Mitie are preparing a plan for a £100k refurbishment of the parade. All units currently let, or in pre-letting negotiations.</p>	Ernest Gray
9	The Council should adopt a policy that recognises the value of restaurants and the leisure offer in Hammersmith and encourage increased provision, and assess evening safety in the town centres	<p>AGREE TO EXPLORE FURTHER A report considering revised planning policy to be submitted to the Community Safety, Environment & Resident Services PAC.</p> <p>It is considered appropriate through the Council's current planning policies to continue to maintain the right balance of uses within a town centre, where food and drink establishments are encouraged alongside a strong retail offer. The Council's existing</p>	David Gawthorpe January 2015

		<p>and emerging Local Plan policies contain a quota policy which has proven to be a workable management tool that allows flexibility for change of use to non-retail uses whilst retaining a core amount of retail frontage. In the view of officers, the Council's Local Plan Policies dovetail well with the Task Group's recommendation to encourage a balance of restaurant and leisure uses in the borough's town centres whilst maintaining a strong retail draw.</p> <p>It is important that any recommendations made with regard to encouraging restaurant use are also considered against the Council's licensing policy. There are specific policies in place for assessing license applications in both Fulham Broadway and Shepherds Bush as these are areas which already have a large concentration of food and drink establishments. Such uses would also be subject to strict planning controls regarding opening hours.</p>	
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10	<p>The Council should recognise the harmful effect of too many betting shops on the borough's high streets and look at the use of an Article 4 direction to remove permitted development rights and develop planning policy to restrict the concentration of betting and payday loan shops</p>	<p>AGREE TO EXPLORE FURTHER A report considering revised planning policy to be submitted to the Community Safety, Environment & Resident Services PAC.</p> <p>The Council does not currently have a policy in place to address the issue of betting shops and payday loan shops. However, a new policy is currently being drafted to help the Council limit the number and clustering of such uses in the borough and this policy will be taken through in the review of the Local Plan. It is anticipated that the Government will also help the situation further through the review of existing legislation which will see permitted development rights changed to make change of use to betting shops and payday loan shops more difficult. The Government's review has been through a period of consultation and it is anticipated that the new legislation will come in to force in the next 6-12 months. If this legislation is passed, there would not be a need for the Council to use Article 4 Directions to restrict</p>	<p>David Gawthorpe January 2015</p>
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		permitted development rights associated with betting shops and payday loan shops. The PAC Chair is aware of the current policy options.	
11	The Council should consider adopting planning policy that allows retail to residential conversions in the borough's shopping areas only by contracting the areas designated as protected retail frontages from the edges inwards, thus protecting the continuity of high streets and shopping parades. The amount of shrinkage permitted should be determined by the importance of the location to the local economy and should therefore vary by street and parade	<p>AGREE TO EXPLORE FURTHER A report considering revised planning policy to be submitted to the Community Safety, Environment & Resident Services PAC</p> <p>The Council closely monitors the uses within the borough's town centres and local centres in order to establish the health and vitality of the individual centres, looking particularly at land uses and the extent of vacancy. It is considered appropriate to continue to have designated frontages and a retail hierarchy in the borough to promote and consolidate retail and supporting uses within these established areas. This approach seeks to protect the areas that still have a viable commercial presence and allows change of use to residential where this will not result in a demonstrable shortage of retail space in non-</p>	David Gawthorpe January 2015

		<p>designated shopping parades and clusters throughout the borough. The non-designated retail areas, of which there are many in the borough, could under the new permitted development rights change to residential and this would enable non designated shopping parades in the borough such as Dawes Road to be released for housing. If, in the future, our monitoring indicates that a change in policy applying to the established protected shopping frontages is necessary, then this could be considered through a review of the Local Plan.</p>	
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Recommendations made to the Government:

	Recommendation	Government response
12	<p>Government should revisit the rate collection estimate that was made for 2013/14 that led to a £4million loss for Hammersmith & Fulham to ensure collection assumptions more closely reflect actual collection rates</p>	<p>In setting-up the rates retention scheme, the Government recognised that, in establishing an authority's <i>business rates baseline</i>, it would need to estimate each billing authority's 2013-14 rates income based on the best information available to it at the time. It further recognised that changes to an authority's rates base, that post-dated the information used in the calculation of business rate baselines, would necessarily, lead to discrepancies between the baseline figures used in setting-up the scheme and actual collection rates. The implications of different methodologies were discussed extensively with local authority representatives on the Working</p>


		<p>Group set up to implement the scheme. They were also the subject of consultation with local authorities more generally. Overall, we believe that the methodology adopted represented the best that was available, notwithstanding that there would, inevitably, be some variation between business rates baselines and actual collection rates, as happened in the case of Hammersmith and Fulham. The Government has no plans revisit the <i>business rates baselines</i> used in the rates retention scheme.</p>
13	<p>The DCLG should explore whether to introduce a system of financial penalties to compensate ratepayers and local authorities in instances when the VOA and the Valuation Tribunal fail to meet their target timescales for resolving appeals</p>	<p>the Government is committed to ensuring that all appeals against business rate valuations are dealt with fairly, and as quickly as possible. In the period from March 2011 to March 2014, the number of appeals outstanding has reduced from about 320,000 to about 131,500. In addition, the Chancellor announced, at last year's Autumn Statement, the Government's commitment to resolve, by June 2015, at least 95% of the appeals outstanding at the end of September 2013. We are working closely with the Valuation Office Agency and the Valuation Tribunal Service to ensure that this target is met. The Government has also consulted on making improvements to the operation of the business rates appeals process. Many respondents to the consultation this year argued that reform should be considered in the broader context of the review of business rates administration. The Government has therefore decided to fold the consideration of reform of the business rates appeals process in to the broader review of business rates administration.</p>
14	<p>The Government should amend legislation to enable the VOA to share all relevant information with local authorities</p>	<p>No response to this recommendation received</p>

15	Present valuation methods are capricious and breach the principles of fair taxation, therefore the Government's business rates administration review should expand its terms of reference to consider the basis of the business rates system rather than just its administration	No response to this recommendation received
16	Government should explore with the British Retail Consortium the feasibility of adopting a business rates system based on a local banding system with a view to removing current anomalies that harm small businesses	No response to this recommendation received
17	The Government should revise the necessary legislation to make betting shops and payday loan shops a separate and distinct Use Class and remove permitted development rights to that Use Class	No response to this recommendation received

Recommendations made to the Valuation Office Agency:

	Recommendation	VOA response
18	The VOA should commit resources and work with the Valuation Tribunal to reduce the time appeals take to resolve in order to give greater clarity to local authorities and ratepayers	No response to this recommendation received
1	Council officers should meet with the VOA and Westfield as soon as possible to discuss the ways in which the three partners can work together to share information to ensure the valuations of the new retail units in the Westfield extension are as accurate as possible	Council officers to meet with the VOA on a half-yearly basis with a set agenda that includes the Council providing the listings of our current rentals and has Westfield as a specific topic. First meeting took place 10 th September 2014

Agenda Item 12

	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
DRAFT HAMMERSMITH & FULHAM LOCAL PLAN - APPROVAL OF CONSULTATION DOCUMENT	
Report of the Cabinet Member for Transport and Technical Services – Councillor Wesley Harcourt	
Open Report	
Classification: For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Nigel Pallace Executive Director Transport and Technical Services	
Report Author: Pat Cox, Policy & Spatial Planning	Contact Details: Tel: 020 8753 5773 E-mail: (pat.cox@lbhf.gov.uk)

1. EXECUTIVE SUMMARY

- 1.1. A review of the Council's development plan documents, namely the Core Strategy (adopted in October 2011) and the Development Management Local Plan (DMLP) (adopted in July 2013), has been undertaken. This report outlines a number of reasons for the review, including the need to acknowledge new housing targets set by the Mayor of London in the draft Further Alterations to the London Plan, as well as the need for new policy for the Old Oak Regeneration Area (OORA). The latter is primarily a result of Government proposals affecting railways which will provide the opportunity for significant regeneration in the north of the borough, in the Park Royal/Old Oak area.
- 1.2. The draft Local Plan combines the existing Core Strategy and DMLP. In addition to policies for OORA there are some new policies for identified strategic sites and proposals, such as the "Hammersmith Flyunder". There are also proposed new policies on betting shops and public houses and

changes to others, including the provision of housing. However, many existing policies are subject to little or no change.

- 1.3. The preparation of the Local Plan is subject to the process set out in the Planning and Compulsory Purchase Act 2004 and the Town and Country Planning (Local Planning) (England) Regulations 2012. The Council is required to notify consultation bodies and others as appropriate of the preparation of the Local Plan and at this stage representations may be made about what the Local Plan ought to contain. The report seeks approval of the consultation timetable and process and advises of other supporting documents, such as the sustainability appraisal, that will be published with the draft Local Plan.

2. RECOMMENDATIONS

- 2.1 That approval be given to the consultation draft Local Plan (see Appendix 1) and the Proposals Map changes (see Appendix 2), with a view that the documents and other associated material such as the Sustainability Appraisal are made available for public consultation.
- 2.2 That the Executive Director Transport and Technical Services, in conjunction with the Cabinet Member for Environment, Transport & Residents Services, be authorised to approve any technical and other minor amendments to the consultation draft Local Plan.
- 2.3 That approval be given to consultation commencing in January 2015 for a minimum of 6 weeks.

3. REASONS FOR DECISION

- 3.1. The consultation draft Local Plan needs to be published as part of the engagement process for the preparation of the development plan document. Preparation of the draft Local Plan is an executive function. The proposed policies and proposals are of borough-wide and strategic importance and approval by Cabinet is considered appropriate.

4. INTRODUCTION AND BACKGROUND

- 4.1 Local authorities are expected to plan strategically and to work with partners to plan and develop policies to do this. Following the decision to review the Council's Core Strategy and Development Management Local Plan, statutory and other consultees were contacted in July 2013 and invited to get involved in the "local plan" review process. The consultation especially welcomed comments on the way forward for the Old Oak area and on other topics, such as housing numbers and infrastructure needs. Consultees were also asked to identify other policies and issues that they thought required review and to put forward suggestions as to the scope of any policy changes that they wished to see.

- 4.2 In addition, cross boundary working has continued to take place with neighbouring boroughs and the GLA, as well as strategic agencies, on issues affecting a number of key regeneration areas and strategic matters. This involvement is crucial, because under the Duty to Co-operate introduced by the Localism Act 2011 all local authorities are expected to work with, and demonstrate, effective working on strategic planning policies.
- 4.3 The plan preparation process is set out in planning legislation. This report seeks approval of the draft Local Plan and to commence consultation in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

5. PROPOSAL AND ISSUES

- 5.1 The draft Local Plan is based upon the adopted Core Strategy (2011) and Development Management Local Plan (2013). It seeks to combine the two plans into one document, whilst at the same time updating policies where necessary. At this stage the draft Local Plan is still subject to the consideration of alternative policy options, including alternatives that may arise during consultation.
- 5.2 The most significant change involves the proposed new policies for that part of the Old Oak Common Opportunity Area, formerly known as the Park Royal Opportunity Area in the Core Strategy, that lies within Hammersmith and Fulham. The draft policies propose significant regeneration (a potential for 18,000 new homes and 50,000 new jobs in the longer term) and for an indicative 6,000 new homes and 20,000 jobs over the next 20 year period, based around the planned major transport improvements in the area
- 5.3 A further significant change included in the Local Plan is the promotion of the closure of the A4 Flyover and its replacement with a tunnel, thereby releasing significant land for regeneration which would benefit Hammersmith town centre and its environs. There are also proposed new policies on betting shops and public houses, and changes to others, including the provision of housing.
- 5.4 The draft Local Plan also includes the new housing targets set out in the draft Further Alterations to the London Plan which were subject to an examination in public in September 2014 (the results of which are awaited). These raise the annual target for the borough from 615 to 1031 additional dwellings a year. The increase has been reflected in changes to housing targets for the borough's five regeneration areas.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 The Council is expected to have an up to date Local Plan. The Local Plan must be prepared with the objective of contributing to the achievement of sustainable development. To this end, the Local Plan should be consistent with the principles and policies set out in the National Planning Policy Framework, including the presumption in favour of sustainable development. Local planning authorities should seek opportunities to achieve each of the economic, social and environmental dimensions of sustainable development, and net gains across all three. The plan must be prepared in co-operation with strategic partners.
- 6.2 The plan preparation process is set out in planning legislation and the plan should be based on objectively assessed need and should be the most appropriate strategy when considered against reasonable alternatives. A sustainability appraisal of draft policies has been undertaken and this also considers alternative policies and options for tackling the issues facing the borough. The Regulation 18 consultation exercise is also intended to allow the opportunity to develop alternatives and options which can be appraised in further sustainability appraisal.

7. CONSULTATION

- 7.1 Informal consultation on the proposed review of the Local Plan commenced in June 2013. The Council announced the review on its web pages and sent letters and emails to consultees. Responses were received from 25 consultees. In addition, the review has been discussed internally within the Council and with external partners in a variety of forums, for example as part of joint working on regeneration areas with neighbouring boroughs and the GLA.
- 7.2 The statutory requirements for the next round of consultation are set out in Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012. The Council must meet these requirements as well as the guidance set out in Council's Statement of Community Involvement. It is proposed to consult over a minimum 6 week period running from January 2015 – this will involve notification by letters and emails, the Council's web pages and using the Council's Planning Newsletter. In addition it is expected that there will be numerous ad hoc meetings with interested parties and community organisations, including any Ward Panels in existence, neighbouring boroughs, the GLA, landowners and local interest groups as the Council meets Duty to Co-operate requirements.

8. TIMETABLE

- 8.1 After consideration of consultation responses, the proposed submission Local Plan will be prepared and further consultation undertaken in

accordance with Regulation 19 in Summer 2015. The Local Plan and the responses received will then be sent to the Planning Inspectorate for an independent examination, which is anticipated to be in late 2015. It is expected that adoption of the new Local Plan could be in Spring 2016.

9. EQUALITY IMPLICATIONS

- 9.1 This section of the report addresses the needs of all protected groups under the Equality Act 2010, as well as how S149 of the Act has been taken into account in the proposed decision.
- 9.2 Officers have considered the impact of the proposed Local Plan policies and proposals against the protected characteristics under the Equality Act. An EQIA has been prepared and finds, amongst other things, that “in general there is unlikely to be any potential unlawful discrimination against protected groups associated with the implementation of these policies”.

10. LEGAL IMPLICATIONS

- 10.1 In preparing the Local Plan, the Council must have regard to a number of existing policies and documents listed in the above-mentioned regulations and statute. The Local Plan must be in general conformity with the London Plan and be prepared having regard to the National Planning Policy Framework.
- 10.2 The public consultation of what the Local Plan ought to contain is the first formal step in the process of revising the existing development plan documents and the adoption of the new Local Plan. The process is subject to a number of statutory requirements primarily those contained in the Planning and Compulsory Purchase Act 2004, the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Environmental Assessment of Plans and Programmes Regulations 2004.
- 10.3 Once adopted, the Local Plan will form part of the statutory development plan in accordance with which applications for planning permission must be determined by the Council.
- 10.4 Implications verified/completed by: (Alex Russell, Senior Solicitor, Tel 02087532771.

11 FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1 The estimated cost of the public consultation and inspection process during 2014/15 is estimated to be £45,000. This will be funded from existing approved budget held by Planning Division.

11.2 Implications verified/completed by: (Gary Hannaway, Head of Finance (Environment), Tel 02087536071)

12 RISK MANAGEMENT

12.1 It is likely that there will be objections to some of the policies and proposals within the draft Local Plan, but the proposed consultation is intended to engage all stakeholders in the plan making process. Any adverse comments on soundness or legal compliance can be taken into account when preparing for the next stage of the plan making process

12.2 Implications verified/completed by: (Pat Cox, Head of Policy and Spatial Planning, Tel 02087535773)

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.	Sustainability Appraisal	Pat Cox/Ext 5773	TTS/HTE
2.	July 2013 consultation responses	Pat Cox/Ext 5773	TTS/Ext HTE

Draft Local Plan

November 2014

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1 Introduction

Purpose of this document

1.1 This document has been produced in connection with the council's decision to prepare and adopt a new Hammersmith and Fulham Local Plan. In accordance with Regulation 18 of the Town and Country Planning (Local Planning (England) Regulations 2012 it has specifically been published to invite representations about the proposed content of the new document. The document has benefited from the results of pre-Regulation 18 engagement with stakeholders on issues and options for review undertaken from July to September 2013.

1.2 The document includes proposed policy options, but representations will particularly assist in the identification of possible alternative options and any new issues and will also contribute to further sustainability appraisal prior to preparing the proposed submission version of the Local Plan. The document is accompanied by associated proposed revisions to the adopted Proposals Map as well as a number of supporting background papers, such as the sustainability appraisal report.

1.3 Representations may be made on the draft Local Plan policies and the Proposal Map changes as well as on any alternatives, including those within the sustainability appraisal.

What is a Local Plan?

1.4 The Local Plan is a development plan document and is part of the Government's planning policy system introduced by the Planning and Compulsory Purchase Act 2004.

1.5 When adopted, the Local Plan will be used, together with the London Plan, to help shape the future of the borough and to determine individual planning applications and deliver development. It will be supplemented by supplementary planning documents (SPDs) which will need to be in conformity with the Local Plan. The Local Plan will replace the existing Core Strategy and Development Management Local Plan.

1.6 The Local Plan will set out the council's long term vision for the borough, including seeing more people in decent, affordable homes in a stronger local economy that provides training and job opportunities for local residents. It will highlight the strategic objectives for the borough, focussing on the key planning issues to be addressed, and include a delivery strategy for achieving these objectives. It will identify the major regeneration areas, including new policies for the Old Oak Regeneration Area. It will allocate strategic sites for development which are considered crucial to the achievement of the Local Plan, including new site policies for the Hammersmith Flyunder and the Imperial Gasworks National Grid site.

1.7 The document will set out as far as practicable when, where and by whom actions will be taken, identifying the council and its partners where relevant.

1.8 All the planning documents that the Council is producing, and their production timeframe, are set out in the borough's Local Development Scheme (LDS). The LDS and all the borough's planning documents may be viewed on the link to the Council's website below:

www.lbhf.gov.uk/localplan

1 Introduction

The Local Plan's relationship with other policies and strategies

1.9 The Local Plan will build upon the existing Core Strategy and Development Management Local Plan. Although a number of existing Core Strategy regeneration area policies will be amended or, in the case of Park Royal, replaced, many other policies will remain substantially the same as those included in the existing Core Strategy and Development Management Local Plan.

1.10 The Local Plan will provide a clear way forward for the regeneration of the borough. It will closely relate to the council's housing and regeneration strategies and its Corporate Plan. The policies will also reflect effective cooperation that has taken place with strategic partners, such as the GLA, neighbouring boroughs and Hammersmith and Fulham Clinical Commissioning Group on cross-boundary issues, for example the regeneration areas that overlap with other boroughs.

National Policy and the London Plan

1.11 The Local Plan must be consistent with national policy, produced by the Department for Communities and Local Government in the form of the National Planning Policy Framework, supporting Guidance Notes and Circulars. The Local Plan also needs to be in general conformity with regional guidance, produced by the Mayor of London and policies set out in the London Plan.

1.12 National policy is continually being produced and updated. In addition, the Draft Further Alterations to the London Plan have recently been subject to examination with proposed publication in early 2015. As new policies emerge, the Local Plan will need to take account of them.

Sustainability Appraisal

1.13 Development Plan Documents must be subject to sustainability appraisal (SA) which is an integral part of the plan preparation process. SA involves identifying and evaluating a plan's impacts having regard to social, environmental and economic impacts and helps to ensure that the plan accords with sustainable development principles. Sustainability appraisal incorporates the requirements of the European Directive 2001/42/EC on the 'assessment of effects of certain plans and programmes on the environment' (SEA Directive).

1.14 Appendix 1 of this draft Local Plan provides a summary of the findings of the SA undertaken so far. The full SA, which includes the evaluation of the draft Local Plan policies and reasonable alternatives, is published separately as a supporting background document.

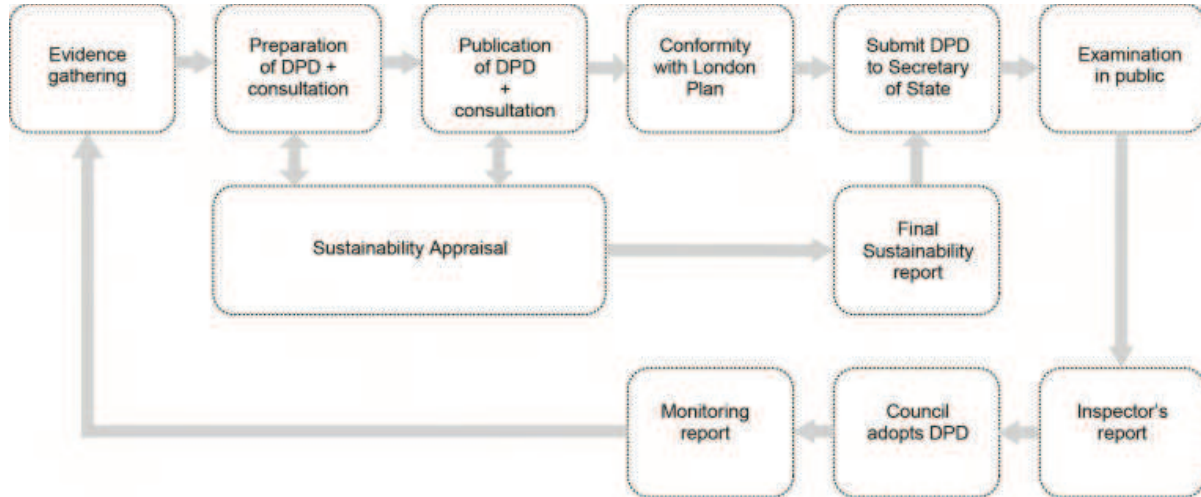
What happens next?

1.15 The Council will consider the representations received on this draft Local Plan document and on the sustainability appraisal and will take these into account when preparing the policies and proposals for the proposed submission version of the Local Plan.

1.16 The Council will advertise the proposed submission of the Local Plan and notify all those who have made representations on previous consultations. There will be a 6 week period when comments can be made on the submission Local Plan which will be forwarded to an independent Planning Inspector who will chair an Examination in Public (EIP).

1.17 After the EIP, the Inspector will publish a report. The Council will then formally adopt the Local Plan and revoke the existing Core strategy and Development Management Local Plan. Adoption is scheduled for Spring 2016.

Key stages in the production of Development Plan Documents



1 Introduction

2 Hammersmith and Fulham

The Place

2.1 It is important that the strategy for the future development of Hammersmith & Fulham is based on an understanding of the area as it is now, the challenges that need to be addressed and the opportunities that exist. The summary below outlines the key features of the borough and the challenges that the Local Plan seeks to address.

The Area

2.2 Hammersmith and Fulham is an Inner London borough in a strategic location on the transport routes between the City and Heathrow. The borough is oriented north-south with most major transport links, both road and rail carrying through traffic east-west across the borough. Some of the busiest road junctions in London are located in the borough at Hammersmith Broadway, Shepherds Bush and at Savoy Circus and the borough suffers disproportionately from the effects of through traffic. However north-south transport links are limited.

2.3 The borough benefits from a long frontage along the River Thames (7km/4 ½ miles) and from a section of the Grand Union Canal in the north of the borough. These waterways enhance the environment and character of the borough and provide the potential for further benefit to the borough.

2.4 It is an area of contrasts, of wealth and poverty, and of attractive environments, many of which are protected by conservation designations and other areas that are less attractive and that need improvement.

2.5 It has at least four distinct areas each with their own character - Fulham, Hammersmith, Shepherds Bush and the area to the north of Wormwood Scrubs – the College Park/Hythe Road area. There are five designated regeneration areas which overlap with these areas and which will transform much of the borough in the years ahead as new housing, employment and supporting infrastructure is built.

The People

2.6 The population of Hammersmith and Fulham has risen by over 10% from 165,242 in 2001 to 182,500 in 2011. The population of the borough is relatively young and ethnically diverse. It is also a highly mobile population with about half of all households having moved in the previous five years. Nearly half of the population (45%) is between the ages of 20 and 40 years old which is significantly higher than in London (32%) and the rest of the country (27%). The borough has a high proportion of single people, the fourth highest proportion (55.9%) in London. Three in ten (29%) of all households consist of one person (Source: 2011 Census).

2.7 According to the 2012 GLA Population projections (SHLAA)⁽¹⁾, the borough's population is expected to increase by 13,680 people (7.5%) between 2011 and 2021; this compares to a 9.7% increase in London as a whole. The further projected increase in population between 2021 and 2031 is 6%; the same level as the London average. While there will be growth in the borough's population in all age groups, the main growth will

1 Linked to development trajectories from the Strategic Housing Land Availability Assessment (SHLAA)

2 Hammersmith and Fulham

occur for people aged 85 and over. The population in that age group is expected to increase by 1,840 by 2031, equivalent to 91%. The population aged 65 to 84 is expected to grow by 31% during the same period, and population aged 50 to 64 to grow by 27%. The main growth in number of households will be in 'one person' households (32% up to 2026), while the number of 'couple' households will decrease by nearly 8%.

The Economy

2.8 Hammersmith and Fulham's economy is part of the wider London and West London economic area. The borough occupies a favourable location in west London and is attractive to a variety of businesses. It has enjoyed significant growth in employment and economic activity over the last three decades with the central Hammersmith area becoming an important sub-regional location for offices. The local economy is the 6th most competitive in the country⁽²⁾, with an estimate Gross Value Added of an estimated £9bn⁽³⁾.

2.9 In 2012, 127,173⁽⁴⁾ people worked in the borough which is an increase from the 103,200⁽⁵⁾ people employed in the borough in 2002 and 113,600⁽⁶⁾ in 2007. Over the last ten years, there has been a 23% increase in the numbers of people working in the borough, and a 12% increase over the last five years.

2.10 Smaller firms have become much more important to the economy of the borough; 13.3% of employees worked in the borough's 'micro enterprises' (less than 10 employees) and these make up 90% of the total enterprises of the borough. At the other extreme, 58.4% of all employees work in large enterprises with more than 250 or more employees, but account for 0.6% of all enterprises⁽⁷⁾.

2.11 The largest employers in the borough include Hammersmith Hospital, Charing Cross Hospital, Metropolitan Police, L'Oreal Ltd, Mref Tradeco Ltd, Omni Facilities Management and Walt Disney Co Ltd. In recent decades there has been a substantial change in the composition of businesses with a significant decline in traditional manufacturing and increases in retail and leisure activities as well as in emerging markets such as knowledge based industries and life sciences.

2.12 With the development of the Westfield London Shopping centre there has been an increase in importance of the retail sector to the local economy, with Westfield London alone providing approximately 8,000 jobs. The wholesale and retail sector is the now the largest sector in the borough with almost 22,000 people working in the sector in the borough. This is a 49% increase from the number working in the sector 5 years ago.

2.13 With the move of the BBC out of the borough, the number of people working in the Information and Communication sector has fallen by 16% in the last five years; but the local sector remains comparatively strong compared to the country as a whole. Other key sectors include accommodation and food services, real estate activities, professional scientific and technical activities, administrative and support services, property and arts, entertainment and recreational services⁽⁸⁾.

2 2013 Huggins Competitiveness Index
 3 TBR LBHF Commissioned Report
 4 2012 BRES
 5 2002 Annual Business Inquiry
 6 2007 Annual Business Inquiry
 7 2011 BRES analysis, ONS
 8 IDBR 2012, Location Quotients by number of enterprises

2.14 Looking at employment type, there are specific industries which are very strong in the borough, including those related to television and motion pictures, sound recording and publishing, advertising, office administration, book publishing, design activities, research and sports activities.

2 Hammersmith and Fulham

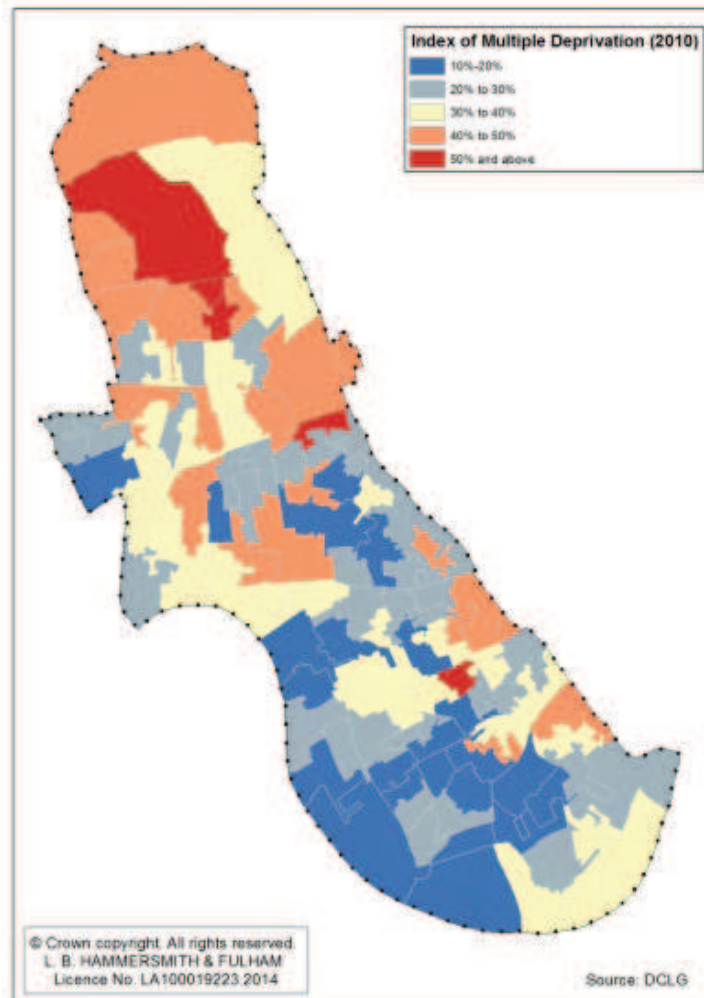
3 Challenges

3.1 The key challenges that the Local Plan aims to address are:

Regenerating the most deprived areas of the borough

3.2 The borough has high levels of deprivation. It is ranked 31st most deprived local authority area in the country (38th in 2007 and 42nd in 2004) and there are significant pockets of deprivation, particularly in the north of the borough. Four (4%) of the borough's Lower Super Output Areas (LSOAs – Lower Super Output Areas are used by the Office of National Statistics (ONS) to identify local neighbourhoods of about 700 households) are within the top 10% most deprived nationally. These areas comprise major public sector housing estates: White City, Wormholt, Clem Atlee and Charecroft. A further 23% of the borough's LSOAs are in the 10-20% worst nationally. Most of these areas are in the north of the borough, but also extend into parts of Hammersmith and north Fulham (see Map 1).

Map 1 Deprivation



3.3 H&F not only has high levels of deprivation, it is very polarised socially and economically. For example, in the last census 41.6% of household heads classified themselves as “managers or professionals”, while more than a quarter said they were entirely dependent on benefit. Some 27.1%⁽⁹⁾ of households in H&F depend on less than £20,000 per annum compared to 29.9% for London and 36.3% for Great Britain. Just over 40% of borough households have a unequivalised household income between £20k and £50k per year and 17.5% have an income between £50k and £75k per year. Fifteen percent of households have an income greater than £75k per annum; this is equivalent to more than 12,000 households.

3 Challenges

3.4 Until the 1970s, social housing and council estates tended to be occupied by households with a greater mix of incomes than is now the case. The mix of social housing tenants has come to include proportionally more people on lower incomes, some experiencing multiple deprivation. Approximately 53% of households living in social housing in Hammersmith & Fulham are currently workless and dependent on benefits and they make up the largest single group within the estimated 13,150 (2011 Census) workless households in the borough. Nearly 2,500 lone parents are dependent on out-of-work benefits and a further 2,800 are claiming Working Tax Credit and/or Child Tax Credit benefits.

3.5 Deprivation and low household incomes also impact on health inequalities and result in high levels of child poverty. About 20% of people are in poverty in H&F compared to 32% of children in poverty⁽¹⁰⁾. Childhood poverty in H&F does not follow the general north-south divide, but is much more scattered geographically across the borough. In 2012 over 7,490 children under the age of 16 were living in families receiving means-tested benefits. In 2013 over 30% of primary school children and 23.8% of secondary school children were entitled to free school meals in H&F compared to national figures of 15% and 12% respectively. Further details of the health, wellbeing and social care needs of the borough can be found in the Joint Strategic Needs Assessment 2010/11⁽¹¹⁾ carried out by the council and NHS Hammersmith and Fulham (now NHS Hammersmith & Fulham Clinical Commissioning Group).

Increasing the supply of affordable housing

3.6 The very high cost of private sector housing in the borough means that it is difficult for households on low to middle incomes to access suitable housing that they can afford in Hammersmith and Fulham. Many households cannot get suitable housing in either the private or social housing sectors and have to move out of the borough when they no longer want to share with others or need a larger house. This lack of affordable homes to rent or buy for low and middle income households is a key challenge for the Local plan.

3.7 Approximately one third of Hammersmith and Fulham's housing stock is social rented housing (31%) compared to an average of 24.1% in London. Social rented housing is particularly concentrated in the north of the borough, where over 40% of the housing is in this tenure. Shared ownership and other intermediate low cost housing only makes up 1.6% of housing stock in the borough (Census 2011).

3.8 Another issue key challenge in relation to housing supply is overcrowding. According to the 2011 Census 13% of dwellings are overcrowded by at least one bedroom. Private rented and social rented households have proportionally more overcrowding (17% each) than owner occupied households (5%). Of the council owned housing about one third is one bedroom accommodation and about one third is two bedroom. The Registered Provider stock is also relatively small, with the average size of all Registered Provider stock (12,220 units⁽¹²⁾) with 3 rooms, compared to the average for private sector dwellings of 4.2 rooms. There are over 40 different Private Registered Providers (PRPs) with properties in the borough but most of the PRP properties are owned by a small number of well-established PRPs such as Notting Hill, Peabody, Guinness, Octavia and Shepherds Bush.

10 Children and Young People's Plan 2008-11

11 Joint Strategic Needs Assessment 2009/10

12 LBHF Stock Condition Survey 2004. Appendix A1

Improving the quality of housing

3.9 About two thirds of the housing stock in H&F is owned by the private sector. About 85% of this private housing stock is over 60 years old and about two thirds of the dwellings are in flats. Nearly one fifth of the borough's private sector housing does not meet the government's decent homes standard. The decent homes standard considers four main factors – disrepair, unfitness, modern facilities and thermal comfort. Private rented dwellings had the highest level of unfitness (7.8%) whilst owner-occupied dwellings (with mortgage) showed the lowest level (2.3%). An estimated 43.6% of all unfit dwellings were private rented. Generally, unfitness is associated with the age of the property. An estimated 89.6% of unfit dwellings date from before 1919⁽¹³⁾.

3.10 The council's housing stock is relatively old and becoming increasingly expensive to maintain to a decent standard and very difficult to improve so that it meets residents' expectations and their changing needs. All the council owned stock was improved to meet the national decent homes standard but this programme did not address the fundamental issue of an ageing housing stock that is becoming increasingly expensive to repair.

3.11 The design of the current social housing stock also makes it difficult to increase the number of dwellings that are accessible to residents who need to use a wheelchair. Of 508 medium-rise mansion or deck access blocks only 85 (17%) have lift access. Retrofitting lifts to blocks that were not designed to have such a facility is often difficult, if not impossible, and where it is possible, the cost of installation is prohibitive. Also access ways into blocks and homes are not wide enough and there are often stairs and raised thresholds which would need to be removed to allow full access

3.12 The way that public housing has been funded in the past means that new housing built over the past 25 years or so has tended to be smaller sized units. This has meant that overcrowding has become an issue as families grow and cannot move on to more suitable accommodation, which can impact on the health and well-being of residents. As a result, there is need for more family sized housing in the borough both from new and existing demand; this also applies across low income households who wish to rent or purchase.

3.13 The age of the borough's housing stock also affects the energy efficiency of the housing stock because most of the older stock is of solid wall construction and only 16% having cavity walls. This impacts on the levels of fuel poverty in the borough with over 8,000, or nearly 11% of all households estimated to be fuel poor. Council owned housing has higher energy and environmental performance than private sector housing. Council housing in H&F has an average Standard Assessment Procedure (SAP) rating of 74 as compared to a SAP rating of 53 for private sector housing in the borough⁽¹⁴⁾.

3.14 In the private sector, improvements to energy efficiency will be mainly through government legislation and initiatives, for example through the building regulations and programmes such as Re:New, the Green Deal and through private investment. Planning policies can help to ensure that new housing is built to meet higher standards of energy efficiency and accessibility.

13 H&F Housing Market Assessment

14 H&F Home Energy Conservation Act Report 2013

3 Challenges

Maintaining the economy and increasing local employment

3.15 The council wants to encourage inward investment, to support new enterprises and start-up businesses and to facilitate job growth in the local area. The Local Plan needs therefore to provide the conditions for businesses to thrive to ensure that there is a broad range of employment opportunities and for the qualifications and skills of local people to be improved so that the levels of worklessness can be reduced. The Local plan aims to maintain the supply of employment land, allocate development sites to accommodate forecasted employment growth and to support the borough's many smaller and younger firms and highly entrepreneurial economy to develop and remain in the borough. It also needs to continue to contribute to London's world city role.

3.16 H&F has developed as a centre for a range of creative and media industries, due partly to the presence of the BBC in the White City area but also to good transport links. The council is sensitive to the needs of these enterprises as well as other businesses, including small local firms. There is the potential to further develop these activities. However, many of the sites that were previously designated for employment uses are no longer appropriate for the location of H&F's new employment activities, particularly offices and creative activities. The areas that are most appropriate for growth are those areas with high levels of public transport accessibility.

3.17 Hammersmith Hospital and Imperial College Healthcare NHS Trust provide a significant potential for expansion of medical research and for related activities to be established in the borough.

3.18 The continued growth of the local economy and the regeneration of deprived and run down parts of the borough depends on improvement in access and the reduction of the adverse effects of traffic congestion, especially on north-south routes. In addition, the council will use its influence as a major player in the local economy, for example to stimulate business start ups and set local employment and apprenticeship targets in Section 106 agreements.

Regenerating town centres and local centres

3.19 The main challenge in relation to the town centres – Hammersmith, Shepherd's Bush and Fulham - is the need for their continued regeneration and better utilisation of sites within the designated town centres to ensure the continued provision of a wide range of high quality retailing, services, arts and cultural and other leisure facilities to serve local residents, visitors and workers.

3.20 There have been public realm improvements in all three town centres and others are planned, and there is a need for regeneration to respect local context as well as provide for further improvements to increase the vitality and quality of each centre. The economic health varies in different parts of each town centre and specific policies and intervention is needed to improve these areas.

3.21 There is concern that too many independent and specialist shops and services are being displaced by retail chains and that there is little difference in offer between centres, and common challenges which affect the town centres and other centres within the shopping hierarchy to a greater or lesser extent include:

- Pressure to change from shopping to other uses;
- Increases in the numbers and clustering of betting shops and payday loan shops;

- Too many vacant shops and premises and poor quality environment in some centres and parades;
- The loss of local pubs to higher value uses;
- Concern about takeaways close to schools and the potential impact on children's health; Underutilisation of sites and older premises; and
- The need to ensure parking policy encourages rather than deters local shopping.

Developing the regeneration areas

3.22 The 5 regeneration areas in the borough, namely Old Oak, White City, Hammersmith Town Centre, Earls Court and West Kensington and South Fulham Riverside, offer tremendous opportunities for growth, in terms of new mixed tenure private and social housing and jobs, as well as provision of supporting infrastructure. The areas are at different stages of development and will require careful management over the next 20 years or more. Plans for Earls Court and West Kensington are well advanced, but for Old Oak in particular, the regeneration is more long term and subject to provision of much improved transport infrastructure in the form of HS2, Crossrail and associated improvements. White City is also well advanced. In all areas there will be housing to meet the borough's needs, jobs, supporting community facilities, local shopping, open space and transport provision. In all cases it will be important for the new development to integrate seamlessly with the rest of the borough and west London.

3 Challenges

Improving the quality of the local environment

3.23 The quality of the local environment is a key issue for many local people and businesses and is influenced by many factors. The borough's heritage, streets, buildings, open spaces and waterways give H&F its character and sense of place. The borough's rich and varied townscape that is evident today is largely a result of its historical development. The River Thames was the major influence on early settlement patterns in the borough and it remains a major asset in the environmental quality of Hammersmith and Fulham. Most of the borough's built fabric dates from the extensive building programmes in the nineteenth and early twentieth centuries and it has maintained a much-valued built heritage, much of which falls within the borough's 45 designated conservation areas (Map 2). In many of these areas, the street provides a sense of scale and the setting for the consistent terraces of uniform architectural design⁽¹⁵⁾.

Map 2 Conservation Areas



3.24 Within the borough, there are approximately 500 statutorily Listed Buildings and approximately 2,150 locally designated Buildings of Merit, as well as a number of archaeological priority areas and the ancient monument of the Fulham Palace moated site. The heritage assets make an important contribution to the townscape character of the borough. The town centres at Hammersmith, Fulham and Shepherds Bush have developed from the earliest patterns of settlement, and now have their own character and sense of place. Their architectural and historic quality is reflected in their conservation area designations. Historically they developed at accessible locations, an advantage that remains today. The areas around these centres, at Fulham in the southern part of the Borough, Hammersmith in the central part of the Borough, and Shepherds Bush in the northern part, have their own character which reflects their development over time. Each of the areas have strong, identifiable townscape characters defined by their form, grain, building typology and architectural design. It will be important that the rich and varied character of the Borough is preserved. Any design for proposals in these areas will therefore need to be informed and inspired by careful analysis of the character and form of the specific area in order that it enhances the locality and respects its history.

3.25 Although some parts of the borough are very attractive, other areas are of poor quality. The areas of poor quality often exist within the designated regeneration areas.

3.26 There is the challenge of encouraging redevelopment and regeneration in the borough whilst preserving and enhancing valued local character especially in the areas that are protected by the borough's conservation areas. The provision of green infrastructure in regeneration schemes can help to improve the quality of the local environment.

Improving parks and open spaces

3.27 H&F has relatively little open space per person, just 231ha of public open space, or 1.3ha of open space per 1,000 residents⁽¹⁶⁾. It has some fine parks which have been awarded green flag status, but in some parts of the borough, particularly to the east, many residents do not have convenient access to local parks. Additional development in the borough will put further pressure on the open space that is available to local residents and visitors, unless additional open space can be created as part of new developments, such as the new park at Imperial Wharf and within the regeneration areas in general.

3.28 Parks and open spaces fulfil a number of different and sometimes potentially conflicting roles – providing for walking and sitting, active play and recreation. Many borough parks and open spaces are also subject to nature conservation area designations.

Increasing access and use of the River Thames and Grand Union Canal

3.29 There are vacant and underused sites and premises along the Thames which have significant potential for more intensive development. However, any development of riverside sites will need to respect the unique character of the river and will need to enhance the vitality of the riverfront whilst improving public access to the Thames for recreation and sporting activities. The Thames Strategy Kew to Chelsea document provides detail of the riverside environment, and the Riverside Walk Enhancement Report outlines opportunities for improvement along the river.

3 Challenges

3.30 H&F has three safeguarded wharves in the south of the borough identified in the London Plan. Only one of these wharves still uses the river for freight movements and one wharf has been vacant since 1997. The London Plan seeks to protect these wharves for cargo-handling uses and all three wharves are designated as safeguarded wharves on the Proposals Map. However, it is the council's view that vacant and under-used wharves should be comprehensively assessed to determine their longer term use as part of the Mayor of London's review of safeguarding in London. A long stretch of the Thames is in the South Fulham Riverside regeneration area.

3.31 The Grand Union Canal has many of the characteristics and environmental features of the River Thames. The stretch within the borough lies within the Old Oak Common Opportunity Area which will be subject to

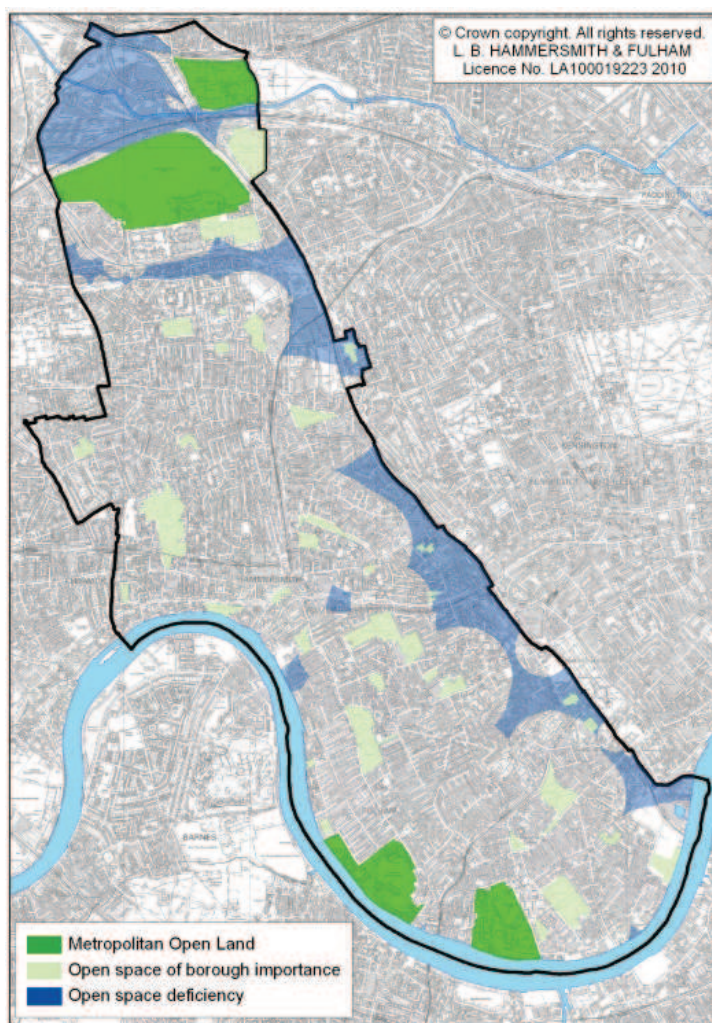
considerable change to accommodate and take advantage of HS2 and Crossrail. The canal is a designated conservation area and nature conservation area and is also a valuable recreational and transport resource which should be enhanced and improved. The challenge for this strategy will be to balance the various functions and roles of the canal and canalside and to integrate it successfully into the regeneration of the area.

Improving opportunities for children and young people

3.32 According to GLA projections, by 2020 the number of 4-10 year-olds (primary sector) is predicted to rise from 13,096 to 15,597. For the age range 11-15 (secondary sector), numbers will rise from 7,441 to 8,757. The projections clearly show that the need for additional secondary places will increase after 2017 at a much faster rate than for primary places. The council uses these projections to help plan future investment in new places. The council's investment programme will maintain a surplus of primary places until 2023, however there will be a deficit in secondary provision by 2019-20 without further investment.

3.33 Additional primary school places will also be needed to support the projected population growth resulting from proposed development, particularly in the Wood Lane and Earls Court areas. The Council will respond to this growth by an assessment of the capacity in existing primary schools, as well as the possible provision of new schools.

Map 3 Open Space



3.34 Many of the schools in H&F are built on sites with limited outdoor space and therefore it is important to improve access to and provision of sports facilities in order to improve health and to reduce child obesity levels.

Improving health and reducing health inequalities

3.35 Among the key health issues in relation to the council's spatial strategy is the health of residents as well as ensuring that health care is provided to meet the needs of local residents. The difference in life expectancy between affluent and deprived areas in the borough is 7.9 years in men and 5.4 in women. In order to improve the health of borough residents it is important that they have good access to the appropriate facilities, including high quality specialist and emergency health care facilities. The borough's hospitals are a key part of the local community and the recent closure of Hammersmith Hospital A&E and the proposed closure of Charing Cross Hospital A&E, together with the loss of 336 acute in-patient beds are of great concern. The council is concerned that the health needs of the increasing local population has not been adequately assessed. Also that the proposed improvements in primary and community care and the Out of Hospital Strategy have not yet reduced demand for in-patient beds. Until there is evidence of a reduced need for hospital beds to serve the local community, Charing Cross Hospital should not be closed.

3.36 As part of a strategy to improve the health of the local community, it is important that residents and workers are able to live and to participate in healthier lifestyles. Tackling overcrowding and poor housing, improving air quality and reducing the impact of climate change can all help to reduce health inequalities in the borough.

Improving the quality and access to recreation facilities

3.37 Accessible recreation facilities are very important to local residents and workers, not only for enjoyment but because of their contribution to improving health, particularly children's health. In addition, recreation facilities can provide diversionary activities and help reduce anti-social behaviour and crime.

3.38 Of the open space in the borough, just 58.6 ha, a quarter of the public open spaces, is available as outdoor playing space. This equates to 0.34 ha of space per 1,000 residents, which is only 14% of the national standard recommended by the National Playing Fields Association. The difficulty of providing additional open space means that all opportunities to increase the provision or improve access to and the quality of outdoor playing space or other forms of sports provision need to be taken⁽¹⁷⁾.

Improving the quality and access to leisure activities

3.39 H&F has a wide range of arts, cultural and entertainment facilities which are important to both local residents and in some cases to residents of a much wider area. These facilities enrich, educate and improve lives and add greatly to making the borough a place where people want to live. Facilities such as the Apollo, Lyric Theatre, Riverside Studios, Bush Theatre and the three professional football clubs are also of London-wide significance. Pubs can also be seen to be a place of community value and provide facilities of local importance. The challenge is to enable renovation or replacement where this is necessary without losing the uses.

3 Challenges

3.40 Although leisure activities bring many benefits to the local area, including jobs, they can in some cases cause problems for local residents. Pubs, bars and clubs that stay open late and serve alcohol can lead to significant environmental disadvantages including concerns over crime and disorder.

Improving access to community uses

3.41 H&F has a wide range of community uses, provided by the public, private and voluntary sectors. These are located across the borough in numerous buildings and spaces of varying quality. Although these uses are a valuable resource they often do not work in a joined up and focused way to meet the needs of vulnerable households.

3.42 Therefore as part of the development of area based social regeneration initiatives, the council is assessing whether there is the opportunity to improve the quality and access to community uses by the co-location of services.

Mitigating the impact of climate change

3.43 Climate change is a major long term challenge that needs to be addressed in this Local Plan and in future development in H&F. Carbon dioxide (CO₂) emissions need to be reduced through a range of measures that reduce energy consumption, decarbonise the energy supply and help move towards the use of transport that has low/zero carbon emissions.

3.44 Climate change is expected to lead to more frequent extreme weather events, so as well as reducing CO₂ emissions, developments need to be designed to cope with warmer, wetter winters and hotter, drier summers. They also have to withstand potential impacts such as heatwaves, droughts and flooding. The latter is of particular importance in H&F, as much of the borough is subject to some risk of flooding, including from surface water run-off and sewer discharge during intense storms.

Reducing congestion and improving transport accessibility

3.45 The strategic location of the borough and its position in relation to London's transport network means that H&F suffers from some of the worst road congestion in London⁽¹⁸⁾. The council is investigating options for replacing the Hammersmith Flyover and other sections of the A4 with a tunnel ("Flyunder") which would improve air quality and reduce noise. Congestion on north-south routes, particularly the Fulham Palace Road– Shepherds Bush –Wood Lane–Scrubs Lane corridor is a major issue. The only alternative north-south route in Fulham is North End Road and that is also heavily congested.

3.46 Road traffic is one of the main causes of carbon dioxide (CO₂) emissions, poor air quality⁽¹⁹⁾ and noise pollution in the borough. Nearly one sixth of CO₂ emissions in H&F in 2011 was from road transport⁽²⁰⁾ and traffic related emissions contribute to exceedence of air quality targets in the borough. In 2000 the whole borough was designated an Air Quality Management Area and an Action Plan adopted with the aim of meeting the government's national air quality objectives for nitrogen dioxide and particulates. Exposure

18 TfL RNPR Tech Note 3 April 2006

19 Air quality progress report and action plan review: LBHF

20 Local and Regional CO₂ Emissions Estimates for 2005-2006: DEFRA

to high levels of these pollutants has been shown to cause respiratory and cardiovascular diseases. The other main cause of noise pollution and to a lesser extent air pollution is air traffic, the flightpaths into Heathrow and its associated road traffic. Any further expansion of capacity at Heathrow will adversely impact on borough residents through increased surface transport congestion, as well as increased noise and air pollution.

3.47 Most of the borough has good public transport apart from pockets in the south and particularly the north of the borough, where some borough residents have relatively poor levels of personal accessibility. There is also overcrowding of passenger rail services, particularly at peak times, but increasingly at other times as well. The future growth in the demand for travel will impact on the environment of the borough, including on air quality. The proposed HS2/Crossrail/Great Western Main Line interchange at Old Oak Common will significantly increase public transport capacity and provide a catalyst for sustainable development in this area.

3.48 There is also an issue with the lack of access to London Underground services for disabled and other less mobile people. Only 5 of the 14 stations are accessible from the street and one is accessible travelling in one direction only. The provision of a lift at Shepherds Bush Central Line Station is particularly important in this respect, serving the major transport interchange and Westfield shopping centre; however the council recognises that due to financial constraints this will not be installed in the near future, but remains as a longer term aspiration.

3.49 A specific challenge will involve ensuring that proposed growth in the borough, especially in the regeneration areas, is adequately provided with new transport infrastructure that adds to (and complements) existing transportation provision and accessibility, combined with Travel Demand Management to minimise the amount of motorised traffic generated by new development.

Promoting Walking and Cycling

3.50 The council supports improved provision for cycling and walking as both are environmentally friendly means of transport and can help improve people's health. The council's Streetsmart design guide will help in the provision of attractive routes by reducing clutter and providing high quality paving and street furniture. The council will encourage increased cycling and walking by seeking the provision of convenient and safe cycle parking, signage and changing and showering facilities in new developments together with safe and accessible pedestrian routes within and through developments. Although the borough has one of the highest rates of cycling in London, there are barriers to cycling at particular locations, notably the Hammersmith gyratory. We aim to extend 20mph speed limits to all the residential roads in the borough, which will improve the safety and comfort of pedestrians and cyclists.

3 Challenges

4 Spatial Vision

Regeneration of the borough

4.1 The Council's vision is to continue to see more people in decent affordable homes in a stronger local economy that provides training and job opportunities for local residents. In addition, it includes maintaining secure, quality local health and social care provision for all and safer and greener communities for people to live and work in.

4.2 The key strategic priorities in delivering this vision are:

- Giving more power to local communities
- Delivering affordable homes for local people;
- Building a stronger local economy;
- Improving local health and adult social care provision;
- Tackling crime and anti-social behaviour;
- Delivering social inclusion;
- Greening the borough;
- Supporting children and families;
- Creating more opportunities for young people;
- Delivering greater efficiencies in public spending.

4.3 The Local Plan's spatial vision interprets the council's corporate priorities and those of its partners and outlines how the borough will have been transformed in 20 years' time. It is based on the council's determination to provide more affordable housing for residents to buy or rent, ensure more employment and training opportunities for local people and a high quality education in local schools. In addition the council wants to see improved infrastructure - better transport links, reduced traffic congestion and greener streets, as well as more flourishing and cohesive neighbourhoods - more working families, less crime and stronger, healthier communities.

Local Plan vision

4.4 In the next 20 years, the benefits and the quality of life that the more affluent areas currently experience will have extended throughout the borough, particularly to those areas and people experiencing high levels of deprivation and disadvantage, poorer housing and environments. More residents and their families will have the opportunity to develop their knowledge and skills and to access job opportunities and own or rent their homes, so that they can stay in the borough and really participate and share in the benefits that Hammersmith and Fulham can offer.

4.5 Regeneration will have taken place in the White City Opportunity Area, including Shepherds Bush Town Centre, and in the Earls Court area, as well as along the South Fulham Riverside and in Hammersmith Town Centre and the wider area. The regeneration of the Old Oak Regeneration Area in the north of the borough will have started with phased, comprehensive mixed use development centred on the major HS2/Crossrail and Great Western Main Line interchange located at Old Oak Common Sidings.

4 Spatial Vision

4.6 Housing supply in Hammersmith and Fulham will have increased with approximately 25,800 additional homes, particularly family homes and affordable homes in low and medium rise developments. The new housing will be fully integrated socially, economically and physically with the rest of the borough. Our town centres and smaller local centres will be important hubs within the borough, helping to sustain a strong, safe and prosperous borough community.

Achieving sustainable communities

4.7 The following principles will underpin the approach to achieving sustainable communities in the borough:

- a place where people want to live and work, now and in the future.
- A clean and safe neighbourhood located in an area rich in opportunity.
- A housing mix by type, size and tenure that meets the needs of local people on a range of incomes.
- Types of residential development that are predominantly low or medium rise, consisting of houses, small scale developments of flats and maisonettes, modern forms of the traditional mansion block, with gardens and shared amenity space in street based layouts, rather than inward looking estates or gated developments.
- Good design that enhances the community.
- Well designed, accessible and inclusive buildings, public and private spaces, and active streets that respect their surroundings.
- A range of shops, local services, leisure and other facilities (including open space and play space) within walking distance that meet the needs of a mixed community at different stages of peoples' lives.
- Employment and training opportunities for a range of skills and attainment levels.
- Good levels of educational attainment and skills, achieved or sought. Schools of choice for local people.
- Neighbourhoods which enable healthy lifestyles and good access to healthcare services which will help deliver better health outcomes.
- Low levels of crime, fear of crime and anti-social behaviour.
- A street pattern linking one place to another, encouraging walking and cycling routes through areas.
- Access to good public transport services.
- Satisfaction with the local townscape, public realm and environment, and its upkeep; no wasted or uncared for land.
- Satisfaction with management of the public realm and the housing stock.

Giving more power to local communities

4.8 Local communities that are designated Neighbourhood Forums are able to produce neighbourhood plans that will allow residents to have more say about planning policies and development in their local area. In addition, the introduction of Ward Panels in Hammersmith and Fulham will enable local communities to have more involvement in planning decisions that affect their local areas. Ward Panels will enable residents views to be considered at an early stage of a scheme's development.

Delivering affordable homes for local people

4.9 There will have been an increase in the supply of housing, particularly of affordable housing to buy or rent that meets needs of local people. The construction of larger family homes will have relieved overcrowding. There will also be new types of private and social sheltered housing which include on-site home and medical care. Much of this new housing will be in the five regeneration areas.

Building a stronger local economy

4.10 Regeneration initiatives will also have impacted on the local economy which will be thriving and growing and making an important contribution to providing employment for local people. High quality and affordable business space, including space for both small and start-up businesses will have been developed, to meet the needs of the local economy, particularly the small businesses, creating an environment conducive to entrepreneurs.

4.11 The high streets in the town and local centres will have been revitalised with fewer vacant shops and more local control over uses such as betting shops and pay day loan shops.

Improving local health and adult social care provision

4.12 The health of residents will have been improved, inequalities in health will have reduced and there will be more opportunities for physical activity. Healthcare will continue to be based on specialist healthcare provided at accessible local hospitals and network of local health centres. The integration of services across the health and social care sector through the Health and Wellbeing Board will support prevention, early intervention and reduce hospital admissions.

Tackling crime and anti-social behaviour

4.13 Existing and future Section 106 agreements will have been used to enhance neighbourhood policing and put more police on the beat. CCTV will be prioritised in areas of high crime and anti-social behaviour. Environmental crime, such as noise, will have been reduced and residential amenity will be protected.

Delivering social inclusion

4.14 Social exclusion will have been reduced as a result of the council and its partners working together and through the better use of resources. There will be decent homes, including supported housing, for people with learning and other disabilities.

Supporting children and families

4.15 The standard of education in the borough's schools will have been further improved to ensure that local schools provide the best possible education for local children, including those with special educational needs and disabilities. Schools will have strong links with their local communities and will enable community use of their facilities outside of school hours.

Creating more opportunities for young people

4.16 There will be a wide range of opportunities and activities available for young people. These will include a wider range of sports and arts and media activities, including those provided through schools, children's centres, youth clubs and sports clubs in the borough.

4 Spatial Vision

Greening the borough

4.17 By 2035, most areas of the borough will be of high environmental quality. The amount of open space in the borough will have increased through provision in mixed use schemes in our regeneration areas. In addition, the borough's parks and open spaces will have benefited from improvement programmes to make them more accessible and attractive and to improve sports and play facilities for local residents. They will be valued for leisure, sport and recreation as well as for their contribution to the biodiversity and health of the borough. There will also be more street trees.

4.18 New development will have created a high quality environment that respects and enhances local context and the borough's natural and built environment (including its heritage assets). Developments along the River Thames and the Grand Union Canal will have respected the special character of these waterways and will have increased both public access and the use of the waterways, as well as enhancing biodiversity.

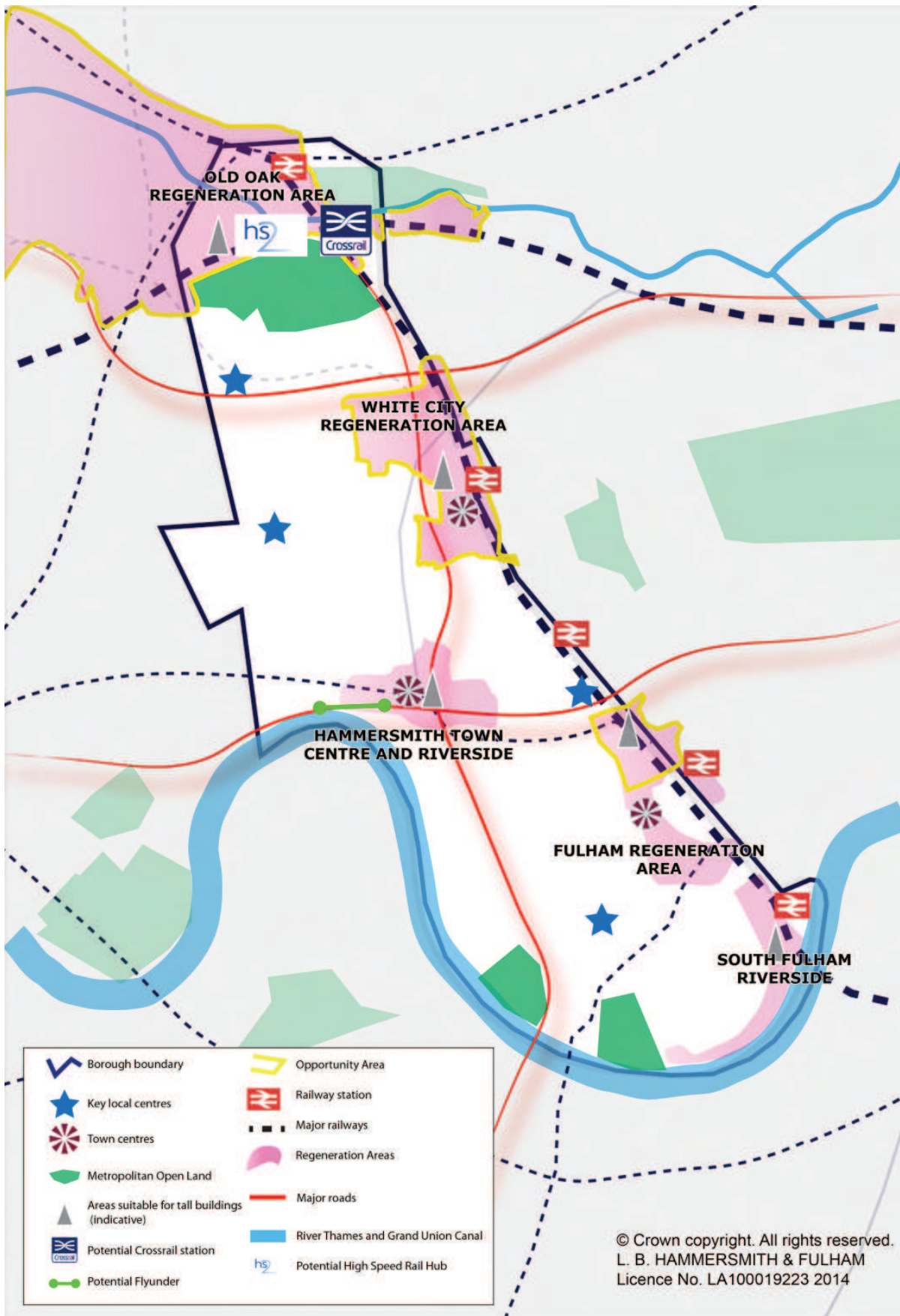
4.19 The council will have reduced road traffic generated in the borough and will wherever possible have reduced the impact of other road traffic on the local environment, particularly in terms of noise and air quality impacts. Where the council does not control the roads, for example the busy A4 and A40, the council will have worked with its partners, particularly Transport for London to achieve these aims. In respect of the A4 Flyover, subject to the successful lobbying of central and London government, the council will be planning for its replacement with a tunnel and the regeneration of the land that is freed up. The council will also have worked with partners to improve transport in the borough, particularly north - south links, as well as the opportunities for cycling and walking, including completion of the riverside walk. Where there is major development the council will have improved access for all, particularly for pedestrians and cyclists.

4.20 New buildings will be energy and resource efficient and much more of the borough's waste will be sustainably managed. All development in the borough, both buildings and infrastructure will have been designed to support the move to a low-carbon economy and take account of climate change impacts, particularly the risk of flooding. Work towards major developments in the regeneration areas being zero carbon exemplars.

4.21 To summarise, in the next 20 years there will have been:

- Increased provision of housing, particularly affordable housing to meet the needs of local residents and the development of sustainable communities;
- Physical, social and economic regeneration;
- Improved quality of life for all residents; and
- Mitigation of and adaptation to the impacts of climate change.

Map 4 Key Diagram



4 Spatial Vision

5 Strategic Objectives

5.1 The Local Plan objectives set out below outline how the council will encourage the delivery of this vision for the future of the borough. They give direction to the Local Plan policies.

1. In particular, encourage regeneration of the most deprived parts of the borough, especially in the Old Oak, White City, North Fulham and Hammersmith town centre areas.
2. Increase the supply and choice of high quality housing and ensure that the new housing meets local needs and aspirations, particularly the need for affordable housing local residents to rent or buy and for homes for families.
3. Protect social housing, improve services for council residents and provide more new affordable homes for local residents to buy or rent.
4. Create opportunities for education, training and employment in order to reduce polarisation and worklessness and create more stable, mixed and balanced communities.
5. Encourage inward investment, facilitate job growth and support the borough's many smaller and younger firms enabling a highly entrepreneurial economy to develop and remain in the borough.
6. Support businesses particularly local firms and the third sector so that they maximise job opportunities, develop apprenticeships and recruit and maintain local people in employment and enhance the vitality and vibrancy of high streets.
7. Protect and enhance the borough's attractions for arts and creative industries.
8. Regenerate Hammersmith & Fulham's town centres to improve their viability and vitality and sustain a network of supporting key local centres providing local services.
9. Ensure that both existing and future residents and visitors have access to a range of high quality facilities and services, including, health, education and training, retail, leisure, recreation, sporting activities, arts, entertainment and other community infrastructure, such as policing facilities and places of worship.
10. Ensure that the child care facilities and schools in the borough meet the needs and aspirations of local parents and their children.
11. Maintain and improve health care provision in the borough and encourage and promote healthier lifestyles, for example through better sports facilities, to reduce health inequalities.
12. Promote the safety and security of those who live, work and visit Hammersmith & Fulham.
13. Protect and enhance the amenity and quality of life of residents and visitors by providing a safe, accessible and pleasant local environment, characterised by a strong sense of place.
14. Preserve and enhance the quality, character and identity of the borough's natural and built environment (including its heritage assets) by respecting the local context, seeking good quality developments and ensuring compliance with the principles of inclusive and sustainable design.
15. Protect and enhance the borough's open green spaces and create new parks and open spaces where there is major regeneration, promote biodiversity and protect private gardens.
16. Increase public access and use of Hammersmith & Fulham's waterways as well as enhance their environment, quality and character.
17. Reduce and mitigate the local causes of climate change, mitigate flood risk and other impacts and support the move to a low-carbon future.

5 Strategic Objectives

18. Ensure the development of a safe, sustainable transport network that includes improvements to public transport, cycling and walking infrastructure which will improve transport accessibility and local air quality and reduce traffic congestion and the need to travel.
19. Ensure that regeneration in the borough benefits and involves all sections of the community and meets the diverse needs of residents and visitors now and in the future.

6 Regeneration Area Strategies

Regeneration Area Strategies

Strategic Policy - Regeneration Areas

The Council supports major regeneration and growth in the borough's five regeneration areas and will work with the local community and key stakeholders to ensure that within these areas, proposals will:

- Provide new exemplary sustainable communities, delivered to the highest standards of urban design, environmental sustainability and social inclusion;
- Deliver 25,800 new homes in the period 2015-2035 to meet local housing needs and enable local residents to access affordable homes to buy or rent;
- Deliver 20,000 new jobs in the period 2015-2035, providing a range of skills and competencies and supported by initiatives to enable local residents to access employment and training; and
- Deliver new physical, social and environmental infrastructure that meets the needs of new residents as well delivering tangible benefits for surrounding communities.

6.1 The council has identified five Regeneration Areas (see Table 1), which are anticipated to be the key focus for growth in the borough over the next 20 years. Together, these regeneration areas have the capacity to deliver approximately 37,800 homes and 75,000 jobs and have the potential to tackle physical barriers and social deprivation. Within the plan period the indicative targets are for 25,800 homes and 20,000 jobs.

Table 1 Regeneration Areas and indicative homes and jobs targets

Regeneration Area	Indicative new homes	Indicative new jobs
Old Oak Regeneration Area (OORA)	18,000 (6,000 delivered in the plan period)	50,000 (20,000 delivered in the plan period)
White City Regeneration Area (WCRA)	6,000	10,000
Hammersmith Regeneration Area (HRA)	2,800	10,000
Fulham Regeneration Area (FRA)	7,000	9,000
South Fulham Riverside Regeneration Area (SFRRA)	4,000	500
Total	37,800	79,500

6 Regeneration Area Strategies

6.2 Three of the Regeneration Areas are designated as Opportunity Areas in the Mayor's London Plan. The Old Oak Regeneration Area (OORA) sits within the Old Oak Common Opportunity Area, which crosses the borough boundary into the London Boroughs of Ealing and Brent and is identified in the draft Mayor's Further Alterations to the London Plan 2014 as having the capacity to deliver 24,000 homes and 55,000 jobs. The White City Regeneration Area (WCRA) covers the same area as the White City Opportunity Area, which is identified in the Mayor's Draft Further Alterations to the London Plan 2014 as having the capacity for 6,000 homes and 10,000 jobs. The Fulham Regeneration Area includes part of the Earl's Court and West Kensington Opportunity Area, which also covers part of the Royal Borough of Kensington and Chelsea. The Earl's Court and West Kensington Opportunity Area is identified as having the capacity for 7,500 homes and 9,500 jobs.

6.3 The regeneration areas represent an opportunity for significant new sustainable place-making and will provide the focus for new development in the borough. For each of the regeneration areas the council has set out the overall strategy for the area and the proposals for sites of strategic importance. In each regeneration area, development will be expected to tackle the physical nature of places, deliver sustainable communities with a range of housing tenures and affordabilities and be supported by social, physical and environmental infrastructure that meets the needs of new residents, as well as providing benefits for existing nearby residents. In taking forward these proposals, the council will aim to involve all sections of the community in the development of policies and proposals for the regeneration of the borough and in planning decisions. Development in each of the regeneration areas will need to respect and enhance the existing townscape context and heritage assets both within and around the area.

Alternative Options - Regeneration Areas

- Not to actively promote the regeneration areas and strategic sites within the borough

Question 1

What are your views on the approach to regeneration areas?

Old Oak Regeneration Area

Context

6.4 The Old Oak Regeneration Area (OORA) comprises 105 hectares, bounded to the south by the northern edge of Wormwood Scrubs, to the east by St Mary's Cemetery and the boundary with the Royal Borough of Kensington and Chelsea, to the north by the London Borough of Brent and to the west by the London Borough of Ealing. The OORA forms part of the Old Oak and Park Royal Opportunity Area, which is designated in the Further Alterations to the London Plan 2014.

6.5 There are several key land holdings in the OORA. To the south of the Grand Union Canal, the OORA is occupied by railway infrastructure, including Old Oak Common Sidings (currently occupied by a First Great Western depot and a Heathrow Express depot and soon to be redeveloped as a Crossrail maintenance depot and stabling depot) and North Pole depot (soon to be reused as an Intercity Express Programme (IEP) depot). To the north, the OORA is occupied by the Car Giant car dealership, the Powerday recycling site and the European Metal Recycling site as well as a number of smaller enterprises.

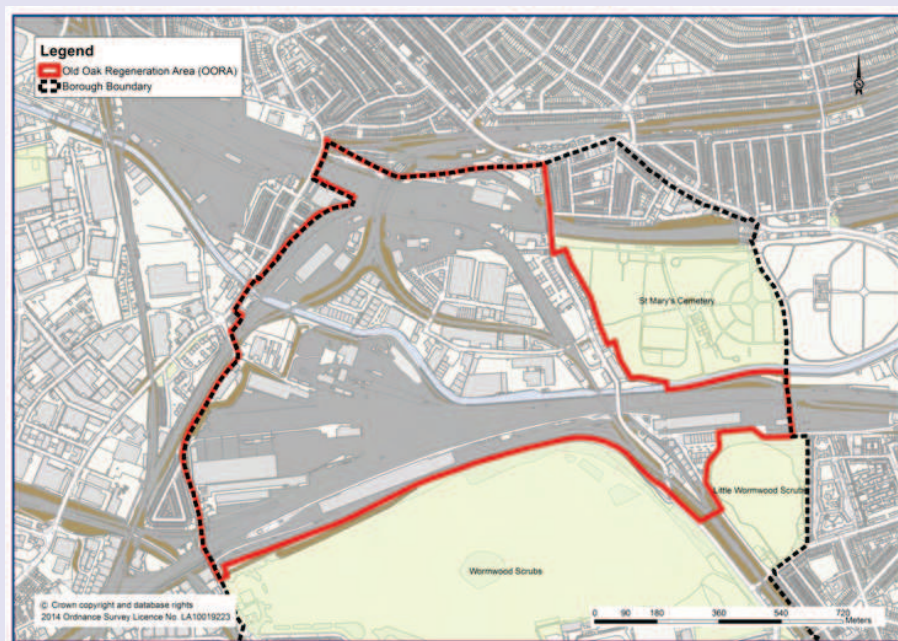
6.6 There are a number of important heritage assets within the vicinity of the OORA. These include the Grand Union Canal Conservation Area, which lies wholly within the OORA and the St Mary's and Kensal Green cemeteries, which lie to the east of the OORA.

6.7 The area is currently severed by transport infrastructure. Running east to west are the West Coast Main Line, the Grand Union Canal and the Great Western Main Line. Running north to south are the North London Line, the West London Line and two rail freight spurs that connect each of these lines to the West Coast Main Line. Connectivity within the OORA is poor, with no east-west vehicular connections and limited pedestrian permeability. There are no stations on the railways that cross the area, apart from Willesden Junction, on the northern edge.

6 Regeneration Area Strategies

Strategic Policy ORRA - Old Oak regeneration Area

Indicative homes	Indicative jobs
6,000	20,000



The council will support the principle of the sustainable, phased, comprehensive mixed use redevelopment of the OORA. Based around the planned major transport improvements at Old Oak Common, the council will encourage development of a new urban quarter which could deliver up to 6,000 homes across a range of tenures and affordabilities and 20,000 jobs, with supporting retail, community facilities and public open space, to create a new mixed, balanced and sustainable community in the period 2015-2035. Proposals for major sports, arts, leisure, education or health providers that act as the catalyst for mixed use regeneration will also be supported. In order to achieve this growth and to reach the full potential of up to 18,000 homes and 50,000 jobs the Council will:

- Work with the GLA, neighbouring boroughs, other strategic partners and landowners to secure the comprehensive regeneration of the area.
- Actively engage with local residents and community groups to ensure that regeneration delivers benefits for the surrounding area;
- Continue to support the Government's proposals for a HS2, Crossrail and Great Western Main Line station at Old Oak Common.
- Support the provision of further rail connectivity at the proposed Old Oak Common station, including connections into the London Overground Network and a Crossrail spur to the West Coast Main Line.
- Support the early regeneration of the OORA in advance of the proposed Old Oak Common station.

Proposals for development in the OORA should:

- **Optimise development potential.** Development around the edges of the OORA should in terms of scale and form be sensitively integrated into the surrounding context. Tall buildings of exceptionally good design may be acceptable, as part of increased massing nearer to areas of high public transport accessibility and subject to detailed analysis of their impact on nearby heritage assets.
- **Demonstrate a high quality of urban design and public realm.**
- **Improve connections to existing communities, including North Acton, East Acton, White City, North Kensington, Kensal Green and Harlesden and improve both north-south and east-west connectivity within the OORA, providing safe and convenient connections for pedestrians and cyclists in accordance with recognised best practice.**
- **Secure economic benefits for the wider community around the Old Oak Regeneration Area by providing programmes to enable local people to access new job opportunities through training, local apprenticeships or targeted recruitment;**
- **Provide appropriate social, physical, environmental and transport infrastructure to support the needs of the OORA as a whole and create viable new sustainable communities.**
- **Create a network of new public green open spaces.**
- **Ensure that Wormwood Scrubs is protected and its existing character and biodiversity value is safeguarded.**
- **Ensure that retail provision within the OORA caters for the day to day needs of development and does not have a detrimental impact on neighbouring retail centres such as Shepherd's Bush and Harlesden.**

Justification

6.8 The Mayor of London's Further Alterations to the London Plan (FALP) 2014 identifies Old Oak as an Opportunity Area. It includes land in the OORA in LBHF and land within the London Boroughs of Ealing and Brent and covers 155 hectares in total. The Opportunity Area is identified as having the potential to provide up to 24,000 homes and 55,000 jobs, making it London's largest Opportunity Area in terms of its potential contribution to growth. The Council considers that approximately 18,000 homes and 50,000 jobs could be accommodated within LBHF and that approximately 6,000 homes and 20,000 jobs could be delivered within the next 20 years covered by this Local Plan, thereby helping to accommodate a substantial quantum of London's homes and jobs needs. It is important that the new homes are available to Londoners rather than to international investors.

6.9 In December 2013, the Government deposited a Hybrid Bill for a High Speed railway connecting London Euston to Birmingham. Known as High Speed 2 (HS2), the Bill includes a railway station at Old Oak Common, connecting High Speed 2 (HS2) to Crossrail and the Great Western Main Line (GWML). The planned Old Oak Common station would be one of the best connected stations in the UK, linking to Central London and Heathrow in 10 minutes, Canary Wharf in 20 minutes and Birmingham in 35 minutes.

6.10 The council has been lobbying for a rail station at Old Oak Common for a number of years and is supportive of the plans to locate a High Speed station there, recognising the step change in access that this would afford the Old Oak area and the significant opportunities for regeneration that it would create.

6 Regeneration Area Strategies

6.11 The North London Line and West London Line both run through the OORA and form part of the London Overground network. Connecting London Overground to the planned Old Oak Common station would enhance public transport accessibility in the OORA as well as relieving pressure on Euston and benefitting the existing stations along the London Overground network by providing a direct connection to HS2 and Crossrail and the Great Western Main Line. Any connection to the London Overground network should have a minimal impact on surrounding heritage assets and open spaces, such as Wormwood Scrubs which is designated as Metropolitan Open Land. There may also be an opportunity for a Crossrail spur to run from the west of Old Oak Common station to the West Coast Main Line. This would serve stations such as Harrow and Wealdstone, Watford Junction and Milton Keynes, which would help to relieve pressure at Euston and would increase the accessibility of Old Oak.

6.12 The planned Old Oak Common station would not be operational until at least 2026. However, the council is keen to ensure that the regeneration of Old Oak and the surrounding area starts before the delivery of the station and therefore will actively encourage proposals that help to kick start the regeneration of the area in advance.

6.13 Tall buildings of exceptionally good design may be appropriate within the OORA, given the high public transport accessibility that the HS2 proposals would afford the area. Any proposals would need to be assessed to ensure that they do not detrimentally impact on residential amenity and nearby open spaces and heritage assets such as Wormwood Scrubs, the Grand Union Canal, St. Mary's Cemetery and Kensal Cemetery.

6.14 Development around the edges of the OORA will need to be sensitively integrated into the existing context. Within the OORA, the Grand Union Canal is designated as a Conservation Area and development proposals will need to respond sympathetically to this heritage asset and its setting. Consideration should also be given to the impact of development on the setting of Wormwood Scrubs and the significance of St. Mary's Cemetery and the Grade I Registered Historic Park and Garden at Kensal Green Cemetery.

6.15 The comprehensive regeneration of Old Oak provides substantial opportunities to improve local connectivity in the area. In order to deliver this, development will need to provide new connections to and improve existing links with the surrounding neighbourhoods of North Acton, East Acton, White City, Kensal Green, North Kensington and Harlesden. Within the OORA itself, development will provide opportunities to overcome the existing severance by creating a new coherent and legible street network that bridges over barriers such as the West Coast Main Line, Great Western Main Line and the Grand Union Canal.

6.16 It is also important that new development creates a pedestrian and cycle friendly environment with strong and direct connections to the planned Old Oak Common station. The council will expect development to contribute to a new network of public green open spaces. This should form a 'green cross' centred on the planned Old Oak Common station and connecting North Acton in the west with the Grand Union Canal and Kensal in the east, and Willesden Junction in the north with Wormwood Scrubs to the south.

6.17 The area around the OORA is one of the most deprived in England, with many of the wards registering as being within the 10% most deprived nationally. Regeneration in the OORA provides opportunities to secure economic benefits for the wider community in the north of the borough. The early delivery of affordable homes and new employment would be expected to stimulate considerable investment in the surrounding area. All this will, in turn, increase local employment opportunities. It will be important to put in place schemes to assist people in gaining access to new jobs.

Regeneration Area Strategies 6

6.18 Across the OORA, development is anticipated to result in an additional 18,000 homes and 50,000 new jobs when fully completed. New social, physical, environmental and transport infrastructure should be provided to support the needs of this new community. It is anticipated that most of the social infrastructure capacity required by the uplift in residential and worker populations will be provided within the OORA. This will need to include facilities such as primary and secondary schools, nurseries, community space, an affordable public leisure centre, sports and arts facilities, health and dentistry centres and a police station. Consideration will need to be given to the capacity of the physical infrastructure, particularly for sewerage and surface water and the ability of the Counters Creek sewer to take increased foul and surface water drainage generated by this site. Surface water will need to be managed as close to its source as possible, with run-off minimised as far as possible through the integration of appropriate Sustainable Drainage Systems (SuDS), in line with the London Plan drainage hierarchy. All development must incorporate high levels of environmental performance by the use of low and preferably zero carbon technologies. Opportunities should be explored for the provision or connection into an existing or planned decentralised energy network. Substantial improvements will need to be made to the highways network within and near to the OORA, as well as improvements to the public transport network, including new and more frequent bus routes and improvements to London Overground and Underground stations. Any new road infrastructure should be carefully planned and managed as part of a strategy to ensure that extraneous traffic is not attracted to the area.

6.19 New retail within the OORA should predominantly be clustered around the planned Old Oak Common station where it can complement any retail provided within the station for interchanging passengers. Retail should cater for the day to day needs of the development and it is important that it should not be of such a scale that will have a detrimental impact on nearby retail centres such as Harlesden or Shepherd's Bush.

Alternative Options - Policy OORA (Strategic Policy – Old Oak Regeneration Area)

- Maintain the current policy where existing strategic industrial land and waste uses are safeguarded.
- Defer the regeneration of parts of the site until suitable transport nodes are operational
- Optimise the quantum of development as far as possible but prohibit tall buildings in the regeneration area.
- Rather than a mix of employment and residential, land use could be weighted towards the provision of employment.
- Rather than a mix of employment and residential, land use could be weighted towards the provision of more residential use.

Question 2

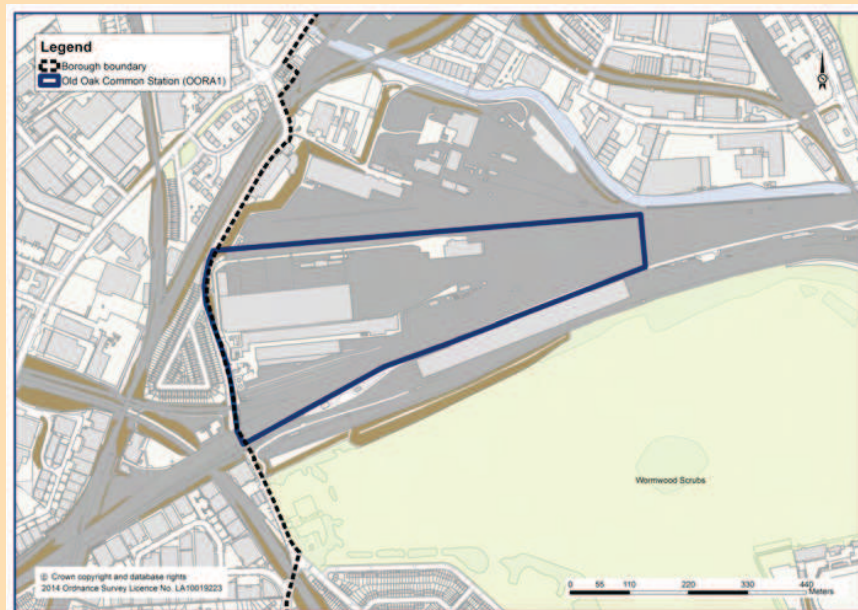
What are your views on the approach to the Old Oak Regeneration Area?

6 Regeneration Area Strategies

Strategic Site Policy OORA1 – Old Oak Common Station

The council will work with partners to secure a new Old Oak Common station that is of the highest design quality and is the focal point for the new community. It will therefore be expected that:

- The station and its immediate surroundings become the focal point for regeneration within the OORA and deliver uses such as retail, civic space, open space, offices and leisure.



The development should:

- Provide legible connections into and through the station, including free public access from the north, east and west and with access to the south to be opened once regeneration proposals are brought forward for the North Pole Depot.
- Be of exceptional architectural quality and to act as an exemplary marker of London's role as a world city.
- Be accompanied by a state of the art intermodal interchange that facilitates the safe and efficient movement of passengers from buses, taxis and private vehicles, including cycles, into and out of the station. Most access will be by buses, taxis, walking and cycling but provision will need to be made for a small proportion of journeys to be made by private car. The intermodal interchange should be designed to be attractive to pedestrians, allowing safe and efficient movement into and through the station and should be well integrated into the surrounding public realm.
- Be supported by adequate connections into the strategic road network. Improvements will be expected to road connections to the south and west to connect to the A40. New bridge connections over the Grand Union Canal must be provided to connect to Hythe Road and provide road connections to the north and east.

Justification

6.20 The station and its surroundings should not just provide access to the transport network, but should also offer a range of facilities and services to the local community. To enable this to happen, the station should be integrated into the urban fabric of the area. Facilities such as retail, cafes and restaurants are important services in any large station in order to cater for the needs of passengers. By integrating them into the wider area they could also serve the day to day needs of surrounding residents and workers and function in a similar way to the newly redeveloped London St. Pancras and King's Cross rail termini.

6.21 To enable the station to become the new focal point of the development and to increase accessibility and connectivity in the area, the station concourses should act as major thoroughfares within the OORA. It should also contribute to the pedestrian and cycle friendly network of open and civic spaces running from North Acton in the west to Kensal in the east and Willesden Junction in the north to Wormwood Scrubs in the south. In order to achieve this, access to the station must be provided from the north, south, east and west and uncharged public access should be provided through the station concourses. The western entrance is anticipated to be used by the highest numbers of people in the short to medium term. Therefore, provision should be made in this location for a major civic square. Subject to the Crossrail depots being released, there will also be the opportunity for a civic square or open space to the north of the station, which could become the main front door to the station for the majority of new residents and workers in the OORA. Access to the south would have to be opened up after the North Pole Depot is released for development, which is planned to be used as an Intercity Express Programme (IEP) Depot. The development of temporary solutions for accessing the open space at Wormwood Scrubs in advance of this will be encouraged. Once the IEP depot is relocated, there will be opportunities to explore innovative solutions for the ways in which the station interfaces with Wormwood Scrubs. An entrance in this location would open up opportunities for people to walk to and from East Acton Central Line station, further enhancing connectivity and accessibility in the area. Any proposals for an access into Wormwood Scrubs would need to be sensitive to the character and natural environment of the Scrubs. In particular, consideration should be given to the impact of any access on biodiversity.

6.22 The planned Old Oak Common station will potentially be one of the best connected railway stations in the UK. It will form a gateway to London and help to shape many visitors' first impressions of the city. The architectural quality of the station should contribute significantly to this. It will also act as the principal arrival point for the OORA, with the quality of the environment in and around the station setting the benchmark for the wider area and acting as a catalyst or precedent for future development. It is therefore imperative that the station is of the highest architectural quality, continuing the tradition established by London's other major rail stations.

6.23 It is estimated that the planned Old Oak Common station will handle approximately 250,000 passengers a day, making it one of the UK's busiest rail stations. Most of these passengers will be interchanging between HS2, Crossrail and the Great Western Main Line. However, approximately 50,000 passengers a day are also estimated to exit or enter the station from the surrounding area, either by bus, car, taxi, bicycle or on foot. To cater for this, the station will need incorporate a state of the art intermodal interchange. The Council will expect the interchange at Old Oak to be an exemplary intermodal facility that quickly transfers people into the station, is of exceptional design quality and seamlessly integrates into its surroundings.

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6.24 Of the 50,000 passengers anticipated to exit and enter the Old Oak Common station from the surrounding area each day, it is estimated that about 10% will use cars or taxis. The existing road network around the OORA would be unable to cope with the additional trips generated by this. It is therefore imperative that road improvements are made and that the potential for new road connections is investigated. To connect to the A40, road widening and junction improvements will be needed along Old Oak Common Lane and at Gypsy Corner. The possibility of relocating the A40 northwards to the Great Western Railway corridor should be investigated, both to increase the connectivity of Old Oak Common and reduce its severance effect and release land in the White City area. New road bridges over the Grand Union Canal, connecting the Old Oak Common station site to Hythe Road should also be delivered. This would provide access to the road network to the north and east of the station and open up opportunities for new bus routes.

Alternative Options - Policy OORA1 (Strategic Site Policy – Old Oak Common Station)

- The station should be designed purely as an interchange station with a limited number of entrances and exits to be used primarily for emergency egress

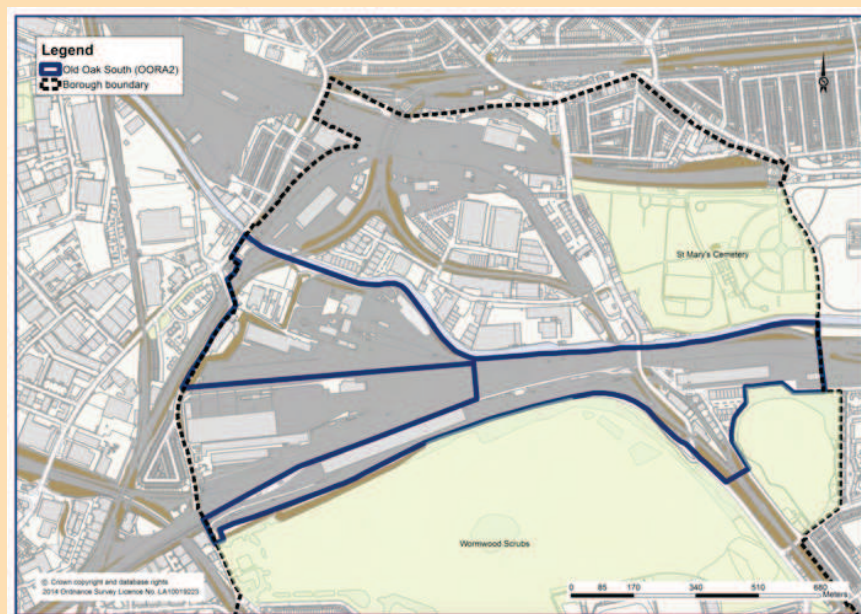
Question 3

What are your views on the approach to Old Oak Common Station?

Strategic Site Policy OORA2 – Old Oak South

The council will encourage the early relocation of the Crossrail depots and Intercity Express Programme (IEP) depot to enable regeneration around the new Old Oak Common station (see Strategic Site policy OORA1). Development proposals for this strategic site should:

- Be employment led immediately around the Old Oak Common station, with opportunities for the creation of a substantial employment centre. Any tall buildings should be perceived as separate elements within a coherent group rather than a single mass.
- Be predominantly residential around the edges of the site, especially on the boundaries with Wormwood Scrubs, Little Wormwood Scrubs and the Grand Union Canal.
- Create new connections through the site including a new public east-west road connection on the IEP depot that will link, linking Old Oak Common Lane to Scrubs Lane and new road and pedestrian connections over the Grand Union Canal.
- Provide a network of public green open spaces, connecting the Grand Union Canal and Old Oak Common station to Wormwood Scrubs and connecting Old Oak Common Lane, through the planned Old Oak Common HS2 station to the Grand Union Canal.
- Contribute to upgrading Wormwood Scrubs and sports facilities such as the Linford Christie Stadium.



Justification

6.25 The establishment of a new urban quarter around the planned Old Oak Common station is largely dependent on the relocation of the Crossrail maintenance and stabling depots and IEP depot. The Crossrail depots have leases running until the mid 2040s whilst the IEP depot has a lease running until the late 2030s. The council considers that there are more suitable locations to which these depots could be relocated so that they do not

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remain adjacent to one of the UK's largest and most accessible rail stations. In order to support the delivery of new homes and jobs for London, the council is engaging with rail operators to build a case for the early relocation of these depots so that regeneration can occur well in advance of the expiry of their leases. The council will support proposals for the early release and redevelopment of the depots.

6.26 The area around the planned Old Oak Common station will have levels of accessibility to public transport that are comparable with the most well integrated and connected locations in the West End, the City and Canary Wharf. Therefore, opportunities for the creation of a new employment centre at Old Oak should be exploited. Tall buildings may be appropriate within an employment centre in order to mark the location of the transport interchange. However, any tall buildings would need to be located sensitively and be exceptionally well designed in order to ensure that they make a positive contribution to the skyline. Tall buildings would need to be perceived as separate elements within a coherent group rather than combine to form a single mass, particularly when viewed from the Grand Union Canal to the north and Wormwood Scrubs to the south.

6.27 Away from the potential employment centre, development should be predominantly residential. Development proposals would need to consider and respond sensitively to Old Oak Common Lane, Old Oak Lane and Victoria Road to the west, the Grand Union Canal and Hythe Road Ecological Park to the north, Little Wormwood Scrubs to the east and Wormwood Scrubs to the south.

6.28 There are significant opportunities for improving connectivity in Old Oak South. To the west, development of the vacant Old Oak hostel site on Old Oak Common Lane will provide opportunities for a bridge link across the Grand Union Canal to the Old Oak North Strategic Site. This connection could be provided within the early phases of development as it is not dependent on the relocation of the Crossrail depots or the construction of the planned Old Oak Common station. With the delivery of the planned Old Oak Common station there will be opportunities to secure a further connection over the Grand Union Canal to the east. These two connections over the Grand Union Canal would improve both east-west and north-south connectivity within the OORA. The release of the Crossrail depots would provide further opportunities for improved connectivity, including additional connections over the Grand Union Canal. To the south of Old Oak Common station, the release of the IEP depot would allow for the provision of a road link connecting Old Oak Common Lane in the west to Scrubs Lane in the east. To the east of Scrubs Lane development should also provide a road link into the Kensal Canalside Opportunity Area in the Royal Borough of Kensington and Chelsea.

6.29 Old Oak South has the potential to play an important role in the open space strategy for the OORA with the planned Old Oak Common station acting as the centre of a 'green cross' of connecting spaces linking North Acton, Willesden Junction, the Grand Union Canal and Wormwood Scrubs. The Old Oak Common HS2 station should be decked over and landscaped to provide the principal east-west connection through the area, linking the Grand Union Canal to Old Oak Common Lane. To the west of the planned Old Oak Common station, a civic square should be provided to act as the main entrance into the station in the short to medium term. In the longer term, once the Crossrail depots are brought forward for development, a new civic square/open space should be provided to the north of the station. This will become the main arrival point into the station for the new community within the OORA. A network of open spaces should be provided to connect this entrance space to the Hythe Road Ecological Park, south of the Grand Union Canal. Here, provision should be made for a pedestrian/cycle bridge over the Grand Union Canal,

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continuing the north-south arm of the 'green cross' into Old Oak North. To the south of the planned Old Oak Common station, the release of the IEP depot will allow for the completion of a connection to Wormwood Scrubs. A civic or open space should also be provided here, whilst improvements to Wormwood Scrubs and Linford Christie Stadium, would contribute to meeting the needs of the regeneration area.

Alternative Options - Strategic Site Policy OORA2 (Old Oak South)

- Land use should be weighted towards the provision of residential uses throughout the area.
- Rather than actively pursuing the relocation of the Crossrail and Intercity Express Programme depots we could assume that these remain within the strategic site.

Question 4

What are your views on the approach to Old Oak South?

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Strategic Site Policy OORA3 - Old Oak North

The Council will support the early development of the Old Oak North site. Proposals for the site should:

- Lead to the substantial provision of new housing, including affordable homes with supporting social and physical infrastructure. In addition, a major educational, health, arts, leisure or sports complex such as a football stadium would be supported if it helped to act as a catalyst for the regeneration of the area.
- Create new connections into the site, including over the Grand Union Canal into the Old Oak South site and new road connections off Scrubs Lane. Existing connections should be enhanced and the existing pedestrian bridge from Willesden Junction should be replaced by a new high quality pedestrian walkway and cycle route. Improvements should be secured to Willesden Junction station, including the creation of a new station entrance to the east.
- Provide a network of open spaces connecting the Grand Union Canal to Willesden Junction station.
- Ensure that taller buildings are located at points of townscape significance within the wider plan and respect the amenity of residential properties in the vicinity and the amenity and settings of the Grand Union Canal, St. Mary's and Kensal Cemeteries and Wormwood Scrubs.



Justification

6.30 The strategic site is bounded by rail lines on three sides and by the Grand Union Canal to the south. Old Oak North is currently occupied by three key land holdings. Powerday, a company recycling construction and some other waste, occupy approximately 3.5 hectares. European Metal Recycling (EMR) occupy approximately 3.3 hectares to the north of the Old Oak North site. EMR recycle mainly commercial waste. The Car Giant

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car dealership occupies the majority of the rest of the Old Oak North site, having landowning interests totalling over 20 hectares. Powerday provide for the council's waste apportionment target and would therefore need to remain within the strategic site in the short to medium term. The Car Giant and EMR sites are critical to the comprehensive regeneration of the strategic site and would need to be relocated elsewhere.

6.31 The Council will expect development within the Old Oak North strategic site to be predominantly residential, capitalising on the site's south facing aspect onto the Grand Union Canal. To the north of the site, residential uses may not be as desirable or appropriate as a consequence of the proximity of the West Coast Main Line. However, as this part of the site is close to Willesden Junction station it has good public transport accessibility and therefore presents opportunities for more mixed use development and supporting infrastructure. It is anticipated that the land to the south of Willesden Junction station, is likely to form the first phase of development within Old Oak North. Here, opportunities should be explored for the provision of a major educational, health, arts, sports or leisure complex to act as a catalyst for regeneration and to front load the provision of infrastructure, particularly improvements to pedestrian access from the south of the site to Willesden Junction station. The council is aware of Queens Park Rangers desire to relocate and build a new football stadium in the Old Oak Common Regeneration Area and considers that the Old Oak North site could be a good location because of its characteristics. In addition, such a major development could, subject to planning consent and other related approvals, proceed relatively quickly and thereby contribute to the physical infrastructure required to open up the area.

6.32 New road connections into the site are key to unlocking the potential of the area for regeneration. Current vehicular access into the site is off Scrubs Lane via Hythe Road, which tunnels under a road link to the Powerday waste site, the West London Line and a freight spur between the West London Line and the West Coast Main Line. Development will need to fund improvements to this tunnel and there may be opportunities for the tunnel to be shortened. A new access road should also be provided into the Old Oak North strategic site further north along Scrubs Lane to access the parcel of land to the north of the West London Line. To the south of the Old Oak North strategic site, two new vehicular connections over the Grand Union Canal should be provided, as well as pedestrian bridge connections, in association with those proposed in the Old Oak South strategic site. There may also be opportunities for a further vehicular connection into the Old Oak North strategic site from the west. Along the northern edge of the Grand Union Canal, there will be opportunities to open up the Canal to the public. A new pedestrian walkway should be provided here between Old Oak Common Lane and Scrubs Lane. Adjacent to this there will be opportunities for the provision of cafes, restaurants and leisure uses, which will help to generate activity along the Canal.

6.33 Old Oak North also has the potential to contribute to a new open space network within the OORA. Development proposals coming forward will be expected to deliver a network of pedestrian friendly, connected green spaces linking the Grand Union Canal in the south to Willesden Junction station in the north. To the south of this green link, a pedestrian/cycle bridge should be provided over the Grand Union Canal and to the north the existing pedestrian bridge over the West Coast Main Line should be replaced by a wider pedestrian walkway and cycle track. Opportunities for the creation of two new civic squares to the north and south of the West Coast Main Line, to act as points of arrival into the new development, should also be explored. Improvements will also need to be made to Willesden Junction station to increase its capacity to cater for the demands arising from development within the OORA.

6 Regeneration Area Strategies

6.34 To the edges of the Old Oak North strategic site, development should respect and respond to the existing context. There may be opportunities for tall buildings within the centre of the site. Any tall buildings would need to be exceptionally well designed and respect the amenity of surrounding residential properties and heritage assets, particularly the Grand Union Canal and St. Mary's and Kensal cemeteries.

Alternative Options - Strategic Site Policy OORA3 (Old Oak North)

- Retain the European Metal Recycling (EMR) and Powerday waste recycling sites
- Not to encourage the development of a major educational, health, leisure or sports complex to act as a catalyst for regeneration
- Rather than development in Old Oak North being residential led, the land use could be weighted towards the provision of employment.

Question 5

What are your views on the approach to Old Oak North?

White City Regeneration Area

Context

6.35 White City Regeneration Area (WCRA) comprises 110ha on the eastern edge of the Borough, adjacent to the boundary with the Royal Borough of Kensington and Chelsea (RBKC). The WCRA has been designated an Opportunity Area in the Mayor's London Plan 2011 and Draft Further Alterations to the London Plan (FALP) 2014. The area has also been identified as a potential future 'International Town Centre' in the FALP. The regeneration area has three distinct sub-areas White City East, Shepherd's Bush Town Centre and the estates in White City (White City West).

6.36 White City East consists of land to the north of Westfield London and to the east of Wood Lane with the addition of the Media Village site and former BBC Television Centre. Imperial College London is developing a new campus to the north of the A40, bringing academic uses related to bio-medical and technological research to this area.

6.37 White City West comprises LBHF's largest local authority housing estates - the White City Estate and Batman Close. This area also includes the Wood Lane Estate, Loftus Road Football Stadium and the TA Centre.

6.38 Shepherd's Bush Town Centre lies to the south of the WCRA and is an important retail, entertainment and cultural centre which includes Westfield London, the W12 Centre and Shepherd's Bush Market. The town centre is designated a metropolitan centre in the London Plan.

6.39 There are a number of heritage assets throughout the area. Much of the area is within the Wood Lane Conservation Area, which centres around the Grade II Listed BBC Television Centre, but also includes the White City London Underground Station, which is a building of merit. The Grade II Listed DIMCO building is to the south of the conservation area. The Shepherd's Bush Conservation Area covers Shepherd's Bush Green and surrounding buildings, including the Shepherd's Bush Empire theatre and the former Odeon Cinema buildings which are both Grade II Listed.

6.40 The opportunity exists in the WCRA for substantial mixed-use development which will help to regenerate the wider area, by providing new housing, including affordable housing, a greater range of job opportunities and community and leisure facilities to contribute to the aspirations for the wider West London sub-region, helping to sustain London's growth.

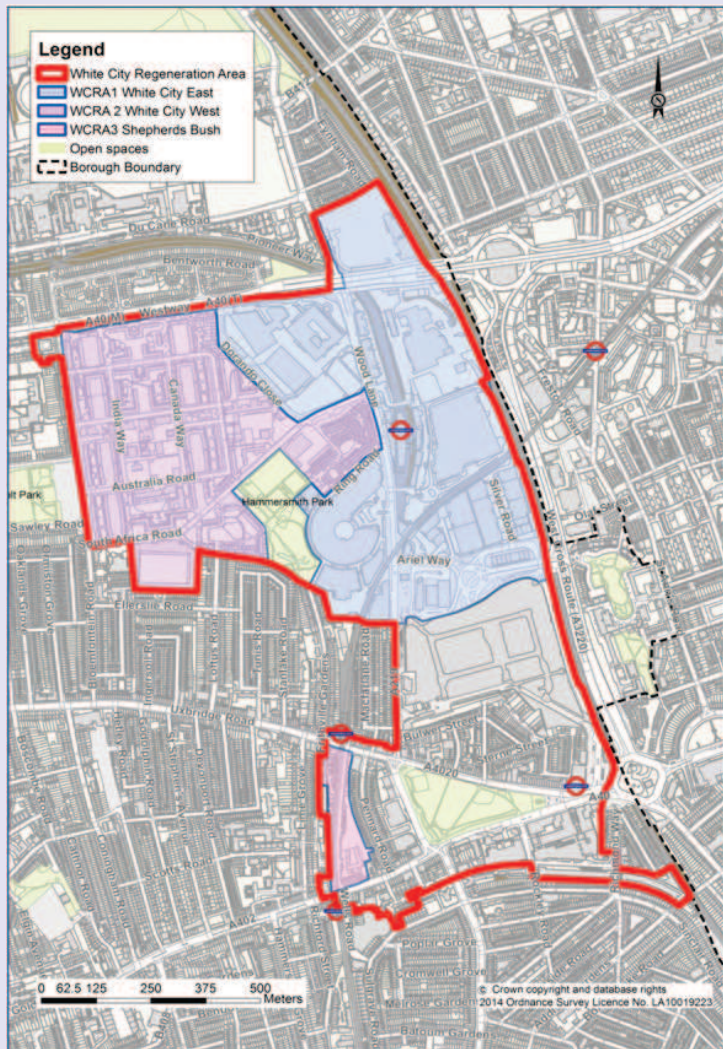
6 Regeneration Area Strategies

Strategic Policy WCRA - White City Regeneration Area

Indicative additional homes	Indicative new jobs
6,000	10,000

The Council will work to secure the comprehensive regeneration of WCRA, in particular the creation of a new high quality mixed-use development in White City East, along with the creation of a major educational facility with supporting retail, community facilities and open space; the regeneration of the historic Shepherd’s Bush Town Centre; and the phased renewal of the estates. In order to achieve this, the Council will:

- Work with the GLA, TfL, other strategic partners, and landowners to secure the comprehensive regeneration of the area;
- Actively engage with local residents and community groups to ensure that the regeneration delivers benefits for the surrounding area; and
- Work with the community and local enterprises, to establish ongoing partnerships and initiatives to provide sustainable public sector service delivery in the area.



Proposals for development in WCRA should:

- Contribute to the provision of 6,000 new homes across a variety of tenures and 10,000 jobs, mainly within White City East, but also in smaller scale developments elsewhere in White City West and in the town centre;
- Provide commercial uses within a new mixed-use area in White City East, capitalising on existing activities in the area including creative, media and bio-technology sectors;
- Include educational use, together with a limited amount of student accommodation;

- Sustain regeneration of the historic town centre, by locating retail activities within the town centre. Major leisure and retail that cannot be located within the town centre may be appropriate north of Westfield on the edge of the existing town centre boundary;
- Improve the vitality of the important Shepherd's Bush Market;
- Provide appropriate social, physical, environmental and transport infrastructure to support the needs arising from the development of WCRA as a whole and create new sustainable communities;
- Support the maintenance of existing green space and encourage the creation of new green space;
- Secure economic benefits for the wider community by providing programmes to enable local people to access new job opportunities through training, local apprenticeships or targeted recruitment;
- Improve connections to existing communities, including between White City West, the town centre and east to RBKC to improve both north-south and east-west connectivity within the WCRA and connections to the wider area;
- Ensure that development extends and integrates with the urban grain and pattern of development in the WCRA and its surrounding area; and
- Ensure that new development respects the scale of adjoining development along its edges, but with increased massing towards the centre of the site. The scale should be generally medium rise and aim to meet the regeneration objectives of the area. A limited number of tall buildings of exceptionally good design may be acceptable especially in locations close to the A40 and A3220 where they are not considered to have a detrimental impact on the setting of listed buildings, the character and appearance of the Wood Lane conservation area, or the setting of other neighbouring conservation areas and the local area in general.

Justification

6.41 White City is identified as an Opportunity Area in the London Plan due to an area of underused industrial land within close proximity to Central London and key transport links. The Opportunity Area is identified in the Further Alterations to the London Plan 2014 for a minimum of 6,000 homes and 10,000 jobs. The Mayor identifies the redevelopment of the Opportunity Area as having potential for mixed density housing and a focal point for office development at or around the tube stations at White City and Wood Lane along with other commercial, leisure, open space, education and retail uses of appropriate scale to support the local community. Housing-led intensification should support local regeneration, enable estate renewal and seek a mixed and balanced community. It identifies there may be scope to enhance education and research capabilities in the area, linked in particular to healthcare and bio-technology. Development should promote the vitality of the town centre, particularly the Shepherd's Bush Market, and complement the viability of other west and central London centres.

6 Regeneration Area Strategies

6.42 WCRA remains an area with one of London's highest levels of deprivation in terms of income and employment. It requires further investment within the community in order to facilitate opportunities for more residents to enter the workforce, through education, training and recruitment. A major catalyst to the improvement in the area has been the introduction of Westfield London Shopping Centre which has brought significant numbers of visitors to the area and improvements to public transport accessibility and the surrounding public realm, including Shepherd's Bush Green.

6.43 There is already an existing large employment focus in the area, particularly with a focus on creative industries, with BBC's presence at Media Village, the business start-up companies within the Ugli building, and soon with Imperial College London's research and development sector. There is scope to develop further employment activities in White City East, not only to replace jobs lost by the relocation of existing employment activities but for creating additional jobs linked to new uses coming forward for development. Imperial College has commenced development on the former BBC Woodlands site, for a mix of uses including student accommodation, housing, medical research, offices, technology transfer space, a hotel and conference facility and other ancillary uses. Further educational and research uses are likely to be brought forward on the Dairycrest site as part of a wider mix of uses to encourage business start-ups and incubator space. The departure of most of the BBC's activities at the Television Centre has provided the opportunity to open up the site for refurbishment and inclusion of new mixed-use development, and the future departure of QPR Football Club from the area may bring forward further opportunities. Shepherd's Bush Market is identified for market improvement which could attract additional visitors to the area, and any additional development could provide further job opportunities if it can provide for mixed use scheme.

6.44 Imperial College London is a world-class university which has a reputation for excellence in science, medicine, engineering and commerce and ranks within the top 10 universities in the world. The council supports the opportunity to provide a world-class higher educational campus in the area, as it will bring much needed investment to the area. Primary and secondary educational facilities are also encouraged at this location. Some student accommodation may be appropriate as part of the overall mix of residential types, sizes and tenures within the WCRA.

6.45 In recognition of the opening of Westfield London and the improved transport links, the Mayor's London Plan identifies Shepherd's Bush as a Metropolitan Centre. The draft Further Alterations to the London Plan (2014) identifies it as having potential to become an international town centre. Westfield, along with the W12 Centre and Shepherd's Bush Market provide the three key retail anchors for the town centre. Each anchor provides a retail offer that is attractive to different communities and cultures and helps contribute to the town centre's vibrancy. The W12 Centre has recently refurbished shop units and has provided a hotel and Shepherd's Bush Market is likely to be refurbished which will both further encourage footfall throughout the town centre. The West London Retail Needs Study projected a significant need for further retail floorspace in the town centre before 2031. As a result, a larger scale mixed use scheme was consented immediately north of the existing Westfield London, from the edge of the existing Westfield London shopping centre to the Hammersmith & City Line viaduct. This scheme includes additional retail floorspace, substantial leisure facilities and housing. If implemented, this development could justify a future extension of the designated town centre boundary.

6.46 Shepherd's Bush Market and adjacent land has planning permission for a scheme which intends to reconfigure the market space, providing new stalls and shops and an improved layout alongside the existing traders and to provide a greater mix of uses with residential units above. The market will provide benefits for existing market traders with a better layout and improved public realm which will in turn attract greater numbers of visitors to the area. This investment will ensure the market is sustained for its richness in culture and wide range of goods for years to come.

6.47 Development must contribute to the provision of infrastructure necessary to support the new sustainable community. Because of the scale of development in the OA, supporting infrastructure will need to include provision on site towards public open space, community, health, sports, arts and leisure facilities, new schools (primary, secondary and nursery provision), junction improvements, bus enhancements and new pedestrian and cycle connections. Where on site provision is not possible or not feasible, financial contributions will be sought. Consideration will need to be given to the capacity of the physical infrastructure, particularly for sewerage and surface water and the ability of the Counters Creek sewer to take increased foul and surface water drainage generated by new development. Surface water will need to be managed as close to its source with run-off minimised through the integration of appropriate Sustainable Urban Drainage Systems (SuDS), in line with the London Plan drainage hierarchy. Opportunities should be explored to secure the provision or connection into an existing or planned decentralised energy network. In order to deliver the objectives for the area, it is essential that there is a comprehensive approach and that individual private sector site developments contribute to wider regeneration in the WCRA as a whole, at the very least providing tangible benefits to achieving sustainable communities. This will contribute to many of the key corporate aims, namely, giving more power to local communities, delivering social inclusion, creating more opportunities for young people and delivering greater efficiencies in public spending. Any public sector services delivered in the White City Regeneration Area should be discussed with the local community which will likely be in the form of a Ward Panel for the area.

6.48 Due consideration will need to be given to the impact of each site within the strategic transport network, ensuring that future development will not consume a disproportionate amount of transport capacity. A strategic Transport Study prepared in 2012, modelled the impact of the potential increase in population on the local highway and public transport network. The study identifies areas recommended for transport investment in and around the WCRA. The majority of the opportunity area is well served by public transport, however, the area suffers from problems with high volumes of road traffic and also lack of physical connectivity, particularly in White City East where the A40, the A3220 and rail infrastructure creates physical barriers restricting access to and from the area. The whole area should be planned to enable easy movement within the area, especially from homes to transport connections, employment, shops, schools, open space, leisure and other facilities. Planned and committed TfL improvements to the West London Line services will increase public transport capacity and a Crossrail station and/or HS2 rail link station in the Old Oak Regeneration Area would bring great benefits to this area in the long term as it will be likely to relieve pressure on the Central Line.

6.49 Census data from 2011 indicates that the unemployment rate was at 7.4% in White City, as compared to 5.1% in London overall. The introduction of new employment uses and large-scale retail provides an important opportunity for the local community which currently suffers from high levels of unemployment and skills deficits. Proposals that involve substantial new employment opportunities should offer skills training, work placements,

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apprenticeships and targeted local recruitment campaigns in order to make best use of added value of employing local labour. The council will encourage businesses to embrace the London Living Wage. Developments should also look to promote local businesses and encourage sustainable business enterprise and entrepreneurship especially among young people and business start ups.

6.50 East-west pedestrian and cycling connectivity will be improved by the proposed subway under the West London Line and A3220 which has been secured as part of the Imperial College development. But further enhancements across the area will be required to ensure high public transport use, along with provision for more pedestrian and cycle infrastructure, including a bridge across the A3220 adjacent to the Hammersmith & City and Circle Line. The council's vision for the area is dependent on improvements and capacity in public transport, cycling and walking to ensure a high proportion of trips are made in environmentally sustainable ways.

6.51 The layout of each of the sites and how they relate and connect to one another to overcome barriers to movement will be carefully considered. There is an opportunity to create a high quality townscape to open up the area to enable easy movement within the area and to the surrounding area (including the Royal Borough of Kensington and Chelsea), especially from homes to transport links, employment, shops, open space and other facilities. It should have regard to the existing character and pattern of surrounding streets, along with respecting nearby quieter streets that wish to retain that character.

6.52 Development should respect the prevailing scale of the surrounding townscape along its edges, and be generally medium rise. However, parts of the area such as alongside the A40 and A3220 are less sensitive to the impact of building height due to large pieces of road and rail infrastructure that act to separate potential taller elements from nearby lower-rise residential areas. A limited number of tall buildings could be considered as part of the approach to urban design provided they are of exceptional design quality and do not have an unreasonable impact on nearby residential properties and where they are not considered to have a detrimental impact on the setting of listed buildings, the character and appearance of the Wood Lane conservation area, or the setting of other neighbouring conservation areas and the local area in general. Some other limited locations within the WCRA may also be acceptable for tall buildings, as long as it can be demonstrated that they do not have a negative impact on the character and setting of Listed Buildings, Conservation Areas and the local area in general. This will also be subject to consideration of other design and amenity policies as set out within the Borough-Wide policies within this Local Plan.

Alternative Options - Strategic Policy WCRA (White City Regeneration Area)

- Develop an updated SPD for the area
- Extend the Regeneration area boundary and exclude the area of land to the west and/or the town centre from the boundary.

Question 6

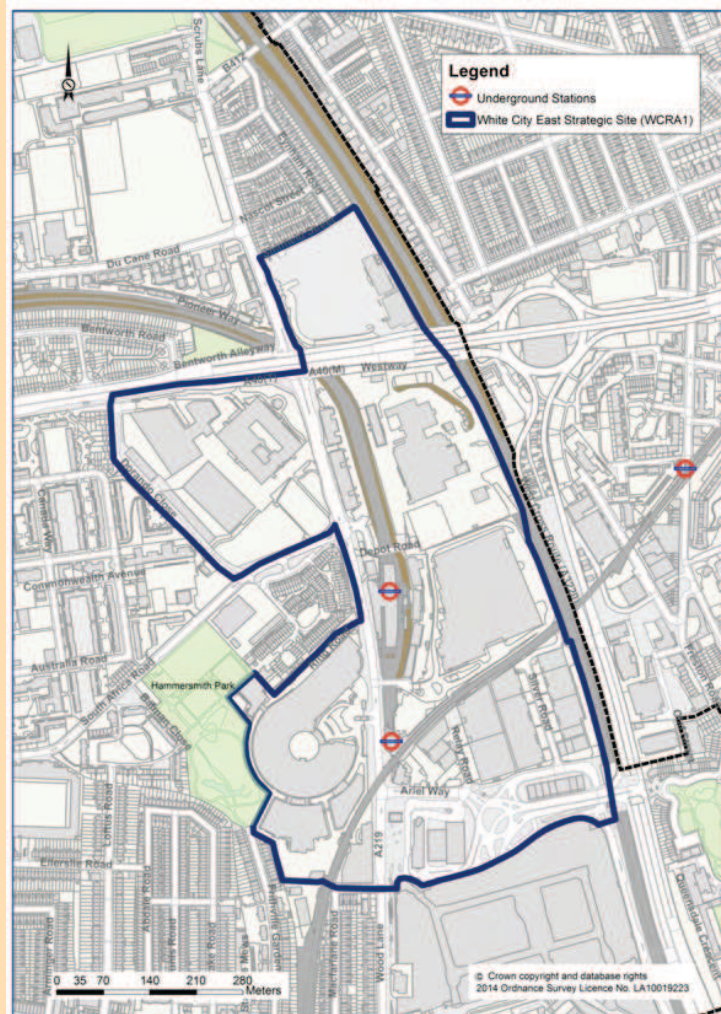
What are your views on the approach to White City Regeneration Area?

Strategic Site Policy WCRA1 - White City East

The council will seek regeneration in White City East for a mixed-use urban quarter within a high quality environment.

Proposals for development in White City East should:

- be mixed use providing housing, employment and community uses, creative industries and a major educational hub, leisure facilities as well as small-scale retail;
- provide large amounts of housing for residents across all tenures, house sizes and affordability;
- ensure that on sites primarily developed for higher educational purposes, that a mix of uses is provided, including non-student accommodation and other non-educational uses;
- provide retail to meet the day to day needs of development. Any retail provision exceeding day to day needs should be provided adjacent to Shepherd's Bush Town Centre;
- demonstrate how the proposal fits within the context of a detailed masterplan, and how it integrates and connects with the surrounding context. There should be improved permeability and access between Westfield and areas north in the WCRA, particularly through areas of public open space;
- provide a network of green corridors and public open spaces including a local park located centrally of approximately 2ha in size;
- ensure that development provides high quality places for living and working that are well integrated with, and respect the setting of, the surrounding area;
- retain those parts of the BBC TV Centre which have historic and/or architectural interest. The Centre's setting should be integrated with the surrounding public realm, providing connectivity to the east, west and south of the site; and



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- contribute proportionally to the achievement of the objectives and policies for the area; to the overall provision of social and physical infrastructure such as: a health centre, educational facilities, public open space, employment training and recruitment programmes, community facilities, a decentralised energy network and other necessary improvements to the transport infrastructure to enable the White City Regeneration Area to be developed to its potential.

Justification

6.53 This area includes the land to the north of Westfield London on the east side of Wood Lane, but also includes the BBC TV Centre and the BBC Media Village sites. The White City East site provides the most substantial opportunity for early regeneration in the WCRA. Development proposals will need to secure an appropriate mix of land uses to provide the full benefits of regeneration, ensuring that the appropriate number of homes and jobs are delivered, that separate planning applications are well related and connected and provide appropriate social and physical infrastructure to mitigate the impacts of their development. Development proposals must contribute to the provision of social and physical infrastructure necessary to support development of the whole area to create a sustainable community, including the timely availability of local skilled labour through pre-employment and skills training.

6.54 White City East has the capacity to provide many of the 6,000 new homes for the regeneration area, including a range of new affordable housing in different tenures, student housing and housing for those in need of care and support. The aim is to create a sustainable community which will include accommodation for families, students and people that already live in the area. White City East will secure as much affordable housing as viable, which will over the next 15-20 years, provide new affordable housing which could create opportunities also for estate residents in the regeneration area to access accommodation that better suits their needs. Any decision about the approach to this would need to be tested with residents, but it could consider providing:

- New social and affordable rented housing of the right sizes and types would provide more opportunities for transfers to alleviate overcrowding, under occupation or obtain housing more suited to a tenant's needs.
- Intermediate housing at the right price levels to enable existing tenants who can afford to move into home ownership, to do so.
- Similar opportunities for leaseholders living on the estates who would have opportunities to move if they consider that new homes are more suited to their needs.

6.55 Imperial College London has purchased two key sites to the north of White City East, and construction is underway on the former BBC Woodlands site to the north of the Westway. The council supports the development of these sites for large scale higher educational uses together with residential (non-student), employment and local retail and supporting infrastructure to ensure that the council achieves its aims for regenerating the area for a mix of uses. Student accommodation will be considered on these sites but it should not compromise the overall housing capacity of the area nor should it create large areas of predominantly student housing. It is important that the area will achieve a mix of housing types and sizes across all sites to ensure the area comprises a cross-section of people.

Regeneration Area Strategies 6

6.56 Westfield London has planning permission for a mixed use scheme including larger scale retail uses and residential units on the site immediately north of their existing retail store and south of the Hammersmith and City Line viaduct. Although this constitutes larger scale retail, it is located at the south of the railway viaduct and adjacent to the town centre.

6.57 The strategic site covers a large area which is bounded and crossed by roads and railway lines, but it must not be planned out of context with the surrounding area. Development provides the opportunity to connect with and knit together the surroundings while providing a permeable internal layout. Development in White City East should provide north-south and east-west connections to overcome the physical severance experienced across this part of the WCRA. The railway arches situated between the Westfield and Marks and Spencer site are key to delivering the north-south pedestrian flows and should be encouraged to be opened up for circulation and other active uses. There is also potential for providing a new pedestrian and cycle route from the TV Centre to Shepherds Bush Market, alongside the Hammersmith and City Line, which would be a useful addition to permeability and connections. Development of land beside the West London Line and A3220 should provide for east-west pedestrian and cycle connections to encourage sustainable modes of transport. Development on either side of the A40 must be well connected through provision of a primary north-south vehicular route, together with additional secondary vehicular roads that link to additional east-west links. The area immediately north of Westfield requires careful handling in urban design and land-use terms to provide improved permeability and linkages to the north to overcome the barrier effect of the Hammersmith and City Line railway arches.

6.58 Sufficient public open space for residents and workers should be provided to support the future residential and working population in the area. A local park of approximately 2 hectares should be provided to support the additional population that will come to the area. A central location to the east of Wood Lane would be most beneficial, which as well as providing for the needs of development in White City East, would be well located as a space for those people visiting the area for work or shopping in the town centre. The delivery of this open space should be met through proportional contributions from all landowners in the area. Green spaces should be connected to provide a network across the area to encourage biodiversity corridors across the area, including the provision of an ecological corridor along the West London Line.

6.59 Development should be of a high architectural quality and its scale should be sensitive to the surrounding context, particularly existing heritage assets and nearby conservation areas. White City East is the most appropriate area within the WCRA for taller buildings. This is mainly due to the area east of Wood Lane being surrounded by larger pieces of infrastructure that separate the taller elements from lower rise housing in the surrounding area. Tall buildings are likely to be acceptable closest to the A40 and A3220 if they can be located sensitively to limit the impact of overshadowing on existing and future communities or areas of public realm and open space, and do not have an unreasonable impact on views from nearby conservation areas adversely impact upon surrounding heritage assets.

6 Regeneration Area Strategies

6.60 Parts of the BBC TV Centre have been identified as being of special architectural and historic interest, and are statutorily listed as Grade II. It is these buildings that form the key focus of the Wood Lane Conservation Area. The TV Centre is significant to the future of the WCRA because of its location and the potential for linking the western part of the regeneration area with Wood Lane, for the creation of a public realm focus on Wood Lane. The development and re-use of the Television Centre must retain those buildings of historic and architectural importance on the site, especially its iconic appearance from Wood Lane. Preferred uses for this site should be relevant to the nature of the historic use and its legacy.

6.61 Provision of infrastructure is key to ensuring the WCRA is successful, not only to provide for the additional population, but also to bring about benefits for the whole area. This is essential to create a sustainable community. The size of the regeneration area and the anticipated development potential may mean that the majority of infrastructure will need to be provided on site. It is considered that development will need to provide an area of public open space, a community and health centre, leisure facilities, a recruitment and job shop and educational facilities (secondary, primary and nursery provision) if it is considered that expansion of existing facilities is not a preferred option. Social infrastructure such as contributions for training and employment will be required. Employment and training packages should help local residents to access construction and end-user employment opportunities in order to achieve the desired social and economic mobility ambitions. Development must also take into account the provision of other on site physical infrastructure, particularly new access roads, electrical capacity and substations, sewerage and surface water management and the ability for the Counters Creek sewer to take increased foul and surface water drainage generated by this site. Surface water will need to be managed as close to its source as possible, with run-off being minimised as far as possible through the integration of appropriate Sustainable Drainage Systems (SuDS), in line with the London Plan drainage hierarchy. CCTV and other secure by design infrastructure will also be required. Development must incorporate the principles of sustainable design and construction, including the consideration of provision or connection into a combined heat and power/ decentralised energy network and the sustainable management of waste generated by the development.

Alternative Options - Strategic Site Policy WCRA1 (White City East)

- Separate planning development of individual sites east of Wood Lane
- Encourage predominantly employment or housing with little mix.

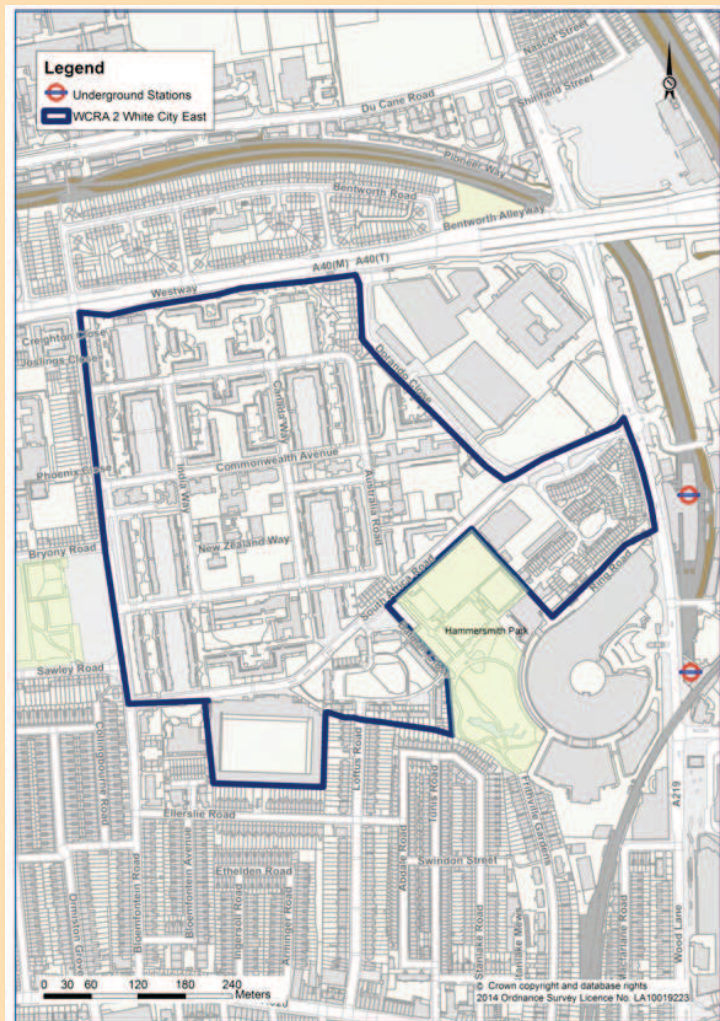
Question 7

What are your views on the approach to White City East?

Strategic Site Policy WCRA2 - White City West

The council will work with estate residents and other stakeholders to secure the renewal of the estates and the creation of a sustainable community. Development proposals within this strategic site should:

- Support employment and skills training opportunities to assist residents in obtaining local jobs
- Enable existing residents to remain in the area, providing a more sustainable community through provision of new housing with a mix of tenures and sizes of units that enable greater housing choice;
- Provide an appropriate level of social, environmental, transport and physical infrastructure and co-locate facilities where this will make the most efficient use of infrastructure;
- Assist in providing a permeable street pattern that is well integrated with the surrounding area; and
- Enable the continuation of some commercial uses in areas less suitable for residential purposes.



If either the Loftus Road Stadium or Territorial Army (TA) Centre come forward for redevelopment, the council will seek residential led development. On the Loftus Road site, in particular, there should be provision of community facilities and open space.

6 Regeneration Area Strategies

Justification

6.62 Currently 53% of residents in WCRA live in social rented housing and 28% are living in private rented accommodation (Census 2011). Providing new alternative accommodation will give people who live on the White City Estates and who consider they live in less than ideal circumstances (e.g. because of overcrowding or because of mobility issues) the opportunity and choice to transfer to more suitable accommodation in the WCRA. For existing tenants, and for their children when they need their own home, whether rented or owned, there would be a much better choice of housing types and tenure in the locality with more opportunities for people to realise their aspirations and move into affordable home ownership.

6.63 The estate has a number of sites providing a range of services to local residents, some of which could be co-located, providing opportunities for other sites to come forward for redevelopment over the next few years, as well as providing a more coherent and efficient use of services throughout the area, benefiting the local community by making better use of funding. The area does still require significant investment in infrastructure to ensure that new developments contribute to the regeneration of the area, and this should be considered by any forthcoming Ward Panel, who will be there to ensure quality and local oversight to generate cost savings.

6.64 There could be a better, more permeable layout within the area to create more attractive, useful and easier to maintain amenity spaces and connections. There would be the opportunity to design out crime, anti-social behaviour and improve security in and around open spaces. All new developments should connect and integrate well with the surrounding residential estates, which could provide clear and safe pedestrian and cycle connections to the east and south of the area.

6.65 Where areas are not appropriate for replacement housing, commercial development and/or small scale retail may be appropriate to provide further jobs, self employment and enterprise opportunities within the local area and better access to facilities.

6.66 The QPR ground at Loftus Road is a cramped site with limited opportunity for expansion, and the Club's ambitions should be considered in planning of this area over the next 20 years. The football stadium is a valued community asset for the White City community and the pitch is designated as openspace. Therefore any redevelopment of this site would need to include a sport/community/leisure facility that could achieve substantial benefits for the community as well as open space. The TA Centre is a low intensity use of land which could be better used given its location. The opportunity for a development to facilitate estate regeneration should be considered if the TA facility can be relocated, but development must also contribute to the objectives for regeneration of the area, including housing for local people.

Alternative Options - Strategic Policy Site WCRA2 (White City West)

- Not to seek a comprehensive approach to planning this area and allow piecemeal development and improvements on the estates as opportunities arise
- Consider any proposals for either the QPR ground or the TA Centre separately that might be put forward.

Question 8

What are your views on the approach to White City West?

Strategic Site Policy WCRA3 - Shepherd's Bush Market and adjacent land

The Council will continue to support and work with existing traders for the retention and improvement of Shepherd's Bush Market to provide a more vibrant mix of town centre uses, retaining accommodation for existing market traders and traders along Goldhawk Road.

Development proposals for this strategic site should:

- Retain and improve the market, including its layout, to create a vibrant, mixed use area; include additional leisure uses, offices and residential development to ensure a more vibrant mix; and
- Consider including adjacent Pennard Road Laundry site in any development scheme and land to the west of the market off Lime Grove.



6 Regeneration Area Strategies

Justification

6.67 Shepherd's Bush Market is an important and distinctive part of the town centre's cultural and retail offer. The council considers that the market requires improvement to secure its long-term viability. The layout of the market should be improved to maximise the space within the site and provide an improved public realm.

6.68 A mixed use scheme providing replacement market stalls as well as other uses such as leisure, housing and offices, will not only improve the market as a destination but will also help regenerate and bring more trade to the town centre. Any office developments will be expected to be small or medium scale.

6.69 The market currently operates on a cramped site and there are opportunities to consider combining it with other land to produce a scheme with wider regeneration benefits. The adjacent Pennard Road former laundry land is key to this, and a joint development is a better solution for what is a backland site with limited access. The Peabody Trust and Broadway Centre land could be brought into a scheme, subject to agreement on relocation.

Alternative Options - Strategic Site Policy WCRA3 (Shepherds Bush Market and adjacent land)

- Allow the market to continue in its existing form and encourage refurbishment by Transport for London. No other change to adjacent properties, but develop the Pennard Road site for housing.

Question 9

What are your views on the approach to Shepherds Bush Market and adjacent land?

Hammersmith Regeneration Area

Context

6.70 The Hammersmith Regeneration Area (HRA) is centred on King Street and Hammersmith Broadway, although the southern boundary extends to Hammersmith Bridge and the Thames. The HRA includes Hammersmith Town Centre, the A4 and its flyover and parts of the Thames riverside.

6.71 Hammersmith has seen a substantial amount of regeneration in recent years with schemes coming forward for the former Beadon Road NCP car park, Hammersmith Palais, Hammersmith Embankment (now known as Fulham Reach) and new housing on Glenthorne Road. There has also been significant investment in improvements to the Kings Mall and the Hammersmith Apollo, while works are being carried out to the Lyric Theatre to expand it. The bus station at Hammersmith Broadway has been expanded temporarily pending permanent extension in a future development. The Hammersmith London Business Improvement District (BID) is now well established and aims “to inject life and vibrancy into central Hammersmith attracting more people to the area and making it a more desirable place to work in and visit”.

6.72 There is a need to continue the regenerative drive and continue to compete with London’s other employment and retail centres. Although Hammersmith has a wide range of town centre functions, its major roads, including the A4 flyover and the gyratory severely impact on the centre, significantly reducing environmental quality and restricting pedestrian movement between the town centre and the riverside.

6 Regeneration Area Strategies

Strategic Policy HRA – Hammersmith Regeneration Area

Indicative additional homes	Indicative new jobs
3,000	10,000



The Council will encourage the regeneration of Hammersmith town centre and seek development that builds upon the centre's major locational advantages for office and retail development. Opportunities will be taken to secure more modern accommodation, to continually improve the environment and public realm, and to improve access between the town centre and the Thames. In order to achieve this, the Council will:

- Work with the GLA, TfL, other strategic partners, including the Hammersmith BID and landowners to secure the regeneration of the area;
- Actively engage with local residents and community groups to ensure that regeneration delivers benefits for the surrounding area;
- Support the continuation of Hammersmith as a major town centre with a wide range of major retail, office, local government services, leisure, arts, entertainment, community facilities and housing;
- Promote the continued regeneration of Hammersmith Town Centre by actively encouraging the improvement of the Kings Mall and other retail in this part of the town centre, and the range and quality of independent and specialist shops;
- Promote the continuation of the town centre as a key strategic office location, through provision of modernised office blocks;
- Support proposals for the regeneration of the western part of the town centre around the Town Hall;
- Support proposals that expand Hammersmith's arts and leisure offer, capitalising on the existing facilities such as Hammersmith Apollo, Lyric Theatre, St Pauls Green, Lyric Square, Riverside Studios and the river front;
- Promote and support the replacement of the flyover and section of the A4 with a tunnel; and

- **Return the Hammersmith Gyratory to two way working provided that this can be done without unacceptable traffic and environmental costs in the neighbouring areas.**

Proposals for development in the HRA should:

- **Improve pedestrian and cycle connectivity with the River;**
- **Improve the range and quality of independent and specialist shops and services, as well as leisure services;**
- **Provide appropriate social, physical, environmental and transport infrastructure to support the needs arising from the development of HRA;**
- **Secure economic benefits for the wider community around the Hammersmith Regeneration Area by providing programmes to enable local people to access new job opportunities through training, local apprenticeships or targeted recruitment;**
- **Seek the creation of a high quality urban environment, with public spaces, architecture and public realm of the highest quality, that is sensitively integrated into the existing context;**
- **Improve and enhance St Pauls Green and Furnivall gardens and their connections to the rest of the regeneration area; and**
- **Ensure that feeder roads to the gyratory are not widened or properties demolished as part of these plans.**

Justification

6.73 Hammersmith is a major town centre providing shopping facilities for a catchment population of nearly 46,000 people. Many people commute daily to Hammersmith which is a key office location for West London. The town centre is also important for government services with the London Borough of Hammersmith and Fulham's Town Hall, Hammersmith Library & Archive Centre, Adult Learning & Skills Service, Hammersmith police station and Hammersmith fire station all located within or close to its boundary. Hammersmith also has a strong tradition of arts, culture and entertainment with the Lyric Theatre, a four screen cinema and the Hammersmith Apollo. The Riverside Studios, the Thames Pathway and Furnivall Gardens are outside the Regeneration Area but these also provide a valued contribution to the area's leisure offer. There are also a number of hotels within the town centre and its surrounds.

6.74 It is important that Hammersmith continues to compete as a retail location. The council will support proposals that further enhance the vitality and viability of the centre. The approach to regenerating the town centre has two key elements. Firstly, the core shopping area focused on the eastern end of King Street should be strengthened by encouraging development that modernises existing accommodation that attracts a range of varied retail and facilities in the area that links well with Lyric Square. Secondly, the council will encourage a general upgrading of the shopping offer at the western end of King Street, up to and around the Town Hall, through the provision of uses which will lead to greater pedestrian flows in King Street while not detracting from the core shopping area.

6 Regeneration Area Strategies

6.75 Hammersmith is an office centre of sub-regional significance, both for the public and private sector. Its role as an office centre extends to the east along Hammersmith Road to Olympia and to the south along Fulham Palace Road. It is proposed to maintain the town centre's status as a primary office location, encouraging its renovation and replacement of floorspace with more energy efficient, low carbon and modern office accommodation, particularly in the northern and eastern part of the town centre where there is less focus on retail and leisure uses.

6.76 In the town centre the priority should be for shopping, leisure and offices, but new residential development is also important, as this can help bring evening activity and vitality into the town centre. All new housing developments will be expected to contribute to creating a more sustainable community and provide housing for people on low to middle incomes.

6.77 The council also wish to sustain and enhance Hammersmith's role as a cultural and leisure destination. With the possibility of land being freed up by tunnelling of the A4, there is an opportunity to create an arts, leisure and public space precinct that could improve connections between the Hammersmith Apollo, Lyric Theatre and square, Riverside Studios, St Pauls Green and the river front. However, whilst maintaining the important leisure role of the centre, the council will seek to ensure that any adverse impact that some leisure uses can have on local residents, such as anti-social behaviour and noise is minimised.

6.78 Following the emergency closure of the A4 flyover in Hammersmith in 2011, issues have been raised about the viability of the flyover, especially in relation to the escalating cost of maintenance and the increased risk of failure. The council has undertaken a feasibility study to look at the possibility of removing the flyover and parts of the A4 and replace it with a tunnel. This study has demonstrated that a tunnel is viable, and the proposal has the support of local people, the Mayor of London and TfL. The land released through removal of the A4 would create opportunities to reconnect Hammersmith Town Centre to the River Thames, as well as opening up opportunities for development which could help fund the delivery of the tunnel. Much of this land could provide the opportunity for new homes for people to live in the regeneration area, in a range of tenures and affordability which will contribute to the key aim of creating sustainable communities.

6.79 The possibility of tunnelling the A4 may also open up opportunities to consider the unravelling of the one way system in Hammersmith, which currently covers the Hammersmith Gyratory, King Street and Glenthorne Road. The council has been involved in an early public meeting with key stakeholders and residents where a number of different possible tunnelling alternatives were discussed. The Hammersmith Gyratory is currently at capacity with long queues of traffic often developing along several arms of the junction, especially when there is disruption to the road network. A high level feasibility study is being carried out to consider a range of road options for the area, which will also investigate the impact of traffic on the town centre.

6.80 Pedestrian movement between the town centre and the riverside is currently limited due to the lack of pedestrian routes, the uninviting environment under the A4 flyover and little wayfinding signage. There could be potential to provide a high quality, safe and easily accessible public realm that will encourage activity toward the Riverside Studios and the Thames Path and uses along the river frontage.

Regeneration Area Strategies 6

6.81 There is currently investment in Hammersmith Town Centre, with the upgrading of the Kings Mall, which has already attracted a number of new shops along King Street and new office developments such as 10 Hammersmith Grove. The redevelopment around Hammersmith Town Hall at the western end of King Street will include a public square with new shops, restaurants and a replacement cinema. This should lead to greater pedestrian flows along King Street and help to improve the vitality and viability of the western end of King Street.

6.82 Development must contribute to the provision of infrastructure necessary to support new development in HRA. Supporting infrastructure will need to include provision on site towards public open space, community, health and leisure facilities, junction improvements, bus enhancements and pedestrian and cycle connections. Where on site provision is not possible or not feasible, financial contributions will be sought. It is likely that infrastructure for new schools (primary, secondary and nursery provision) will need to be provided as a contribution for the expansion of existing schools in the area.

6.83 Regeneration in HRA provides opportunities to secure economic benefits for the wider community. New development will increase local employment opportunities. It will be important to put in place schemes to assist people in gaining access to new jobs.

6.84 It is important that any new schemes in the town centre are of high quality architecture and design which improve the appearance and quality of buildings.

Alternative Options - Strategic Policy HRA (Hammersmith Regeneration Area)

- Not to pro-actively promote development and, in particular, not to promote the strategic development sites set out below. Sites would be dealt with as they come forward.
- Consider only the town centre sites and not the riverside site(s)

Question 10

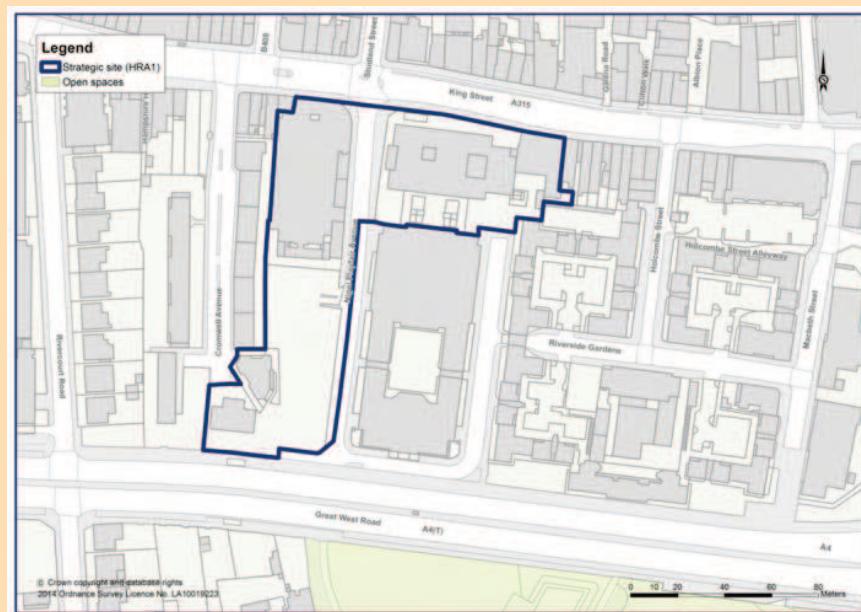
What are your views on the approach to Hammersmith Town Centre?

6 Regeneration Area Strategies

Strategic Site Policy HRA1 - Town Hall Extension and adjacent land, Nigel Playfair Avenue

The council will work with partners to upgrade the Town Hall Extension and neighbouring land to provide refurbished or replacement council offices of high quality design along with a mix of other uses to contribute to the improvement of the area at street level. Proposals will be expected to:

- Include replacement council offices and a mix of town centre uses, including retail, employment and housing;
- Provide an active frontage along King Street, complementing the core shopping area and helping to improve the economic health of the western part of the town centre;
- Improve the area at street level by either opening up the Grade II listed Town Hall frontage and creating a new public space or refurbishing the Extension building and including an area of civic space;
- Provide space for a cinema;
- Improve links with Furnivall Gardens and the river; and
- Ensure building height is generally consistent with the existing height in the townscape, having particular regard to the civic significance of the site and the importance of enhancing the contribution and setting of the Grade II listed Town Hall building and respecting views along the river.



Justification

6.85 This major site at the western end of the town centre is key to the regeneration of this area and this end of King Street. In order to realise the regenerative benefits and a suitable mix of uses, a comprehensive development based on assembling a sufficiently large site is proposed. This could comprise a combination of redevelopment and refurbishment of land and buildings including car park and registry office, cinema, the Town Hall Extension and the Friends Meeting House. However, as the cinema is included on the local register of buildings of merit, it should be included in redevelopment proposals

only if the benefits to this part of Hammersmith outweigh its loss.

6.86 Development should include a mix of retail units (shops and restaurants) at ground floor level on King Street. The western part of the town centre currently suffers from poor footfall and the provision of a number of retail stores as part of redevelopment proposals could attract shoppers to this end of King Street. Retention of a cinema at this end of King Street is encouraged, thereby maintaining a key town centre leisure facility that attracts footfall at different times of the day/evening. Any development should also include residential development above ground floor level, built to meet high standards of access and environmental sustainability. Provision for additional housing will help meet the objective for a greater choice of housing in the town centre and help regenerate this part of King Street through increased trade for local shops.

6.87 The Town Hall Extension is outmoded and unattractive and its refurbishment or demolition could improve the setting of the Grade II listed main Town Hall building. The creation of a high quality civic campus with new offices and a new public space and potential for arts and leisure events, together with a mix of new retail uses would greatly enhance this part of the town centre. It will also enable improved road access and servicing of the site.

6.88 The provision of new public spaces can provide an opportunity for improved pedestrian and cycle access to Furnivall Gardens and the riverside. This will also help to establish this end of the town centre as a destination. The existing underpass could be upgraded and widened, or if the A4 was to be tunnelled, access could be provided at street level.

6.89 Taller buildings are not appropriate for this part of the town centre. An existing permission allows for development no higher than the existing town hall extension, with the exception of a clocktower which is proposed to assist in identifying its civic location and the end of the town centre.

Alternative Options - Strategic Site Policy HRA1 (Town Hall Extension and adjacent land, Nigel Playfair Avenue)

- Demolish the Town Hall Extension and provide alternative offices on Nigel Playfair Avenue car park, but not include the cinema site and the Pocklington Estate on Cromwell Avenue in the development.
- Restrict the development site to the car park but replace the Town Hall Extension with additional offices and/or housing.

Question 11

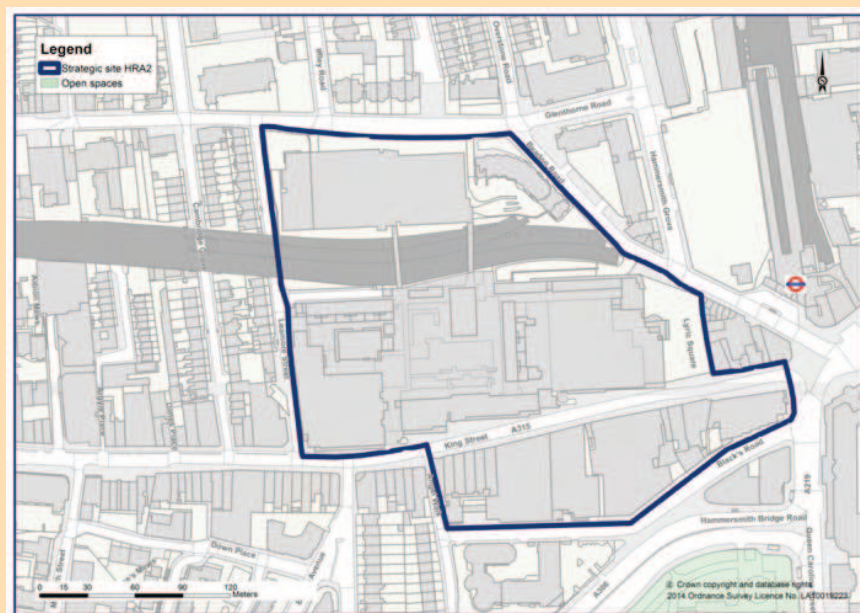
What are your views on the approach to the Town Hall Extension?

6 Regeneration Area Strategies

Strategic Site Policy HRA2– King Street East

The Council will encourage proposals for this strategic site that improve the quality of the town centre. Proposals should:

- Increase the vitality and viability of the centre through increasing the range of retail unit sizes and town centre uses;
- Provide further office uses to retain a strong commercial role for Hammersmith Town Centre;
- Include additional housing;
- Enhance the attractiveness of, and access to retail at the King's Mall and its appearance on King Street;
- Improve the southern side of King Street to enhance the centre's retail offer and provide pedestrian links from King Street toward the River Thames;
- Support and encourage further growth of the area's arts, culture and leisure offer;
- Improve the town centre environment, through public realm, pedestrian linkages and shopfront improvement;
- Provide adequate social, physical, environmental and transport infrastructure to support the needs of development; and
- Respond to the prevailing height in the town centre and respect the existing townscape and historic context and make a positive contribution to the skyline.
- Retain within the site the social rented accommodation in the Ashcroft Square Estate.



Justification

6.90 The site is located in the heart of Hammersmith Town Centre. It consists of the Kings Mall shopping centre and also includes the Sovereign Court, the London Underground District and Piccadilly Line railway tracks, the Lyric Square, the southern side of King Street between 21 King Street and Angel Walk, office developments including Landmark

House and Thames Tower and other smaller parcels of land. Construction is already underway on the former Glenthorne Road Car Park (Sovereign Court) and West 45 Offices to provide a mixed use scheme for ground floor commercial space, 418 new homes and replacement car park.

6.91 New office space will assist in sustaining the general vitality of the town centre and continue its role as a key office location for the Borough, while improving the quality and the configuration of existing office space will help to meet modern office design and requirements.

6.92 One of the key attractors to the area are the shops that are situated within the Kings Mall. Further works could be carried out to improve the entrances into the Mall and to ensure that its configuration and appearance along King Street is attractive, open, relates well to the centre as a whole and maintains a high level of activity along King Street. The opportunity should also be taken to improve connections between the podium level of the Ashcroft Square Estate and the town centre, potentially removing the unattractive and visually obtrusive stairwell that connects to King Street.

6.93 The south side of King Street has had little investment in recent years unlike the north side of the high street. Marks and Spencer have indicated that they may look to intensify the uses on the site. The council considers that both this building, the Boots store and other smaller properties along King Street could benefit from reconfiguration and intensification. Any redevelopment proposals on the south side of King Street should improve pedestrian access from King Street near Lyric Square through to Black's Road, St Paul's Green and to the riverside. The Lyric Theatre and square are key leisure spaces for the town centre which is separated from the larger open space around St Paul's Church and the Apollo Theatre, with Riverside Studios and the Thames further to the south. Subject to feasibility of redeveloping this part of King Street, there may be an opportunity to open up a passage for pedestrian circulation between the key leisure uses in the town centre. Through the provision of better linkages, this could encourage further growth of the area's arts and leisure offer, by fostering new arts and cultural spaces within these regenerated areas.

6.94 The success of the area will also be dependent on improved capacity in public transport, cycling and walking infrastructure to ensure greater mobility through the area. New linkages and connections around the town centre should be explored, not only to enhance access to arts and leisure uses, but also for general improvement in pedestrian and cycle movement, providing opportunities for better linkages from the town centre to the riverside.

6.95 Any new buildings in this part of the town centre will need to respond to the current prevailing height. Although a taller element has been approved at Sovereign Court for 17 storeys, the current prevailing building height remains at 10 storeys. This will ensure that the building heights will not adversely impact on nearby heritage assets, the townscape and views from the river, while still visually reinforcing the role of this major town centre by adding to the legibility of a linked cluster of buildings.

6 Regeneration Area Strategies

Alternative Options - Strategic Site Policy HRA2 (King Street East)

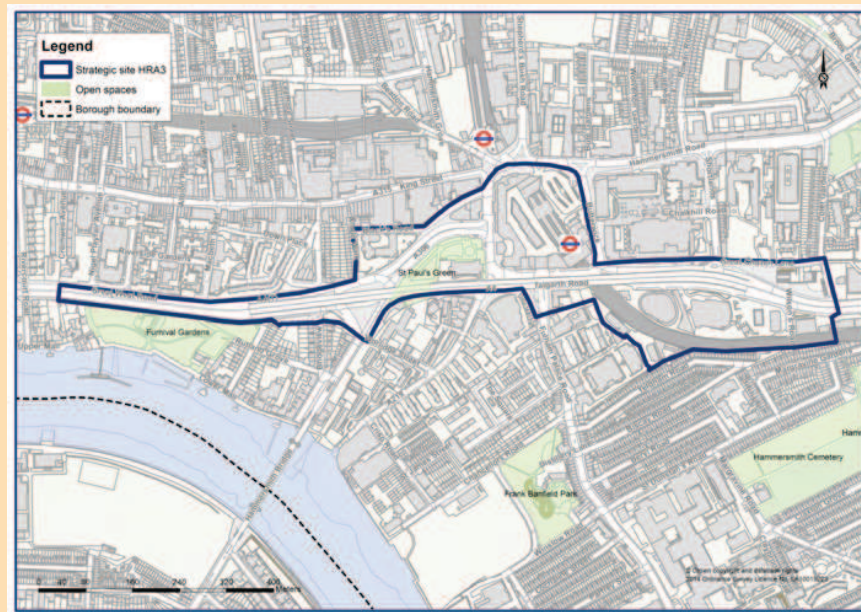
- Focus on only upgrading the retail element in this area
- Comprehensive redevelopment of the shopping centre site
- Encourage development to be residential rather than office led
- Prohibit tall buildings that exceed the height of existing buildings

Question 12

What are your views on the approach to King Street East?

Strategic Site Policy HRA3: A4, Hammersmith Flyover and adjoining land

The Council will work with Transport for London and other stakeholders to replace the Hammersmith Flyover (A4) with a tunnel, thereby releasing land for development that will contribute to the social, environmental and economic regeneration of Hammersmith town centre.



The council will expect any proposal to remove the Hammersmith Flyover and a section of the A4 and replace it with a tunnel to:

- result in the release of land formerly occupied by the Flyover and its approaches for redevelopment;
- ensure that there will be no detrimental impact on the flow of traffic on this strategic route and no increase in levels of traffic congestion in Hammersmith Regeneration Area and the surrounding road network, minimising the displacement impact;
- develop and improve the quality and safety of pedestrian and cycle routes, particularly those connecting Hammersmith Town Centre to the riverside;
- improve the quality of the environment of Hammersmith town centre and its environs by removing high levels of noise, vibration and air pollution;
- ensure that the tunnel entrances and exits have a minimal impact on the amenity of nearby residents;
- minimise disruption during construction; and
- reconfigure the Hammersmith Gyratory to provide an improved traffic solution for road users.

Development proposals for the strategic site released by the tunnel should:

- provide for mixed-use redevelopment, including housing for local people across a range of tenures and affordabilities, employment, hotels, retail and arts, cultural and leisure facilities and supporting infrastructure;

6 Regeneration Area Strategies

- **improve and enhance St Paul's Green and Furnivall Gardens and their connections with the rest of the regeneration area;**
- **provide new areas for public open space and improve physical connections between the town centre and the riverside; and**
- **be of a coherent urban design that has regard to the setting and context of the regeneration area.**

Justification

6.96 The Hammersmith Flyover was opened in 1961. It was constructed with the aim to take traffic out of Hammersmith Town Centre, but has unfortunately had adverse consequences, cutting off Hammersmith Town Centre from the River Thames, severing the traditional Victorian street pattern and creating large amounts of traffic moving around the Hammersmith Gyratory to get on and off the A4. Other traffic impacts, such as pollution, noise and visual impact make the area around it unpleasant. Removal of the flyover and putting a section of the A4 underground has the key benefit of creating significant environmental, social and physical improvements, not only through removal of the road infrastructure, but also through the provision of new opportunities for redevelopment on land previously occupied by the flyover, including the potential for creation of a new public green open space around the town centre. The additional housing, offices, retail and leisure uses would provide economic benefits for the surrounding area, by delivering much needed new homes and jobs and through enhanced retail and leisure offer that development would afford Hammersmith Town Centre.

6.97 Any proposals would need to ensure that as much through traffic as possible uses the tunnel to reduce levels of traffic on surface roads, particularly in and around Hammersmith Regeneration Area. Proposals would also need to ensure that the traffic that currently uses the A4 is not displaced into neighbouring areas.

6.98 The redevelopment on land freed up by the removal of the flyover and the A4 provides the opportunity to improve pedestrian and cycling links between Hammersmith Town Centre and the River Thames, encouraging the use of more sustainable modes of transport. Redevelopment also provides opportunities to enhance the quality and quantity of public open space in Hammersmith, providing better opportunities for leisure and recreation for new and existing residents and workers.

6.99 The tunnelling of the A4 provides opportunities to enhance the environmental quality in Hammersmith through the improvement in noise and air quality. Government targets for nitrogen dioxide are high within Hammersmith Broadway and have been above target for the last five years.

6.100 While the tunnel would significantly improve the air quality where the stretch of A4 will be moved underground, the air quality, noise and vibration implications at new entrances and exist will need to be investigated carefully. However, with adequate tunnel ventilation using technological best practice, much can be done to mitigate this impact.

Regeneration Area Strategies 6

6.101 The initial feasibility study carried out in 2013/14 by the council considered the level of traffic disruption throughout the construction phase. Traffic flow along the A4 is assumed to be disrupted for approximately 18 months (half of the construction time), with lane closures, tidal flow, night-time and weekend closures and construction traffic. Any project that comes forward will need to carefully consider this in detail against the construction methodology and design of any tunnel to ensure these impacts are minimised. This will also have to be weighed up against a do-nothing scenario, which would involve substantial traffic disruptions associated with regular maintenance or upgrading of the flyover.

6.102 The Hammersmith gyratory is a complex junction in the local and strategic road network, connecting the A4, A406, King Street, Beadon Road, Shepherd's Bush Road, Hammersmith Road and Fulham Palace Road. The junction is further complicated by its surrounding Hammersmith's key public transport interchange for underground and buses and acting as a barrier to pedestrians accessing Hammersmith. TfL has removed other similar gyratory systems to return them to two-way working over the last few years to the benefit of road and pedestrian users. Their current work programme is investigating other gyratories in Wandsworth and Vauxhall Cross along with various other new study areas. Any proposals to replace the flyover and A4 with a tunnel should return the Hammersmith gyratory to two way working provided it does not involve the widening of other roads in the area or the demolition of properties, or other unacceptable traffic and environmental effects.

6.103 The land freed up by the A4 and flyover will provide opportunities for development to help finance the tunnel. Within Hammersmith Town Centre, development should be mixed use. Around St. Paul's Green development proposals should increase the size of the green and provide new town centre uses. To the east of the town centre around the Ark office building, there will be opportunities for commercial led development, helping to further anchor the predominant office based uses in this location. Outside of the Hammersmith Town Centre boundary, development should be residential led. Development proposals should result in an enhancement to the size and quality of Furnivall Gardens. Proposals should also deliver strong connections between Furnivall Gardens and St. Paul's Green, linking the two spaces together visually and through the creation of new green infrastructure.

6.104 The tunnelling of the A4 and flyover provides substantial opportunities for development proposals to re-knit together the Victorian street pattern that was severed during its construction and reconnecting Hammersmith Town Centre to the River Thames. The opportunity would also be created to rebuild and improve public access across Hammersmith Broadway. Relinking the centre, north-south and east-west routes is consistent with the Mayor of London's Road Task Force criteria for the future of strategic road improvements.

6.105 Development proposals would need to be of a sympathetic scale and height to neighbouring buildings and the surrounding context. There are also a number of Grade II and II* listed buildings in Hammersmith such as St. Paul's Church and Hammersmith Apollo. Development would need to sensitively respond to these heritage assets as well as the character of nearby conservation areas.

6 Regeneration Area Strategies

Alternative Options - Strategic Site Policy HRA3 (A4, Hammersmith Flyover and adjacent land)

- Retain the flyover and continue to support the town centre in its current function
- Retain the flyover and unravel the one-way system to create a civic space that could encourage a mixed use town centre, encouraging a mix of uses along the prime retail frontage in town centre.
- Protect offices in the town centre and increase density of employment uses with the inclusion of a flyunder, but retain the current one-way system

Question 13

What are your views on the approach to Hammersmith Flyover?

Fulham Regeneration Area

Context

6.106 The Fulham Regeneration Area (FRA) covers a total of 47 hectares and comprises Fulham Town Centre and the Earl's Court and West Kensington Opportunity Area.

6.107 Fulham Town Centre is designated in the Mayor's London Plan 2011 and the Further Alterations to the London Plan (FALP) as a Major Town Centre. It provides a wide variety of shopping facilities, which serve the needs of the surrounding communities. The centre is generally healthy with low vacancy rates, although retail on North End Road in the north of the centre has seen higher vacancy and less investment.

6.108 The Earl's Court and West Kensington Opportunity Area is identified in the Mayor's Further Alterations to the London Plan (FALP) 2014. The Opportunity Area is partially within the Royal Borough of Kensington and Chelsea and, in total, is identified in the Mayor's draft revised London Plan 2014 as having the capacity for 7,500 homes and 9,500 jobs. The Opportunity Area is primarily split into three key land holdings, namely the Earl's Court Exhibition Centres, the Lillie Bridge London Underground depot and the West Kensington and Gibbs Green housing estates.

6.109 The area is well served by public transport. To the south, Fulham Town Centre is served by Fulham Broadway District Line station and a number of bus routes. To the north, the Earl's Court and West Kensington Opportunity Area is served by West Kensington (District line), Earl's Court (District and Piccadilly Lines) and West Brompton (District and London Overground).

6 Regeneration Area Strategies

Strategic Policy FRA – Fulham Regeneration Area

Indicative additional homes	Indicative new jobs
7,000	9,000

There is a substantial opportunity for regeneration within the Fulham Regeneration Area (FRA) and for the development of strategic sites to benefit the wider community. In order to achieve this, the Council will:

- Work with the GLA, Royal Borough of Kensington and Chelsea, other strategic partners and landowners to secure the regeneration and renewal of the area.
- Actively engage with local residents and community groups to ensure that regeneration delivers benefits for the surrounding area;

Development proposals should:

- Contribute to the provision of 7,000 homes and 9,000 jobs;
- Enhance the vitality and viability of Fulham Town Centre, particularly on North End Road and explore opportunities to secure the long term future of and enhance the North End Road street market;
- Provide for the improvement of the West Kensington, Gibbs Green and Registered Provider estates;
- Secure economic benefits for the wider community around the Fulham Regeneration Area by providing programmes to enable local people to access new job opportunities through training, local apprenticeships or targeted recruitment;
- Provide appropriate social, physical, environmental and transport infrastructure to support the needs arising from the area as a whole; and



- **Demonstrate a high quality of urban design and public realm; and preserve or enhance the character, appearance and setting of heritage assets including the Grade II* listed Fulham Town Hall.**

Justification

6.110 Most of the FRA overlaps with the Earl's Court and West Kensington Opportunity Area, which is identified in the Mayor's London Plan 2011 and Further Alterations to the London Plan (FALP) 2014 and also covers land within the Royal Borough of Kensington and Chelsea. In order to secure the greatest benefits from regeneration, the Council will work closely with the Greater London Authority and Royal Borough of Kensington and Chelsea to ensure that a holistic approach is taken to the future planning of the Opportunity Area and work with residents, businesses, landowners and other interested parties to ensure that development in the Opportunity Area secures wider benefits for the local community.

6.111 The FRA benefits from a high level of public transport accessibility due to the four London Underground stations within or near to its boundary. This high level of public transport accessibility, together with the facilities and services in Fulham Town Centre provides the opportunity for the delivery of a substantial number of new homes and jobs. The largest development opportunity within the FRA is in the Earl's Court and West Kensington Opportunity Area, which is identified in the Mayor's Draft Revised London Plan 2014 as having the capacity to deliver 7,500 homes and 9,500 jobs across both LBHF and RBKC. It is anticipated that 6,500 homes and 8,500 jobs could be accommodated in LBHF. In addition to this capacity in the Earl's Court and West Kensington Opportunity Area, the FRA is considered to have the capacity to deliver an additional 500 homes and 500 jobs making an overall total for the FRA of 7,000 homes and 9,000 jobs. Elsewhere within the FRA it is known that Chelsea Football Club have aspirations to redevelop Stamford Bridge Stadium.

6.112 Fulham Town Centre will be supported to re-establish its historic role in the locality and maintain its status as a major town centre in the London Plan. Further shopping and leisure uses will be encouraged in the town centre and at an appropriate scale to meet locally generated needs within the Opportunity Area. Although the opportunity for providing modern shop facilities is limited, there is scope for improvement as part of possible development in North End Road (see Strategic Site FRA2 below). Regeneration in the area as a whole (especially in relation to the Earls Court/West Kensington Opportunity Area) will bring a demand for shopping, leisure and services that should help improve the overall health of the town centre.

6.113 The North End Road Market is important to the vitality and viability of the town centre and should remain. However, there may be scope to consider the possible relocation of the market to an off-carriageway site within the regeneration area, that could provide a more attractive market, allow public realm improvements in North End Road, reduce traffic congestion and increase public safety. Regeneration in the Earls Court & West Kensington Opportunity Area may present new opportunities for enhancing the market. Any enhancement of the market will be in consultation with the market traders.

6 Regeneration Area Strategies

6.114 The FRA and its surroundings are dominated by a number of large council housing estates which exhibit high levels of social, economic and physical deprivation with high levels of social rented housing. The redevelopment of the Earls Court Exhibition Centre could provide the opportunity for improvements to the West Kensington and Gibbs Green estates, including the potential for renewal of and additions to all or parts of the estates, to enable improved housing opportunities for local residents and to support economic regeneration in this area.

6.115 As a whole, the north Fulham area (West Kensington together with the area around and including the northern part of the town centre) remains one of the most polarised in the borough in social, economic and physical terms. Regeneration in the FRA provides opportunities to secure economic benefits for the wider North Fulham community. New employment would be expected to stimulate considerable investment in the surrounding area and in town centre businesses. All this will, in turn, increase local employment opportunities. It will be important to put in place schemes to assist people in gaining access to new jobs.

6.116 New social, physical, environmental and transport infrastructure will be necessary to support the needs of the growing residential and worker community in the FRA. It is anticipated that most infrastructure will be needed to support development within the Earl's Court and West Kensington Opportunity Area. Because of the scale of development in the OA, supporting infrastructure may include facilities such as primary and secondary schools, nurseries, community space, an affordable leisure centre, sports and arts, health and dentistry centres, a police station and public and private green open space. Financial contributions will be sought for the delivery of off site improvements where the on site delivery of infrastructure cannot be secured. Substantial improvements to the public transport network and highway network will also be necessary, including improvements to London Underground and Overground station, new and more frequent bus routes and new bus stops, and junction and road capacity improvements. Opportunities should be explored to secure the provision of a decentralised energy network, particularly within the Earl's Court and West Kensington Opportunity Area. Development must also take account of the capacity of the physical and environmental infrastructure, particularly for sewerage and surface water.

6.117 Development within the FRA should be of the highest quality of design and respect surrounding heritage assets. The FRA is bounded by a number of Conservation Areas and statutory listed and locally listed buildings. Development on the edges of the FRA must respond to this context and be predominantly low-medium rise. Closer to the centre of the FRA, there will be opportunities for higher density development, including the potential for tall building, subject to detailed design and analysis. Architecture within the FRA should be of the highest quality and opportunities should be explored to improve connectivity through the FRA, especially within the Earl's Court and West Kensington Opportunity Area.

Alternative Options - Strategic Policy FRA – (Fulham Regeneration Area)

- Not to pro-actively promote development and, in particular, not to promote the strategic development sites set out below. Sites would be dealt with as they come forward.

Question 14

What are your views on the approach to the Fulham Regeneration Area?

6 Regeneration Area Strategies

Strategic Site Policy FRA1 – Earl's Court and West Kensington Opportunity Area

The Council will support the phased mixed use residential led redevelopment of the Earl's Court and West Kensington Opportunity Area. Development proposals should:

- Provide a mix of land uses, including housing, employment, hotels, leisure and associated facilities, retail to cater for day to day needs and cultural facilities. Cultural facilities should include a major arts, leisure or entertainment activity that will be a major visitor attractor;
- Provide adequate social, physical, environmental and transport infrastructure to support the needs of the area as a whole;
- Provide for improvement to the West Kensington, Gibbs Green and Registered Provider estates, as part of the comprehensive approach to the regeneration of the Opportunity Area;
- Provide green corridors and public open spaces including the provision of a centrally located local park of at least 2 hectares;
- Ensure that the design, layout, massing and density of development takes account of and respects the local context and setting, local conservation areas and local views. In addition, development should also recognise the substantial scope offered by the scale and location of the Opportunity Area to create a new sense of place and range of densities. There may be scope for tall buildings in close proximity to the existing Empress State building, however any tall buildings would need to be justified by a full urban design analysis.



Justification

6.118 The Earl's Court and West Kensington Opportunity Area covers approximately 37 hectares across both the London Borough of Hammersmith and Fulham and the Royal Borough of Kensington and Chelsea. The Opportunity Area is currently occupied by three key landowners: Capital and Counties (Capco) own the Earl's Court Exhibition Centres, Empress State building and Seagrave Road car park, London Underground Ltd own the Lillie Bridge transport depot and the London Borough of Hammersmith and Fulham own the West Kensington and Gibbs Green housing estates. In 2013, Capco was granted planning approval for the redevelopment of the Earl's Court Exhibition Centres, Lillie Bridge transport depot and the West Kensington and Gibbs Green housing estates to provide a mixed use residential led development. Separately, in 2012 Capco was granted planning permission to redevelop the Seagrave Road car park.

6.119 The Earl's Court and West Kensington Opportunity Area is identified in the Mayor's London Plan as having the capacity to deliver 7,500 homes and 9,500 jobs. It is estimated that 6,500 homes and 8,500 jobs could be accommodated within LBHF. In order to realise this development potential, the Council will expect a comprehensive approach to be taken to the improvements to and the redevelopment of the Opportunity Area. This approach will have benefits in terms of:

- Attracting development finance and enabling estate renewal.
- A comprehensive approach for the whole area would provide the opportunity to create a permeable layout for the whole area, with a good range of facilities and useful open space and better connections to rail and underground stations. It will also provide the potential to enable the inclusion of new road links between the A4 and Lillie Road that will help improve the local highway network (in H&F and RBKC) as well as better servicing the development. There would be a holistic approach to design issues across the area.
- A phased development would underpin regeneration of the surrounding area through a greatly increased demand for local shops and services. It would help regenerate North End Road.
- There would be significant scope for new commercial development and development of a new major visitor destination with associated hotel and leisure development. This would provide more local employment opportunities and the scope for training and apprenticeship schemes.
- A comprehensive approach to all the area would provide more scope for development of an appropriate mix and a more even distribution of housing tenures across the Opportunity Area.

6.120 Development should be primarily residential led, but the size of the Opportunity Area allows for a range of supporting uses to be provided. The provision of appropriate commercial floorspace is considered appropriate within the Opportunity Area. The quantity of commercial floorspace will need careful assessment in relation to the role of Hammersmith town centre as a preferred office location and the proposals for the Old Oak and White City opportunity areas.

6 Regeneration Area Strategies

6.121 In addition to commercial development, the Earls Court & West Kensington Opportunity Area will be expected to deliver a range of other commercial uses, for example retail, leisure, culture and hotels. Retail and leisure uses will need to ensure that they have no significant adverse impact on existing centres. Earls Court has a strong legacy of being a cultural destination. Despite the anticipated loss of the Earl's Court Exhibition Centre, this legacy should not be lost and development proposals brought forward within the Opportunity Area should provide a major arts, leisure or entertainment venue which should help to continue the area's cultural legacy.

6.122 The size of the site and the anticipated development potential will mean that the majority of social infrastructure provision can be provided on site. It is considered that development may need to provide educational facilities (secondary, primary and nursery provision), a health centre, a community centre which could potentially include a library, an affordable leisure centre and a police station as well as public open space.

6.123 The majority of the opportunity area is well served by public transport including bus routes and railway stations linked to the District, Piccadilly and West London lines, but access to public transport will need to be improved. Planned and committed TfL improvements to services will greatly increase public transport capacity. However, traffic congestion limits the capacity of the highway network so that new development will need to be based on very high public transport use. Development is likely to need a range of transport improvements including, potential improvements to the highway network.

6.124 Development must also take account of the capacity of the physical infrastructure, particularly for sewerage and surface water management and the ability of the Counters Creek sewer to take increased foul and surface water drainage generated by this site. In addition, the West London Line railway corridor is designated partly as a green corridor and partly as a nature conservation area of borough wide importance. It is important that these ecological resources are protected and enhanced. Opportunities should also be explored for the provision or connection into a decentralised energy network.

6.125 The West Kensington and Gibbs Green housing estates lie to the west of the Opportunity Area. The West Kensington Estate was built between 1972-74 and includes 604 properties in 5 tower blocks, low rise flats, maisonettes and terraced houses. Gibbs Green Estate has 98 properties built in 1961 and comprising 7 medium-rise blocks. There are also pockets of newer Housing Association development across the estates. Overall the proportion of social rented housing is 78%. The estates suffer from discontinuous internal roads and there is poor integration with the surrounding area. The West Kensington Estate in particular has large areas of poorly laid out and underused communal land. The eastern boundary is formed largely by the TfL depot which has an adverse effect on the estate environment.

6.126 The Council will encourage comprehensive redevelopment proposals for the Opportunity Area that include improvements to the West Kensington and Gibbs Green estates. This could potentially include renewal and additions to parts of the estates. There should be no net reduction in the amount of social rented housing in the Opportunity Area. Mixed and balanced communities should be created across the Opportunity Area and a variety of housing made available to local people.

6.127 The Opportunity Area has a strong physical, social and economic context provided by the surrounding communities, and the existing urban grain, form and pattern of development of the surrounding residential areas, conservation areas, and town and local centres. New development must be planned having regard to and respecting this setting and should reflect the high quality residential conditions found in the vicinity in both boroughs. Also, owing to the size and scale of the Opportunity Area, new development should realise the scope for delivering new places of different character, including varied urban form and density. Development should be permeable and provide new connections to improve the existing local highway, pedestrian and cycle networks. This will help to ensure that the potential regeneration benefits to the surrounding area are optimised and that people living in both boroughs will benefit.

6.128 Overall, the design, layout, massing and density of development must take account of and respect the local context and setting, local conservation areas, and local views.

6.129 The surrounding residential area is sensitive to the impact of tall buildings. In principle, some tall buildings may be appropriate in the Opportunity Area, in particular in the vicinity of the Empress State Building as this part of the area may be less sensitive to height in relation to key views. However, tall buildings will need to be put in context as part of full urban design analysis that considers, in particular, local and longer distance views (e.g. from the riverside), as well as examining the impact on the rest of the Opportunity Area and conservation areas in the surrounding area in both boroughs. Care needs to be taken to protect and enhance the character and appearance of Brompton Cemetery in the Royal Borough of Kensington and Chelsea which is a Grade I Registered Historic Park and Garden of Historic Interest.

Alternative Options - Strategic Site Policy FRA1 (Earls Court and West Kensington Opportunity Area)

- A comprehensive approach, but based mainly on housing without an ICC or a significant commercial element.
- Deal with the future of the sites separately without trying to combine the land in one overall scheme. The future of the housing estates would be considered as a separate development scheme.

Question 15

What are your views on the approach to the Earls Court and West Kensington Opportunity Area?

6 Regeneration Area Strategies

South Fulham Regeneration Area

Context

6.130 The South Fulham Riverside Regeneration Area (SFRRA) is located in the south of the borough, next to the River Thames. The area has a south facing river frontage of 1,700m, which is the most defining feature of the area. It is bound by the Hurlingham Club and the Broomhouse Drawdock on the west and the West London Line embankment in the east. The northern boundary generally follows the line of Carnwath Road and Townmead Road, extending north to include the Imperial Gasworks National Grid site.

6.131 The area comprises a mix of land uses and includes underutilised and vacant riverfront commercial sites that sit alongside new large residential developments. The area is in fragmented ownership, and access to the riverside is limited, restricted to isolated passages around large plots of land. The area has been designated a regeneration area because it is capable of a substantial increase in homes and jobs along the riverfront.

6.132 The majority of the SFRRA lies within the Sands End Conservation Area, designated to protect the River Thames and riverside from unsympathetic development. Part of the north and eastern part of the SFRRA is included within the Imperial Square & Gasworks Conservation Area. On the Gasworks site there are a number of listed structures including the Gasholder (circa 1830), believed to be the oldest surviving gasholder in the world. The Cremorne Bridge, also known as Battersea Railway Bridge - built between 1861 and 1863 - was recently listed as Grade II*, it is considered to be the most complete of the early railway bridges across the Thames in inner London. The River Thames is a nature conservation area of metropolitan importance.

6.133 A significant part of the SFRRA along Carnwath Road will be affected by Thames Water's Thames Tideway Tunnel or "super sewer" which has been given a Development Consent Order by the Government. The Hurlingham wharf site is one of five drive sites. The tunnel will take seven years to build and main construction is due to start in 2016.

Strategic Policy SFRRRA - South Fulham Riverside Regeneration Area

Indicative homes	Indicative jobs
4,000	500

The council will work with landowners and other partners to secure the phased regeneration of the area to become a high quality residential area together with a mix of other uses. In order to achieve this, the Council will work with:

- Neighbouring boroughs, strategic partners, and landowners to secure regeneration of the SFRRRA; and
- Actively engage with local residents and community groups to ensure that regeneration delivers benefits for the surrounding area;

Proposals for development in SFRRRA should:

- Be for predominantly residential purposes to contribute to the South Fulham Riverside target of 4,000 additional dwellings by 2035;
 - Include employment based uses that will meet local business needs and are compatible with residential development in the most accessible parts of the area, particularly in the vicinity of Imperial Wharf Station and on sites close to the Wandsworth Bridge Road, Townmead Road and Carnwath Road junction;
 - Include appropriate small scale retail, restaurants/ cafes and leisure uses to support day to day needs. These uses are likely to be appropriate on the Thames frontage to provide activity adjacent to the river.
- Opportunities for river related uses will be encouraged in accordance with the objectives of the Local Plan River Thames policies;
- Create a high quality urban environment. On the riverside, a very high standard of urban design will be necessary. Opportunities will be



6 Regeneration Area Strategies

encouraged that maximise the permeability and connectivity between sites, include the extension of the Thames Path and provision of open spaces that create interest and activity;

- Demonstrate how they integrate and connect with the surrounding context, particularly the river;
- Support the implementation of a pedestrian and cycle bridge that will provide access to the south of the river;
- Provide appropriate social, physical and environmental infrastructure to support the needs arising from development and the area as a whole;
- Secure economic benefits for the wider community around the South Fulham Regeneration Area by providing programmes to enable local people to access new job opportunities through training, local apprenticeships or targeted recruitment;
- Be acceptable in terms of their transport impact and contribute to necessary public transport accessibility and highway capacity in the SFRRRA; and
- Be sensitively integrated with the existing townscape, ensuring the protection of heritage assets, and respect for the scale of the surrounding residential buildings, particularly to the north of the regeneration area. Building height can be gently stepped up toward the riverside, to provide a presence and give definition to the river frontage. There may be an opportunity for taller buildings at two key focal points at Imperial Wharf Station and Fulham Wharf.

Justification

6.134 The South Fulham Riverside, along Carnwath and Townmead Roads, is in a variety of uses: residential, commercial and industrial, retail and leisure. Many sites in the SFRRRA, including Imperial Wharf, Chelsea Creek, Baltic Sawmills, Lots Road and Fulham Wharf have planning permissions for development, but there has been limited new employment development for light industrial, office or storage uses whereas considerable residential development has taken place. The overriding need is for new homes and much of the area is not accessible enough for significant new employment space. The Strategic Housing Land Availability Assessment (SHLAA) identifies capacity for nearly 4000 additional homes in the plan period, up to 2035. Individual development sites will need to be supported by Transport Assessments which detail the impact of any scheme on the highway, walking and cycling networks, public transport routes and taking into consideration any committed developments within the area. These will need to be consistent with the work carried out in the Transport Assessment 2010 and later addendums, unless it can be justified otherwise.

6.135 With much of the area having a low PTAL rating, it is important that employment space should be located in the most accessible parts of the regeneration area, being Imperial Wharf Station, with a secondary location around the junction at Wandsworth Bridge Road, Townmead Road and Carnwath Road where it is closest to a number of bus routes that run both along Wandsworth Bridge Road and along Townmead Road. With many previous employment sites being redeveloped for housing, it is important that some replacement employment opportunities are provided in new development schemes to create a mixed use area and provide jobs locally.

6.136 Small scale retail, restaurants and cafes should be provided as part of mixed use developments, primarily to meet local need, particularly on the riverfront to provide a vibrant and high quality environment that will increase riverfront activity along the Thames Path. The riverside walk should connect to a series of public spaces along its length to accommodate active uses and interest along the linear spaces. The Council does not consider that it is appropriate for additional major stores to be considered in the area. Any additional floorspace in the area should primarily cater for local needs in order to sustain the town centres. The majority of the SFRRRA is within the Thames Policy Area where specific design policies apply, as set out in the borough-wide policies. It is also a key priority to extend and improve the Thames Path National Trail, together with pedestrian routes linked from the river and canal to the surrounding area. The riverside walk should be at least 6 metres wide. Much of this will depend on the development of vacant and underused riverside sites. The River Thames also has a significant potential for water based activities that can increase opportunities for sport and recreation in the borough.

6.137 A holistic approach to the regeneration of SFRRRA will provide opportunities to improve local connectivity in the area. The whole stretch should be dealt with in a comprehensive way. The area was shaped by its industrial heritage and this pattern remains apparent today. Without consideration of how the schemes relate to one another and have regard to its setting and context, there is a danger of isolating communities. The Council will expect developers to demonstrate how the development approach will optimise the site for development, accessibility and recreational benefit, along with how it will benefit neighbouring developments and local residents. Each development should identify key spaces and nodes where routes intersect or are prominent. Connections to and from Imperial Wharf West London Line Station will be key for providing direct access to the key transport connections.

6.138 There are three safeguarded wharves, with only Comley's Wharf still in use for waterborne freight transport. The adjoining Swedish Wharf is still used as an oil storage depot but does not currently use the river for transport. Hurlingham Wharf is currently vacant and has not been used as an operational wharf for 16 years.

6.139 The London Plan and the Port of London Authority seek to protect safeguarded wharves for cargo handling uses. The Mayor of London's Safeguarded Wharf Review in 2011/12 failed to take into account evidence submitted by H&F demonstrating the potential for consolidating wharf capacity on fewer and better located wharf sites and the importance of Hurlingham Wharf to the regeneration of Carnwath Road. However the Secretary of State has not yet confirmed the Mayor's recommendations to continue to safeguard Hurlingham, Swedish and Comleys Wharves.

6.140 Hurlingham Wharf and adjoining sites are required as a main drive site for the construction of the Thames Tideway Tunnel. The construction of the Thames Tideway Tunnel was approved by the Secretaries State for Communities and Local Government and for Environment, Food and Rural Affairs in September 2014 and will limit regeneration in the Carnwath Road area for the next 10 years. On 24th September, the Thames Tideway Tunnel Order 2014 came into force and Hurlingham Wharf and adjoining sites have been safeguarded for the construction of the tunnel under provisions set out in article 52 of the Order.

6 Regeneration Area Strategies

6.141 The council will continue to promote the consolidation of wharf capacity downstream of Wandsworth Bridge on Swedish and Comleys Wharves, where road access to the strategic road network can be improved. Any proposals for non-river use on the safeguarded wharf sites will need to be supported by viability assessments in accordance with the London Plan policy 7.26 'Increasing the Use of the Blue Ribbon Network for Freight Transport'.

6.142 A new pedestrian and cycle bridge would provide a key link to allow more people to access the south of the river and the Clapham Junction town centre. Pedestrians and cyclists could use either side of the river, providing alternative leisure and commuter routes, and will be likely to increase the number of pedestrians and cyclists using the Thames Path. Planning permission has been approved for a footbridge adjacent to Cremorne Bridge, as it is located most centrally between the other crossing points of Wandsworth Bridge and Battersea Bridge, which are approximately between a 1km and 1.2km walk in either direction. Proposals will have to be carefully considered in relation to any impact the footbridge may have on the setting of and views toward the Grade II* Listed Cremorne Bridge.

6.143 It is anticipated that most physical and social infrastructure capacity required by the increase in resident and worker population will need to be provided on site or in close proximity to the development. This will need to include facilities such as primary and secondary school places, contributions toward health facilities, public open space, play space, a community centre and policing. There will also be requirements for highway network and public transport improvements throughout South Fulham Riverside particularly at the Wandsworth Bridge Road junction.

6.144 Regeneration in the SFRRRA provides opportunities to secure economic benefits for the wider community in the borough. Training and employment funding and initiatives, including through pre-employment support activity and local recruitment campaigns will be important. New employment would be expected to stimulate considerable investment in the surrounding area. All this will, in turn, increase local employment opportunities. It will be important to put in place schemes to assist people in gaining access to new jobs. The council will encourage businesses to embrace the London Living Wage.

6.145 The amount and type of development will depend on the capacity of public transport and the road network in this area and the potential for their improvement. Public transport accessibility is generally at a low level with most of the area being at least a 10 minute walk from an underground or rail station. However, bus services have improved in recent years and the Imperial Wharf West London Line (WLL) station has improved accessibility in the eastern part of the area. The WLL is set for a platform extension and TfL will be improving bus services in the area through s106 contributions as and when demand dictates. The council will work with transport partners to carry out further public transport improvements in this area. The extension of the river bus service will be encouraged to call at Chelsea Harbour Pier. It currently runs at peak times between Putney and Central London.

6.146 The townscape analysis prepared as part of the existing Core Strategy SPD for South Fulham Riverside suggests that the area has two key focal points of townscape significance, being at Fulham Wharf where the supermarket provides a draw and focus of activity and the other at Imperial Wharf/Chelsea Harbour, which is based around the new development, park and station. These areas, in view of the townscape significance could accommodate increased massing and height. Elsewhere in the framework area, the general scale, height and massing should have a closer relationship to the existing

townscape. There is a variation in building height in the area, and it would be appropriate for new development to adopt a similar variety of scale, ensuring that development on the river front provides a clear edge to the riverside walk in order to provide some presence and enclose the area fronting onto the river. Following analysis of existing building heights, general building height is recommended to be in the range of 4-7 storeys with reduced massing at the upper levels. This could be satisfactorily accommodated throughout the area, ensuring that in certain pockets such as along Townmead Road and Carnwath Road, that the more domestic scale is respected.

Alternative Options - Strategic Policy SFRRRA (South Fulham Riverside Regeneration Area)

- Prioritise the safeguarding of wharves over other land uses
- Promote employment led development across the site.
- Tall buildings will be acceptable in principle in all areas of the SFRRRA, subject to compliance with other Local Plan policies.

Question 16

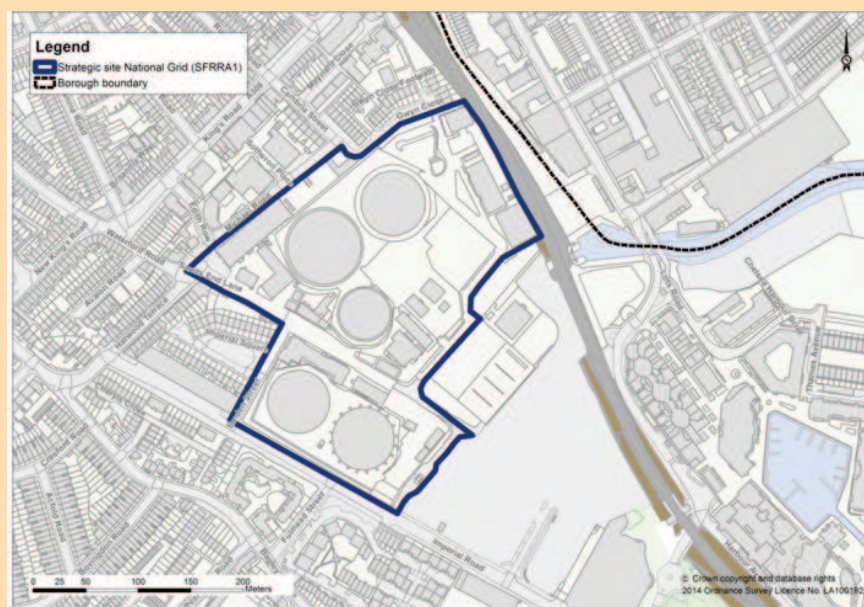
What are your views on the approach to the South Fulham Riverside Regeneration Area?

6 Regeneration Area Strategies

Strategic Site SFRRRA1 - Imperial Gasworks National Grid

The council supports comprehensive residential-led development of the site with supporting community facilities and open space. Development proposals for this site should:

- Be predominantly residential with supporting social, physical, environmental and transport infrastructure;
- Provide for a link road through the site connecting Imperial Road through to the New Kings Road together with a network of pedestrian and cycle connections.
- Aim to provide a pedestrian access under the West London Line at the southern end of the site connecting to Lots Road;
- Provide an area of public open space of at least 1 hectare;
- Be of high quality design which respects the character and appearance of the Imperial Square and Gasworks Conservation Area and protects the Grade II Listed Gasholder and other associated structures and its setting;
- Ensure that the building heights are predominantly low to medium rise, and represent a general reduction in scale of redevelopment from neighbouring sites located towards the riverside. There may be some scope for increased massing at a limited location towards the south-east corner of the site; and
- Ensure any remaining gas operations that may be required are designed in such a way to ensure that that may be required health and safety requirements are met and integrated into the high quality design for the area with minimal impact.



Justification

6.147 The Imperial Gasworks National Grid site has been mainly used for a gas storage facility and is now decommissioned. The site has potential to come forward for a residential-led development to increase the quantity of new housing in the Borough, in line with the overall SFRRRA policy. Ancillary uses such as small scale retail for day to day needs will also be appropriate, along with social and physical infrastructure to adequately

provide for the additional population.

6.148 A new link road will be required to enable development of this site and facilitate the regeneration of South Fulham Riverside by easing capacity at the Bagley's Lane junction, as tested and modelled in the Strategic Transport Study. Further work will be required to assess any link road options and the impact that increased traffic would have on nearby junctions, including those in the Royal Borough of Kensington and Chelsea. The site must also be designed to ensure increased permeability through to the Chelsea Creek development which is currently under construction.

6.149 A network of pedestrian and cycle links should be encouraged, to provide access through the strategic site to the Chelsea Creek development and on to the Thames Path, but also improve connections under the West London Line which currently acts as a barrier to pedestrian movement and connect the site to Lots Road. Such a connection could be provided immediately north of the Counters Creek/ Chelsea Creek.

6.150 The area is located in an area of open space deficiency, therefore an area of public open space should be provided as part of any proposal for this site. A larger park could be provided at this site which could include a variety of spaces that will provide vitality and interact with its surrounding environment. The open space should feel generous and well-designed so that it feels safe and accessible.

6.151 Part of the site lies within the Imperial Square and Gasworks Conservation Area. There is a rich history of industrial archaeology on the Gas Works site including statutory and locally listed buildings, some of which make a key contribution to the character and appearance of the Conservation Area and must be retained and integrated into the design of any new development. All development must respect the character and appearance of the Conservation Area, by providing good quality design that does not interfere with historic and architectural elements.

6.152 New buildings should respect the scale and amenity of nearby residential properties, and should be low to medium rise, particularly at the northern end of the site where neighbouring residential development is two-storey. There may be potential for an increase in massing at the south-eastern end of the site near to the neighbouring taller buildings at Chelsea Creek, however this would need to be of very high quality design and would be subject to detailed views analysis.

6.153 Any remaining activities relating to the gas works facility should comply with environmental policies, particularly borough wide policies on hazardous substances and control of potentially polluting uses if any related activities to gas storage are to be retained on site.

Alternative Options - Strategic Site SFRRA1– (Imperial Gasworks National Grid)

- Maintain the site for employment purposes
- Promote employment-led mixed use development

6 Regeneration Area Strategies

Question 17

What are your views on the approach to the Imperial Gasworks site?

7 Borough-wide Policies

7.1 In addition to the spatial strategy, there are a number of borough wide and locally specific policies to deliver the spatial strategy and to ensure that development both within and outside the proposed regeneration areas contributes to meeting the council's objectives. The borough wide policies set out below are relevant to development throughout the borough, including the regeneration areas.

7.2 All the borough wide policies should help achieve the decent neighbourhood principles that are set out in our Spatial Vision.

Meeting Housing Needs and Aspirations

Borough-wide Policy HO1

Housing supply

The council will work with partner organisations and landowners to exceed the proposed London Plan target of 1,031 additional dwellings a year up to 2025 and to continue to seek at least 1,031 additional dwellings a year in the period up to 2035. The New homes to meet London's housing need will be achieved by:

- 1. The development of strategic sites identified within the Local Plan;**
- 2. The development of sites identified in the council's Strategic Housing Land Availability Assessment;**
- 3. The development of windfall sites and the change of use of buildings where land and premises are shown to be surplus to the requirements of other land uses;**
- 4. The provision of new homes through conversions;**
- 5. Ensuring that new dwellings meet local needs and are available for occupation by people living in London; and**
- 6. The retention of existing residential accommodation and improvement in the quality of private rented housing.**

The following are estimates of the likely increases in new housing in different parts of the borough.

7 Borough-wide Policies

Table 2 Indicative Housing Targets

Area	2015/20	2020/25	Total 10 years	2025/30	2030/35	Total 20 years
White City OA	1,000	2,500	3,500	1,500	1,000	6,000
Hammersmith Town Centre and Riverside	200	600	800	1000	100	2,800
Fulham Regeneration Area	1,500	2,500	4,000	1,500	1,500	7,000
S Fulham Riverside	1,500	1,500	3,000	500	500	4,000
Old Oak	0	2,000	2,000	2,000	2,000	6,000
Rest of the borough	1,000	700	1,700	700	0*	2,400
Total	5,200	9,800	15,000	7,200	6,000	28,200
Average/year	1,040	1,960	1,500	1,440	1,200	1,410

*The estimates are based on identified sites. Due to the smaller nature of the sites outside of the Regeneration Areas, there are no known sites that are expected to come forward outside of Regeneration Areas in the longer term.

Justification

7.3 The council's proposed housing target in the Draft Further Alterations to the London Plan 2014 is 1,031 additional homes a year in the period up to 2025. This figure was developed through collaborative working with the Mayor of London on the London Housing Capacity Study 2013 and through further work on the council's Strategic Housing Land Availability Assessment. The table above indicates that the council would expect housing provision to exceed the London Plan target for additional homes for the period 2015/25. However recent experience indicates that even though sites are developable and have the benefit of planning permission housing completions do not come forward at the anticipated rate. The council will monitor the annual completion of dwellings and will work with developers to ensure that sites with residential planning permissions are developed.

7.4 Housing capacities in the two opportunity areas in White City and Earls Court & West Kensington are based on recent planning permissions and on guidance included in the Core Strategy 2011 Supplementary documents namely, the White City Opportunity Area Planning Framework and Earls Court and West Kensington Opportunity Area Joint Supplementary Planning Document. New housing in the Old Oak Regeneration Area is not expected to come forward until the 2020s and therefore no additional housing for this area has been included in the indicative housing targets until after 2020.

7.5 The indicative housing targets are based on the assessment methodology set out in the council's Strategic Housing Land Availability Assessment. The actual numbers of houses built on any site will be considered through the planning application process. This process will take account of the site setting, urban design of housing areas, appropriate housing mix, transport capacity and other factors as set out in policies in the Local Plan and other guidance.

7.6 In addition, to the significant amounts of new housing proposed in the Regeneration Areas, additional housing will come forward on windfall sites throughout the borough and as a result of changes of use of non-residential buildings and the conversion of larger houses to two or more smaller dwellings.

7.7 In addition to the provision of new housing to meet both local need and London's need for more housing, it is essential that housing is not lost to other uses and that it is not allowed to remain vacant. There is evidence from the 2011 Census and from other sources that some flats and houses, particularly those that been recently completed are not occupied. Properties are being purchased by investors and being left vacant and therefore are not contributing to meeting London's housing need. The council will therefore work with developers and land owners to ensure that new dwellings are marketed and occupied as homes by local and UK residents.

Alternative Options - Policy HO1 (Housing supply)

- Allow more employment land to be redeveloped for housing
- Introduce a time limit for the protection of vacant sites

Question 18

What are your views on the approach to housing supply?

7 Borough-wide Policies

Borough-wide Policy HO2**Housing conversion and retention****The council will:**

1. **Permit conversions of existing dwellings into two or more dwellings where:**
 - a. **The net floor area of the original dwelling is more than 120sqm;**
 - b. **At least 50% of the proposed units consist of two or more bedrooms;**
 - c. **Housing appropriate for families has access to any garden or amenity space; and**
 - d. **Where there is no adverse impact on on-street parking stress.**
2. **Resist proposals which would result in a net loss of permanent residential accommodation as a result of redevelopment or change of use without replacement (measured by floorspace), including to short stay accommodation.**

Justification

7.8 In order to achieve the council's housing target of an additional 1031 dwellings per annum, it is important that as well as provision of new housing there should be no net loss of the existing housing stock through change of use or redevelopment for other uses.

7.9 The smaller terraced houses in the borough provide a source of accommodation suitable for families and it is important to ensure that this stock is not unduly reduced because of conversion into flats.

7.10 The requirement for at least 50% of the proposed units in conversions to be of two or more bedrooms will allow for the possibility of accommodation to be provided for families. It will also ensure that there is at least the same number of family sized units as existing, and on larger schemes will allow for a net increase in the amount of family sized accommodation in the borough.

7.11 Some areas of the borough are likely to be considered less suitable for family accommodation, including areas adjacent to busy roads where there is little opportunity to provide amenity space, in town centres or where there are residential premises above shops. In these instances, there will be more flexibility in the approach to conversions, although each case will be assessed on a site by site basis.

7.12 Because conversions can give rise to a demand for additional on-street parking space, it will be important to ensure that parking stress is not exacerbated. In streets where there is less than 10% night-time free space the number of additional dwellings may be restricted or conditioned to allow no additional on-street parking.

7.13 The loss of existing housing, particularly affordable housing will be resisted unless the housing is replaced at existing or higher densities with at least equivalent floorspace in accordance with London Plan policy 3.14. Short stay accommodation (defined as housing let for less than 90 days) is primarily intended for visitors and does not meet the need for additional permanent housing in London and will be resisted. There is evidence that at least 225 flats and houses in H&F are being used as short stay accommodation for visitors to London.

Alternative Options - Policy HO2 (Housing conversion and retention)

- Allow the loss of existing housing
- Restrict conversion and extension of dwellings

Question 19

What are your views on the approach to housing conversion and retention?

7 Borough-wide Policies

Borough-wide Policy HO3**Affordable Housing**

Housing development should increase the supply and improve the mix of affordable housing to help achieve more sustainable communities in the borough.

On sites with the capacity for 10 or more self-contained dwellings affordable housing should be provided having regard to the following:

- a. A borough wide target that at least 40% of all additional dwellings built between 2015-25 should be affordable.
- b. 60% of additional affordable housing should be for social or affordable renting, especially for families and 40% should be a range of intermediate housing.
- c. Affordable dwellings should be located throughout a new development and not concentrated on one part of the site.
- d. The council will encourage the provision of affordable rented and social rented housing in ways that enable tenants to move into home ownership.
- e. In negotiating for affordable housing and for an appropriate mix of social and affordable rented and intermediate housing in a proposed development, the council will take into account:
 - site size and site constraints; and
 - financial viability, having regard to the individual circumstances of the site and the availability of public subsidy.
- f. In exceptional circumstances, a financial contribution may be required to provide affordable housing off-site where other sites may be more appropriate or beneficial in meeting the borough's identified affordable housing needs.

In addition, there should be no net loss of social/affordable rented housing on development sites

Justification

7.14 A key aim of the Local Plan is to meet local housing need by increasing housing supply, particularly the supply of affordable housing. In order to achieve this strategy Hammersmith and Fulham will seek to increase the amount of affordable housing in the borough by setting an affordable housing target of at least 40% of all additional dwellings to be built between 2015 and 2025. 60% of the net gain in affordable housing should be social or affordable rented housing and 40% should be intermediate housing available to households who cannot afford to buy and/or rent market accommodation in the borough (H&F Housing Market Assessment). In order to meet the target for affordable housing, the council will negotiate for affordable housing to be provided on all larger sites in accordance with the London Plan threshold target of sites with the capacity for 10 or more additional

self-contained dwellings. In some circumstances it may be appropriate to redevelop social/affordable rented housing in order to improve the quality of the housing stock or to provide a better mix of housing. Where this is appropriate, the local community should be fully involved and there should be no net loss of social/affordable rented housing in terms of numbers of dwellings or habitable rooms provided.

Income and the cost of housing

7.15 As outlined previously, some parts of H&F are very deprived and other areas have some of the most prosperous neighbourhoods in London. There are 4 Lower Super Output Areas⁽²¹⁾ within the 10% most deprived nationally; and, 25 Lower Super Output Areas, or 23% of the borough, amongst the 20% most deprived nationally. The most deprived neighbourhoods are also those with the highest levels of social rented housing.

7.16 House prices and private sector rents are well above the London and the West London average. Hammersmith & Fulham has the 4th highest house prices in the country. The average property price in September 2014 was £795 K which is 73% above the London average. Also house prices have been increasing much faster in London than elsewhere in the country (Sept 2014 Land Registry data).

7.17 Rents in the private sector are also high compared to the rest of London. The average rent in H&F is £1724 per month, the 6th highest in London and over twice the average for England as a whole (H&F Strategic Market Assessment).

7.18 The very high cost of market housing both for owner occupation and for rent impacts on who can afford to live in the borough. Using the 3.5x earnings as a measure of affordability and the current lower quartile income house price for the borough (£360,000), a household would need an income of £103,000 to purchase an 'entry level' property in the borough.

7.19 Although private sector rents are high in comparison to incomes they are significantly more affordable than owner occupation. The number of households living in private rented housing has risen from 17,650 (23.4%) households in 2001 to 26,800 (33.3%) in 2011, about a 50% increase in 10 years. In 2011, 34% of households live in owner occupied housing which is a significant reduction since 2001, when 44% of households were in owner occupation.

7.20 Although the stock of intermediate affordable housing has increased in the last 10 years, the 2011 Census recorded only 1257 households living in shared ownership housing compared to 706 households in 2001. The census does not provide data on the number of households living in other forms of intermediate housing, such as discounted market sale housing. These households are all included in the owner occupied sector.

7.21 Social rented housing has increased from 24,630 (31.7%) in 2001 Census to 25,133 (31.1%) in 2011 Census. In some parts of the borough, in particular the north of the borough the proportion is significantly higher.

21 A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. There are 111 SOAs in H&F each comprising about 700 households

7 Borough-wide Policies

Need for affordable housing

7.22 The analysis of income and housing costs above highlights the very high cost of housing both for owner occupation and private renting in relation to household incomes in the borough. The need for more affordable housing in the borough is demonstrated by the number of households on the Housing Register – 850 applicants and the number of households, approximately 1,200 in temporary housing, including bed and breakfast. Also, 17% of households in social rented housing in the borough are overcrowded. Hammersmith and Fulham is ranked 12th in terms of boroughs with the most overcrowded properties.

7.23 In addition to the number of households requiring social/affordable rented housing, there are also applicants on the Homebuy Register seeking intermediate affordable housing to buy. As house prices and market rents are so high in H&F, affordable rented and intermediate housing needs to be affordable to a broad range of incomes. The income range of households that cannot afford market housing in H&F is £19,900 to £79,400 for households that require 4 or more bedrooms.

Negotiating for Affordable Housing

7.24 In considering the mix of tenure that is appropriate for additional dwellings to be built in the borough, the council has had regard to the London Plan affordable housing policies and to its assessment of the housing market, including housing need and how this can be met.

7.25 The council's Housing Viability Study (2009) and the CIL Viability Assessment (2014) both indicate that 40% affordable housing should be achievable on most sites. However, it is recognised that in negotiating for affordable housing on a specific site, site constraints and financial viability may affect the amount of affordable housing that can be achieved on that site.

7.26 Affordable housing should normally be provided on-site. In exceptional cases where it can be demonstrated that this is not appropriate in terms of the policies in this Plan, it may be provided off-site. A cash in lieu contribution will only be accepted where this would have demonstrable benefits in furthering the affordable housing and other policies in this Plan. It will be ring-fenced and, if appropriate, pooled to secure additional affordable housing either on identified sites elsewhere or as part of an agreed programme for provision of affordable housing.

Alternative Options - Policy HO3 (Affordable Housing)

- Set differential affordable housing targets in different parts of the borough
- Set a 50% target for social rented housing, or rely on the current London Plan target of 40%

Question 20

What are your views on the approach to affordable housing?

Borough-wide Policy HO4

Housing quality and density

The council will expect all housing development to respect the local setting and context, provide a high quality residential environment, be well designed and energy efficient in line with the requirements of the Code for Sustainable Homes, and (subject to the size of scheme) provide a good range of housing types and sizes.

All new housing must take account of the amenity of neighbours (see also Design and Conservation policies) and must be designed to have adequate internal space in accordance with London Plan Policies unless it can be shown that not building to those standards is justified by the circumstances of a particular site; and

Ground level family housing should have access to private gardens/amenity space and family housing on upper floors should have access to a balcony and/or terrace, subject to acceptable amenity and design considerations, or to shared amenity space/ and to children's playspace.

Acceptable housing density will be dependent primarily on an assessment of these factors, taking account of London Plan policies and subject to public transport and highway impact and capacity.

In existing residential areas, and in substantial parts of regeneration areas, new housing will be expected to be predominantly low to medium rise consisting of small scale developments of houses, maisonettes and flats, and modern forms of the traditional mansion block and other typologies of residential development that may be suitable for its context, with gardens and shared amenity space in street based layouts. (See also policy OS1 Improving and Protecting Parks and Open Spaces)

Some high density housing with limited car parking may be appropriate in locations with high levels of public transport accessibility (PTAL 4-6) provided it is satisfactory in all other respects.

Justification

7.27 The Local Plan seeks to improve the quality and mix of new housing in the borough. A key element of the strategy is to provide a significant proportion of new housing as low to medium rise housing with gardens and shared amenity space.

7.28 It is not only important for new housing to meet standards on matters such as room size and amenity space, but changes to the existing stock should also be fit for purpose. The London Plan has identified minimum space standards for new development (see London Plan Table 3.3). The London Plan is accompanied by a Housing SPG which provides more guidance on the implementation of London Plan policy 3.5 'Quality and Design of Housing Developments'. In addition the council has prepared SPD to provide

7 Borough-wide Policies

relevant guidance regarding local issues. It will be easier for new housing to meet size and other quality criteria, but a level of flexibility will be appropriate to take into account on-site circumstances. This is even more important for conversions and change of use, where adaptation of existing stock means that it can be difficult to meet the same standards as for new build.

7.29 The need for developments to take into account residential amenity of neighbours and impact on the environment is very important in new high density schemes and in other developments in a built up borough such as Hammersmith and Fulham where developments are often juxtaposed with their neighbours.

7.30 Access to outdoor amenity space, particularly green space is important for quality of life, for biodiversity and to provide playspace for children and young people. Additional green space is also important for mitigating flood risk in this borough. Although the provision of balconies can provide outdoor amenity space for the occupants of flats above ground floor level, they should always be designed to respect amenities of neighbours and be designed so as not to detract from the character of surroundings.

7.31 Residential density ranges set out in the London Plan 2011 are important for assessing the development potential of sites, but they are only one factor to be taken into account in considering the appropriate scale and intensity of development. Other policies within this Local wide policies and the Design and Conservation policies in this Development Management Local Plan are of key importance in considering the appropriate density and development potential.

7.32 The London Plan provides policy guidance to ensure that housing output is optimised for different types of location and Table 3.2 of London Plan policy 3.4 identifies density ranges related to setting in terms of location, existing building form and massing, and public transport accessibility. 'Central' areas are defined as areas with very dense development, a mix of different uses, large building footprints and typically buildings of 4-6 storeys, located within 800m walking distance of an International, Metropolitan or Major town centre. Although most of Hammersmith and Fulham is within 800m of a Metropolitan or Major town centre, only limited areas meet the remaining criteria of the 'central' areas definition. Much of the development in Hammersmith and Fulham, including within and around the town centres, is primarily residential with small building footprints and buildings of less than 4 storeys. Therefore the higher density ranges of the London Plan 'Central' setting will only be appropriate in those parts of the Regeneration Areas identified in the Local Plan as being suitable for higher density development.

7.33 Higher density development must have particularly good design quality and positively enhance the locality (its appearance and amenities). Mixed tenure housing developments should be tenure blind, meaning that it should be difficult to spot the difference in the architectural quality of market and affordable properties.

7.34 Small development sites can often be problematic and the council will especially resist attempts to overdevelop which often leads to adverse effects on neighbours and the locality. In large schemes, such as in regeneration areas, there is more scope to achieve higher density housing and as long as there is still a good mix of housing types overall, some high rise non-family residential may be acceptable. Such large schemes will need to be supported by appropriate social infrastructure.

Alternative Options - Policy HO4 (Housing Quality)

- Set a specific mix and density of homes for different areas within the borough
- Maximise density in all locations

Question 21

What are your views on the approach to the quality and density of housing?

Borough-wide Policy HO5

Housing mix

The council will work with Registered Providers and other house builders to increase the supply and choice of high quality residential accommodation that meets local residents' needs and aspirations and demand for housing. In order to deliver this accommodation: - there should be a mix of housing types and sizes in development schemes, including family accommodation. Developments should aim to meet the following mix subject to viability, locational characteristics and site constraints being considered on a site by site basis:

- For social and affordable rented housing approximately: 1 bedroom: 10% of units; 2 bedrooms: 40% of units; 3 bedrooms: 35% of units; 4+ bedrooms 15% of units;
- For intermediate housing approximately: 1 bedroom: 50%; 2 bedroom: 35%; 3 or more bedrooms : 15% of units; and
- For market housing, a mix of unit sizes including larger family accommodation.

Residential conversions that result in an increase in the number of high quality family size dwellings will be supported, particularly where the reinstatement of a family house can be achieved.

Justification

7.35 There is a particular need in this borough for more family sized housing (3 or more bedrooms), particularly affordable housing. However, some sites may be more appropriate for families with children, particularly sites with safe access to amenity and playspace, than other sites that are in town centres where access may be more difficult.

7.36 For affordable homes larger than one bedroom, the Council wishes to see 50% of each property type to be able to accommodate an additional person. For example, with the 40% requirement for 2 bedroom affordable rented homes, half of these should be for 3 persons, the remaining half for 4 persons. The same approach should be applied to 3 bedroom properties (5 persons and 6 persons).

7 Borough-wide Policies

7.37 Although there is a recognised need for larger house sizes in the intermediate housing market, costs of larger units can mean that the level of subsidy required to make 3 or more bedroom houses affordable can make it difficult to achieve a higher proportion of affordable family dwellings. Therefore the focus of the policy is on 1 and 2 bedroom dwellings whilst ensuring that schemes should also include larger family homes. As set out within the policy this will be negotiated on a site by site basis.

7.38 Market housing should provide for a variety of housing sizes and opportunities for family as well as non-family households to purchase new housing in the borough.

7.39 Over the years many houses have been converted into two or more smaller flats which are generally not suitable as family accommodation. In order to increase the supply of family housing in the borough, the council may support the de-conversion of smaller flats in order to enable the reinstatement of a single family dwelling.

Alternative Options - Policy HO5 (Housing mix)

- Apply a mix of housing flexibly on a site-by-site basis
- Maximise the provision of dwellings and to not require an increase in family accommodation overall or for private market housing

Question 22

What are your views on the approach to the mix of housing?

Borough-wide Policy HO6

Accessible housing

All new housing should be built to accessible “Lifetime Homes” standards and, where feasible, additional dwellings resulting from conversions, changes of use and dwellings formed in extensions or floors added to existing blocks of flats should also be built to these standards.

In developments providing ten or more residential units 10% of all new housing, in proportion to the tenure mix of the development, should be designed to be wheelchair accessible or easily adaptable for residents who are wheelchair users.

Car parking spaces should be provided on site to meet the needs of blue badge holders.

Justification

7.40 The London Plan requires all new housing to be built to Lifetime Homes standards. The government is proposing to incorporate this Lifetime Homes standard in Part M of the Building Regulations as Requirement M4 (1) Category 1 – Visitable dwellings. Although all new build housing will be built to this standard, the council consider that new dwellings resulting from a change of use, conversion or extension to existing residential building, should also aim to meet this Category 1 standard. However it is recognised that there may be circumstances where it is not possible to achieve full Lifetime Homes (Category 1) standards. The policy therefore allows for some flexibility in achievement of the criteria, but the council will require assessments to show why the Lifetime Homes (Category 1) standards cannot be met.

7.41 Inside the home, current Lifetime Homes standards provide the adaptability for a "chair stairlift" and a "thru-floor wheelchair lift" to be fitted between the floors of a two storey home, or between two of the floors of a three storey home. The residents of all Lifetime Homes gain the benefit of slightly wider hallways, a main bathroom with more entry space for someone using a walking frame or wheelchair, and more space in kitchens and bedrooms; as well as adaptability features such as plumbing for a wet floor shower and reinforcement for grab rails in bathroom walls.

7.42 The Lifetime Homes standards also require any parking spaces provided to be capable of widening so that they can be used by a wheelchair user or a walking user needing to get a car door fully open. Where communal parking areas are provided this would require a substantial amount of land to be reserved. The council therefore supports the draft British Standard (BS DD 266:2007) which recommends that accessible width bays in communal residential car parks should be capable of meeting the needs of residents holding Blue Badges (see Transport policies).

7.43 The requirement for 10% of all new housing on schemes of 10 or more units to be built to be easily accessible or adaptable wheelchair is in accord with the London Plan and with the proposed Part M of the Building Regulations as Optional Requirement M4(2) Category 2 – Accessible and adaptable dwellings. When providing such wheelchair housing in a development, it is important not only to ensure an increase in accessible homes within the borough but also to ensure that where there are mixed tenure schemes that the provision of wheelchair accessible homes is provided in equal proportion to the tenure mix of the development.

Alternative Options - Policy HO6 (Accessible housing)

- Apply a development size threshold of 20 or more units when seeking wheelchair housing
- Requiring 10% of all new housing, including conversions, to be wheelchair accessible or easily accessible for wheelchair users

Question 23

What are your views on the approach to accessible housing?

7 Borough-wide Policies

Borough-wide Policy HO7**Meeting needs of people who need care and support**

Applications for development that would result in the loss of special needs housing will only be granted permission if it can be demonstrated that there is no longer an established local need for this type of accommodation.

The council will encourage and support applications for new special needs and supported housing, including specialist housing for older people, if it meets the following criteria:

- **there is an established local need for the facility;**
- **the standard of the facilities are satisfactory and suitable for the intended occupants;**
- **there is a good level of accessibility to public transport and other facilities needed by the residents; and**
- **the impact of the proposed development will not be detrimental to the amenity of the local area or to local services.**

Justification

7.44 Special needs housing covers all housing types with an element of care and support such as, extra care housing, housing for people with learning disabilities and nursing homes, sheltered housing and residential care homes with on site home and medical care. The council considers that elderly residents should have the opportunity to access special needs housing located in the borough. The council's aims to create more sustainable communities which would enable residents to remain in their communities through different stages of their life.

7.45 Proposals for the loss of existing accommodation should demonstrate that there is no longer a need for that particular type of accommodation or that the current facility is unfit for purpose or that it will be replaced elsewhere. Where appropriate, it will be necessary for evidence of lack of need to consider the full range of special needs, including the frail elderly, people with physical and learning difficulties, and people needing short term support, although some accommodation may not be suitable for all groups without a significant investment.

7.46 The Further Alterations to the London Plan 2014 includes an indicative benchmark for specialist housing for older people in LBHF of 60 additional dwellings pa. This includes 45 specialist dwellings for private sale and 15 for intermediate sale. To ensure that new specialist housing can meet local needs, applications for new provision will be assessed in relation to the identified local need for the facility and its potential impact on the provision of services to the local community, such as health and social care. Special needs accommodation that serves a London-wide or a sub-regional need can put additional pressure on these local services. Also some special needs housing can impact on the amenity of the local area, for example through people coming and going, and this needs to be taken into account in considering the scale and location of such developments.

7.47 Special needs housing should normally be located in areas accessible to public transport and other local facilities for the benefit of both the residents of the housing and visitors.

Alternative Options - Policy HO7 (Meeting needs of people who need care and support)

- Only permit the loss of special needs housing if the development would be wholly for affordable housing
- Resist the loss of special needs accommodation

Question 24

What are your views on the approach to special needs housing?

Borough-wide Policy HO8

Hostels and houses in multiple occupation

The acceptability of planning applications for new houses in multiple occupation (HMOs) or hostels or for the loss of existing HMOs or hostels will be considered in relation to the following criteria:

- **the quality of the accommodation that is proposed or might be lost;**
- **the impact of the accommodation on the locality; and**
- **the local need for the proposed or existing HMO or hostel accommodation.**

Justification

7.48 HMOs may be classified as either small (housing 3 to 6 people) or large (housing more than 6 people). The former are classified as class C4 in the use classes order, whereas the latter are sui generis. There are permitted development rights for all changes between small HMOs (class C4) and residential (class C3) without the need for planning applications.

7.49 The council recognises the role that hostels and HMOs play in providing accommodation for single people who cannot afford self contained accommodation. Despite this, a number of existing premises are considered to be in a poor state of repair and do not provide adequate accommodation, for example in terms of size and condition, for people on low incomes. The council will therefore assess any application that would result

7 Borough-wide Policies

in a loss of a large HMO or hostel against the criteria listed above. The loss of such accommodation may be acceptable where the standard of accommodation can be improved, including the energy efficiency of the housing, and/or any adverse impact on the surrounding area reduced. The council may permit new hostels and HMOs that meet an identified need and which do not have an adverse impact upon residential amenity.

Alternative Options - Policy HO8 (Hostels and houses in multiple occupation)

- Encourage the conversion of hostels and HMOs to self-contained accommodation and not permit further HMOs
- Permit loss of hostels and HMOs only if the accommodation is replaced by permanently available affordable housing
- Resist the loss of hostels and HMOs

Question 25

What are your views on the approach to special needs housing?

Borough-wide Policy HO9

Student accommodation

The council recognises the London-wide need for student accommodation, and to assist in meeting this need it will support applications for student accommodation as part of mixed use development schemes within the Old Oak Regeneration Area, White City and Earls Court and West Kensington Opportunity Areas. Applications for student accommodation outside of these areas will be assessed on a site by site basis, but the council will resist proposals which are likely to have adverse local impacts.

An application for student accommodation will need to show that:

- a. The site is in an area with good public transport accessibility (normally PTAL 4-6) with access to local convenience services and the proposal would not generate additional demands for on-street parking;
- b. There would be no loss of existing housing;
- c. The development does not have a detrimental impact on the local area, and where appropriate should include a management and maintenance plan for the accommodation to demonstrate how the amenity of neighbouring properties will be protected and what steps would be taken to minimise the impact of the accommodation on neighbouring uses;
- d. The accommodation is of high quality, including size of units, daylight and sunlight standards;
- e. Wheelchair accessible accommodation is provided to meet the needs of disabled students; and
- f. The student accommodation should be secured for occupation by members of specified London-based educational institutions.

Justification

7.50 The borough is home to a number of university and higher education institutions, principally Imperial College, which has teaching facilities at Hammersmith Hospital and Charing Cross Hospital and proposals for development in the White City Opportunity Area. A number of these higher educational institutions have expressed a need to increase their capacity, as have many other higher educational institutions across London, buoyed by London's international status and reputation as a global centre for higher education. This has put pressure on conventional housing to accommodate students and there is a need to increase the capacity of student accommodation in London in order to ensure that there is a suitable choice of available purpose built accommodation.

7.51 The council considers that the borough's largest and most deliverable regeneration areas offer an opportunity to help deliver a significant quantum towards addressing this student accommodation shortage for local institutions. It considers that student housing in these areas will be best provided within major new developments as part of mixed use schemes. However all applications will need to demonstrate satisfactorily that the proposals will have a positive impact on the overall strategies for the Opportunity Areas and will not adversely impact on residential neighbours or town and local centres. Applications will

7 Borough-wide Policies

need to be accompanied by a management plan, setting out how the impact upon neighbours and the amenity of the borough's existing residents will be managed. In order to ensure that students are able to adequately get to and from their area of study, it will be important that developments are located within areas of good public transport accessibility within the Opportunity Areas.

7.52 Outside of the Opportunity Areas, applications for student accommodation will be assessed on a site by site basis. It is acknowledged that students can create benefits for an area, for example by adding vibrancy and vitality to the local economy. However, concentrations of students can also have a negative impact. In particular, the council is concerned about the direct impact of noise and comings and goings on neighbouring properties, and the indirect impact of the growth in facilities such as bars and takeaways that can themselves cause a nuisance, especially late at night. The council will consider all applications on their own merits, but the primary consideration will be the amenity of the borough's existing residents and the strategy to direct student accommodation schemes to the Opportunity Areas.

7.53 Any application for student housing will need to demonstrate that the proposal will not have an adverse impact on proposed or existing residential, or on town and local centres. It should be accompanied by a management plan, setting out how any impact upon its neighbours and the amenity of the borough's existing residents would be minimised, including any impact from move-in and move-out dates at the beginning and end of terms and the impact of possible alternative use during the vacations.

7.54 In order to ensure that students are able to travel to and from their area of study, it is important that the development is located within an area of good public transport accessibility within the regeneration areas.

7.55 Although student accommodation does not need to meet the internal space standards required for permanent housing, the accommodation must be high quality and meet the needs of all potential students, including the needs of wheelchair users and other disabled students. In determining the number and design of accessible bedrooms, the developer will be expected to take account of BS8300:2009 "Design of buildings and their approaches to meet the needs of disabled people. Code of Practice", which recommends that between 5 and 15% of bedrooms in communal residential buildings such as hostels, nursing homes, halls of residence and prisons should be accessible.

7.56 To ensure that accommodation specifically designed for the occupation by students is not subsequently used for general residential use, or some other form of hostel accommodation, there will need to be a planning agreement ensuring that the accommodation is occupied only by students of specified educational institution(s), normally a London based education institution in easy commuting distance of the accommodation. As student housing is not subject to the affordable housing policy, this will also ensure that student housing is not proposed to avoid this policy.

Alternative Options - Policy HO9 (Student accommodation)

- Restrict student housing unless it meets the needs of a local college or institutions
- Not have a transport accessibility level criterion and allow student accommodation across all the regeneration areas subject to other criteria

Question 26

What are your views on the approach to meeting the different accommodation needs of our students?

Borough-wide Policy HO10

Gypsy and traveller accommodation

The council will work closely with the Royal Borough of Kensington and Chelsea to protect, improve and, if necessary, increase the capacity of the existing gypsy and traveller site at Westway.

Justification

7.57 The council and the Royal Borough of Kensington and Chelsea (RBKC) jointly provide a site for 19 travellers' pitches on land in RBKC to the east of the White City Opportunity Area. Following engagement with the local traveller community an assessment of the need for traveller pitches will be carried out in accordance with the Gypsy and Traveller Accommodation Needs Assessments (DCLG 2007). When this assessment is completed the council will work with RBKC and the local traveller community to determine how best to meet any identified needs.

Alternative Options - Policy HO10 (Gypsy and traveller accommodation)

- Identify alternative sites in the borough to meet the need for additional pitches.

Question 27

What are your views on the approach to meeting travellers' accommodation needs?

7 Borough-wide Policies

Borough-wide Policy HO11**Basement accommodation and lightwells**

New basement accommodation in existing dwellings will only be permitted where:

- **it does not extend beyond the footprint of the dwelling and any approved extension (whether built or not);**
- **it does not comprise more than one storey;**
- **there is no adverse impact on the amenity of adjoining properties and on the local, natural and historic environment; and**
- **it does not increase flood risk from any source and complies with the requirements of policy CC3 on reducing the risks of flooding.**

All other new or extended accommodation below street level should be designed to minimise the risk of flooding to the property and nearby properties from all sources of flooding.

To minimise the risk of sewer flooding, developments will be required to provide active drainage devices.

New self contained basement flats will not be permitted in the Environment Agency's Flood Zone 3 areas where there is a risk of rapid inundation by flood waters in the event of a breach of the river's flood defences, unless a satisfactory means of escape can be provided.

Justification

7.58 The council will allow people to extend their houses and flats into the basement below the building providing there is no adverse impact on the amenity of neighbouring properties (such as flooding) or negative impact on the street scene due to the need for the provision or alteration of lightwells. Restricting the extent of basement excavations to the existing footprint and to any approved extension and limiting the depth of excavation to a single storey will help to limit the extent and duration of construction. This will help to reduce the impact of basement construction on local residents. Rear extensions are not normally granted for any extension that covers more than 50% of the open area at the rear of a property, as originally built or extended.

7.59 It is important that proposals for new or extended basements provide clear evidence that demonstrates that there is no adverse effect on surface water drainage, the sewers and/or on groundwater flows. Vegetation and permeable surfaces can help to control surface water runoff. Where proposals cause the loss of vegetation, this can also affect the character of conservation areas and planted rear gardens, thereby impacting on privacy, shade and biodiversity. In areas at risk from flooding, new self contained basement dwellings will not be permitted where they are at risk of rapid inundation by flood waters in the event of failure of flood defences and where no adequate means of escape can be provided because of the risk to life in the event of a flood. Any new basement

accommodation that is below street level should be designed to reduce flood risk and to minimise any impact from flooding from any source to protect against sewer flooding, developments must include the provision of a pumped solution or 'active drainage devices' incorporating non-return valves to prevent water entering a property from drains and sewers.

7.60 Basement excavation often raises concerns about the structural stability of adjacent properties because of works to party walls and foundations, in particular. These issues may be properly dealt with by means of a party wall agreement under the Party Wall Act 1996. However, the council wishes to encourage good neighbourliness and avoid planning applications which cannot be implemented due to the lack of agreement between the applicant and the owners of neighbouring properties or land instability. The NPPF places significant weight on ground conditions, land stability and local environmental issues (eg. Paragraphs 109, 120 and 121) as material considerations in determining planning applications. Therefore, the council requires applicants to submit a Subterranean Construction Method Statement (carried out by a qualified structural or civil engineer) with the planning application and to make the statement available at the same time to neighbouring owners to demonstrate that the development accords with the policy.

Alternative Options - Policy HO11 (Basement accommodation and lightwells)

- Permit all basement residential accommodation where criteria including room sizes, car parking, daylight and sunlight is met.

Question 28

What are your views on the approach to basement accommodation and lightwells is the most appropriate?

7 Borough-wide Policies

Borough-wide Policy HO12

Detailed residential standards

The council will ensure that the design and quality of all new housing, including new build, conversions and change of use, is of a high standard and that developments provide housing that will meet the needs of future occupants and respect the principles of good neighbourliness.

To achieve a high standard of design, the following considerations will be taken into account:

- Floor areas and room sizes in new build dwellings, conversions and changes of use, including meeting 'Nationally Described Space Standard';
- Accessibility for disabled people;
- Amenity and garden space provision;
- A safe and secure environment;
- Car parking and cycle parking;
- Flood protection measures and attenuation of surface water run off;
- Sustainable energy measures;
- Provision of waste and recycling storage facilities;
- Noise insulation and layout to minimise noise nuisance between dwellings; and
- Protection of existing residential amenities, including issues such as loss of daylight, sunlight, privacy and outlook.

Proposals for extensions will be considered acceptable where it can be demonstrated that there is no detrimental impact on:

- Privacy enjoyed by neighbours in adjoining properties;
- Daylight and sunlight to rooms in adjoining properties;
- Outlook from windows in adjoining properties; and
- Openness between properties.

The council has prepared an SPD that provides further guidance on these and other residential amenity issues referred to in Local Plan.

Justification

7.61 Once the principle of residential development has been established through land use policies, there is a need to assess planning applications against detailed standards to ensure that a development is of high quality, well designed, accessible and meets the decent neighbourhood principles outlined in the Local Plan and that it will not be detrimental to the amenities of residents in the surrounding area, including loss of daylight, sunlight and privacy for existing residents. These standards are often subject to on-site judgement, but a departure from the standards needs to be justified by the circumstances of a particular case.

7.62 It is important for new housing to meet standards on matters such as minimum dwelling and room size and on the amount of amenity space. The government is proposing to introduce a Nationally Described Space Standard which as a minimum new dwellings in H&F will be expected to meet. Where changes to the existing stock are proposed, including basement accommodation, they should also be fit for purpose. It will be easier for new housing to meet size and other quality control criteria, but a level of flexibility is appropriate to take into account on-site circumstances. This is even more so with conversions and change of use, where adaptation of existing stock means that it is difficult to meet similar standards as for new build. The council anticipates adopting detailed residential standards in SPD. The detailed guidance in this SPD will take account of the London Plan and the Mayor of London's Housing SPG which includes detailed standards for housing that have been gathered from a number of sources, for example Lifetime Homes, Lifetime Neighbourhoods and Secured by Design.

7.63 It is always necessary for developments to take into account the residential amenity of neighbours and the impact on the environment. However, this is especially important in a densely built borough such as Hammersmith and Fulham where developments are often juxtaposed with their neighbours. In particular, changes to terraced properties, including extensions and roof terraces, can impact on neighbours if not carefully designed, for example through overlooking and visual intrusion, and can also impact upon flooding, for example through surface water run off, if not consistently managed.

Alternative Options - Policy HO12 (Detailed residential standards)

- Not to have any standards
- Require market housing to meet the standards of the Mayor's Housing Design Guide only.

Question 29

What are your views on the approach to residential standards?

7 Borough-wide Policies

Local Economy and Employment

Borough-wide Policy E1

Providing for a range of employment uses

The council will support proposals for new employment uses, especially those that recognise the existing strengths in the borough in creative industries, health services and bio-medical research, and the retention and intensification of existing employment uses. It will require flexible and affordable space suitable for small and medium enterprises in large new business developments. When considering new proposals the council will also take into account:

- whether there will be displacement of other priority uses;
- whether the scale and nature of the development is appropriate, having regard in particular to local impact and public transport accessibility; and
- impact upon small business accommodation.

Justification

7.64 Over the years the borough has proved to be an attractive location for many multi-national companies, including the BBC and Earls Court and Olympia Group, and the continued presence of large businesses is welcome because of their contribution to the local economy and in providing jobs and opportunities to residents. However, as well as being favoured by major companies, the strength of the local economy is also buoyed by the very many local office and industrial businesses which often provide services direct to residents or to other businesses in the borough. Creative industries are a particular strength in the borough which the council is keen to encourage, and there is also the opportunity to build on the presence of Hammersmith Hospital/Imperial College and Charing Cross Hospital by encouraging bio-medical related companies. In addition, the council will use its economic strength to encourage local business when procuring and hiring contractors.

7.65 Because many of the borough's businesses are small or medium sized and because there is demand for accommodation from such enterprises, it is important that new and refurbished business developments provide accommodation that can meet the needs of a variety of activities, including start up businesses, so that the rich mix of businesses in the borough can continue. The council will ensure that its own stock of business premises continues to meet the needs of the local economy, including start up businesses, so that the rich mix of businesses in the borough can continue. To assist small businesses, the council will support new local enterprise partnerships and encourage local credit union finance.

7.66 The council wants to ensure that there is sufficient land and floorspace to meet requirements for economic growth and that this is well located in relation to other amenities and transport infrastructure to serve the requirements of the development. The London Office Policy Review 2009 2012 projected a likely requirement of an additional 320,000 sq.m. (gross) of office floorspace within the borough to 2031. With regard to offices, the majority of the new office floorspace requirements will be located within the Town Centres, Opportunity Areas and Old Oak Regeneration Proposals outside of these areas for large new office development (above 2,500 sq.m.) will generally be discouraged unless it can

be demonstrated that provision cannot be provided within the town centres or the White City and Earl's Court and West Kensington Opportunity Areas or the Old Oak Regeneration Area. All planning applications that involve the provision of new employment floorspace or the extension of existing provision will need to demonstrate that the scale of the development is appropriate having regard to the nature of the site and the surrounding area and to public transport accessibility. The council will also consider whether other priority uses such as community facilities or housing will be lost by proposals for new employment uses.

7.67 There is a particular local need for new floorspace for small businesses and for the provision of affordable business units. In general the council will seek flexibly designed accommodation capable of meeting the needs of a variety of types and sizes of business. It should also be designed to be adaptable to changes in working practices in future. In addition, the replacement of existing, well used small business premises will be sought in redevelopment schemes.

Alternative Options - Policy E1 (Providing for a range of employment uses)

- To seek a fixed proportion of accommodation for small business in larger developments
- To allow the market to decide on the appropriate size of premises

Question 30

What are your views on the approach to the provision of employment uses?

7 Borough-wide Policies

Borough-wide Policy E2

Land and premises for employment uses

The council will seek to retain land and premises capable of providing continued accommodation for employment or local services unless:

1. Continued use would adversely impact on residential areas; or
2. An alternative use would give a demonstrably greater benefit that could not be provided on another site; or
3. It can be satisfactorily demonstrated that the property is no longer required for employment purposes; or
4. An alternative use would enable support for essential public services and is otherwise acceptable.

Where the loss of employment use is proposed in line with sub para.3 above, the council will have regard to:

- the suitability of the site or premises for continued employment use with or without adaptation;
- evidence of unsuccessful marketing;
- the need to avoid adverse impact on established clusters of employment use; and
- the need to ensure a sufficient stock of premises and sites to meet local need for a range of types of employment uses, including small and medium sized enterprises, in appropriate locations. The mixed use enhancement of employment sites will be considered acceptable where these are under-utilised, subject to the satisfactory retention or replacement of employment uses in the scheme where this continues to be appropriate.

The mixed use enhancement of employment sites will be considered acceptable where these are under-utilised, subject to the satisfactory retention or replacement of employment uses in the scheme where this continues to be appropriate.

Justification

7.68 Employment use is defined as all Class B Uses and similar uses that are classified as sui generis (Town and Country (Use Classes) Order 1987 (as amended)).

7.69 Notwithstanding the council's desire to protect valuable sites and promote economic growth in sustainable locations, it will encourage the change of use of poorly located redundant employment premises. In view of the diversity of employment sites in the borough, the council has promoted a criteria based approach to assessing change of use based on site characteristics and market demand.

7.70 In general where there is a planning application for change of use out of employment, the council will require supporting evidence that indicates that despite efforts to find a user for the premises it remains vacant. A reasonable marketing exercise will include continuous marketing generally over a period of at least 12 months with at least two recognised commercial agents. Evidence of this marketing will be required to be submitted along with the agents' views as to why the property is not letting. The council will expect this marketing to be at prices similar to that pertaining in the local area for similar premises.

7.71 Change of use resulting in the loss of employment use may also be permitted where a site is vacant and continuation of the existing use is considered to be inappropriate by virtue of poor location or site characteristics or where the accommodation is poorly suited to meet the requirements of modern occupiers. Examples could include poorly located larger office buildings where the cost of modernisation cannot be justified by the location and smaller office premises where the layout is poor for modern requirements, such as those often found above shops. The council will require evidence to support change of use on this basis in the absence of marketing information.

7.72 The council will also consider the impact of any proposed change of use on existing employment areas or of the provision of a satisfactory range of type of employment uses. This will have regard to regular monitoring undertaken by the council and the Mayor of London and to supplementary planning guidance to the London Plan. The borough is currently identified in the London Plan as an area where there should be a "restricted transfer" of industrial and warehousing land to other uses, although in the Further Alterations to the London Plan it is classified as "restricted (with exceptional planned release)". Applications for change of use of Industrial and warehousing (Use Classes B1 (c), B2 and B8) sites and premises will be subject to consideration of this classification. The Council also wishes to ensure that the future of its preferred office location at Hammersmith town centre continues to offer a range of modern office facilities and is not adversely affected by a loss of office uses. Where premises are part of a complex of employment uses regard will be taken of the impact of the introduction of an alternative use on the satisfactory functioning of the employment cluster.

7.73 There may be some sites in employment use that are capable of more intensive use to accommodate additional uses particularly residential. Where this is appropriate the council will ensure that accommodation is retained for employment uses for which there is a demonstrable need. This will include adequate replacement accommodation for small businesses.

Alternative Options - Policy E2 (Land and premises for employment uses)

- To seek a fixed proportion of accommodation for small business in larger developments
- To allow the market to decide on the appropriate size of premises

7 Borough-wide Policies

Question 31

What are your views on the approach to land and premises for employment use is the most appropriate?

Borough-wide Policy E3**Provision for visitor accommodation and facilities**

Permission will be granted for new visitor accommodation and facilities or the extension of existing facilities within the three town centres, the Earl's Court and West Kensington and White City Opportunity Areas and the Old Oak Regeneration Area subject to:

- the development being well located in relation to public transport;
- the development and any associated uses not having a detrimental impact on the local area;
- no loss of priority uses such as permanent housing;
- provision of adequate off street servicing;
- at least 10% of hotel bedrooms designed as wheelchair accessible;
- the facility being of a high standard of design; and
- the scheme adding to the variety and quality of visitor accommodation available locally.

Outside the identified areas, the following will be considered appropriate, subject to meeting the above criteria:

- small scale hotels; and
- visitor accommodation related to major visitor attractions of sub-regional or greater significance in accordance with the provisions of London Plan Policy 4.5A (c).

Justification

7.74 The London Plan seeks 40,000 additional hotel bedrooms by 2031 located primarily in London's town centres and Opportunity Areas. It also seeks a greater dispersal of accommodation outside London's central area. An improvement in the range and quality of provision is also encouraged, as well as accommodation that meets the needs of business.

7.75 In recent years a number of additional hotels have been built and there are some permitted additional hotel rooms to be completed. It is considered that the existing and committed stock is adequate to meet the borough's share of anticipated growth within London within the next few years and any further proposals for new hotels will be directed to the three town centres or the identified Opportunity/Regeneration Areas in line with London Plan policy. These areas are considered the most appropriate to accommodate visitor accommodation with the least impact and where there is the availability of complementary town centre uses. Small hotel schemes normally not in excess of 50

Borough-wide Policies 7

bedrooms will be considered in other areas of the borough where the scale is appropriate to public transport accessibility and surrounding uses. In many areas a scale of less than 50 bedrooms is more likely to be appropriate. Proposals for extension of existing hotels will be considered having regard to the criteria set out in Policy E3 subject to the primary focus of new visitor accommodation to be the town centres and Opportunity/Regeneration Areas identified in the policy.

7.76 All new hotel applications should demonstrate that the site can provide appropriate servicing and pick up points for the type of facility proposed. The council will also seek adherence to London Plan requirements of at least 10% wheelchair accessible bedrooms and submission of an Accessibility Management Plan.

Alternative Options - Policy E3 (Provision for Visitor accommodation and facilities)

- Developing area-specific policies for different types of accommodation, indicating, for instance where larger hotels would generally be acceptable
- Identifying capacity for new visitor facilities in the town centres and other locations with good public transport access and include a criteria based approach to determining proposals

Question 32

What are your views on the approach to provision for visitor accommodation?

Borough-wide Policy E4

Local employment, training and skills development initiatives

The council will insist on appropriate employment and training initiatives for local people of all abilities in the construction of major developments and in larger employment generating developments, including visitor accommodation and facilities, when these are completed. Local businesses will be encouraged to adopt the London Living Wage.

Justification

7.77 Continued economic growth in the borough will require a growing work force. These jobs will not go to workless residents in the borough unless they have the necessary qualifications and skills. If local workless people are not moving into the local labour market, the growth in jobs will have to be met by workers from outside the local area. This will increase pressure on the already overstretched supply of housing and local transport infrastructure.

7 Borough-wide Policies

7.78 Applications for large scale employment generating activity (usually over 200 jobs), including visitor accommodation and facilities, will be encouraged to offer skills training, work placements, apprenticeships and targeted local recruitment campaigns in order to make best use of the added value of employing local labour. Initiatives should be brought forward through

- i. Production of a local labour, skills and employment strategy;
- ii. An employment training and education action plan; and
- iii. A local business charter.

7.79 There are many agencies involved in training, such as the Learning & Skills Council (LSC), Ealing Hammersmith & West London College (EHWLC) and Job Centre Plus (JCP) and the voluntary & community sector (VCS), but the council has a central role in ensuring that learning and skills provision for adults in H&F is delivered in a coherent and effective way.

7.80 The council will encourage developers to work in partnership with the council's Economic Development Team to maximise job opportunities for local people including employment, training, apprenticeship opportunities, outreach programmes including schools to raise aspirations and awareness of job opportunities, including during construction phases. In doing so the council will ask them to commit to programmes to enhance business and area competitiveness as well as maximising opportunities for local entrepreneurship and enterprise. This will be secured through associated S106 agreements as part of larger developments including those within the Opportunity/Regeneration Areas. Further guidance is available in the regeneration area policies and the supporting SPDs for the Opportunity/Regeneration Areas. The council will also encourage the London Living Wage which it believes is good for business, good for the individual and good for society.

Alternative Options - Policy E4 (Local employment, training and skills development initiatives)

- To not seek any contributions and for employment training and skills development

Question 33

What are your views on the approach to provision for training skills and development?

Town and Local Centres

7 Borough-wide Policies

Borough-wide Policy TLC1

Hierarchy of town and local centres

The council will work with the Mayor of London and other stakeholders, such as Business Improvement Districts, to sustain the vitality and viability of the borough's hierarchy of three town centres, 4 key local centres, 17 neighbourhood parades and 6 satellite parades (see Appendix 2 and Map 6 for details) and to sustain the vitality and viability of the hierarchy. In particular:

- Hammersmith town centre is designated as a major centre in the London Plan and will be the borough's primary civic centre, a strategic office centre, and major shopping, arts, cultural and entertainment centre. Sites should be developed within the town centre to strengthen that role and especially to regenerate King Street between the Town Hall and the prime shopping area. (See also policy for Hammersmith Regeneration Area);
- Shepherds Bush town centre is designated as a metropolitan centre in the London Plan. The priority will be to strengthen the historic town centre by encouraging shopping and leisure based development and uses that will help regenerate town centre functions and link with the White City Opportunity Area. Major leisure, sports and arts activities and major shopping that cannot be located within the town centre may be appropriate north of Westfield on the edge of the existing town centre boundary and there is potential to consider a northwards extension of the town centre. Improving the vitality of Shepherds Bush Market is an important part of the strategy for this centre. (see also policy for the White City Regeneration Area); and
- Fulham town centre is designated as a major centre in the London Plan. The priority will be to regenerate the northern part of the centre, which is in need of significant new investment, by the provision of more and improved shopping. The focus for Fulham town centre will be shopping and local services and leisure activities. (See also policy for the Fulham Regeneration).

The 4 key local centres are East Acton, Askew Road, North End Road (West Kensington) and Fulham Road.

The 17 neighbourhood parades and 6 satellite parades are identified in Appendix 2 and Map 6.

In all three town centres (but also in other centres in the hierarchy) the council will encourage diversity and distinctiveness in the shopping mix. The council will seek to ensure a good range of shop sizes and types, with independent as well as national traders, that are accessible to local residents, workers and visitors. The council will negotiate planning obligations where appropriate, feasible and viable to mitigate the loss of, and/or secure or support, affordable retail space to encourage small or independent traders. The council will promote the provision of shopmobility schemes.

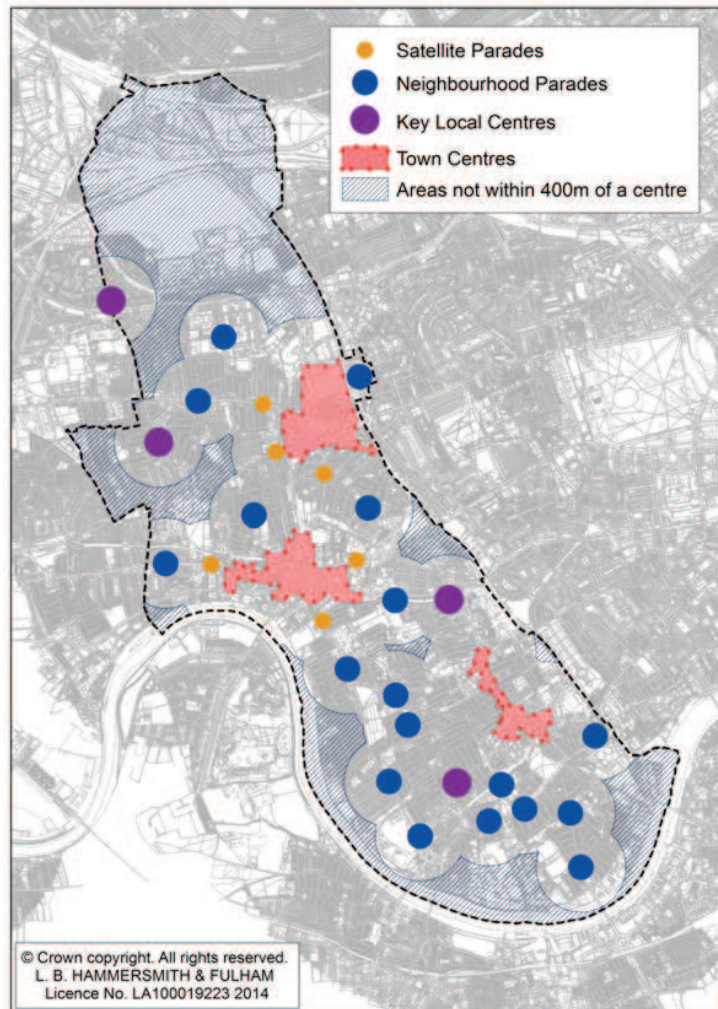
In the major regeneration areas new shopping facilities of an appropriate scale will be required to provide for the day to day needs of people living and working in the area.

Applications for all new shopping will be expected to meet the policies set out in the National Planning Policy Framework or successor national planning policy. However, whatever national policy is in place, the council will be concerned that all proposals are of an acceptable scale and appropriate impact for the existing hierarchy.

Justification

7.81 The council wants to encourage the regeneration of Hammersmith & Fulham's town centres to improve their viability and vitality as well as sustain a network of supporting smaller centres. It is aware that, in the context of economic, demographics, retail supply and social changes, some centres will require substantial extra retail space and others will need to plan for a more static and in some cases possible decline in retail space. A key aim in relation to the town centre and local centre hierarchy is to ensure that there is sufficient capacity for new retail floorspace in line with identified need and that surplus capacity does not lie vacant. The council will encourage other uses where appropriate, including health and leisure facilities. It is also important to ensure that there are supporting complementary facilities in towns, including arts, culture and entertainment.

Map 5 Shopping Hierarchy



7.82 There is a significant amount of evidence for quantitative need for retail floor space in West London, including regional studies prepared by Experian on behalf of the Mayor of London. These studies provide a range of quantitative outputs which the council will consider when responding to retail proposals. The most recent council study, the Joint West London Retail Needs Study 2010 (WLRNS), identified future estimated retail need in the borough and specifically within the borough's three town centres up to 2021 as set in the following table:

7 Borough-wide Policies

Table 3 Estimated Retail Need

	Borough-wide (Sq m gross)	Hammersmith (Sq m gross)	Fulham (Sq m gross)	Shepherds Bush (Sq m gross)
Comparison	74,500	17,200	7,800	41,400
*Convenience	7,600	2,200	1,100	4,300
A3 - A5	11,100	2,800	2,600	4,000
*Convenience figures based on supermarket sales densities (Source: West London Retail Needs Study 2010)				

7.83 The council aims to meet future need primarily within the established shopping hierarchy so as to maximise opportunities to obtain goods, services, jobs and leisure activities in places that are convenient to where people live and work. A number of development sites have been identified for future retail growth in the town centres, but there will be some new provision to support growth in the identified regeneration areas, particularly the White City Opportunity Area, the Earls Court and West Kensington Opportunity Area and the Old Oak Regeneration Area. The WLRNS retail need estimates are based on London Plan population growth projections and the estimates will need to be considered in the light of the potential local growth in regeneration areas.

7.84 The council's policies will assist in ensuring a good range of convenient and accessible local facilities and services for borough residents, which is an important part of what makes a decent neighbourhood. The policies will also discourage the further increase of businesses such as pay day loan shops, betting shops, pawnbrokers and fast food takeaways which are already well represented. The policies will mean that most borough residents living within walking distance (about quarter of a mile or 400m) of a town centre or lower order local centre. Supporting policies will seek a range of shopping and other facilities in these centres and where development takes place, it may be appropriate to seek affordable space and agreements with developers so that a proportion of space can be offered to independent small retailers.

7.85 A key council priority is to capture the regenerative benefits of Westfield in the original Shepherds Bush town centre. Planning permission was granted in April 2014 as part of a mixed use scheme for Westfield to extend the town centre retail and leisure offer to the north of Westfield towards the Hammersmith and City Line Viaduct. The council considers that these uses will assist in regenerating the town centre as well as achieving many additional objectives for the White City Opportunity Area. Other key proposals for Shepherds Bush include strengthening the western part of the town centre through the regeneration of the Shepherds Bush Market as well as maintaining the W12 shopping centre as an important retail anchor. These initiatives will help strengthen the convenience offer in Shepherds Bush and assist in meeting local needs as well as enhance Shepherd's Bush's function as a metropolitan centre.

7.86 Hammersmith will continue to be a major town centre and the council will support development that improves the vitality and viability of the centre and strengthens its role as a centre for offices, local government and for arts, culture, leisure and services as well as shopping. Key sites in meeting this objective, as well as providing new housing are the Town Hall and adjacent land in Nigel Playfair Avenue and King Street, Kings Mall car park, and the remaining part of the Hammersmith Island Site currently occupied by the temporary bus station. The proposed “Hammersmith Flyunder” (see Strategic Policy for Hammersmith Regeneration Area) could potentially release existing highways land for redevelopment which could significantly improve the town centre’s offer.

7.87 Fulham Town Centre will be supported to re-establish its historic role in the locality and maintain its status as a major town centre in the London Plan. The Local Plan policies will seek to provide further shopping and leisure uses at an appropriate scale to meet locally generated needs. One opportunity for improvement is in the northern part of the centre, along North End Road and Lillie Road. Regeneration in this locality should link with the regeneration of the Earls Court/West Kensington Opportunity Area.

7.88 In key local centres, the aim is to ensure a greater variety of uses than in neighbourhood parades. However, in both types of centre the council’s policies will seek to retain a predominance of shopping over other uses. These centres can help contribute towards the identified estimated need for further low and mid ranking comparison and convenience retail floorspace to meet the needs of the local population. The council will work with its partners to try to coordinate service provision based on these centres. The council will consider the designation of further local centres or parades within the WCOA, ECWK Opportunity Area and Old Oak Regeneration Area if this is required to meet the needs of the new development and is supported by capacity studies (see also policies for these individual areas).

7.89 Those centres that adjoin or are in close proximity to town centres are known as satellite parades. The purpose of these parades is to provide local services, but they also provide opportunities for a variety of uses that will support the nearby town centres.

7.90 In shopping parades, other than those identified in the hierarchy, particularly where shops and premises have been vacant for a long time, there will be more limited protection of shopping facilities, and possible alternative uses could include small offices, health facilities and A class uses other than those falling within class A1. These alternative uses would need to be compatible with adjoining uses and therefore in some more residential locations, uses such as restaurants, pubs and bars may not be appropriate.

7.91 In all the centres and shopping areas there will be planning controls to maintain appropriate levels of retailing, local services and other uses. In particular, the council considers that the proliferation of betting shops, pawnbrokers and payday loan shops in the borough needs to be addressed in relation to their concentration and proximity to areas of deprivation. In respect of takeaways there is evidence that convenient access to these activities can have an adverse impact on child health, particularly child obesity rates. Therefore the council considers it is particularly important that additional hot food takeaways are not located in the vicinity of schools and other centres focusing on children’s activities.

7 Borough-wide Policies

7.92 In addition to the hierarchy described above, there is one superstore in Sands End, another on Shepherds Bush Road and a small number of shed based retailers, mainly at Wandsworth Bridge. There continues to be pressure for new supermarkets of different sizes to be established throughout the borough, both in and outside centres included in the hierarchy. Whilst small supermarkets may expand the choice in local shopping centres, large stores can have potential for adverse impacts on town or local centres and increase local traffic.

Alternative Options - Policy TLC1 (Hierarchy of Town and Local Centres)

- Maintain the existing hierarchy of town and local centres and protected parades with protection of corner shops without any updates or boundary changes
- No longer have a designated hierarchy.

Question 34

What are your views on the approach to helping support our town and local centres?

Borough-wide Policy TLC2

Managing uses in the prime retail frontage areas of town centres

The council will seek to manage uses within the prime retail frontages as shown on the Proposals Map and defined in Table 9 below with the objective of ensuring that shops (A1 use class) remain the main use in the town centres.

1. In the core areas of the following town centres there should be no loss of class A1 frontage at street level or net loss of class A1 floorspace:
 - a. In Hammersmith Town Centre, between 1- 93 King Street and on the north side of King Street between Hammersmith Grove and Leamore Street; and
 - b. In Fulham Town Centre between 312 - 406 and 417- 445 North End Road and 1-19a and 2-24 Jerdan Place.
2. Elsewhere within the prime retail frontages, changes out of A1 floorspace or a reduction in the proportion of the length of frontage in A1 use may be permitted where it does not have an adverse impact on the local area, and if:
 - a. No more than 33% of the length of the prime retail frontage as whole and no more than 33% of the length of the frontage in an individual street block (including in enclosed purpose built shopping centres and in malls that are not subject to specific site specific planning permissions that control uses) would be occupied by or have permission to be used by uses other than those within class a1;
 - b. No more than 20% of the length of the frontage of an individual street block in any part of the prime retail frontage would be in class A3-A5 uses (except in shepherd's bush where the maximum percentage will be 33%); and
 - c. Other than in enclosed purpose-built shopping centres or in malls, no more than two adjoining premises or a frontage in excess of 15 metres, whichever is the lesser width of frontage, would be occupied by or have permission to be used by uses other than those within class A1.
3. Planning conditions will be imposed in any permission for such changes of use to secure provision of a shop style fascia, and window display at street level, and to control the hours of opening of class A3-A5 uses.
4. Additional A4 and A5 uses (pubs, bars and takeaways), betting shops, pay day loan shops, amusement centres, mini cab offices and residential uses will not be permitted on the ground floor of the prime retail frontages.
5. In all calculations of the proportion of the frontage of street blocks in class A1 and non-class A1 uses, the lawful use and unimplemented extant permissions for changes of use will be taken into account.
6. Consent will not be granted for any ground floor residential frontages.

7 Borough-wide Policies

Justification

7.93 In respect of the shopping frontages, the council has defined prime and non-prime retail frontages in order to assist in safeguarding and managing the distribution of retail uses and related facilities and services within the three town centres. The council considers that town centre surveys do not justify any alteration in the designation of the frontages as currently identified on the Proposals Map and listed below in Table 4. In addition, it is considered appropriate to continue the approach of controlling the amount of class A1 retail and non-A1 businesses by limiting the amount of frontage that can be in non-retail uses. This has proved to be a workable management tool in the past and one that allows some flexibility for change of use within the frontages and the achievement of a good mix of uses. Because some malls are subject to specific planning consents that permit changes within Use Class A, the quota policies will not apply to these frontages.

Table 4 Shopping frontages by Town Centre

Town Centre	Frontage
Shepherds Bush	Uxbridge Road: North Side - Nos. 54-202; South Side – Shepherds Bush (West 12) Centre.
Hammersmith Centre	King Street : North Side - Between No.2. and No. 94, Including Kings Mall, South Side - Nos. 1-131. Hammersmith Broadway: Broadway Centre (excluding Queen Caroline Street frontage) - subject to Planning Permission (31.3.89) which permits A1 and A3 uses.
Fulham Centre	North End Road : West Side Nos. 276-406 East Side Nos. 373-471 Jerdan Place: North Side Nos. 1-19a; South Side Nos. 2-24 Fulham Road: North Side 480 and 498-504.

7.94 For a town centre to operate successfully, it is necessary for shops to group together. Intrusion of non-retail uses on too large a scale can inhibit this process, reducing the attractiveness of a centre and damaging its trading position. Non-retail uses for these purposes are defined to include all uses other than those included within class A1 of the Use Classes Order 1987.

7.95 Some non-retail uses, such as a bank, restaurant or pub, are complementary to the town centres' primary shopping function because they may provide a vital local service, are essential to the operation of the shops, or are heavily used by shoppers. However, the retail function will be adversely affected if the mix of uses is affected by too great a loss of shops, and by making comparison shopping more difficult through dispersal of

those which remain. The council considers that non-retail uses should not occupy more than about one third of the length of an individual shopping block, and that no more than about one third of the prime retail frontage as a whole in a town centre should be in non-retail use, because a greater concentration may damage the viability of the retail function. The figure for individual street blocks has been used by the council for many years and usually does not prevent the setting up of other uses which are complementary to the retail frontage and which maintain or increase the vitality and viability of the prime retail frontage.

7.96 Because some street blocks have non-retail uses in excess of one third, and to compensate for this situation, the council will also assess the proportion of non-retail uses throughout the entire length of the prime retail frontage in determining planning applications. However, in Hammersmith and Fulham town centres, the one third quota will not apply to those sections of prime retail frontage listed in 1a) and 1b) of the policy because of the council's concern that further non-retail uses in these core parts of the town centre would be detrimental to vitality and viability.

7.97 The one third quota is intended to permit a variety of uses whilst protecting the predominance of retail in prime retail frontages. However, the growth in class A3, A4 and A5 uses and the rationalisation of many A2 financial uses has led to some frontages where the one third non-retail frontage is predominantly A3-A5 uses and /or where there is a high concentration of betting shops and pay day loan shops. There are cumulative effects arising from the clustering of these uses, such as "dead frontages" at certain times of the day and adverse impacts on residential amenity outside normal shopping hours. The council therefore considers that no more than 20% of the frontage of an individual street block should be permitted to change to such uses.

7.98 In certain cases, where there is clear evidence that particular types of use will have serious effects on residential amenity or the environment, the council will consider imposing conditions that restrict future changes of use which the Use Classes Order would otherwise allow. Notwithstanding these considerations, in Shepherds Bush, the council will permit up to one third of the frontage of an individual street block to change to A3 use. This is because the council considers that in Shepherds Bush, this greater degree of flexibility in the prime retail frontage is appropriate because of the amount of additional retail space in Westfield London.

7.99 An individual street block is generally considered to be an uninterrupted length of frontage on one side of a road which runs between two side roads. Because there are no individual street blocks in shopping malls, the council considers it appropriate that for those malls that are not subject to specific permissions allowing flexibility of use, the maximum of one third permissible non-A1 uses should be calculated on the whole interior frontage, including upper floors. In addition, the council considers that the anti-clustering policy regarding the provision of non A1 uses should not apply to the internal frontage within shopping malls because of their particular characteristics, and because the operators of malls will, like the council, seek a disposition of uses which maintains the overall vitality of the malls. Food courts require a large A3 frontage and can add vitality to malls and their appropriateness and popularity is accepted by the council.

7 Borough-wide Policies

7.100 The clustering of non-retail uses may create dead frontages because of a lack of interesting window displays and for this reason all premises in the prime retail frontage should provide appropriate window displays. In addition, the avoidance of blank frontages, such as, office or residential uses can be a major contribution to retaining pedestrian activity, retaining commercial life in the area, and to crime prevention. Although new ground floor residential use will not be permitted in the prime retail frontages, access to residential upper floors will be encouraged.

Alternative Options - Policy TLC2 (Managing uses in the prime retail frontage areas of town centres)

- Alter the boundaries of the town centres and prime retail frontages
- Change quotas so that they are either more or less restrictive or remove completely

Question 35

What are your views on the proposed approach to help manage uses in the prime retail frontage of the town centres?

Borough-wide Policy TLC3

Managing uses in the non prime frontage areas of town centres

In non-prime retail frontages in town centres, changes from A class use at street level may be permitted for alternative uses which can be shown to be complementary to the shopping frontage, maintain or increase the vitality and viability of the town centre, do not have an adverse impact on the local area, and where:

- more than 50% of the length of frontage of the individual street block would remain in class A1 uses; and
- no more than 33% of the length of frontage of the individual street block would be in class A3, A4, A5 and sui generis uses, such as amusement centres or mini-cab offices.

Where a proposal does not meet the quotas set out above and where the premises have been vacant for at least 1 year with evidence of marketing, the council may consider granting permission taking into account other factors such as:

- the contribution the unit makes to the function of the centre in terms of the
- size of the unit and the length of its frontage;
- the nature and characteristics of the proposed use and evidence of need;
- the location of the unit within the centre; and
- shop front appearance.

In all calculations of the proportion of the frontage of street blocks in class A1 and non-A1 uses, the lawful use and unimplemented extant permissions for changes of use will be taken into account. Consent will not be granted for any ground floor residential frontages.

Justification

7.101 The non-prime retail frontages in the town centres have an important function. They provide locations for more specialist retailers, businesses that cannot afford prime location rents but sell goods appropriate to the town centre, activities in the A2, A3, A4 and A5 use classes, and health and other services. It is desirable, therefore, to maintain the stock of premises suitable for these uses in order to maintain the vitality and viability of the town centres and the range of facilities available. It will normally not be appropriate to allow changes to other uses, including residential at ground floor level, that do not contribute to the vitality of the shopping frontages or the town centre as a whole and which reduce the stock of accommodation for uses that do have this role. In addition, in respect of betting shops and pay day loan shops, it is important that too many do not concentrate in any area and detract from the vitality and viability of the centres. The council considers that in non-prime retail frontages, a satisfactory balance of uses, taking into account the existing position with regards to retailer and business representation, can be achieved by permitting no more than 50% of the frontage to change to non A1 use class, and no more than 33% to change to class A3-A5 uses and other uses identified in the policy.

7 Borough-wide Policies

Alternative Options - Policy TLC3 (Managing uses in the non-prime retail frontage areas of town centres)

- Alter the boundaries of the non-prime retail frontages
- Change quotas so that they are either more or less restrictive or remove completely

Question 36

What are your views on the approach to help manage uses in the non-prime retail frontage of the town centres?

Borough-wide Policy TLC4

Managing uses in key local centres, neighbourhood parades and satellite parades

The council has designated key local centres, neighbourhood parades and satellite parades to provide accessible shopping and service facilities to meet local needs (see Proposals Map and Appendix 2). In these centres, uses will be permitted on the following basis:

Key Local Centres:

- a. No more than 50% of the length of the key local centre frontage as a whole will be permitted to change to non-class A1 uses; and
- b. No more than 20% of the key local centre frontage as a whole will be permitted to change to food and drink uses (class A3, A4 and A5 uses)

Neighbourhood Parades:

- a. No more than 35% of the neighbourhood parade frontage as a whole will be permitted to change to non-class A1 uses; and
- b. No more than 20% of the neighbourhood parade frontage as a whole will be permitted to change to food and drink use (class A3, A4 and A5 uses).

Satellite Parades:

- a. No more than 50% of the satellite parade frontage as a whole will be permitted to change to non-class A1 uses; and
- b. No more than 25% of the satellite parade frontage as a whole will be permitted to change to food and drink use (class A3, A4 and A5 uses).

Criteria for all key local centres, neighbourhood and satellite parades

Community facilities and other uses will be permitted within key local centres, neighbourhood parades and satellite parades subject to the above quotas, the proposed use being shown to be complementary to the function of the centre, enhancing the centre's viability and vitality and not having an adverse impact on the local area. Consent will not be granted for any ground floor residential frontages.

Where a proposal does not meet the quotas set out above and where the premises have been vacant for at least 1 year with evidence of marketing, the council may consider granting permission taking into account other factors such as:

- the contribution the unit makes to the function of the centre in terms of the size of the unit and the length of its frontage;
- the nature and characteristics of the proposed use and evidence of need;
- the location of the unit within the centre; and
- shop front appearance.

In respect of proposals involving the loss of pubs, the council will consider evidence of need, community asset value and viability in pub use.

7 Borough-wide Policies

In respect of proposals for additional hot food takeaways (class A5), in addition to the quota policies that will apply, the council when considering proposals will take into account proximity to areas where children and young people are likely to congregate, such as schools, parks and youth facilities.

In respect of proposals for additional betting shops, pawnbrokers and pay day loan shops, in addition to the quota policies that apply, the council will take into account the distribution and clustering of such premises in the locality (see policy TLC7).

In all calculations of the proportion of the frontage of street blocks in class A1 and non-A1 uses, the lawful use and unimplemented extant permissions for changes of use will be taken into account.

Justification

7.102 Although the council recognises that non-retail uses can contribute to the vitality and viability of lower tier centres, it also recognises that too many non-retail uses can undermine the retail base of the centre and can have a detrimental effect on the environment and nearby residents, for example through parking pressures, ambient noise levels and smells from cooking food. The extent to which non-retail pressures threaten the existing function of individual centres varies, with some being more capable of accommodating change than others.

7.103 The additional non-quota criteria such as vacancy and evidence marketing, to be used in assessing other uses will allow flexibility in the consideration of uses within the centres. Class A3, A4 and A5 uses would still be limited to ensure that shopping parades retain their shopping function for the local community, but other uses such as community services or small businesses could be permitted. In the case of proposals for class A5 uses (hot food takeaways), the council and NHS Hammersmith and Fulham Clinical Commissioning Group is concerned about the potential health impacts of hot food takeaways on children and young people. Therefore, consideration will be given to the proximity of schools and similar facilities as well as the prevalence and clustering of takeaways when assessing the acceptability of these uses. The council has prepared SPD for hot food takeaways. In respect of betting shops and pay day loan shops, the council is concerned that too great a prominence of these will detract from the primary purpose of these centres, namely provision of local shops and services.

7.104 Allowing non class A1 uses within local centres, neighbourhood parades and satellite parades, will add to diversity of the centres. Because key local centres and satellite parades are larger and offer a greater range of services than neighbourhood parades, it is appropriate that a greater range of non-class A1 uses are allowed in these centres. Where proposals are contrary to the quotas, the council will consider the criteria set out in the policy, such as nature and characteristics of the use and evidence of need, to see if there is a case for approval. Residential use will not be permitted on ground floor frontages because this will impact upon the function of the centres. However, there may be circumstances where shopping and service use floorspace at the rear of a premises is surplus to requirements. In these situations, residential may be appropriate, but the council will require evidence that neither its shopping policies nor the long term viability of the retail unit will be prejudiced.

7.105 Extra policy protection for pubs is considered important because of the importance these facilities can have in the social fabric of communities and because of the continued rate of closure of such premises. The council will expect any planning application involving the proposed loss of a pub to be accompanied by robust justification, such as evidence of need and marketing.

Alternative Options - Policy TLC4 (Managing uses in key local centres, neighbourhood parades and satellite parades)

- Alter the boundaries of the local centre retail frontages
- Change quotas so that they are either more or less restrictive or remove completely

Question 37

What are your views on the approach to help manage uses in the borough's local centres?

7 Borough-wide Policies

Borough-wide Policy TLC5

Small non designated parades, clusters and corner shops

Outside town centres, key local centres, neighbourhood parades and satellite parades, the council will seek to retain shops and other local services to meet local needs. Residential use and changes to other non- class A uses will be permitted except where this will result in a demonstrable shortage of class A1 uses in the locality.

In assessing an application in a non designated parade or cluster for a change of use from a class A1 use to any other use, the council will take into account:

- the need to retain 50% of the total length of the frontage of the parade or cluster in a class A1 use and less than 33% of the length of frontage in food and drink uses (class A3, A4 and A5 uses);
- the range of shops in the locality to meet local needs;
- the length of time that the application premises may have been vacant and the marketing of the premises; and
- the number of uses that may adversely impact on the quality of the parade or cluster, such as betting shops and amusement centres.

Corner shops are important for meeting local needs and will be protected for continued retail use (class A1). Changes of use from retail use will not be permitted where there is a shortage of alternative shopping (where town centres, key local centres, protected parades and satellite parades and non-designated parades and clusters are not within 300 metres).

In respect of proposals involving the loss of pubs the council will consider evidence of need, community asset value and viability in pub use. In respect of hot food takeaways (class A5), in addition to the quota policies that will apply, the council will take into account proximity to areas where children and young people are likely to congregate, such as schools, parks and youth facilities.

In respect of proposals for additional betting shops, pawnbrokers and pay day loan shops, in addition to the quota policies that apply, the council will take into account the distribution and clustering of such premises in the locality (see policy TLC7). In all calculations of the proportion of the frontage of street blocks in Class A1 and non-A1 uses, the council will take into account the lawful use and unimplemented extant planning permissions for changes of use.

Justification

7.106 A substantial amount of the borough's retail floorspace is located outside of the Local Plan retail hierarchy. These undesignated retail premises can provide important goods and services for local residents and the council does not wish to see a significant reduction in the stock of such premises. The Further Alterations to the London Plan recognise that pubs can play an important part in the social fabric of communities, and the council will seek to prevent the loss of these uses where there is sufficient evidence of need, community asset value and viability in pub use. The quotas will normally be applied to the whole non designated parade or cluster, although the council may also take into account any shopping provision in nearby locations.

7.107 In the case of proposals for class A5 uses (hot food takeaways), the council and NHS Hammersmith and Fulham Clinical Commissioning Group are concerned at the potential health impacts of hot food takeaways on children and young people. Therefore, consideration will be given to the proximity of schools and similar facilities that attract children and young people, as well as the prevalence and clustering of takeaways when assessing the acceptability of these uses.

Alternative Options - Policy TLC5 (Small non-designated parades and clusters and corner shops)

- Change quotas so that they are either more or less restrictive or remove completely
- Protect all shop parades across the borough as retail locations

Question 38

What are your views on the approach to help manage uses outside of designated centres?

7 Borough-wide Policies

Borough-wide Policy TLC6**Managing the impact of food, drink and entertainment uses**

Planning permissions for use class A3, A4 and A5 food and drink establishments as well as arts, culture, entertainment and leisure uses will be subject to conditions controlling hours of operation, as follows:

- a. Except in predominantly commercial areas, such as parts of town centres – premises shall not be open to customers later than the hour of 23:00; and
- b. Within predominantly commercial areas, such as parts of town centres – premises shall not be open to customers later than the hour of 24:00.

Extended opening may be permitted where:

- i. The activities would not be likely to cause impact especially on local residents, and that, if there is potential to cause adverse impact, appropriate measures will be put in place to prevent it; and
- ii. There will not be any increase in the cumulative impact from these or similar activities, on an adjacent residential area; and
- iii. There is a particularly high level of public transport accessibility to and from the premises at appropriate times; and
- iv. The activity will not be likely to lead to a demonstrable increase in car parking demand in surrounding residential streets and roads forming part of the Strategic London Road Network or the London Bus Priority Network.

In addition, subject to the location of the proposals, the council will consider the type of activities appropriate to the class A3, A4 and A5 premises, and apply conditions on uses where these are appropriate.

Where a use will impact on local amenity, the council may also set an appropriate start time.

Justification

7.108 Hammersmith and Fulham has an extensive evening and night time economy, and the council recognises the importance of activities such as restaurants, bars and pubs, cinemas and theatres, which add variety and vitality to the town centres and, together with facilities in local centres, also provide services for the local community. In addition, these uses can provide important employment and economic development opportunities for the community. However, some of the uses and activities associated with this economy are not always compatible with a high quality residential environment. In particular, the traffic and car parking generated, particularly in the evening and anti-social behaviour associated with some licensed premises can cause considerable problems for local residents. The appearance of ventilation ducts, and the noise and smell generated by restaurants, can also be a major problem, particularly in conservation areas, or where they are in close proximity to residential areas.

7.109 In order that the council can control the number and distribution of class A3, A4 and A5 uses there are controls on the length of frontage that will be permitted to change to these uses in town centres and other parts of the borough. However, in order that the impact on residential amenity can be managed, the council will also control the scale and nature of new proposals, including how premises are managed, notably through regulation of opening and closing times. In addition, because of the impact that some uses may have on amenity, planning conditions may be applied to control hours of early morning opening.

7.110 Exceptions to the normal closing times may be possible provided that policy clauses

(i) to (iv) are met. In looking at these clauses, the council will consider a number of factors, including

- the type of use and the number of customers likely to attend;
- the proposed hours of operation;
- the level of public transport accessibility for customers either arriving or leaving the premises and the likely means of public or private transport that will be used by customers,
- the means of access to premises, the level of likely car parking demand on surrounding streets and the cumulative impact of uses in the area, and the scope for mitigating any impact.

7.111 In certain cases, where there is clear evidence that particular types of use will have serious effects on residential amenity or the environment, the council will consider imposing conditions that restrict future changes of use which the Use Classes Order would otherwise allow.

7.112 The council's planning policy is complemented by its licensing policy which is designed to maintain a dynamic, innovative and attractive place to live, work and relax. The council works closely with the police, the fire authority, local businesses, community representatives and local people in meeting these objectives. The licensing policy recognises that certain types of licensed premises can lead to an increase in anti social behaviour and the policy is designed to assist in prevention of crime and disorder in safeguarding public safety, in the prevention of public nuisance and in the protection of children from harm.

7.113 The council requires alcohol licence applicants to have planning permission before applying for a licence, and this allows the planning consent to determine the licensed hours of operation thereby helping to protect surrounding residential uses. In addition, there is additional guidance available from the council relating to the provision of tables and chairs on the public highway.

7.114 It should be noted that the council has also introduced a special policy relating to cumulative impact under section 182 of the Licensing Act 2003 (paragraphs 13.24 to 13.39) and the council's own Statement of Licensing policy dated January 2011 at Annex 4 for parts of Fulham Town Centre, focusing on Fulham Broadway. In addition, the council in June 2011 introduced a further special licensing policy relating to cumulative impact for Shepherds Bush.

7 Borough-wide Policies

7.115 Where premises do not require planning permission or already have consent, it will not be possible to control hours of operation through the planning process. However, through town centre management initiatives the council will endeavour to ensure that the night time economy is managed in a way that benefits residents, visitors and businesses.

Alternative Options - Policy TLC6 (Managing the impact of food, drink and entertainment uses)

- Formulate a policy based on regional policies such as entertainment management zones and/or other GLA guidance
- Relax the approach to night-time opening in the area, as long as local residents are not adversely affected

Question 39

What are your views on the approach to help manage uses outside of designated centres?

Borough-wide Policy TLC7

Addressing the concentration and clustering of betting shops and payday loan shops

Planning permission for new betting shops, pawnbrokers and payday loan shops will not be permitted in the prime retail frontage of town centres or within 400 metres of the boundary of an existing or permitted betting shop, pawnbrokers or payday loan shop.

Outside of these areas, planning permission will only be granted for a betting shop, pawnbrokers or payday loan shop where it can be demonstrated that the proposal will not impact on residential amenity and will add to the vitality of the existing shopping parade or cluster.

Justification

7.116 Hammersmith and Fulham has a high concentration of betting shops per capita. There are currently 46 licensed premises across the borough and notable concentrations on North End Road and in our designated town and local centres. Local retail health checks confirm that the over representation of such uses is especially high in the most deprived parts of the borough.

7.117 Evidence has shown that the prevalence of betting shops can displace other high street uses and can also impact on the vitality of both town and local centres. In addition, the over representation of betting shops in the most deprived parts of the borough can restrict the retail choices available to the more vulnerable members of the local community and can have an impact on their health and finances.

7.118 To ensure that shopping areas remain diverse and balanced, the council is seeking to limit the amount and concentration of betting shops, pawnbrokers and payday loan shops in areas of high concentration. This will also help the council address strategic and borough wide objectives in relation to health and regeneration. The betting shop exclusion zone enables the council to manage the amount of new betting shops within walking distance of existing premises, thereby reducing the clustering and concentration of such uses. 400 metres is considered to be a standard benchmark for walking distance equating to approximately 5 minutes walk. Applying a criteria to be met with regard to residential amenity will enable the council to only allow such uses in locations where they will not impact upon the local community.

Alternative Options - Policy TLC7 (Addressing the concentration and clustering of betting shops, pawnbrokers and payday loan shops)

- Permit betting shops, pawnbrokers and payday loan shops subject to existing non-A1 quota policies
- Only permit new betting shops, pawnbrokers and payday loan shops in designated shopping areas
- Restrict betting shops, pawnbrokers and payday loan shops in the most deprived parts of the borough

Question 40

What are your views on the approach to address the concentration of betting shops, pawnbrokers and payday loan shops?

7 Borough-wide Policies

Borough-wide Policy TLC8**Public houses**

1. **The Council will only permit the change of use or redevelopment of a public house (A4) after consideration of relevant town and local centre retail policies and an assessment of the following:**
 - a. **a viability report that demonstrates to the Council's satisfaction that the public house is no longer economically viable, including evidence of active and appropriate marketing for a continuous period of at least 12 months;**
 - b. **the role the public house plays in the provision of space for community groups and whether the loss of such space would contribute to a shortfall in local provision;**
 - c. **the design, character and heritage value of the public house and the significance of the contribution that it makes to the streetscape and local distinctiveness, and where appropriate historic environment, and the impact the proposal will have on its significance; and**
 - d. **the ability and appropriateness of the building and site to accommodate an alternative use or uses without the need for demolition or alterations that may detract from the character and appearance of the building.**
2. **Where the evidence demonstrates to the Council's satisfaction that a public house is not economically viable, but where the building is assessed as making a significant contribution to the local townscape and streetscape, or is assessed as making a positive contribution to the historic environment, the Council will require the building to be retained.**
3. **The proposed change of use of a ground floor of a public house for residential use will only be acceptable where:**
 - a. **the premises are not within a town centre, key local centre, satellite parade or neighbourhood parade;**
 - b. **the proposal has been assessed against parts 1c and 1d of this policy and the impact of the proposal on these features; and**
 - c. **the Council is satisfied that residential use is acceptable, the accommodation to be provided will be of the highest quality and it meets the requirements outlined in residential standards.**

Justification

The NPPF identifies public houses as a community facility that contributes to enhancing the sustainability of communities and residential environments. As such, pubs should be safeguarded and retained for the benefit of the community and planning policies and decisions should guard against the unnecessary loss.

This approach is supported by the London Plan (Policy 3.16 Protection and enhancement of social infrastructure) which cites the protection and enhancement of social infrastructure, which can include pubs. In addition, it is supported by proposed changes to policy 4.8 (Supporting a successful and diverse retail sector and related facilities and services) of the Further Alterations to the London Plan which recognises the important role that London's public houses can play in the social fabric of communities.

The council has identified 109 traditional pubs in the borough after discounting premises that operate as bars and clubs. Over recent years the borough, like the rest of London, has seen a number of pubs change to other uses, including retail and residential. There is increasing public concern at this loss, however the General Permitted Development Order currently allows public houses (A4 Use Class) to change to some other uses including retail, professional and financial services, and restaurants without the need for planning permission. In instances where planning permission is required, the council will resist the loss of public houses as they can fulfil the following important community role:

- a **social** role in supporting local community interaction and activities to help maintain sustainable neighbourhoods;
- an **economic** role in contributing to the vibrancy and vitality of shopping and commercial areas, and the vibrancy of residential areas contributing to a mix of land uses; and
- an **environmental** role in their intrinsic value to the cultural and historic heritage of local neighbourhoods.

In order to ensure that the Council can make a sound assessment when a change of use is proposed, applicants will be required to submit a viability report. The council will require supporting evidence that indicates that despite efforts to find a user for the premises it remains vacant. A reasonable marketing exercise will include continuous marketing generally over a period of at least 12 months with at least two recognised commercial agents. Evidence of this marketing will be required to be submitted along with the agents' views as to why the property is not letting.

The use of pub space for community groups can be a valued resource and evidence will be required demonstrating consultation has taken place with local community and voluntary organisations. The applicant will be required to carry out an assessment of the needs of the community for community facilities to show that the existing or former public house is no longer needed and that alternative provision is available in the area.

Where there is local need, this use should be retained or replaced within the building, unless an alternative approach can be identified and agreed. The retention of the ground floor for non-residential use will normally help maintain street activity and a mixed use neighbourhood.

The Council may also consider adding certain public houses to the Community Assets Register if the community support for their retention is significant.

7 Borough-wide Policies

The townscape, streetscape and heritage significance of the public house will need to be assessed, where relevant. This will mean submitting a report prepared by a suitably qualified professional, and where the heritage significance needs to be assessed, the submission of a heritage statement assessing the heritage values of the building as set out in English Heritage's Conservation Principles: Policies and Guidance (2008), including a townscape appraisal.

Where the building is deemed significant, but the retention of the public house use is shown not to be economically viable, then the building itself or the identified significance will need to be retained.

Alternative Options - Policy TLC8 (Public houses)

- Permit change of use subject to existing non-A1 quotas
- Allow change if premises fall out of use

Question 41

What are your views on the approach the protection and enhancement of public houses?

Community Facilities, Leisure and Recreation

7 Borough-wide Policies

Borough-wide Policy CF1**Supporting community facilities and services**

The council will work with its strategic partners to provide borough-wide high quality accessible and inclusive facilities and services for the community by:

- Seeking to ensure high quality healthcare and the retention and enhancement of existing healthcare facilities, such as accident and emergency departments, including Charing Cross Hospital and Hammersmith Hospital, unless there is clear evidence that there is no longer an identified need for a particular facility; and;
 - assisting in securing sites and buildings for future healthcare provision or reorganisation of provision, including local hubs for a wide range of health services in the north, centre and south of the borough, including new provision in the regeneration areas; and
 - supporting renewal of existing GP premises and other healthcare facilities where this is required.
- Seeking the improvement of school provision, including:
 - Improvement and/or expansion of secondary schools;
 - Improvement and/or expansion of primary schools through the primary school capital programme;
 - Supporting the creation of new free schools;
 - Requiring the building of new primary schools as appropriate and applicable to the need generated by development proposals and available existing capacity in the White City Opportunity Area, the Earls Court and West Kensington Opportunity Area and the Old Oak Regeneration Area;
 - Supporting the provision of schools and facilities for those with special needs; and
 - Supporting provision of childcare nurseries
- Improving the range of leisure, recreation, sports, arts, cultural and entertainment facilities by:
 - Protecting existing premises that remain satisfactory for these purposes;
 - Supporting re-provision of facilities for existing users in outworn premises where opportunities arise;
 - Seeking new facilities where appropriate and viable, including as part of major development proposals, in particular:
 - Major new leisure, arts, sports and recreation facilities in the White City Opportunity Area, especially east of Wood Lane and in Shepherds Bush town centre, in the Earls Court and West Kensington Opportunity Area and in the Old Oak Regeneration Area; and

- **Water related sports and educational facilities in riverside and canalside developments.**
 - **Supporting the continued presence of the major public sports venues for football and tennis, subject to the local impact of the venues being managed without added detriment to local residents;**
 - **Enhancing sport, leisure and cultural provision for schools and public use in suitable local parks.**
-
- **Protecting all existing community facilities and services throughout the borough where there is an identified need;**
 - **Supporting the Metropolitan Police Service, the London Fire and Emergency Planning Authority and Her Majesty's Court Service and action to deal with safety, crime and anti-social behaviour; and**
 - **Requiring developments that increase the demand for community facilities and services to make contributions towards, or provide for, new or improved facilities.**

Justification

7.119 In a built up borough like H&F where there are many competing uses, it is important to maintain, manage and enhance community facilities. Such uses include education, health, leisure, places of worship, recreation facilities, and 3rd sector uses, but may also embrace uses such as pubs where they provide a valued community asset. These community facilities can play an important part in the social fabric of communities and are an important element of what makes a decent neighbourhood. The council will work with partners to keep aware of needs, assist with the implementation of agreed programmes by allocating sites for specific uses and ensure that requirements are taken into account in new developments.

7.120 Community facilities need to be located so that they have maximum accessibility for their potential users. It will be appropriate for some facilities that attract people from a large area to be located in a town centre or key local centre, and the council's policies allow for this possibility. Other local facilities may be better located close to the communities they serve. The council will seek to co-locate community facilities for which it is responsible and will encourage others to do so in order to provide services that are better integrated with both public and private sectors. The council believes that establishing community hubs in areas of the borough where there are high levels of deprivation will better meet the accommodation needs of the 3rd sector.

7.121 The council's strategy for the regeneration of the borough will see a rise in H&F's population as well as more visitors to the borough. This growing population will increase the demand for community services and facilities and will impact on all providers of social infrastructure, such as the Metropolitan Police Service and the NHS Clinical Commissioning Group. Finding sites for new facilities to support this growth can be difficult, but the council will ensure that the strategies for the borough's five regeneration areas fully take into account the need to provide appropriate education, health and other community facility infrastructure. Elsewhere, when new developments result in an increase in the demand for community facilities, they will also be expected to make appropriate provision for new or improved facilities. In addition, in those cases where there is pressure to redevelop existing facilities the council will protect these, unless it can be shown that a need no longer exists or that facilities can be appropriately replaced or provided elsewhere.

7 Borough-wide Policies

7.122 The current situation regarding known planned community service provision is set out below. (See also the Infrastructure Schedule in Appendix 6).

Schools and other educational and training facilities

7.123 The council's key educational priorities are to:

- Meet the council's statutory responsibility to meet demand for school places;
- Progress the schools of choice agenda for expansion of popular schools;
- Increase the percentage of resident children choosing the borough's schools; and
- Deliver the Special Schools Strategy

7.124 Delivery of the above strategy will result in improved education and training so that young people will be better able to take advantage of local jobs. There will also need to be an increase in primary school places in the north of the borough to meet the increasing child population. At secondary stage, the council is committed to the provision of adequate school places to meet local need, for instance the expansion of Lady Margaret School, the proposed expansion of Sacred Heart School, and the recently completed new accommodation for Queensmill School, and is supportive of the development of post 16 learning. The council also supports the government's new Free Schools policy which it considers will improve the educational choices of children in the local community. The following Free Schools have been established in the Borough: West London Free School (Primary and Secondary); Earls Court Primary; Ark Conway; and Fulham Boys School (C of E) Secondary. Burlington Danes Academy (Ark) is due to open in 2015/6.

7.125 The following school improvements have been committed to in the Council's Primary, Secondary and Alternative Provision for 2014/15 and beyond with funding from the Children's Services Capital Programme:

- Expansion of Pope John Primary School;
- Expansion of Holy Cross RC Primary School
- Expansion of Fulham Bilingual provision at Clancarty Road
- Development of a Bi-Borough Pupil Referral Unit with RBKC
- William Morris Sixth Form – enhanced SEN provision

7.126 In addition the council will generally support developments that improve independent educational, further educational and training facilities in the borough.

Leisure, recreation and sports facilities

7.127 The borough has a rich and varied range of leisure, recreation, sports, and arts, culture and entertainment facilities. The responsibility for the provision of these facilities, including investment and maintenance, falls to a number of organisations, including the council. Because the facilities give residents and visitors to the borough the opportunity to participate in a range of activities that help to improve quality of life, health and well being, the council will seek to protect existing uses, such as Riverside Studios, the Lyric Theatre and Linford Christie Stadium, and assist in providing new facilities. Where there is a recognised deficiency in the provision of any facility or activity, the council will seek to readdress this situation through the application of Local Plan policies, particularly in the regeneration areas where there are identified development sites (see also policies for these areas).

7.128 In respect of sport, the limited amount of open space in the borough, including in most of our secondary schools, means that the council has to maximise the use of its resources. The council have prepared a Sports and Physical Activity Strategy to increase participation in sports.

7.129 Given the limited amount of open space, the council also wants to make better use of the Thames and canal for water sports and the council will negotiate for new facilities, as part of redevelopment schemes, where appropriate.

Health

7.130 The council wishes to see the improved health and wellbeing of the community and will work with the Imperial College Healthcare NHS and other partners to achieve this objective. It recognises that there are changing health needs as a result of factors such as people living longer and more people living with long-term conditions like diabetes, heart disease, asthma and dementia. However, whatever the needs, the priority must continue to be to improve the health of all residents, to reduce health inequalities and to deliver new and improved health facilities in the borough.

7.131 The Imperial College Healthcare NHS' s strategy has led to the reorganisation of hospital facilities and other health services in the borough, including the closure of A&E services at Hammersmith Hospital. The council is concerned that such changes should not lead to cutting back on NHS services and particularly supports the continuation of A&E services at Charing Cross. The council also supports enhancement of existing facilities and provision of new services with capital receipts from sales of land and buildings where release has been justified.

7.132 In terms of secondary care, the three main hospitals operating in the borough (Queen Charlotte's Hospital, Hammersmith Hospital and Charing Cross Hospital) are managed by the Imperial College Healthcare NHS Trust which is one of the largest NHS trusts in the country. As part of the 'Shaping a Healthier Future' service re-modelling due to be implemented in 2017, it has been announced that Charing Cross Hospital will become a world-class elective (non-emergency) surgery centre and will retain its local Accident and Emergency service, along with other changes. The council will continue to work with its health delivery partners to protect hospitals and A&E units and to ensure adequate services are provided to support the existing and future population of the borough.

7.133 In terms of primary care, the Hammersmith & Fulham Clinical Commissioning Group (CCG) is responsible for commissioning local health care services in conjunction with the National Commissioning Board (NCB). The CCG commissions local community and acute services and works with GPs to support primary care. The ambitions of the CCG are set out in its Out of Hospital Care Strategy 2012-2015 which aims to shift the emphasis towards providing more care in GP surgeries, people's homes, local communities, and in children's centres and schools. The NCB develops and oversees all CGs and directly commissions primary care services and some specialised services.

7 Borough-wide Policies

7.134 In terms of primary care property and estates, the Department of Health has set up NHS Property Services Limited (NHS PS) to provide expert management of a large portion of the NHS estate which owns and manage all PCT estate that was not transferred to NHS providers in March 2013. It also manages ‘surplus’ NHS and government estate. The focus of its role centres on delivering and developing cost-effective property solutions for community and primary care health services. NHS PS works with the new commissioning bodies and the Health & Wellbeing Boards (HWBs) to ensure that estate needs of the local NHS can continue to be met.

7.135 The Local Plan also recognises the contribution that other elements of the plan have on the health of residents (“public health”), including access to parks and play areas, recreation facilities, the opportunities to walk and cycle, community safety, access to shops selling fresh foods, controls on hot food takeaways, educational attainment and access to employment, the borough’s air quality and noise and light pollution. Public health functions and statutory duties are managed by the Tri-Borough Public Health Department (jointly between LBHF, RBKC and City of Westminster). It works with and supports other council services in delivering public health benefits, including recognising the influence planning and the built environment has on improving health and wellbeing and reducing health inequalities.

7.136 The council also has a Health & Wellbeing Board (HWB) which has statutory duties including promoting integrated working, the production of a Joint Strategic Needs Assessment (JSNA) and a Joint Health and Wellbeing Strategy (JHWS) which is informed by the JSNA. The JHWS has been developed and consulted upon alongside the council’s emerging Community Strategy 2014-2022:

- 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 and regenerate the White City Estate;
- 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; and
- Better sexual health across Tri-borough with a focus on those communities most at risk of poor sexual health.

7.137 In the council’s regeneration areas it will be important for new health services to be provided as part of supporting social infrastructure. The council will also seek other ways of improving the health of residents, including access to new and existing parks and play areas, recreation facilities, opportunities to walk and cycle, community safety, access to shops, controls on hot food takeaways, educational attainment and access to jobs, and management of air quality and noise and light pollution”.

7.138 Further details on proposals for specific new or expanded health facilities are provided in Chapter 10 and the Infrastructure Schedule.

Alternative Options - Policy CF1 (Supporting Community Facilities and Services)

- Maintain the town centre focus, but with a more flexible approach to the use of sites where activities close down elsewhere.
- Identify premises needs and safeguard sites, possibly as part of mixed use development.

Question 42

What are your views on the approach to supporting community facilities and services?

Borough-wide Policy CF2

Enhancement of community uses

Proposals for new or expanded community uses should meet local need, be compatible with and minimise impact on the local environment and be accessible to all in the community they serve.

The provision of new or expanded community uses should be provided as part of the necessary supporting social infrastructure for significant new housing and other development proposals. Where it is not appropriate to provide community uses on site or in total as part of a development scheme, a contribution to new and/or enhanced uses in the locality will be sought.

In any development proposal, existing community uses should be retained or replaced, unless there is clear evidence that there is no longer an identified need for a particular facility or alternative community uses.

Justification

7.139 Buildings and land used for community uses constitute a major community resource. Community uses cover a variety of activities ranging from schools and churches to some public houses (see Glossary for definition) and often need to be sited in locations that are readily accessible to the users of a specific service, particularly where it serves a local community. However, whilst some community uses will have a local catchment, others may attract users from a much wider area.

7 Borough-wide Policies

7.140 Where new or expanded community uses are provided they should be designed to meet need and should be accessible, affordable and adaptable, and where appropriate offer flexible accommodation that can be used for a variety of uses by the local community. In those circumstances where it is not appropriate to provide new facilities as part of a development scheme, for example because the development is not large enough or because there are other nearby schemes also liable to provide social infrastructure, it may be more appropriate to provide funding towards new or expanded facilities to be provided in the locality.

7.141 The loss of buildings and land for community uses will only be acceptable where there is no identified need for the facility and satisfactory marketing has been undertaken for appropriate alternative community uses, such as marketing for a period of at least one year. An assessment of need should be provided together with evidence of viability in such circumstances where the loss of community uses is proposed. The assessment should include how this need is currently being met and give consideration of other existing providers which contribute to meeting that need. The Localism Act's provisions allow local community groups, which meet a set of criteria laid down by government, to nominate an 'asset' in their local area to be placed on a List of Assets of Community Value. The purpose of this is to give community groups the opportunity to identify land or property that they believe furthers the social wellbeing or social interests of the local community, and gives them time to bid for that asset if an owner decides to sell.

Alternative Options - Policy CF2 (Enhancement of community uses)

- Allow change if premises fall out of use.
- Do not seek new or replacement facilities.

Question 43

What are your views on the approach to enhancing community uses?

Borough-wide Policy CF3

Enhancement of arts, culture, entertainment, leisure, recreation and sport uses

The council will support the enhancement of arts, culture, entertainment, leisure, recreation and sport uses by:

- **Supporting the continued presence of the borough's arts, culture, entertainment, leisure, recreation and sports venues subject to the local impact of venues being managed without added detriment to local residents;**
- **Requiring proposals for new and expanded venues to be supported where appropriate by evidence of how impacts such as noise, traffic, parking and opening hours have been assessed, minimised and mitigated;**
- **Seeking retention or replacement of existing community uses, unless there is clear evidence that there is no longer an identified need for a particular facility or alternative community uses; and**
- **Encouraging the temporary use of vacant buildings for community uses, including for performance and creative work.**

Justification

7.142 Accessible arts, cultural, entertainment, leisure, recreation and sports facilities are important elements of social infrastructure and contribute greatly to the quality of life of all members of the community as well as visitors to the borough. Such facilities are particularly important elements of town centres and will be essential in supporting the borough's growth which is particularly directed to the five regeneration areas (see also policies for these areas).

7.143 The venues occupied by these uses vary greatly from purpose built premises to conversions from other uses. They are often open during the evening and at night-time, and along with uses such as restaurants and pubs and bars, help sustain a night-time economy which is particularly vibrant in the town centres. However, because such uses can also impact on residential amenity, for example through comings and goings, it is necessary for new or expanded venues to be appropriately located and managed.

7.144 Notwithstanding the presence within Hammersmith and Fulham of a varied range of arts, cultural, entertainment, leisure, recreation and sports facilities, there are some parts of the borough that are not well served with such uses and it is important to try to reduce these deficiencies. It is therefore essential that the facilities the borough has are protected, and as a consequence the council will require adequate justification for any proposals for change of use or redevelopment of premises to other uses. The proposed loss of buildings and land that are used for arts, culture, entertainment, leisure, recreation and sports uses will be considered against criteria such as the suitability and viability of the site or premises for such uses with or without adaption, evidence of unsuccessful marketing, evidence of need and community asset value. In addition, in order to try to reduce deficiencies in provision, when regeneration schemes come forward, the council will seek to ensure that these are accompanied by arts, cultural, entertainment, leisure, recreation and sports uses that are appropriate to the scale and location of the development and are accessible and affordable and meet the needs of the community.

7 Borough-wide Policies

7.145 Temporary use of buildings may offer the opportunity for community uses, particularly those that are transient or may have a short life. They may help to enliven town centres where vacancy is an issue.

Alternative Options - Policy CF3 (Enhancement of arts, culture, entertainment, leisure, recreation and sport uses)

- Allow change if premises fall out of use.
- Do not seek new or replacement facilities.

Question 44

What are your views on the approach to enhancing arts, culture, entertainment, leisure, recreation and sport uses?

Borough-wide Policy CF4

Professional football grounds

In considering any redevelopment proposal for all or part of an existing football ground, the council will normally require the provision of suitable facilities to enable the continuation of professional football or other field-based spectator sports.

7.146 The council wishes to retain professional football in the borough, because it provides a major source of entertainment and contributes to the life of the community. The council is only prepared to consider re-development proposals for professional football grounds if they make provision for continuation of professional football or other field-based spectator sports at that ground. If it can be demonstrated that professional football or other field-based spectator sports are no longer viable there, the redevelopment should include provision for other community service uses in accordance with other policies in this Chapter.

Alternative Options - Policy CF4 (Professional football grounds)

- Not to actively promote the continued presence of football clubs in the borough

Question 45

What are your views on the proposed approach to professional football clubs?

Green and Public Open Space

Borough-wide Policy OS1

Protecting parks and open spaces

To protect, enhance and increase provision of parks, open spaces and biodiversity in the borough by:

- Designating a hierarchy of open space that includes metropolitan open land (MOL), open space of borough wide importance and open space of local importance (see Appendix 3) as well as a hierarchy of nature conservation areas of metropolitan, borough and local importance, and green corridors along the borough's railway lines (see Appendix 4);
- Requiring a mix of new public and private open space in the Old Oak Regeneration Area, White City and Earls Court and West Kensington Opportunity Areas and the South Fulham Riverside Regeneration Area and in any new major development; and
- Improving existing parks, open spaces and recreational facilities throughout the borough.

Justification

7.147 In a densely built up area like Hammersmith and Fulham, the local environment and public spaces are very important.

Hierarchy and status of parks and open space

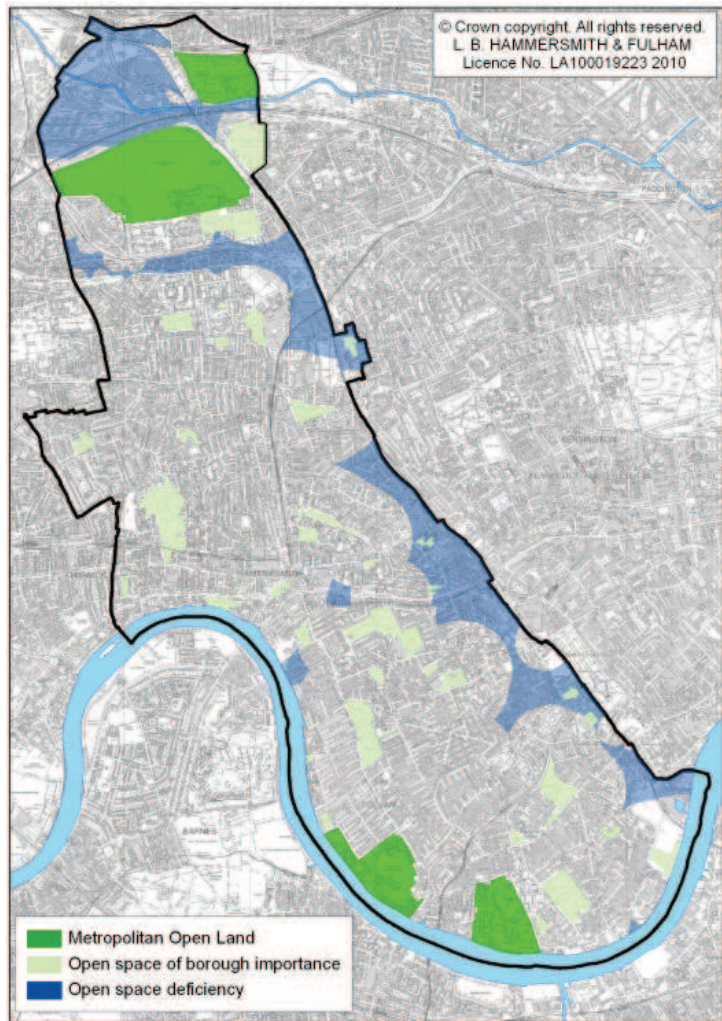
7.148 The council's 2008 Parks Survey and other background information shows that open space is important for peoples' quality of life and for enhancing biodiversity in the borough. Open spaces provide opportunities for people to exercise and to take part in outdoor sport and recreation which enhances the health of local people. It is therefore important to maintain open spaces for the benefit of the community and involve local communities in the use of such spaces. The council has designated an open space hierarchy that responds to the variety of parks and open spaces in the borough, including strategically important open space, namely metropolitan open land (MOL), and open spaces of borough-wide and more local importance (see Proposals Map and Appendix 3). Overlapping with this hierarchy are those areas which have particular nature conservation interest. These areas were originally identified by the former London Ecology Unit and are classified as of metropolitan, borough-wide and local importance (see Proposals Map, Map 8 and Appendix 4). On Wormwood Scrubs there is also a designated local nature reserve.

7 Borough-wide Policies

New and improved parks and open spaces

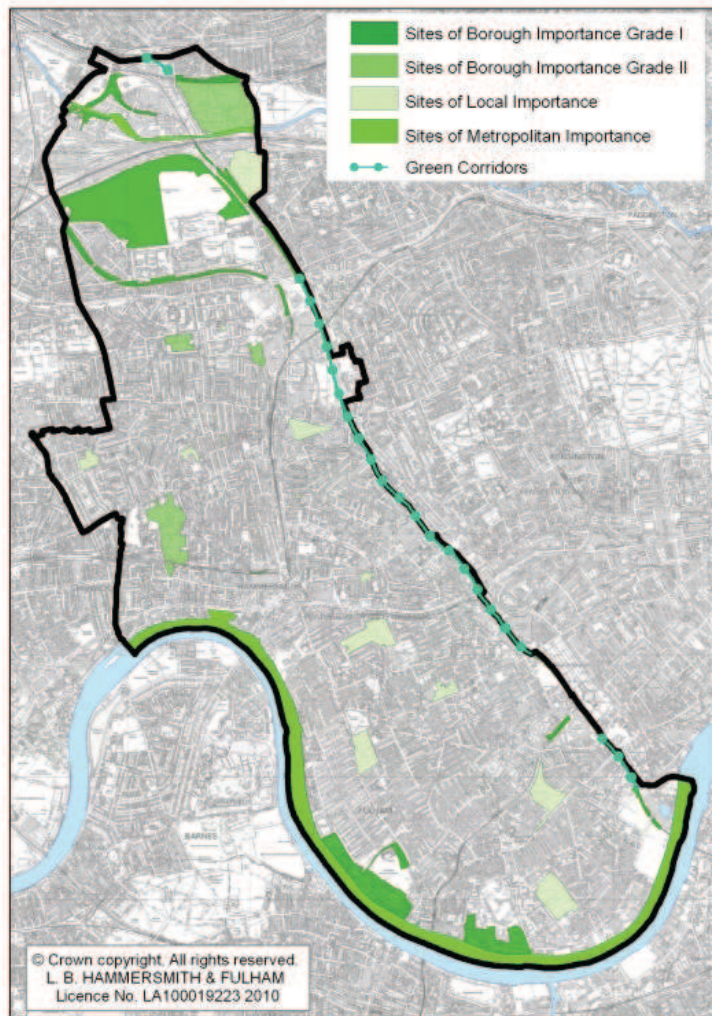
Map 6 Open Space

7.149 The council’s 2005 Open Spaces Audit reveals that Hammersmith and Fulham has relatively little open space per person and with more people living and working in the borough, the improvement of existing parks and open spaces and facilities within them, and the provision of more public open space and private amenity space as part of new developments will be important, particularly in areas of deficiency (see Map 7). The council’s Parks and Open Spaces Strategy 2008-2018 sets out a framework for the delivery of services and future improvement actions for the London Borough of Hammersmith and Fulham, community partners and stakeholders involved in providing, managing and enjoying open spaces across the borough. Because of existing deficiency in open space, nature conservation (see Map 8) and children’s play areas throughout the borough it is important that new developments contribute to reducing this deficiency by provision of open space and play facilities for all ages as part of regeneration schemes. Such open space should be provided overall in a combination of public and private areas.



7.150 In the opportunity and regeneration areas especially, there are opportunities for new open space. This may be provided in a number of ways, for example in easily accessible small private spaces and in larger parks. However, all new publicly accessible open spaces whether on public or private land will be expected to be of high quality and ensure attractive, accessible, usable, durable and adaptable places and to contribute to improving the quality of life, reducing the incidence of crime and anti-social behaviour and to making places better for people. In addition they should contribute to biodiversity and flood risk management.

Map 7 Nature Conservation Areas



Alternative Options - Policy OS1 (Protecting parks and open spaces)

- Do not designate and protect open spaces in the borough.
- Review MOL boundaries and consider whether new areas should be designated.

Question 46

What are your views on the approach to protecting parks and open spaces?

7 Borough-wide Policies

Borough-wide Policy OS2

Access to parks and open spaces

The council will seek to reduce open space deficiency and to improve the quality of, and access to, existing open space by:

- Refusing development on public open space and other green open space of borough-wide importance (see Appendix 3 and Proposals Map) unless it can be demonstrated that such development would preserve or enhance its open character, its function as a sport, leisure or recreational resource, and its contribution to biodiversity and visual amenity;
- Refusing development on open space that is not identified in the Local Plan where such land either on its own or cumulatively has local importance for its open character or as a sport, leisure or recreational facility, or for its contribution to local biodiversity or visual amenity unless:
 - the proposed development would release a site for built development needed to realise a qualitative gain for the local community in pursuance of other physical, social and economic objectives of the Local Plan and provision is made for replacement of open space of equal or greater value elsewhere;
- Requiring accessible and inclusive new open space in any new major development, particularly in the regeneration areas and in any area of open space deficiency (see policy OS1); and
- Seeking improvements to existing open space and the facilities within them, such as Linford Christie Stadium, where appropriate and when development proposals impact upon provision.

Justification

7.151 The type, size and quality of parks and open spaces, including allotments, play areas, school playing fields and private gardens in the borough varies, but they have many benefits, including those associated with health, sport and recreation, children's play, culture, biodiversity and the public realm.

7.152 The council considers that it is important to have a general presumption against development on existing open space, however notwithstanding the need to protect, improve and increase open space in the borough, situations may arise when the benefits of protecting existing open spaces (private and public) need to be considered against the benefits of allowing some limited development on them. The policy criteria that relate to the possible release of open spaces of borough-wide importance and local importance are considered appropriate to clarify the special circumstances where limited types of development on public and private open space may be acceptable. However, it will not be appropriate to exacerbate or create a deficiency in access to open space or undermine the overarching objective to improve access to open space. In order to improve access to the borough's parks and open spaces for local residents, the council will restrict their use for private events and use by out-of-borough schools.

Borough-wide Policies 7

7.153 New open space is sought in regeneration area and strategic site policies to help achieve the vision of a borough of opportunity for all. It is also sought elsewhere as opportunities arise and if justified by the type and nature of the development. This approach will require new accessible and inclusive open space to meet the needs of the occupiers of the new development and other users, to help reduce open space deficiency, to improve the public realm and to contribute to biodiversity and flood risk management. The open space requirement will be secured through on site provision or, if appropriate, elsewhere in the borough.

7.154 In some cases, a contribution to secure improvements in existing open space, rather than provision of new open space, will be appropriate. This is likely to involve improvements to existing public open space in proximity to developments where it is not practicable to provide adequate open space on site. The improvements could include new or upgraded play areas, refurbished pathways, better signing or additional seating, and would be provided in the context of the council's Parks and Open Spaces Strategy. In particular, the council will seek improvements to Wormwood Scrubs in the light of its proximity to the Old Oak Regeneration Area. The council will support friends' groups that are representative of the community and will work in partnership with all groups that meet these overarching criteria to improve parks and open spaces. The more detailed matters of nature conservation and greening are included in the Planning Guidance SPD.

Alternative Options - Policy OS2 (Access to parks and open spaces)

- Increase the amount of open space to be provided in all new developments in all areas of the borough
- Have a strict presumption against development
- Further limit the possibility of development

Question 47

What are your views on the approach to accessing parks and open spaces?

Borough-wide Policy OS3

Playspace for children and young people

Development proposals should not result in the loss of existing children and young people's playspace or result in an increased deficiency in the availability of such playspace.

In new residential development that provides family accommodation, accessible and inclusive communal playspace will normally be required on site that is well designed and located and caters for the different needs of all children, including children in younger age groups, older children and disabled children. The scale of provision and associated play equipment will be in proportion to the scale and nature of the proposed development.

7 Borough-wide Policies

Alternative Options - Policy OS3 (Playspace for Children and young people)

- Require playspace for 0-8 year olds only in residential developments accommodating over 10 children
- Do not provide for any playspace provision in development proposals

Question 48

What are your views on the approach to accessing parks and open spaces?

Justification

7.155 High quality playspace is important for children of all age groups, including those who are disabled, but particularly for children who do not have access to private gardens or amenity space so that they may have opportunities for play, social interaction and the physical activity. As with open space in general, it is important to protect and improve existing playspace in a borough where there is an overall deficiency of such facilities and an uneven distribution. The council has a programme for refurbishment of play areas.

7.156 New residential development including mixed use developments with housing in the identified regeneration areas and elsewhere should make provision for new playspace. The council will take into account the Mayor of London's SPG "Providing for Children and Young People's Play and Informal Recreation". The council considers that playspace for young children should be located close to the home, but for older children and teenagers it could be located off site if this is considered appropriate.

Borough-wide Policy OS4

Nature conservation

The nature conservation areas and green corridors identified on the Proposals Map (and shown on Map 8 and listed in Appendix 4) will be protected from development likely to cause demonstrable harm to their ecological (habitats and species) value.

In these areas, development will not be permitted unless:

- a. The proposed development would release a site for built development needed to realise a qualitative gain for the local community in pursuance of other physical, social and economic regeneration objectives of the local plan, and measures are included for the protection and enhancement of any substantive nature conservation interest that the site may have so that there is no net loss of native species and no net loss of habitat; or
- b. Provision is made for replacement nature conservation interest of equal or greater value elsewhere in the locality.

Elsewhere on development sites, proposals should, where appropriate to the scale and nature of the development enhance the nature conservation interest through initiatives such as new green infrastructure and habitats, tree planting and brown and green roofs and protect any significant interest on the site and any nearby nature conservation area.

Planning conditions will be imposed, or planning obligations sought to ensure the maintenance and enhancement of nature conservation areas where these are affected by development proposals.

Justification

7.157 There are three nature conservation areas of metropolitan importance in the borough, namely the River Thames and its inlets, the Grand Union Canal and the Kensal Green Cemetery. There are also a number of sites of borough-wide and local importance. All three types of area provide habitats for species of flora and fauna, as well as a valuable resource for the local community for educational and recreational purposes. In a borough where land is at a premium and where many locations require physical, social and economic regeneration, it is important to protect these areas from demonstrable harmful impacts both from on-site development but also from development in the local area because of their contribution to ecosystem services. Where replacement nature conservation areas are proposed as a result of development then permission will only be given where it has been demonstrated that there will be at least equal nature conservation value, that is no net loss of either species or habitat, provided by the new site. It is also important that these areas are managed in order to minimise the impact of invasive non-native species.

7.158 In this borough green corridors extend along parts of the railway network and link nature conservation areas. The green corridors, the River Thames and the Grand Union Canal allow some animals and plants to penetrate further into the built-up area than would be the case if they did not exist. They may thus enhance the major habitats that they link e.g. the railway line linking the river and the canal and the nature conservation areas in

7 Borough-wide Policies

between. Such corridors are of great value in boroughs such as Hammersmith and Fulham which are not well endowed with nature conservation areas. There may be future development proposals within the corridors, including those arising from operational uses or specific environmental improvement schemes as a result of council or voluntary activities. However any such proposals to enhance the green corridors, including filling in gaps or extensions, should not prejudice the operational needs alongside the road or rail thoroughfares.

7.159 The closely built-up nature of the borough, and the overall deficiency in accessible nature conservation areas, makes it important that all new developments in the regeneration areas and elsewhere respect existing nature conservation interest and provide future opportunities to improve the biodiversity of the area. In respect of new development, this can readily be achieved by following a few simple guidelines which do not affect the efficient functioning of the new building, and are not likely to be a significant part of total development costs. Nature conservation can enhance the character of the building and the value of the site.

Alternative Options - Policy OS4 (Nature Conservation)

- Not to permit any development on nature conservation areas or green corridors.
- Allow unconstrained development on nature conservation areas or green corridors unless these areas have higher level protection

Question 49

What are your views on the approach to accessing parks and open spaces?

Borough-wide Policy OS5

Greening the borough

The council will seek to enhance biodiversity and green infrastructure in the borough by:

- **Maximising the provision of gardens, garden space and soft landscaping and seeking green or brown roofs and other planting as part of new development;**
- **Protecting back, front and side gardens from new development and encouraging planting in both back and front gardens;**
- **Seeking to prevent removal or mutilation of protected trees;**
- **Seeking retention of existing trees and provision of new trees on development sites; and**
- **Adding to the greening of streets and the public realm.**

Justification

7.160 In a very built up borough enhancing biodiversity and increasing the amount of green areas through new development will have a number of benefits. Soft landscaping and increasing the number of trees not only benefits biodiversity but also can help to reduce the impact of higher summer temperatures and reduce rainfall run-off rates, which will help to reduce the risk of surface water flooding, as well as improving the borough's health, for example through improved local air quality. There will also be visual benefits from a greener borough. Green or brown roofs and walls are also an essential sustainable design consideration and provide many of the benefits of more conventional urban greening.

7.161 Back, front and side gardens can play an important part in maintaining biodiversity as well as contributing to townscape and quality of life objectives. The council wishes to protect gardens. More detailed guidance for applicants seeking permission for new development is included in the Planning Guidance SPD. In addition, the council will generally discourage the installation of paving and impervious surfaces in existing front gardens and will encourage their removal, unless the paving is original (see Planning Guidance SPD). The enhancement of front gardens will not only help improve the street environment and biodiversity, but will also reduce the rate of surface water run off and the risk of flooding.

7.162 The loss of trees will nearly always result in a deterioration of the ecological value and environmental character of an area and will not be acceptable without good cause, particularly if subject to a Tree Preservation Order. Pruning or reducing, using best practice should be investigated as an alternative to other trees works. New development schemes provide the opportunity to provide landscaping including tree planting on site. Trees indigenous to this country should be planted, as these provide habitats for indigenous wildlife.

Alternative Options - Policy OS5 (Greening the borough)

- Only seek biodiversity enhancement measures for major developments.
- Require all new developments to incorporate biodiversity enhancement measures

Question 50

What are your views on the approach to greening the borough?

7 Borough-wide Policies

River Thames and Grand Union Canal

Borough-wide Policy RTC1

River Thames and Grand Union Canal

The council will work with its partner organisations, including the Environment Agency, Port of London Authority and Canal and River Trust, Thames Water and landowners to enhance and increase access to, as well as use of, the waterways in the borough, namely the River Thames and the Grand Union Canal, and improve waterside environments by:

- Identifying the Thames Policy Area on the Proposals Map and setting out general criteria for the design of development in this area in this Local Plan and in the planning framework for the South Fulham Riverside regeneration area;
- Encouraging the development of vacant and underused land along the waterways, namely the River Thames, Chelsea Creek and Grand Union Canal taking into account their local context and character;
- Protecting existing water dependent uses and requiring new development to provide opportunities for water based activities where appropriate and enhance river and canal related biodiversity, safeguard and enhance where necessary flood defences, as well as encouraging public access especially for leisure and educational activities; and
- Ensuring the provision, or improvement and greening, of the Thames Path National Trail (the Riverside Walk) in all riverside developments and the canalside tow path along the Grand Union Canal.

Justification

The Thames

7.163 The River Thames is of considerable benefit to Hammersmith and Fulham and is of strategic importance to London as a whole. The Thames Policy Area designation and associated policies aim to protect the features of the riverside and of the river, including the Chelsea Creek, particularly its environmental quality and importance as:

- a major linear open space which is particularly important in an area with limited parks and open spaces;
- a landscape feature with views and landmarks of local importance;
- a resource for recreation and sport, tourism and leisure;
- an ecological resource and an important refuge for plants and wildlife;
- an area with considerable archaeological and historic interest; and
- a transport resource.

7.164 Further details of the qualities and character of the river and riverside are included in the Thames Strategy - Kew to Chelsea.

7.165 A balance needs to be reached between the many functions of the river. In Hammersmith and Fulham there is a particular issue with vacant and under-used safeguarded wharves and the development of the land adjoining these sites. More detail on the wharves is provided in the policy for the South Fulham Riverside regeneration area. However, in respect of the land adjoining the wharves, their sterilisation would not accord with London Plan policies to optimise the potential of sites or to improve the environment of the River Thames. It is therefore the council's intention to encourage development of these sites and to encourage suitable waterside uses as part of mixed use schemes where these would be appropriate. However, the development of land adjoining the safeguarded wharves should have regard to London Plan policy and the need for design to seek to minimise conflict between different uses. The River Thames has a significant potential for water based activities that can increase opportunities for participation in sport and recreation in the borough.

7.166 It is important that all waterside developments respect the flood defences and enhance these where necessary. The council will work closely with the Environment Agency on these matters. It is also important to extend and improve the Thames Path National Trail, together with pedestrian and cycling routes to link it to the surrounding area, which will often depend on the development of the vacant and underused riverside sites.

The Grand Union Canal

7.167 The borough's section of the Grand Union Canal links Brentford and the Paddington Branch and was built in 1801. It was built to improve the movement of goods between the industrial Midlands and the north of England and the London area. It passes through a mainly industrial area of the borough, although on the north side of the canal to the east of Scrubs Lane there are St Mary's Roman Catholic and Kensal Green Cemeteries which have conservation area and MOL status. The canal has both transport and recreation, sport, tourism and leisure functions and is also an important nature conservation area of metropolitan importance. In 2002 the canal was designated as a conservation area in recognition of its industrial archaeological importance and contribution to the amenity of this part of the borough. There is a tow path on the southern side of the canal which is used by pedestrians and cyclists.

7.168 It is envisaged that development in the Old Oak Regeneration Area will come forward during the next 20 years, and when this happens it will be essential for any development along the canal to be of a high quality and embrace inclusive urban design whilst taking into account local context and character. Proposals will need to consider how all aspects of the urban realm and land uses can be addressed to help regenerate the area. Improved access to the canal and the creation of a long distance canalside walk will be an integral part of development and will help open up the area.

Alternative Options - Policy RTC1 (River Thames and Grand Union Canal)

- Allow for mixed use development of wharves where that would enable a working wharf use and provide increased public access to the riverside.
- Protect existing water-dependant uses, but not explicitly seek an expansion of such activities.
- Oppose any new buildings in the riverside area.

7 Borough-wide Policies

Question 51

What are your views on the approach to the River Thames and Grand Union Canal?

Borough-wide Policy RTC2**Access to the Thames riverside and foreshore**

The council will seek accessible and inclusive public access to the riverside and foreshore, including through-site links to the riverside when development takes place and the provision and enhancement of the Thames Path (riverside walk) and the retention and, where appropriate, enhancement of safe access to and from the foreshore in riparian development schemes, and will promote enjoyment of riverside heritage assets and open spaces.

The riverside walk should generally be at least 6 metres wide and should be accessible to cyclists if this can be achieved without risk to the safety of pedestrians or river users.

All proposals will need to ensure that flood defences are not adversely affected.

Justification

7.169 The council has for many years been seeking to open up the riverside and river for greater public access. This includes through-site links in new riverside development, and the provision of an accessible and safe walkway along the whole length of the riverside as part of the Thames Path National Trail (see policy RCT1 - River Thames and Grand Union Canal). New sections of the riverwalk will normally be achieved when redevelopment of riverside land takes place and its provision is specifically set out in the policies for South Fulham Riverside and Hammersmith Town Centre and Riverside regeneration areas. Elsewhere, developments will still be expected to incorporate construction of the riverside walk, and in instances where development creates a direct need to improve or enhance an existing section of the riverside walk planning conditions may be imposed or developer contributions sought.

7.170 Although priority will be given to pedestrians so that they may benefit from the many opportunities that walking can give, the council wishes to encourage cycling, and the riverside walk can and should also provide a traffic-free route for cyclists. Measures will be taken to reduce pedestrian-cyclist conflicts, for example by providing separate paths where appropriate, or measures to slow cyclists. The council also accepts that the design of the riverside walk should respect and enhance the natural character of the river wherever possible e.g. by use of planted embankments. However, it should also embrace the industrial heritage of the river so that visitors can learn about the river's past. The council's Riverside Walk Enhancement Report provides details of opportunities for improving the riverside walk.

7.171 Access to the foreshore, which is primarily in the ownership of the Port of London Authority, can have a recreational and educational value. There is a right of access for fishing, navigational and other customary purposes, but public access must be considered in the context of the environmental and archaeological importance of the foreshore and particularly safety considerations, bearing in mind the fast tidal flows affecting this part of the Thames.

7.172 Development bordering the river has an important role to play in access to the foreshore. Some sites may include drawdocks, slipways, steps, stairs, hard, piers, pontoons, ladders, chains or other infrastructure enabling access to and from the river and its foreshore. It is important that these are retained, kept in good repair or added to as appropriate, and planning conditions may be used to ensure this happens. The profile of the river bank may also have a bearing on ease of access to and from the foreshore, and on the protection of environmental interests, while inter-visibility between development sites and the foreshore is also an important aid to public safety. These are matters that will be taken into account when considering the design of developments bordering the river.

7.173 Consultation with the Port of London Authority, the Environment Agency and other stakeholders will be undertaken on all proposals concerned with or affecting access to the riverside and the foreshore.

Alternative Options - Policy RTC2 (Access to the Thames riverside and foreshore)

- Allow for mixed use development of wharves where that would enable a working wharf use and provide increased public access to the riverside.

Question 52

What are your views on the approach to accessing the Thames riverside and foreshore?

7 Borough-wide Policies

Borough-wide Policy RTC3**Design and appearance of development within the Thames Policy Area**

Development will not be permitted within the Thames Policy Area as shown on the Proposals Map unless it respects the riverside, including the foreshore, context and heritage assets, is of a high standard of accessible and inclusive design, and maintains or enhances the quality of the built and natural environment. Schemes that meet these requirements, and, by their design, contribute to creating an attractive, safe and interesting riparian environment will be welcomed.

There will be a presumption against tall buildings along the riverside, but in limited parts of South Fulham Riverside regeneration area, taller buildings may be appropriate if it can be demonstrated that a tall building would be a key design element in a masterplan for regeneration and that it would have a positive relationship to the riverside.

Justification

7.174 In addition to the general design policies development on the riverside needs to respect the unique character of the river, having particular regard to the height, massing and bulk of development and its relationship to the river corridor, river walk and/or river edge, its tributaries and foreshore, as well as landward development. The river and much of the riverside is subject to conservation area status, whilst the river itself is a nature conservation area of metropolitan importance and development must protect its ecological value.

7.175 The aim is to secure a special quality for all new development on the river and riverside, and where appropriate to enhance the vitality of the riverfront and include river-related uses that attract the public. The council will require the submission of a design and access statement as part of a planning application within the Thames Policy Area. The statements should include:

- an assessment of scale, mass, height, silhouette, density, layout, materials and colour in relation to the local context, including river frontage; ,
- impacts on local and strategic views, including views across, along and from the river, the skyline and local landmarks and historic buildings and structures and archaeological remains;
- impacts on navigation, hydrology and ecological interests;
- proposals for river edge treatment, including evidence of the Environment Agency's agreement if the 16 m setback for development from the river flood defences is not met and impact on the integrity of flood defences;
- visual and physical permeability and links with the river's hinterland; and
- sections on protecting and enhancing public access to and along the river, landscaping, open spaces and street furniture and lighting.

7.176 The council will refer to the 'Thames Strategy - Kew to Chelsea' to assist in identifying the qualities of the Thames Policy Area, including:

- i. the individual character of reaches within the borough;

- ii. areas, sites, buildings, structures, landmarks, skylines, landscapes and views of particular sensitivity and importance;
- iii. development sites and regeneration opportunities;
- iv. sites of ecological importance;
- v. sites of archaeological importance;
- vi. focal points (existing and proposed) of public activity; and
- vii. public access and recreation opportunities.

7.177 In respect of proposals for tall buildings, further policy guidance is provided in policy DC3 Tall Buildings. The South Fulham Riverside Regeneration Area policy has additional guidance for this area and taller buildings could be accommodated at the Fulham Wharf site and the Chelsea Creek/National Grid sites on Imperial Road.

Alternative Options - Policy RTC3 (The design and appearance of development within the Thames Policy Area)

- Revise the boundary of the Thames Policy Area
- Create an area based approach to design, taking into account the Conservation Area Character profiles and the Thames Strategy Kew to Chelsea character appraisal.
- Maintain the current level and coverage of design control, including on building height.

Question 53

What are your views on the approach to the design and appearance of the Thames Policy Area?

7 Borough-wide Policies

Borough-wide Policy RTC4**Water-based activity on the Thames**

Development will not be permitted if it would result in the loss of existing facilities in the river for water-based activities and uses, unless the facilities are demonstrably surplus to current or anticipated requirements, or unless alternative facilities of similar or greater utility are to be provided. Specific requirements regarding development of the borough's three safeguarded wharves are set out in the London Plan.

Developments that include provision in the river for water-based and river-related activities and uses, including passenger services, and for facilities associated therewith, particularly where these would be publicly accessible, will be welcomed, provided:

- **they are compatible with the character of the river, the riverside, and the importance of the river as a wildlife habitat;**
- **they do not impede or give rise to hazards to navigation, water flow, the integrity of flood defences or public safety; and**
- **they accord with other objectives and policies of the Plan.**

Justification

7.178 The river Thames can and should be used in ways that reflect its special character, for example as a base for many water-related recreational and commercial activities, a transport route that can relieve congestion on road and rail, a feature of the landscape and a habitat for many varieties of flora and fauna.

7.179 It is important to retain and improve the river infrastructure identified in paragraph 7.172 above, such as drawdocks, slipways, steps, stairs, hards, piers and pontoons because these enable access to and from the river for water-based activities such as sailing and rowing and for improved passenger services on the River Thames. However, although the council wishes to see increased use of the river and will seek new facilities in riverside development, a balance must always be struck with regard to other issues such as ecological and navigational interests and the amenity of residential neighbours. In particular, improving the quality of the river for aquatic life could be adversely affected by inappropriate development extending onto the foreshore or into the river and proposals will be resisted unless these serve a water based purpose. Proposals for new permanent moorings will be considered in relation to the policy criteria.

7.180 In considering proposals for the use of the river, the council will consult and collaborate with appropriate organisations such the Port of London Authority and the Environment Agency. Proposals for development on the three safeguarded wharves are subject to referral to the Mayor of London under amended directions issued to the council in 2000. London Plan policy 7.26 and supporting paragraph 7.77 set out the viability tests against which the redevelopment of safeguarded wharves for other land uses should be assessed. In addition the development of sites adjacent or opposite safeguarded wharves should be designed in such a way so as to minimise the potential for conflicts of use and disturbances.

7.181 The council will work with TfL and the Port of London Authority to encourage the development and provision of passenger riverboat services for both leisure and commuting, not only eastwards between Putney Bridge and Central London, but also westwards towards Hammersmith and Chiswick.

Alternative Options - Policy RTC4 (Water-based activity on the Thames)

- Identify appropriate locations for additional moorings for different purposes, and the scope for expansion.
- Encourage residential moorings

Question 54

What are your views on the approach to water-based activity on the Thames?

Borough-wide Policy RTC5

Enhancing the Grand Union Canal and improving access

Development along the canal will be expected to provide a mix of uses. The council will expect canalside development to:

- enhance the canal and its environs and enable and support those uses and activities that require a water or waterside location where there is a need;
- provide public access, including the provision and enhancement of the long distance canalside walk, and promote, protect and enhance biodiversity and enjoyment of heritage assets;
- be of a high standard of accessible and inclusive design that take into account local context and character and create an attractive, safe and interesting canalside environment; and
- encourage the use of the canal for appropriate freight movement (for example construction and waste materials for HS2 and leisure passenger boats).

Justification

7.182 The canal passes through the Old Oak Regeneration Area. When development proposals alongside the canal come forward, the council's emphasis will be on promoting a mix of uses, including businesses whilst also maintaining this waterway corridor as an important transport route. The council will expect water related uses on the canal where appropriate and will expect development proposals that do not include such uses to provide evidence as to why this is not the case. All proposals will be expected to provide improved

7 Borough-wide Policies

accessibility and connectivity to surrounding areas (including the enhancement of the canalside towpath), protection of views, minimising the impact on biodiversity and wildlife habitats and promotion of the canal and towpath as a health, sport and recreation resource. The design of new development along the canal will need to take into account the Grand Union Canal conservation area and the proposed character profile.

7.183 The council will require the submission of a design and access statement as part of a planning application impacting on the canal and canalside that should include:

- an assessment of scale, mass, height, silhouette, density, layout, materials and colour in relation to the local context, including canal frontage;
- impacts on local views, including views across, along and from the canal, the skyline, and local landmarks and historic buildings and structures and archaeological remains;
- impacts on ecological interests;
- proposals for canal edge treatment including impact on flood risk;
- visual and physical permeability and links with the canal's hinterland; and
- protecting and enhancing public access to and along the canal, landscaping, open spaces and street furniture and lighting.

7.184 The council will consult the Canal and River Trust on development proposals affecting the canal and canalside as appropriate.

Alternative Options - Policy RTC5 (Enhancing the Grand Union Canal and improving access)

- Preserve the existing character of the canal as it passes through the borough by resisting new canalside development alongside and near the canal.

Question 55

What are your views on the approach to enhancing the Grand Union canal and improving access?

Design and Conservation

Borough-wide Policy DC1

Built environment

All development within the borough, including in the regeneration areas should create a high quality urban environment that respects and enhances its townscape context and heritage assets. There should be an approach to accessible and inclusive urban design that considers how good design, quality public realm, landscaping and land use can be integrated to help regenerate places.

Development within the borough which includes tall buildings which are significantly higher than the generally prevailing height of buildings in the surrounding area, particularly where they have a disruptive and harmful impact on the skyline, will generally be resisted.

However, areas where tall buildings may be appropriate are as follows:

- In parts of White City Regeneration Area.
- In parts of the Earls Court & West Kensington Opportunity.
- In limited parts of South Fulham Riverside Regeneration Area (see also policy in River Thames and Canal section).
- In parts of Hammersmith Town Centre. Not all parts of the town centre will be suitable and any proposals for tall buildings will need to respect the existing townscape and historic context and make a positive contribution to the skyline emphasising a point of civic or visual significance.
- In parts of the Old Oak Regeneration Area, tall buildings of exceptionally good design may be appropriate as part of the plan for regeneration, taking advantage of the high public transport accessibility that the HS2 proposals would afford the area.

The character of the built form and the sensitivity of the setting of heritage assets may mean that some parts of these areas will be sensitive to, or inappropriate for, tall buildings. Any proposals for tall buildings will need to respect the existing townscape context, demonstrate tangible urban design benefits, and be consistent with the council's wider regeneration objectives.

Justification

7.185 The council will expect applicants to consider urban design in a wide context. It is not just about the design and materials of individual buildings. There should be a holistic approach to design that considers what makes a place function and how buildings, public realm, land uses and movement patterns can combine to produce attractive, distinctive and safe areas that achieve the highest standards. The council will expect all development proposals to provide an accessible environment that meets the needs of all users.

7 Borough-wide Policies

7.186 The existing character of the borough is heavily influenced by a variety of historical, landscape and architectural assets. Some of these are of national importance, such as listed buildings and the Fulham Palace Moated Site, whereas others are of borough importance, including archaeological priority areas (see Appendix 5) and locally listed buildings of merit. However, whether they are of national or local importance they should be considered in all developments in accordance with the policies of the National Planning Policy Framework and the associated English Heritage Historic Environment Planning Practice Guide.

7.187 Many residents value the human scale of the traditional streetscape in the borough and often want to see this maintained in new development, and where this is appropriate the council will seek this form of design in development proposals. In addition, all new development will need to be inclusive and accessible to the whole community, and designed to minimise opportunities for crime and anti-social behaviour. A large proportion of the public realm is public highway, and works should follow the best practice design principles laid out in “Streetsmart” which will be regularly reviewed and updated.

7.188 There is scope for tall buildings in the regeneration of the borough. The general character of any particular area will always be an important consideration in assessing the acceptability of tall buildings.

7.189 Taller buildings may be appropriate in the areas identified. A broad assessment will be necessary and Proposals for tall buildings will always require a full design appraisal.

7.190 The White City Opportunity Area includes some parts which are less constrained in terms of local townscape context than other parts of the borough and so tall buildings may be appropriate, providing a distinctive recognisable landmark. The White City Opportunity Area Planning Framework SPD sets out guidance on this matter.

7.191 Hammersmith Town Centre has a number of existing tall buildings and further tall buildings of a similar height could be appropriate in some parts of the centre. Any proposals for tall buildings in the town centre will need to respect, public parks and squares, historical context and make a positive contribution to the skyline emphasising a point of civic or visual significance, demonstrate tangible urban design benefits, and be consistent with the Council’s wider regeneration objectives.

7.192 In the Earls Court and West Kensington area there may also be some scope for tall buildings in carefully selected locations that are less constrained by the surrounding context, and the Earls Court and West Kensington Opportunity Area Joint SPD sets out further guidance.

7.193 In the Old Oak Regeneration Area there will be scope for tall buildings to form an essential part of the planned regeneration in seeking to optimise regeneration potential by taking advantage of the areas high level of accessibility.

7.194 Elsewhere there are areas of the borough, particularly in conservation areas and along the Thames, that are particularly sensitive to tall buildings and where heights of buildings should generally be restricted. However, limited parts of the South Fulham Riverside Regeneration Area may be appropriate for tall buildings and these are identified in the SPD. (See also Tall Buildings background paper).

Alternative Options - Policy DC1 (Built Environment)

- Remove the general presumption against tall buildings across the borough to permit tall buildings subject to the proposal satisfying design criteria
- Allow the market to determine the location of tall buildings rather than identifying suitable areas for tall buildings in the Local Plan

Question 56

What are your views on the approach to the built environment?

Borough-wide Policy DC2

Design of new build

New build development will be permitted if it is of a high standard of design and compatible with the scale and character of existing development and its setting.

All proposals must be designed to respect:

- The historical context and townscape setting of the site, and its sense of place;**
- The scale, mass, form and grain of surrounding development;**
- The relationship of the proposed development to the existing townscape, including the local street pattern, local landmarks and the skyline;**
- The local design context, including the prevailing rhythm and articulation of frontages, local building materials and colour, and locally distinctive architectural detailing, and thereby promote and reinforce local distinctiveness;**
- The principles of good neighbourliness;**
- The local landscape context and where appropriate should provide good landscaping and contribute to an improved public realm;**
- Sustainability objectives; including adaptation to, and mitigation of, the effects of climate change;**
- The principles of accessible and inclusive design;**
- Principles of Secured by Design; and**
- The concerns of the local community.**

7 Borough-wide Policies

Justification

7.195 The council is committed to excellence in urban design in all new development within the borough. This includes consideration of both buildings and open spaces and the relationship between the two; a balance between the need for neighbourliness and the scope for design freedom. New development should embrace sustainable design principles and contribute positively to the public domain at all levels; improving legibility and permeability, respecting the overall height and form of neighbouring development, its massing as well as its rhythm and articulation of facades.

7.196 The design of new development should be informed by, and developed from, a considered analysis of the existing townscape, including the setting and role of the site within the local environment. Where appropriate this analysis should be carefully laid-out and fully explained in the Design and Access Statement accompanying the planning application.

7.197 Buildings should have a visual identity appropriate to their location and intended use. The aim is not to stifle innovation but to promote or reinforce local distinctiveness. All development should be human in scale, and be designed with details and materials that complement the local area.

7.198 The council will encourage development which visually enhances the borough, and avoids harm by ensuring that the bulk and massing of schemes are appropriate in relation to the surroundings. In the general assessment of bulk and massing, full consideration will be given to amenities of neighbouring properties against Planning Standards included in Supplementary Planning Documents and other guidance including the Mayor's London Housing Design Guide and Housing SPG published in November 2012.

7.199 All the above policy criteria must be considered in relation to the existing fabric of the borough and in particular the context of the development site. Much of the borough is of a traditional character reflected in the number of conservation areas. The finer grain and traditional form of much of the borough requires a particular design approach and in many streets there is a strong pattern of development in existence which derives much of its character from the uniform appearance of the streetscape.

7.200 It is recognised that new build development within areas experiencing substantial change in the borough, such as regeneration and opportunity areas, provide the opportunity to create a high quality architectural character, and sense of place which would add to the boroughs built heritage. It will be important for the design of such sites to be informed by the character of the surrounding environment, and the role of the site within a wider context. Larger schemes should connect to their surroundings, allowing permeability through the site and providing a high quality public realm. Larger schemes should aim to meet the criteria outlined in the Building for Life assessment.

7.201 Basement excavation should be limited to the footprint of the built form in order to provide the potential for garden space and permeable surfaces and the potential for soft landscaping and tree planting which in many cases would add to the street scene.

7.202 Where appropriate, new development should contribute to an approved and more legible public realm. The council promotes a high standard of design for the public realm in its design guidance – Streetsmart and the Riverside Walk Enhancement Report. These documents encourage reduced clutter and promote high standards of design in the public realm which is harmonious with, and enhances, the local area thereby reinforcing local distinctiveness.

7.203 In its consideration of proposed new development, the council will seek to ensure that developments are sustainable, durable and adaptable. Designs should deliver safe and inclusive environments. All development should be sited, designed and laid out to offer ease of entry and use by disabled people, and for parents of small children and others with needs for an environment which is accessible and inclusive.

Alternative Options - Policy DC2 (Design of new build)

- Give priority to high quality proposals that are not constrained by heritage and design issues
- Require preparation of Access and Design Statements for all developments.

Question 57

What are your views on the approach to the design of new build?

7 Borough-wide Policies

Borough-wide Policy DC3**Tall buildings**

Apart from those areas identified in the Local Plan, tall buildings which are significantly higher than the general prevailing height of the surrounding townscape and which have a disruptive and harmful impact on the skyline will be generally resisted by the council. In the areas identified as appropriate for tall buildings, any proposal will need to demonstrate that it:

- a. Has an acceptable relationship to the surrounding townscape context in terms of scale, streetscape and built form;
- b. Has an acceptable impact on the skyline, and views from and to open spaces, the riverside and waterways and other locally important views and prospects;
- c. Has an acceptable impact in terms of the setting of, and views to and from, heritage assets;
- d. Is supported by appropriate transport infrastructure;
- e. Is of the highest architectural quality with an appropriate scale, form and silhouette;
- f. Has an appropriate design at the base of the tall building and provides ground floor activity;
- g. Interacts positively to the public realm and contributes to permeability of the area;
- h. Is of a sustainable design and construction where energy use is minimised and the design allows for adaptation of the space;
- i. Does not have a detrimental impact on the local environment in terms of microclimate, overshadowing, light spillage and vehicle movements; and
- j. Respects the principles of accessible and inclusive design.

Justification

7.204 Most of the townscape of the borough is sensitive to the impact of tall buildings.

7.205 The council recognises and values the variation in character across the borough, and is committed to the preservation of the borough's built heritage and overriding townscape character found in large swathes of the borough of tree-lined street blocks of traditional family housing with rear gardens. In these areas of consistent townscape character, tall buildings would be seriously intrusive. In addition, in other areas of the borough, some parts of which are protected by conservation area designation, higher buildings can detrimentally impact upon the character and skyline, especially where they intrude on established views and skylines from open spaces, the river, riverside or bridges. The impact of tall buildings in sensitive locations should be given particular consideration.

Borough-wide Policies 7

7.206 The policy aims to ensure that tall buildings do not harm the built heritage and townscape character, but are properly located, contribute in a positive manner to enhance a sense of place and are an integral part of the long term spatial vision for the borough. The townscape character of the borough suggests that there are few opportunities for tall buildings in the borough. It is important therefore that within the limited areas identified the precise locations for tall buildings meet the criteria of this policy and the English Heritage / CABE Guidance on Tall Buildings. It is this delicate balance that has determined the council's approach to tall buildings in the borough.

7.207 The Strategic Linear View from King Henry's Mound in Richmond Park to St Paul's Cathedral as identified in the London View Framework, crosses the borough. The view corridor is shown on the Proposals Map and will be protected.

Alternative Options - Policy DC3 (Tall buildings)

- Remove the general presumption against tall buildings across the borough to permit tall buildings subject to the proposal satisfying design criteria
- Allow the market to determine the location of tall buildings rather than identifying suitable areas for tall buildings in the Local Plan

Question 58

What are your views on the approach to tall buildings?

Borough-wide Policy DC4

Alterations and extensions (including outbuildings)

The council will require a high standard of design in all alterations and extensions to existing buildings. These should be compatible with the scale and character of existing development, neighbouring properties and their setting. In most cases, they should be subservient to the original building. Alterations and extensions should be successfully integrated into the architectural design of the existing building. In considering applications for alterations and extensions the council will consider the impact on the existing building and its surroundings and take into account the following:

- a. Scale, form, height and mass;
- b. Proportion;
- c. Vertical and horizontal emphasis;
- d. Relationship of solid to void;
- e. Materials;
- f. Relationship to existing building, spaces between buildings and gardens;
- g. Good neighbourliness; and
- h. The principles of accessible and inclusive design.

7 Borough-wide Policies

Justification

7.208 The design of extensions or alterations to buildings is of considerable importance. Extensions and alterations can change the character of individual buildings and that of an area as a whole. This is of particular concern in terraces of uniform appearance. The council recognises the changing needs and requirements of occupiers, but seeks to ensure that extensions and alterations, even the most minor ones, do not affect the inherent qualities of existing properties.

7.209 Extensions should be subservient to the parent building and should never dominate the parent building in bulk, scale, materials or design. Rear extensions above ground floor level should generally comprise no more than half the width of the rear of the property and all rear and side extensions should not rise higher than one storey beneath the original main eaves or parapet line. Where a distinct rhythm of rear extensions exists any new proposals should follow the existing scale and character. With respect to local context, it will be essential that the design of proposed extensions recognises and safeguards the amenities of the neighbouring properties, and other properties most directly affected by the proposal.

7.210 Additions to buildings such as outbuildings, floodlighting, mechanical and electrical plant and solar panels should be designed and positioned to minimise their impact and integrate successfully with the building concerned.

7.211 Plant and other building services should be integrated into the design of the building. Where additions cannot be incorporated into the volume of the building, building services located at roof level should be adequately screened to minimise noise and visual intrusion. In new development, adequate provision should be made within the proposed building envelope for all building services for all potential occupants

7.212 Planted front and rear gardens form part of the character of many of the borough's streets. Basement excavation should be limited to the footprint of the built form in order to preserve garden space and permeable surfaces and the potential for soft landscaping and tree planting which would add to the street scene.

7.213 Lightwells should be designed to take into account the Lightwells Design Guide within relevant SPD.

7.214 Article 4 Directions will continue to be made to restrict forms of development which could have an unsympathetic impact on the character and appearance of individual buildings and terraces.

7.215 Hardstandings in front gardens will not be encouraged especially where this would result in the loss of a landscaped front garden or the potential for soft landscaping or the erosion of the front boundary treatment. Parked cars in front gardens can add visual clutter and be detrimental to the appearance of the streetscene.

Alternative Options - Policy DC4 (Alterations and extensions)

- Prohibit all extensions and alterations in conservation areas to preserve the existing character of the area.
- Encourage design freedom and the development potential of land by removing constraints on the design and dimensions of proposed alterations and extensions

Question 59

What are your views on the approach to alterations and extensions?

Borough-wide Policy DC5**Shopfronts**

In order to improve the appearance of the borough's streets, the council will encourage high quality shopfronts that are designed in sympathy with the age and architectural style of the building concerned, achieving a satisfactory relationship between the ground floor and the rest of the building. The scale of the shopfront should be carefully considered with its proportions, detailing (including vertical and horizontal subdivision) and materials, which have an affinity with the building.

Where an original shopfront or a consistent traditional shopfront remains, the council will expect it to be retained and restored.

New developments which include retail areas should provide a framework into which a shop front of a suitable scale can be inserted.

New shopfronts should be designed to meet the principles of accessible and inclusive design.

The council will also take into account any relevant supplementary planning documents.

Justification

7.216 Shopfronts and their associated advertisements play a vital role in determining the character of our town centres and shopping streets, primarily because they are the part of the building which has direct interface with the public realm, and have an immediate relationship with the human scale. The design of new shop fronts, therefore, needs careful attention.

7.217 Shops in Hammersmith and Fulham are primarily located in the three major town centres of Hammersmith, Shepherds Bush and Fulham and within the network of designated local shopping centres. However, there are also a large number of smaller shopping parades and individual units. The presence of retail use can help to ensure a lively environment in these areas.

7.218 The council is committed to maintaining the vitality and improving the townscape in these areas.

7 Borough-wide Policies

7.219 The cumulative effect of better shopfront designs will be the enhancement of the visual appearance of the borough's shopping streets, thereby improving first impression and quality for users, visitors and potential investors. The emphasis is on good quality design of shop fronts and advertisements which will enhance the character of the shopping street (see Planning Guidance SPD for further detail).

7.220 The key aim is to ensure that shopfronts are not designed in isolation but are considered as an important part of the building in which they are housed. The design of the shopfront should be informed by the architectural style and character of the building and the framework provided by the building within which the shopfront can be integrated.

7.221 In designing new shopfronts it is important to ensure that the entrance is accessible to wheelchairs and pushchairs.

7.222 Where a former retail unit is converted to another use, such as residential, the council will expect the retention of the shopfront, where it is historically or architecturally interesting, and the shop surround of pilasters and fascia where they exist, so that there is no adverse impact on the character of an area.

Alternative Options - Policy DC5 (Shopfronts)

- Expect the retail style appearance of the frontage to be retained along with the shop surround of pilasters and fascia where they exist.

Question 60

What are your views on the approach to shopfronts?

Borough-wide Policy DC6

Replacement windows

Replacement windows should respect the architectural character of the building and its surroundings. In this respect it will be important that the design of replacement windows matches the original windows in terms of material, type and size, method of opening, profile and section, and sub-division.

Justification

7.223 In most buildings, the detailed design of the windows is a fundamental component of the elevation. The character of a façade and its contribution to the street scene can be eroded considerably by inappropriate replacement windows.

7.224 The policy encourages the retention of the uniformity and consistency of the original design of each building, block or terrace in the Borough.

Alternative Options - Policy DC6 (Replacement windows)

- Permit replacement windows of different materials to be used

Question 61

What are your views on the approach to replacement windows?

7 Borough-wide Policies

Borough-wide Policy DC7

Views and landmarks

The council will protect the strategic view of St Paul's Cathedral and important local views shown on the Proposals Map

Local views afforded by the open nature of the borough's riverfront are important in determining the character of each stretch of the riverside. Many heritage assets are located along the river, and it is important that their setting and relationship with the river is preserved or enhanced. The Council will refuse consent where proposed development in these views would lead to substantial harm to the significance of a designated heritage asset and townscape generally, unless it can be demonstrated that the harm is necessary to achieve substantial public benefits that outweigh the harm caused.

1. Development within the Thames Policy Area will not be permitted if it would cause demonstrable harm to the view from the following points:
 - a. From Hammersmith Bridge, the view along the river, foreshore, and riverside development and landscape between Hammersmith Terrace to the west and Fulham Football Ground to the south.
 - b. From Putney Bridge, the views along the river, foreshore and riverside, extending upstream from All Saints Church and its environs, along Bishops Park as far as Fulham Football Ground, and from Putney Railway Bridge the view downstream to the grounds of the Hurlingham Club.
 - c. From Wandsworth Bridge, the view up and downstream of the river, its foreshore and banks, and of commercial wharves and riverside buildings.
2. Development will also not be permitted if it would cause demonstrable harm to the view from within the Thames Policy Area of any of the following important local landmarks identified on the proposals map, or their settings:
 - a. Upper and Lower Mall. The richness, diversity and beauty of the historical waterfront which includes Hammersmith Terrace, Kelmscott House and neighbouring group of listed buildings, and the open space of Furnivall Gardens allowing views of the skyline of Hammersmith and the spire of St. Paul's Church.
 - b. Bishops Park. The parallel avenues of mature London plane trees and dense shrubbery which define the character of this important open space and the riverfront.
 - c. Grounds of the Hurlingham Club. The landscaped edge of the grounds providing glimpsed views to the listed Hurlingham House.
 - d. Hammersmith Bridge. This fine example of a suspension bridge is particularly dominant, and is an important landmark along this stretch of the river.
 - e. Putney Bridge and the adjacent All Saints Church.

Justification

7.225 The London Plan identifies a set of strategically important views of which one, the linear view from King Henry's Mound in Richmond Park to St Paul's Cathedral crosses the borough (see Proposals Map).

7.226 The townscape character of the borough is one of generally tight knit streets of domestic scale architecture with irregular street blocks. This urban form, together with effect of the borough's topography places limitations on the appreciation of mid and long distance views across the area. However, the riverside and open spaces afford some important local key views.

7.227 The council has identified key views and landmarks on the Proposals Map and in both the character profiles for the Conservation Area and in the SPDs for the individual regeneration areas. The views identified make a strong contribution to the character of the townscape in any specific location. The preservation of the essential qualities of any view, or indeed the enhancement of those qualities will be sought. The impact of any proposal on these views will therefore form the basis of any evaluation of a proposal affecting heritage assets and other areas of townscape sensitivity.

7.228 Views within the borough are key elements in determining the character of the townscape and contribute to the interest of areas. The council will seek to ensure that proposed development does not harm these views in terms of location, scale and massing. The council will ensure that significant views in and out of conservation areas shall be safeguarded. Development when viewed from open spaces and along the riverside has great prominence due to the openness of the location and should therefore be of the highest quality. The council will ensure that development which affects the River Thames pays due regard to the riverside's distinctive character, and is of a bulk, massing, scale and appearance which is appropriate to its surroundings.

7.229 The views afforded by the open nature of the riverfront are important in determining the character of each stretch of the riverside in the conservation areas, and will therefore be crucial in assessing the acceptability or otherwise of development proposals along the river's edge. In line with the London Plan, the council has identified a number of views across and along the river which are important to the local scene and which are to be protected. The council has included in this list of important views, all river edges of historical significance, corridor views of particular importance and views towards important landmarks. The views towards specific landmarks can be enjoyed from various viewpoints along the riverside. These views will vary in nature and content, as the viewpoint changes. Locations have been marked on the Proposals Map which represent the longest viewing point towards each landmark.

7.230 The landmarks identified include bridges, areas of open space, and groups of buildings along a historic riverfront. All have strong links with the river and it is important that their setting and relationship with the river is preserved. Bridges are particularly important landmarks. They subdivide the river, and help to define the character of each stretch. Furthermore, bridges are important vantage points and command extensive views along the riverside.

7.231 The council is aware that the landmarks identified are also enjoyed in important views from outside the borough boundary, and will ensure that these are fully considered when assessing the impact of any development which may impinge on these views.

7 Borough-wide Policies

Alternative Options - Policy DC7 (Views and landmarks)

- Focus on the most important views in the borough, namely the riverside prospects

Question 62

What are your views on the approach to views and landmarks?

Borough-wide Policy DC8

Heritage and conservation

The council will aim to protect, restore or enhance the quality, character, appearance and setting of the borough's conservation areas and its historic environment, including listed buildings, historic parks and gardens, buildings and artefacts of local importance and interest, archaeological priority areas and the Fulham Palace Moated site scheduled ancient monument. When determining applications for development affecting heritage assets, the council will apply the following principles:

- a. The presumption will be in favour of the conservation and restoration of heritage assets, and proposals should secure the long term future of heritage assets. The more significant the designated heritage asset, the greater the presumption should be in favour of its conservation.
- b. Proposals which involve substantial harm to, or loss of, any designated heritage asset will be refused unless it can be demonstrated that they meet the criteria specified in paragraph 133 of the National Planning Policy Framework.
- c. Development affecting designated heritage assets, including alterations and extensions to buildings will only be permitted if the significance of the heritage asset is preserved or enhanced or if there is clear and convincing justification. Where measures to mitigate the effects of climate change are proposed, the benefits in meeting climate change objectives should be balanced against any harm to the significance of the heritage asset and its setting.
- d. Applications for development affecting non-designated heritage assets (buildings and artefacts of local importance and interest) will be determined having regard to the scale and impact of any harm or loss and the significance of the heritage asset.
- e. Development should preserve the setting of, make a positive contribution to, or reveal the significance of the heritage asset. The presence of heritage assets should inform high quality design within its setting.
- f. Particular regard will be given to matters of scale, height, massing, alignment, materials and use.
- g. Where changes of use are proposed for heritage assets, the proposed use should be consistent with the aims of conservation of the asset concerned.
- h. Applications should include a description of the significance of the asset concerned and an assessment of the impact of the proposed development upon it or its setting which should be carried out with the assistance of a suitably qualified person. The extent of the requirement should be proportionate to the nature and level of the asset's significance.
- i. Where a heritage asset cannot be retained in its entirety or when a change of use is proposed, the developer should ensure that a suitably qualified person carries out an analysis (including photographic surveys) of its design before it is lost, in order to record and advance the understanding of heritage in the borough. The extent of the requirement should be proportionate to the nature and level of the asset's significance; and
- j. The proposal respects the principles of accessible and inclusive design.

7 Borough-wide Policies

Justification

7.232 Hammersmith and Fulham has maintained a much-valued built heritage, much of which falls within the borough's 45 designated conservation areas (see Proposals Map and Table 5 below). In many of these areas, the street provides a sense of scale and the setting for the consistent terraces of uniform architectural design. Within the borough, there are over 500 statutory Listed Buildings and approximately 2,150 locally designated Buildings of Merit, as well as a number of archaeological priority areas and the ancient monument of the Fulham Palace moated site (see Proposals Map and Appendix 5). The heritage assets make an important contribution to the townscape character of the borough.

Table 5 Conservation Areas

1. St. Peter's Square	16. Fulham Park Gardens	31. The Billings and Brompton Cutting
2. The Mall	17. Sedlescombe Road	32. Ingersoll/Armingier
3. Brook Green	18. Dorcas Estate	33. Coningham Road/Lime Grove
4. Hurlingham	19. Fitz George & Fitz James	34. Gunter Estate
5. Bishops Park	20. Hammersmith Grove	35. Turneville/Chesson
6. Imperial Square	21. Shepherds Bush	36. Lakeside/Sinclair/Blythe Road
7. Studdridge Street	22. Hammersmith Broadway	37. King Street (East)
8. Ravenscourt Park & Starch Green	23. Avonmore & Olympia	38. Colehill Gardens
9. Walham Green	24. St. Mary's	39. Fulham Reach
10. Parson's Green	25. Bradmore	40. Putney Bridge
11. Queen's Club Gardens	26. Melrose	41. Sands End Riverside
12. Wormholt & Old Oak	27. Baron's Court	42. Wood Lane
13. Westcroft Square	28. Crabtree	43. Cleverly Estate
14. Walham Grove	29. Central Fulham	44. Hammersmith Odeon
15. Barclay Road	30. Moore Park	45. Grand Union Canal

7.233 Heritage assets are a non-renewable resource.

7.234 New development should have a good relationship with the character of the surrounding historic context. The character of a conservation area will be derived from the individual buildings within it, their relationship to each other, and the spaces between them; from the townscape in its broadest sense, and from the interrelationship between the public realm, open spaces and the built form. The character of the conservation area may be uniform, or, in larger conservation areas, may vary within its boundaries. The character may also be defined by its land uses and by its archaeological potential.

7.235 The special character of the conservation areas makes it essential that new development accords with their special architectural and visual qualities. The Character Profiles produced for the borough's conservation areas will assist in interpreting the scale, massing, height and alignment of development and also the finer grain elements such as vertical and horizontal rhythms, materials and decorative or architecturally important features. Reference will also be made to street building lines and local building traditions where appropriate. New buildings will not necessarily be required to copy their older neighbours, although there will be places where a facsimile development will be appropriate. The aim should be to promote high quality design which contributes positively to the area, harmonising the new development with its neighbours in the conservation area. Valued historic assets can inform contemporary high quality design.

7.236 The council will protect its listed buildings from demolition or harmful alteration and from development which has a harmful impact on their setting.

7.237 No specific powers other than normal planning controls are available to regulate the use to which listed buildings are put, but the council considers that it is important that these buildings should not be used in a manner which is harmful to their character. It will therefore take every opportunity to persuade those involved to co-operate in finding appropriate uses and may in certain circumstances be prepared to allow a use that would not normally be approved on other policy grounds, provided this will protect the character of the building. The council expects the owners and/or users of listed buildings to play their part in their upkeep, and will use its legal powers to ensure proper maintenance of buildings and their settings.

7.238 The council will work with English Heritage to maintain the Heritage at Risk Register and reduce the number of heritage assets at risk in the borough.

7.239 The council wishes to promote simple and uncomplicated access, into and around listed buildings. The goal is for disabled people or people with mobility problems to use the property in the same way as everyone else. This will call for creative and sensitive solutions though there may be cases where a compromise solution is necessary.

7.240 There are many buildings in the borough, in addition to the listed buildings, which are of merit and which contribute to the character of the locality because of their townscape value, architectural quality or historic associations. Many of these buildings and artefacts are included in a Local Register. Most buildings on the register have been selected through external inspection on the basis of their architectural character and/or their contribution to the visual quality of the street scene. However, there may be instances where the interior of the buildings is valuable. Proposals to add to, or in exceptional cases remove buildings from, the Local Register will be considered as and when appropriate and in consultation with the relevant amenity societies. Furthermore the council may recommend that particular buildings on the Local Register should be added to the Statutory National List of Buildings of Special Architectural or Historic Interest (see Planning Guidance SPD for further detail).

7 Borough-wide Policies

7.241 Locally important buildings are of value in terms of townscape, architectural or historic interest, and it is especially important that they should not be demolished. Any alterations should only be carried out in a way that respects the scale, character and materials of the building (see relevant supplementary planning document).

7.242 There will be a presumption against proposals which would involve significant alteration of, or cause damage to, or have a harmful impact on the setting of, Archaeological Remains of National or Local Importance, whether scheduled or not.

7.243 Applicants will be required to arrange for archaeological field evaluation of any such remains within the archaeological priority areas defined on the Proposals Map before applications are determined or if found during development works in such areas or elsewhere. Proposals should include provision for the remains and their settings to be protected, enhanced or preserved. Where it is accepted that physical preservation in situ is not possible or not merited, planning permission may be subject to conditions and/or formal agreement requiring the developer to secure investigation and recording of the remains and publication of the results. It is therefore important for developers to consult English Heritage at an early stage. New buildings will normally destroy any archaeological remains and therefore these should be excavated by a qualified archaeological unit before work commences. This is because the context of any archaeological find is an essential part of the historical value of any remains. The council considers it is reasonable for a person thus threatening part of the community's heritage to fund adequate excavation, the subsequent academic and popular reports, as well as publicity both for the excavation and the reports. The council will encourage developers to inform local archaeological societies of the start of any archaeological excavation and to make arrangements for public viewing of excavations in progress, wherever possible, and for subsequent analysis, interpretation and presentation to the archaeological and amenity societies and the public of any archaeological results and finds.

Alternative Options - Policy DC8 (Heritage and conservation)

- Permit development without consideration of heritage assets or conservation area designations
- Prohibit development and infrastructure in areas of identified sensitivity, such as conservation areas

Question 63

What are your views on the approach to heritage and conservation?

Borough-wide Policy DC9

Advertisements

The council will require a high standard of design of advertisements which are in keeping with the character of their location and do not impact on public safety and will resist excessive or obtrusive advertising and inappropriate illuminated signs. The design of advertisements should be appropriate to their context and should generally be restrained in quantity and form. The council will use its powers to remove unsightly and inappropriate signs.

Advertisements and hoardings displayed above ground floor level are normally unacceptable.

Hoardings and other large advertisements, such as digital screens will be unacceptable where they are out of scale with their surroundings or are located within or adjacent to areas sensitive to the visual impact of hoardings such as conservation areas, listed buildings and other heritage assets, residential areas, open spaces or waterside land.

Advertisement shrouds secured on scaffolding or buildings will only be permitted in tightly defined circumstances. It is important that the advertisement shroud should not over-dominate the building in terms of its size, height or illumination or spoil the character or appearance of the area. Advertisement shrouds should only be displayed for a limited period.

The display of estate agents boards within Regulation 7 areas will not be permitted.

Justification

7.244 The display of an advertisement can have a considerable impact on the visual amenity of the street scene if its size, design and siting are handled insensitively. The council takes the view that any advertisements requiring consent should not adversely affect the character and visual amenity of individual buildings and streets. This will be particularly important where advertisements affect the borough's heritage assets or their setting. There is one area of special advertisement control in the borough, namely the Mall conservation area.

7.245 The council will continue to seek the removal of inappropriate advertisements. Regulation 7 areas have been designated where the council has received the Secretary of States approval to restrict the display of estate agents boards and these will be kept under review.

Alternative Options - Policy DC9 (Advertisements)

- Not to have any specific criteria controlling advertisements
- Prohibit advertisements in areas of identified sensitivity, such as conservation areas

7 Borough-wide Policies

Question 64

What are your views on the approach to advertisements?

Borough-wide Policy DC10**Telecommunications**

The Council support the expansion of Telecommunications networks, but are keen to avoid any detrimental impact on the local townscape. Proposals for telecommunications development should meet the following criteria:

- a. The proposed apparatus and associated structures should be sited and designed in order to integrate successfully with the design of the existing building, and thereby minimise its impact on the external appearance of the building;
- b. The siting and appearance of the proposed apparatus and associated structures should be compatible with the scale and character of existing development, their neighbours and their setting, and should minimise impact on the visual amenity, character or appearance of the surrounding area;
- c. The siting and appearance of the apparatus and associated structures should not have an adverse impact on conservation areas, listed buildings, buildings of merit or areas of open space;
- d. Where appropriate, proposed apparatus and associated structures should share locations where there is an existing facility.

Justification

7.246 Mobile communications are now considered an integral part of the success of most business operations and individual lifestyles. The Council will support the expansion of telecommunications networks whilst at the same time minimising any detrimental impacts on the visual amenity of the boroughs townscape.

Alternative Options - Policy DC10 (Telecommunications)

- Not to have any specific criteria controlling telecommunications apparatus but to apply general design criteria to assess applications
- Prohibit the development of telecommunications apparatus and infrastructure in areas of identified sensitivity, such as conservation areas

Question 65

What are your views on the approach to telecommunications?

Environmental Issues, including Tackling and Adapting to Climate Change

Climate Change

7.247 New development, including refurbishment schemes need to address issues of climate change. In particular, new development should minimise energy use and the use of other non renewable resources, as well as facilitating an increase in the use of low and zero carbon technologies to help minimise carbon dioxide (CO₂) emissions. This will particularly be required of major developments.

7.248 The risks of flooding from the River Thames and from sewer and surface water flooding are key issues in H&F. As such, they need to be taken into account in planning new developments in the borough. Climate change could result in a higher number of heatwaves and droughts in summer months as well as wetter winters. New developments therefore need to be designed and constructed to withstand and also help to mitigate such impacts.

Borough-wide Policy CC1

Reducing Carbon Dioxide Emissions

The council will require all major developments to implement energy conservation measures by:

- Implementing the London Plan sustainable energy policies and meeting the associated carbon dioxide (CO₂) reduction targets to ensure developments are designed to make the most effective use of passive design measures, minimise energy use and reduce CO₂ emissions;
- Requiring energy assessments for all major developments to demonstrate and quantify how the proposed energy efficiency measures and low/zero carbon technologies will reduce the expected energy demand and CO₂ emissions;
- Requiring major developments to demonstrate that their heating and/or cooling systems have been selected to minimise CO₂ emissions. This includes the need to assess the feasibility of connecting to any existing decentralised energy systems or integrating new systems such as Combined (Cooling) Heat and Power units or communal heating systems, including heat networks;
- Using on-site renewable energy generation to further reduce CO₂ emissions from major developments, where feasible;
- Where it is not feasible to make the required CO₂ reductions by implementing these measures on site or off site as part of the development, a payment in lieu contribution should be made to the council which will be used to fund CO₂ reduction measures in the borough; and
- Encouraging energy efficiency and other low carbon measures in all other (i.e. non-major) developments, where feasible.

7 Borough-wide Policies

Justification

7.249 Local planning authorities have a statutory duty to take action on climate change and include policies in local plans that will help reduce CO₂ emissions. To this end, this policy supports the London Plan's established energy hierarchy approach to encouraging sustainable energy practices in new developments by requiring them to:

- use less energy
- supply energy efficiently
- use renewable energy

7.250 The policy ensures that new developments will be designed to be as energy efficient as possible, helps improve the provision of energy efficient and low emission heating and cooling networks in the borough and also promotes the generation of on-site renewable energy, where this is feasible.

7.251 Where a development has maximised CO₂ emissions reduction on site but still falls short of meeting the required target, a payment in lieu can be made to the council which will be used to implement sustainable energy measures off-site. The payment should be based on the council's accepted price of offsetting carbon emissions and be calculated for a 30 year period, in line with national guidance.

7.252 Energy Assessments will be required to be submitted as part of the supporting information accompanying every application for a major development. Where an assessment such as the Code for Sustainable Homes or BREEAM (or equivalent) is used to determine a development's environmental performance, this must be supplemented with a more detailed Energy Assessment in order to show compliance with the London Plan's CO₂ reduction targets. Further details on the requirements for Energy Assessments are provided in the council's Planning Guidance SPD. Developers are encouraged to use energy performance standards such as PassivHaus to guide development of their Energy Strategies, particularly in relation to reducing demand for heating. The Passivhaus standard can be applied not only to new residential dwellings but also to new commercial, industrial and public buildings and may also be suitable for refurbishment projects where the external appearance of a building would not be harmed as a result of the alterations required.

Alternative Options - Policy CC1 (Reducing carbon dioxide emissions)

- To make no additional requirements and accept construction to the Building Regulation Standards

Question 66

What are your views on the approach to reducing carbon dioxide emissions?

Borough-wide Policy CC2

Ensuring Sustainable Design and Construction

The council will require the implementation of sustainable design and construction measures in all major developments by:

- Implementing the London Plan sustainable design and construction policies to ensure developments incorporate sustainability measures, including, but not limited to, minimising energy use, making the most effective use of resources such as water and aggregates, sourcing building materials sustainably, reducing pollution and waste, promoting recycling and conserving the natural environment;
- Requiring Sustainability Statements (or equivalent assessments such as the Code for Sustainable Homes or BREEAM) for all major developments to ensure the full range of sustainability issues have been taken into account during the design stage; and
- Encouraging the integration of sustainable design and construction measures in all other (i.e. non-major) developments, where feasible.

Justification

7.253 Developments can have a wide range of impacts on the environment and health and well being of residents that need to be properly managed and minimised. This policy ensures that new major developments are designed and constructed to take account of these impacts whilst also helping to reduce the consumption of scarce resources, reduce pollution, enhance open spaces and contribute to the health and wellbeing of residents. Smaller developments are also encouraged to consider sustainable design and construction principles, where this is feasible.

7.254 Any assessments carried out to determine a major development's environmental performance using the Code for Sustainable Homes or BREEAM (or equivalent) must be supplemented with an Energy Assessment which shows compliance with the requirements of Policy CC1 on reducing CO₂ emissions.

7.255 Further details on the requirements for the Sustainability Assessment are provided in the council's Planning Guidance SPD.

Alternative Options - Policy CC2 (Ensuring sustainable design and construction)

- Not to seek sustainable design and construction through planning control.

Question 67

What are your views on the approach to ensuring sustainable design and construction?

7 Borough-wide Policies

Borough-wide Policy CC3

Reducing Water Use and the Risk of Flooding

The council will require developments to reduce the use of water and minimise current and future flood risk by implementing the following measures:

- All planning applications in the Environment Agency's Flood Zones 2 and 3 for new build, changes of use and conversions from a less to a more vulnerable use should include a site specific Flood Risk Assessment (FRA) which assesses the risk of flooding from all sources, in particular tidal, surface and ground water, as well as sewer flooding. Where there is a risk of flooding, appropriate flood proofing measures should be integrated, in accordance with the guidance in the H&F Strategic Flood Risk Assessment;
- Developments in the Environment Agency's Flood Zone 1 are still required to submit an FRA if they are located in one of the borough's Critical Drainage Areas, as defined in the council's Surface Water Management Plan. The FRA should demonstrate how flood risk from sewers and surface water run off will be managed on site without increasing flood risk;
- Developments in the Environment Agency's Flood Zone 1 that include provision of new or extended structures below ground level are still required to submit an FRA if they are located in an area with increased potential for elevated groundwater, as defined in the council's Surface Water Management Plan. The FRA should demonstrate how flood risk from groundwater will be managed on site without increasing flood risk;
- Prior to undertaking a FRA, the developer needs to address the requirements of the National Planning Policy Framework and, where applicable, to carry out the Exception Test. Evidence that the Exception Test has been passed will need to be included in the FRA;
- All developments in the borough, particularly those that increase a site's impermeable area in any of the Critical Drainage Areas, as defined in the council's Surface Water Management Plan, will be required to incorporate Sustainable Drainage Systems (SuDS) to reduce both the volume and speed of surface water run-off, unless there are practical reasons for not doing so. Where installed, SuDS measures should be retained and maintained for the lifetime of the development and details of their planned maintenance should be provided.
- Small-scale developments in Critical Drainage Areas such as householder extensions that increase surface water run-off will be required to manage this increase through the implementation of SuDS measures;
- SuDS should be implemented with the aim of achieving greenfield run-off rates where possible. If this is not feasible, a minimum of at least 50% attenuation of the undeveloped site's surface water run-off at peak times should be achieved;
- All new outdoor car parking areas and other hard standing surfaces shall be designed to be rainwater permeable with no run-off being directed into the sewer system, unless there are practical reasons for not doing so;
- New self contained basement flats will not be permitted in the Environment Agency's Flood Zone 3 areas where there is a risk of rapid inundation by flood waters in the event of a breach of the river's flood defences, unless a satisfactory means of escape can be provided;

- All new developments should include water efficient fittings and appliances, where provided. In addition, major developments and high water use developments should include other measures such as rainwater harvesting and grey water re-use;
- All new development proposals will be required to demonstrate that there is sufficient water and wastewater infrastructure capacity both on and off site to serve the development or that any necessary upgrades will be delivered ahead of the occupation of development;
- Development adjoining the river will be expected to maintain the integrity of river defences and setback development in order to allow maintenance and improvement of the defences.

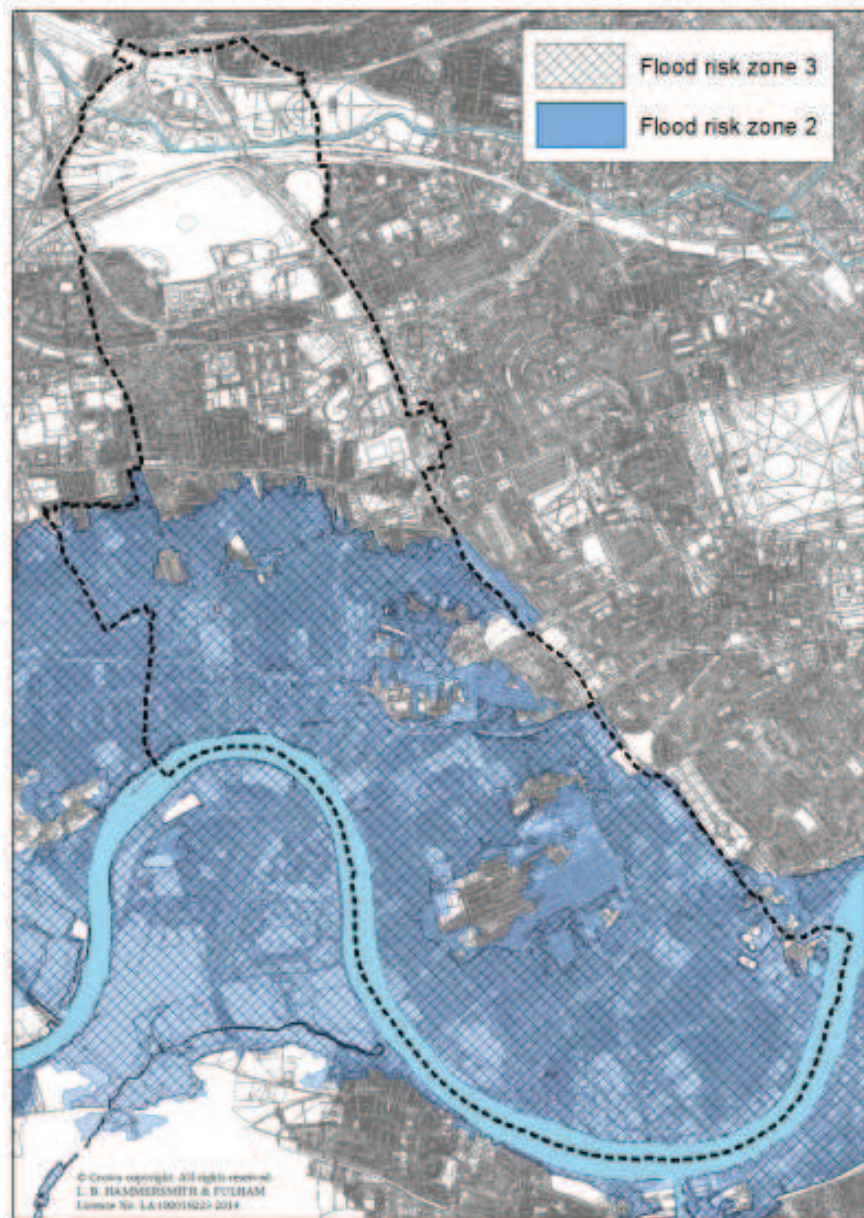
Justification

Map 8

7.256 Over 60% of the borough and about 75% of the population are in the Environment Agency's Flood Zones 2 and 3 (medium-high risk of flooding from the Thames), as shown in Map 9, although the actual extent of tidal flooding from the river is mitigated by existing flood defences.

7.257 Nevertheless, Flood Risk Assessments are required to assess the risk of a failure in river defences and from overtopping of the defence walls and to identify how the risk of a breach of defences will be managed.

7.258 As most of the borough is at risk from some form of fluvial/tidal flooding, it would be unreasonable to restrict development only to Flood Zone 1 in the north of the borough, particularly



as much of this area is at risk from sewer and surface water flooding. The council considers that from a borough-wide perspective, the Sequential Test permits the consideration of

7 Borough-wide Policies

all sites for development, subject to individual sites satisfying the requirements of the Exception Test (see Technical Guidance to the National Planning Policy Framework) and providing an appropriate site specific Flood Risk Assessment. Further guidance on FRA requirements is included in the Hammersmith and Fulham Strategic Flood Risk Assessment, and the Planning Guidance SPD.

7.259 However, there is a restriction on self-contained basements being constructed in areas at risk of rapid inundation by flood waters in the event of failure or breach of the river's flood defences. Such developments are highly vulnerable to flood impacts and there is a potential risk to life unless there is a satisfactory means of escape provided.

7.260 There is an increased potential for elevated groundwater in some parts of the borough, mainly to the south of Goldhawk Road. This needs to be taken into account where basement construction or extensions are planned to ensure that any new development does not increase flood risk by impacting on groundwater flows to the detriment of neighbouring properties. Policy HO11 on basements and lightwells sets out further requirements in this respect.

7.261 Much of the borough is also at risk from sewer and/or surface water flooding and therefore all development, including extensions should also assess the risks from this type of flooding and minimise the impacts of possible future flooding through the implementation of Sustainable Drainage Systems (SuDS) and water efficiency measures. The council's emerging Surface Water Management Plan shows that Critical Drainage Areas cover the majority of the borough. These are areas considered to be at risk of surface water and sewer flooding during severe storms. Sewers in these locations are known to be incapable of carrying all of the surface and foul water directed in to them during periods of heavy rainfall, causing sewer surcharging and surface water flooding. Further details on surface water flood risk in the borough is contained in the council's Strategic Flood Risk Assessment and emerging Surface Water Management Plan documents, available on the council's website.

7.262 SuDS measures detailed in FRAs should clearly demonstrate how they will achieve the required attenuation of peak surface water run-off, in line with the drainage hierarchy outlined in London Plan policy 5.13: Sustainable Drainage. An on-going maintenance programme should also be included for implementation to ensure the effectiveness of the system for the lifetime of the development. To help minimise run off from new areas of hard standing, including car parks, these should be designed to be permeable and allow infiltration of surface water with no run-off being directed to the sewer system (unless there are practical reasons for this not being possible).

7.263 In consultation with Thames Water, developers will be required to demonstrate that there is adequate capacity in the sewer system both on and off site to serve the development and that it would not lead to problems for existing users. In some circumstances, including all major developments impacting on surface or foul water drainage within the catchment of the Counters Creek sewer, this may make it necessary for developers to carry out appropriate studies to ascertain whether the proposed development would lead to overloading of existing infrastructure.

7.264 Developers should be aware that once the SuDs Approval Body (SAB) requirements of the Flood and Water Management Act are enacted, it will be necessary for the drainage system of defined developments to be approved by the (SAB ahead of the commencement of construction work. Developers will therefore need to ensure that the drainage proposals for new developments will be sufficient to obtain approval from the SAB as well as complying with the policies of the London Plan and the Hammersmith and Fulham Local Plan. Where it is intended for surface water flows to be discharged to a sewer, confirmation that capacity exists will need to be sought and provided by Thames Water.

7.265 All development schemes, including minor proposals will be expected to show that they have utilised all available techniques to avoid increasing runoff and to reduce it as far as possible. This could include a combination of options including, but not limited to, the use of green or brown roofs, maximising the area of permeable surfaces, provision of water butts and rainwater harvesting systems, using underground attenuation tanks and flow control mechanisms or direct discharge into watercourses such as the Thames, where this is feasible.

7.266 Landscaping schemes associated with major and minor schemes will be expected to minimise the use of impermeable surfaces, maximising use of permeable materials. Where feasible, the inclusion of rainwater harvesting systems should also be considered as a way of helping to reduce runoff while also reducing potable water usage within developments.

7.267 Water is an increasingly scarce resource, and with an increasing population in Hammersmith and Fulham there is rising demand. There is therefore a need to ensure that new and refurbished buildings are designed to minimise the use of water by installing water efficient fittings and appliances where these are provided as part of the development. Required water efficient fittings include water efficient showerheads, tap fittings and toilets. Water efficient appliances include removable fixtures such as dishwashers and washing machines. As well as reducing water demand, integrating water efficiency measures can help reduce foul water flows from developments. This is particularly important in H&F as the sewer system is a combined system that takes all wastewater, including foul and surface water run-off. Major new developments and those that use high volumes of water such as hotels, offices, schools, commercial and leisure uses will be expected to implement water efficiency measures such as those outlined above, including the collection and re-use of water (grey water recycling) and rainwater harvesting.

Alternative Options - Policy CC3 (Reducing water use and the risk of flooding)

- To resist the location of vulnerable uses in Flood Zones 2 and 3

Question 68

What are your views on the approach to reducing water use and the risk of flooding?

7 Borough-wide Policies

Borough-wide Policy CC4

Water Quality

The council will require that where a private supply or distribution system is proposed as part of a development, the quality of water is assessed so that any required treatment is identified and an on-going monitoring and maintenance plan is established.

Justification

7.268 The availability and supply of water must be assessed in the development of land and the potential for sourcing a supply from water run-off harvesting or utilising groundwater sources may be considered. Potable and non-potable water must meet minimal levels of quality to ensure they do not adversely effect human and animal health, vegetation or other sensitive receptors. It is therefore necessary that when a private supply is to be included in a development that they are appropriately tested, monitored, protected and treated as required.

7.269 In conjunction with a private water supply or complementary to a water supply from the statutory provider, a private distribution system may be installed as part of a development. Standards for the materials used in these distribution systems as well as their layout and flow must be met. Regular inspections and maintenance plans shall be required to ensure distribution system safety.

Alternative Options - Policy CC4 (Water quality)

- Assess whether privately harvested rain water for non- potable uses for small scale developments can be exempt from assessment.
- Clarify which agency will be responsible for carrying out the assessment and the monitoring in relation to the implementation of the policy.

Question 69

What are your views on the approach to water quality?

Borough-wide Policy CC5

Strategic Waste Management

The council will pursue sustainable waste management, including:

- **Planning to manage 348,000 tonnes per annum of waste in H&F by 2031 (or 242,000 tonnes if the revised figure in the Further Alterations to the London Plan are approved);**
- **Promoting sustainable waste behaviour and maximum use of the WRWA Smuggler's Way facility; and**
- **Seeking, where possible, the movement of waste and recyclable materials by sustainable means of transport, including the Grand Union Canal.**

Justification

7.270 London Plan policies are seeking to manage as much of London's waste within London as practicable, and are working towards managing the equivalent of 100% of London's waste (municipal and commercial and industrial waste) arising in London by 2013. H&F's apportioned waste total for 2031, as specified in the London Plan, comprises 152,000 tonnes municipal solid waste and 196,000 tonnes commercial and industrial, although the Further Alterations to the London Plan (FALP) revise these figures to 103,000 and 139,000 tonnes respectively.

7.271 The borough's municipal waste, together with that of the three other boroughs in the Western Riverside Waste Authority area (WRWA), is managed through a riverside site (Smuggler's Way), close to Wandsworth Bridge in the London Borough of Wandsworth. Currently most of the non-recyclable municipal waste is transported by river to an Energy from waste facility in Bexley. The contract which does not expire until the early 2030s does not commit the Waste Authority to a specified amount of waste for incineration and therefore recycling rates can continue to rise without any penalty. Recyclable materials are dealt with by a materials reclamation facility (or MRF) with a capacity for 84,000 tonnes located at WRWA's Smuggler's Way site at Wandsworth. If recycling targets are met there will be a need for further facilities.

7.272 In order to manage increasing tonnages of recyclables and compostable waste there is a need to ensure that major new developments, such as those within the White City Opportunity Area and Earls Court and West Kensington Opportunity Area and Fulham regeneration areas and the development at Imperial Road, make provision for managing their waste on site.

7.273 In addition to the Wandsworth facilities for managing the disposal of municipal waste, H&F currently has two large sites (Old Oak Sidings and EMR site), and some other smaller sites, within the Old Oak Regeneration Area. The London Plan 2011 allocates a tonnage of 348,000 tonnes of waste to be managed in Hammersmith and Fulham by 2031, excluding construction and demolition waste, although the FALP reduces this figure to 242,000 tonnes.

7 Borough-wide Policies

7.274 The Old Oak Sidings site is 3.9ha and has the potential capacity to manage up to 1.6 million tonnes of mainly construction and demolition waste per annum subject to realising the potential of rail and canal for transshipment. However, this site manages a smaller proportion of municipal and commercial and industrial waste streams. It is estimated that up to 200,000 tonnes of municipal, commercial and industrial waste could be managed on this site per annum when this site is fully operational but this will be subject to market variation. The EMR site is 4.4ha and processes about 370,000 tonnes per annum of industrial waste, particularly end-of-life vehicles. This site has a licensed capacity of 419,000 tonnes per annum. In total, both sites will give a surplus capacity of up to 220,000 tonnes of waste managed in Hammersmith and Fulham or 330,000 tonnes if the FALP figures are adopted.

7.275 These sites provide sufficient potential capacity to meet the London Plan 2011 waste allocation and potentially just the Old Oak Sidings (Powerday) site could meet the council's waste apportionment target currently proposed by the FALP. The council will continue to safeguard the Old Oak Sidings site for continued waste management activities however its long term future for continued waste management activities is subject to the council's regeneration proposals for the Old Oak Regeneration Area. The council is investigating alternative ways forward, such as the potential for relocating businesses and pooling apportionment requirements with other authorities, in order to allow regeneration to take place. In addition, major development sites will be expected to sort, process and recover materials on site thereby further increasing H&F's capacity to locally manage waste.

Alternative Options - Policy CC5 (Strategic waste management)

- To designate a part of the White City Opportunity area for a waste management site in accordance with the London Plan

Question 70

What are your views on the approach to strategic waste management?

Borough-wide Policy CC6

On-site Waste Management

All new developments should include suitable facilities for the management of waste generated by the development, including the collection and storage of separated waste and where feasible on-site energy recovery.

- All developments, including where practicable, conversions and change of use, should aim to minimise waste and should provide convenient facilities with adequate capacity to enable the occupiers to separate, store and recycle their waste both within their own residence and via accessible and inclusive communal storage facilities, and where possible compost green waste on site;
- In major development proposals on-site waste management should be provided, particularly for commercial and industrial waste streams;
- Sustainable waste behaviour, including the re-use and recycling of construction, demolition and excavation waste will be encouraged and recyclable materials should wherever feasible be segregated on site, providing there is no significant adverse impact on either site occupants or neighbours. On larger demolition sites the council will expect details of the type and quantity of waste arising and details of proposed methods of disposal, including means of transport.

Justification

7.276 As a Waste Collection Authority (WCA), Hammersmith and Fulham Council collects municipal waste which includes household refuse and recyclables, street sweepings, litter, flytipped materials and commercial/industrial waste. Waste collected by the council is delivered to Western Riverside Waste Authority (WRWA) for disposal or recycling. Mixed recycling comprising glass, metal, paper, cardboard, plastic and cartons is sorted at a Materials Recycling Facility in Wandsworth. Refuse not separated for recycling is disposed of at an Energy from Waste facility in Bexley.

7.277 In 2010/11, 27.3% of household waste collected by the council was recycled. In recent years, the amount of overall waste produced per household has reduced, but is expected to rise again in the future. The council has targets for increasing the amount of waste diverted from disposal, as this delivers an environmental, social and economic benefit to the borough and its residents.

7.278 In order to facilitate the sustainable management of waste in the future it is essential that all developments provide adequate facilities for the separation of waste and recyclables in the home and for its satisfactory storage prior to collection. Where feasible space or facilities for the composting of green waste should also be provided.

7.279 In the Regeneration Areas and other major redevelopment schemes consideration should be given to the provision of on-site waste management in order to facilitate the re-use and recycling of waste generated by the development, particularly for the industrial and commercial waste streams. On-site waste management could have the added benefit of reducing transport trips.

7 Borough-wide Policies

7.280 Construction, excavation and demolition waste should wherever feasible be segregated on site in order to maximise reuse and recycling of the waste. On some smaller construction sites in close proximity to residential or noise dust sensitive uses this may not be possible. On larger sites the council will expect developers to produce a site waste management plan to ensure the efficient handling of waste and materials.

Alternative Options - Policy CC6 (On-site waste management)

- Encourage a greater range of waste management types especially on existing waste transfer sites
- Allocate sites that would be detrimental the achievement of environmental and regeneration objectives

Question 71

What are your views on the approach to on-site waste management?

Borough-wide Policy CC7

Hazardous Substances

The council will ensure the protection of new and existing residents, by rejecting proposals involving provision for hazardous substances that would pose an unacceptable risk to the health and safety of occupants of neighbouring land, and rejecting development proposals in the vicinity of existing establishments if there would be an unacceptable risk to future occupants.

The council will ensure that development takes account of major hazards identified by the Health and Safety Executive, namely:

- Fulham North Holder Station, Imperial Road
- Fulham South Holder Station, Imperial road
- Swedish Wharf, Townmead Road

Justification

7.281 Within the borough are a number of facilities (gas holders and pipelines) which handle and transport hazardous substances. Although the facilities are strictly controlled by health and safety regulations, it is necessary to control the type of development around these sites and to resist new development which might pose a risk to people occupying sites and buildings in the vicinity.

7.282 This policy ensures the protection of new and existing residents by resisting the expansion of, or new developments which would cause an unacceptable safety risk. The council will consult the Health and Safety Executive (HSE) on all hazardous substances consent applications. We will also consult the HSE about certain developments (essentially those that will increase the number of people) within the consultation distances around installations, for example, so that risks presented by installations can be given due weight.

7.283 In Fulham there are three installations handling notifiable substances, including pipelines. Whilst they are subject to stringent controls under existing health and safety legislation, it is important to control the kinds of development permitted in the vicinity of these installations. Circular 04/00 requires that the Health and Safety Executive should be consulted prior to the granting of planning permission about the risks to the proposed development from the notifiable installation and this could lead to refusal of permission, or restrictions on the proximity of development to the notifiable installation. The notifiable sites and pipelines are shown on the Proposals Map, together with the distance from the notifiable site for which consultation with the Health and Safety Executive will be required. The distance from the pipelines in which buildings will not normally be permitted is also listed.

Alternative Options - Policy CC7 (Hazardous substances)

- Delete the policy and rely on existing statutory mechanisms to provide the required controls

Question 72

What are your views on the approach to hazardous substances?

7 Borough-wide Policies

Borough-wide Policy CC8**Contaminated Land**

When development is proposed on or near a site that is known to be, or there is good reason to believe may be, contaminated, or where a sensitive use is proposed, an applicant should carry out a site assessment and submit a report of the findings in order to establish the nature and extent of the contamination.

Development will not be permitted unless practicable and effective measures are to be taken to treat, contain or control any contamination so as not to:

- i. Expose the occupiers of the development and neighbouring land uses including, in the case of housing, the users of open spaces and gardens to unacceptable risk;
- ii. Threaten the structural integrity of any building built, or to be built, on or adjoining the site;
- iii. Lead to the contamination of any watercourse, water body or aquifer; and
- iv. Cause the contamination of adjoining land or allow such contamination to continue.

Any application will be assessed in relation to the suitability of the proposed use for the conditions on that site. Any permission for development will require that the measures to assess and abate any risks to human health or the wider environment agreed with the authority must be completed as the first step in the carrying out of the development.

Justification

7.284 In a heavily built up borough such as Hammersmith and Fulham where there has been a history of heavy industry, land contamination is known to exist. It is important therefore that any land that is known or suspected of being contaminated, or where a sensitive use is proposed, is dealt with before the development takes place.

7.285 Any potential risks associated with contaminated land should be identified and assessed at the planning pre-application stage. Some sites may be contaminated as a result of being in the vicinity of a contaminated site. The risk of this contamination depends on ground conditions and the type of contamination. Where necessary, developers will be required to carry out remediation works and satisfy the council that their development can be safely built and occupied without posing any unacceptable risks to human health or the environment.

7.286 Developers must ensure that their remediation works are sustainable and result from a robust site investigation and risk assessment and that remediation is conducted in-situ when possible to reduce the amount of waste produced which requires transport, and recycle soils and aggregates when possible to avoid the need for disposal hence minimising the pollution of the wider environment. Any investigation or treatment of the contamination must be agreed with the council before they are implemented.

Alternative Options - Policy CC8 (Contaminated land)

- Development should not be permitted unless action is taken to address any contamination on the site so as not to expose future users to any risk.

Question 73

What are your views on the approach to contaminated land?

Borough-wide Policy CC9

Air Quality

The council will seek to reduce the potential adverse air quality impacts of new developments by:

- Requiring all major developments to provide an air quality assessment that considers the potential impacts of pollution from the development on the site and on neighbouring areas and also considers the potential for exposure to pollution levels above the Government's air quality objective concentration targets;
- Requiring mitigation measures to be implemented to reduce emissions, particularly of nitrogen oxides and small particles, where assessments show that developments could cause a significant worsening of local air quality or contribute to the exceedance s of the Government's air quality objectives; and
- Requiring mitigation measures that reduce exposure to acceptable levels where developments are proposed that could result in the occupants being particularly affected by poor air quality.

Justification

7.287 The whole of Hammersmith and Fulham is an Air Quality Management Area for Nitrogen Dioxide (NO₂) and particulate matter (PM₁₀) and the council is implementing measures to help meet national air quality objectives for these and other pollutants. New developments are expected to contribute towards improving local air quality, particularly where they include potentially major new sources of emissions or could significantly increase traffic-generated emissions. Some developments as schools, nurseries, hospitals and care homes for the elderly and also housing may be particularly affected by the potential impacts of poor air quality on the occupants of the development and therefore if such developments are proposed the applicant will be required to show how exposure to pollutants will be reduced to acceptable levels.

7 Borough-wide Policies

7.288 Requiring air quality issues to be considered early in the planning process and to be assessed in detail if necessary (i.e. for developments that may increase local emissions significantly) is the best way of establishing a design led approach to mitigating those emissions and reducing exposure.

Alternative Options - Policy CC9 (Air quality)

- Delete the word 'major' from the first sentence of the policy so that all developments that are affected by poor air quality will require mitigation measures to reduce exposure to unacceptable levels of air quality.

Question 74

What are your views on the approach to air quality?

Borough-wide Policy CC10

Noise

Noise (including vibration) impacts of development will be controlled by implementing the following measures:

- **Noise and vibration sensitive development should be located in the most appropriate locations and protected against existing and proposed sources of noise and vibration through careful design, layout and use of materials, and by ensuring adequate insulation of the building envelope and internal walls, floors and ceilings as well as protecting external amenity areas;**
- **Housing, schools, nurseries, hospitals and other noise-sensitive development will not normally be permitted where the occupants/users would be affected adversely by noise, both internally and externally, from existing or proposed noise generating uses. Exceptions will only be made if it can be demonstrated that adequate mitigation measures will be taken, without compromising the quality of the development; and**
- **Noise generating development will not be permitted, if it would be liable to materially increase the noise experienced by the occupants/users of existing or proposed noise sensitive uses in the vicinity.**

Justification

7.289 The dominant sources of noise in Hammersmith and Fulham are road and rail traffic, construction (including DIY), noisy neighbours, pubs/clubs and other entertainment venues, pavement cafés/outdoor seating and noisy building services, plant and equipment. Aircraft and helicopter noise is also a concern in parts of the borough.

7.290 Noise and associated vibration can affect and have a direct impact on noise sensitive uses, particularly housing, but also other sensitive uses such as schools and hospitals and impact upon people's health and well being. Some areas of the borough are subject to significant noise disturbance. Existing and potential noise levels will be taken into account when assessing a proposal for residential development. Noise levels both inside the dwelling and in external amenity spaces will be considered. The council will therefore require a careful assessment of likely noise levels before determining planning applications.

7.291 Where necessary, applicants will be expected to carry out noise assessments and provide details of the noise levels on the site. Where noise mitigation measures will be required to enable development to take place, an outline application will not normally be acceptable.

7.292 Any proposal (including new development, conversion, extension, change of use) for a noise generating development close to dwellings or other noise sensitive uses will be assessed to determine the impact of the proposed development in relation to these existing uses. In this borough noise generating activities that cause particular problems tend to be late-closing entertainment and food and drink establishments. Also an issue is noise disturbance in existing buildings where sound insulation is inadequate. Proposals for conversions and change of use should minimise noise disturbance from adjoining uses by improving sound insulation and the arrangement of rooms, such as stacking/locating rooms of similar uses above/adjacent to each other.

7.293 Issues of noise and nuisance are considered on a site by site basis having regard to the proposal, site context and surrounding uses in the context of related policies and guidelines.

Alternative Options - Policy CC10 (Noise)

- Amend the policy to permit noise generating or sensitive uses in proximity to each other provided that the duration of noise generated is for acceptably short periods at times when their impact to affected parties would be minimal.

Question 75

What are your views on the approach to addressing noise?

7 Borough-wide Policies

Borough-wide Policy CC11

Light Pollution

The potential adverse impacts from lighting arrangements will be controlled by requiring all developments that include proposals for external lighting including illuminated signs and advertisements, security and flood lights and other illuminations to submit details showing that it:

- is appropriate for the intended use;
- provides the minimum amount of light necessary to achieve its purpose;
- is energy efficient; and
- provides adequate protection from glare and light spill, particularly to nearby sensitive receptors such as residential properties and Nature Conservation Areas, including the River Thames and the Grand Union Canal.

Justification

7.294 External lighting is often required in new developments to help provide a healthy and safe environment and can also be used to enhance the appearance of some buildings and extend the use of other facilities, e.g. outdoor sports facilities. However, excessive lighting can have a negative impact on residents' quality of life, adversely affect wildlife, contribute to 'sky glow' and waste energy. Requiring the submission of details of external lighting in line with the recommendations of the Institute of Lighting Professionals for approval will allow external lighting and its impacts to be controlled and minimised.

Alternative Options - Policy CC11 (Light pollution)

- Adopt a market led approach to lighting control as cost pressures will lead to cost efficient use of lighting
- Ensure that the policy addresses light pollution impacts on natural receptors

Question 76

What are your views on the approach to addressing light pollution?

Borough-wide Policy CC12

Control of Potentially Polluting Uses

All proposed developments (including new buildings, demolition of existing buildings, conversions and changes of use) will be required to show that there will be no undue detriment to the general amenities enjoyed by existing surrounding occupiers of their properties, particularly where commercial and service activities will be close to residential properties. In the case of mixed use developments, similar protection will also be afforded to the prospective residents and other users where there is potential for activities within the new development to impact on their immediate neighbours on the same site.

The council will, where appropriate, require precautionary and/or remedial action if a nuisance for example, from smoke, fumes, gases, dust, steam, light, vibration, smell, noise, spillage of gravel and building aggregates or other polluting emissions would otherwise be likely to occur, to ensure that it will not.

Justification

7.295 Many activities can be a source of nuisance, a hazard to health, or both. The council wishes to encourage enterprise. However, the benefits of any new enterprise or commercial activity must always be set against any adverse effects on the amenities of local residents and existing businesses. It is also necessary to take account of potential impacts within new mixed use developments where new residents and other users could be impacted by activities on the same site or building. Developments that may give rise to environmental nuisance must therefore be designed appropriately, so as not unduly to interfere with the existing and future quality of life in the borough.

Alternative Options - Policy CC12 (control of potentially polluting uses)

- Adopt a market led approach to pollution control

Question 77

What are your views on the approach to controlling potentially polluting uses?

7 Borough-wide Policies

Transport and Accessibility

Borough-wide Policy T1

Transport

To work with strategic partners to improve transportation provision and accessibility in the borough, by improving and increasing the opportunities for cycling and walking, improving bus services, particularly north-south and by seeking better connections to national and regional rail by:

- Seeking a road tunnel replacing all or parts of the A4, including the Flyover through Hammersmith allowing for major new housing, community facilities and office developments within the town centre and improved links to the Thames;
- Continuing to promote major improvements with new stations and enhanced local and sub-regional passenger services on the West London Line;
- Supporting the implementation of a HS2 Crossrail/Great Western interchange at Old Oak with an interchange with the West London Line;
- Extending the Mayor's Bike Hire scheme throughout the borough
- Seeking a new station on the Central Line at Du Cane Road;
- Seeking the increased capacity and reliability of the Piccadilly and District Lines;
- Seeking a routing of the Chelsea-Hackney line (Crossrail 2) via Chelsea Harbour/Sands End;
- Seeking increased use of the Thames and the Grand Union Canal for passenger services and freight use where this is compatible with the capacity of the connecting road network and meets environmental concerns;
- Increasing the opportunities for walking, for example by extending the Thames Path National Trail, and for cycling by supporting the Mayor's Cycling Vision;
- Seeking localised improvements to the highway network to reduce congestion on north-south routes in the borough;
- Securing access improvements for all, particularly people with disabilities, as part of planning permissions for new developments in the borough; and
- Ensuring that traffic generated by new development is minimised so that it does not add to parking pressures on local streets or congestion, or worsen air quality; and
- Relating the intensity of development to public transport accessibility and highway capacity.

Justification

Public transport

7.296 A key objective is to improve public transport and accessibility in the borough, whilst reducing the adverse impact of road traffic and traffic congestion. The level of population and employment growth proposed over the next 20 years will necessitate increased investment in public transport to improve transport accessibility for all users, and the council will work with partners, transport operators and developers to ensure that

this takes place (see also the Infrastructure schedule). The council will also seek to ensure that major new development is located in areas with high levels of public transport accessibility, thereby reducing the need to travel by private car, to minimise energy use and to increase opportunities for walking and cycling. If there is not adequate capacity in the transport system, the council's strategy for growth may be constrained or delayed.

7.297 The borough has historically had poor opportunities for north-south travel on public transport and on the highway network. The council has put considerable effort into promoting the increased use of the West London Line for passenger transport and have secured new stations at West Brompton, Shepherds Bush and Imperial Wharf. However, although services have improved, higher frequency and more action is needed by rail operators to ensure that there is sufficient capacity for the future, particularly in the five proposed regeneration areas. In particular, direct sub-regional services to Gatwick airport must be restored and maintained to provide quick links with the regeneration areas at White City, Earls Court and North Fulham and Old Oak. The possibilities for additional stations should be explored, for example in the North Pole/White City Opportunity area, as advocated by RBKC.

7.298 The Government's decision to support a High Speed Rail Line (High Speed 2) from London to the West Midlands and beyond is welcomed, and this potentially gives a great boost to the council's aspirations for regeneration of large tracts of railway land in the north of the borough. The council believes Old Oak Common could become one of the capital's busiest interchanges, with train links to Heathrow and Bristol to the west, Birmingham to the north, Stratford and Canary Wharf to the east, and Richmond, Clapham Junction and Gatwick to the south. (See also policy for the Old Oak Regeneration Area).

7.299 In addition to improvements to the overground network, the regeneration of the borough also needs to be supported by the underground and bus network. The Council supports the Chelsea-Hackney line (Crossrail 2) scheme, but a diversion through South Fulham Riverside, rather than as currently planned, would greatly assist the regeneration objectives for this area. Elsewhere improvements to increase the capacity on underground routes and the quality of the bus network will also need to accompany the growth in the borough's population and jobs.

The River Thames and Grand Union Canal

7.300 Both the Thames and the Canal are part of London's Blue Ribbon network which the Mayor of London wishes to see provide increased passenger and freight transport. In respect of the Thames, there is now a riverboat service between Putney and Blackfriars which calls at Chelsea Harbour and the main central London piers. However, it only runs at Monday-Friday peak times. The council supports increased passenger service, including services towards Hammersmith and Chiswick, and provision of improved and new piers and other infrastructure that are appropriate and viable. The council also supports greater use of the river Thames for freight movement, particularly for the short to medium term transport of aggregates and construction waste to and from the large redevelopment sites adjacent to the river. However, the council recognises that the transfer of freight between barges and lorries can cause problems of congestion in the local road network and will therefore seek river freight activity on a consolidated site which has the best connections to the Strategic Road Network (i.e to the east of Wandsworth Bridge).

7 Borough-wide Policies

Local Implementation Plan

7.301 The council has developed and is implementing proposals to improve transport in the borough through its second Transport Local Implementation Plan (LIP2), a statutory document in which borough councils are required to show how they will implement the Mayor of London's Transport strategy in their area. The Draft LIP2 was drawn up in close collaboration with the LDF and was adopted in 2011 and updated in September 2013.

Alternative Options - Policy T1 (Transport)

- Identify and safeguard land for bus depots and stands to facilitate provision of (extra) services

Question 78

What are your views on the approach to transport?

Borough-wide Policy T2

Transport assessments and travel plans

All development proposals will be assessed for their contribution to traffic generation and their impact on congestion, particularly on bus routes and on the primary route network, and against the existing and potential availability of public transport, and its capacity to meet increased demand.

The council will require a Transport Assessment (TA), together with a Travel Plan where a development is expected to generate more than a specified number of trips (see indicative thresholds set out below), or during peak hours. Construction Logistics Plans and Delivery and Servicing Plans should be secured in line with TfL's London Freight Plan and should be co-ordinated with Travel Plans.

Justification

7.302 The council expects Transport Assessments (TA) and Travel Plans to be produced in accordance with Transport for London's "Transport Assessment Guidance", published in 2014. This document gives details on the production and content of Construction and Logistics Plans and Delivery and Servicing Plans. The TA will contain information on a range of transportation matters and will assist the council in determining what quantum of development is acceptable in transportation terms and how access can be achieved, as far as possible by means other than the private car.

7.303 A travel plan is a long-term management strategy for an organisation or site that seeks to deliver sustainable transport objectives through an action plan that is regularly reviewed. The travel plan should set targets, objectives and monitoring requirements. The travel plan should include a series of measures, management and funding details that aim to deliver the stated objectives and targets. The travel plan should be secured by a planning obligation and ongoing management.

7.304 A TA will normally be required when a development generates:

- A. More than 750 person trips per day;
- B. More than 300 vehicles per day;
- C. More than 100 person trips during the peak hours;
- D. More than 100 vehicle movements in any single hour; or
- E. More than 15 heavy goods vehicles (hgv) (over 7.5 tonnes) per day; or
- F. Any goods vehicle movements between midnight and 6 am.

7.305 The table below sets out the likely level of floor space which could result in one of more of the above criteria being met. For mixed use developments, if the cumulative total number of trips exceeds any of the criteria, a TA will be required. These are indicative thresholds to assist in the recognition of proposals that may be expected to have significant transport implications.

Table 6 Indicative Thresholds

Land Use	Threshold	Criteria
A1: Foodstore	1000m2 GFA (500m2 NSA)	ABCD
DIY Store	2000m2 GFA (1000m2 NSA)	BDE
A3: Fast Food Restaurant	50 seats	A
	200 seats	AC
B1/A2: Office	3000m2 GFA (1500m2 NSA)	C
B2/7: Industry	2500m2 GFA (1250m2 NSA)	E
B8: Storage and Distribution	2500m2 GFA (1250m2 NSA)	E
C1: Hotel	200 bedrooms	A
	100 bedrooms where other facilities (eg conference rooms) are provided	ACD
C2: Hospitals	250 beds	AB
C3: Dwellings	200 units	B
D2: Cinema/theatre/bingo	>250 seat capacity	A

7 Borough-wide Policies

Land Use	Threshold	Criteria
Sports Centre	>2000m2 GFA	

Note: Transport for London and the council require all schools to produce and maintain an up to date travel plan.

7.306 A TA is required for all planning applications which are referred to the Mayor of London. The criteria for referral are given in the Mayor's Transport Assessments Guidance document.

7.307 The council will encourage developer support for public transport services and infrastructure and associated facilities, through financial contributions, where these improvements are necessary to enable the development to take place.

7.308 The use of river transport is one of the considerations in TfL's Transport Assessment guidance document and the council will encourage the use of river transport by new developments wherever possible, subject to any local environmental concerns.

Alternative Options - Policy T2 (Transport assessments and travel plans)

- Increasing the number of schemes that require a TIA
- Reducing the need for TIAs by raising the threshold

Question 79

What are your views on the approach to transport assessments and travel plans?

Borough-wide Policy T3

Vehicle Parking Standards

The council will require any proposed development (new build, conversion or change of use) to conform to its car parking standards. The council has adopted the car parking standards of the London Plan which are given in the table below.

Justification

7.309 Sufficient car parking will need to be provided to meet the essential needs of developments, particularly ensuring that there are suitable places for disabled people, car clubs and electric cars. Parking space is often an inefficient and unattractive use of land and its impact on local environmental quality should be minimised where car parking is provided in new developments. Additional commuting by car should not be encouraged as it would add to congestion.

7.310 The council's previous standards were generally similar to those in the London Plan but differed in detail and particularly in relating the amount of parking allowed in some types of development to public transport accessibility. However, there is no overriding reason for the Council to retain separate standards from those in the London Plan.

7.311 Residential design guidance will promote housing designs that reduce the impact of parking on local environmental quality, including permitting shared parking on new streets rather than in off-street private car parks.

7.312 Where appropriate, and in accordance with the London Plan, the council will encourage car club bays in new developments, especially those with restricted parking and will aim for 20% of parking spaces in new developments to be equipped with electric car charging points. All electric car and car club spaces should be of an accessible width and length.

Table 7 Hammersmith and Fulham and London Plan Car Parking Standards

Retail Use	PTAL 6 & 5	PTAL 4 to 2	PTAL 1
Food			
Up to 500 sq.m	75	50-35	30
Up to 2500 sq.m	45-30	30-20	18
Over 2500 sq.m	38-25	25-18	15
Non-food	60-40	50-30	30
Town Centre/shopping mall, dept stores	75-50	50-35	30
Maximum retail standards – sq.m of gross floorspace per parking space			

Alternative Options - Policy T3 (Vehicle parking standards)

- Retain borough specific vehicle parking standards

Question 80

What are your views on the approach to vehicle parking standards?

7 Borough-wide Policies

Borough-wide Policy T4**Increasing opportunities for cycling and walking**

The Council will encourage increased bicycle use by seeking:

- The provision of convenient and safe cycle parking and changing and showering facilities, in new developments in accordance with the cycle parking standards shown in the table below; and
- Developer contributions for improvements to cycling infrastructure, including contributions to the extension of TfL's Cycle Hire Scheme.

The council will facilitate walking by requiring larger developments to provide:

- Accessible and safe pedestrian routes within and through the developments; and
- Pedestrian access to the river and canal, where appropriate.

Justification

7.313 Increasing opportunities for safe and quality walking and cycling in the borough will have a number of benefits, ranging from improving people's health and air quality and reducing traffic congestion, to helping to tackle climate change. As well as strategic walking and cycling routes, the council will seek local improvements, including convenient and safe walking routes, cycling changing and parking facilities and signage.

7.314 The Mayor of London has a target of quadrupling cycling in London by 2031 (Mayor's Transport Strategy May 2010) and the Mayor of London's Cycling Vision intends to double cycling over the next 10 years (March 2013). A key element of the strategy to increase cycling is the provision of convenient and secure cycle parking, both at the home and the workplace and other destinations, where complementary changing and showering facilities will be part of the travel plans resulting from the Transport Assessment process (see policy T1 above). Cambridge City Council's "Cycle Parking Guide for New Residential Developments", published in February 2010 is a good example of best practice.

7.315 The cycle parking standards in the table below are minima and will apply to both new build developments and changes of use. They are somewhat higher than those in the London Plan, which are considered by groups such as the London Cycling Campaign to be inadequate to meet the projected needs resulting from the growth in cycling. The London Plan's recent amendments have increased the B1 office standard of one cycle parking space per 250 square metres of GFA to 1 space per 150 square metres of GFA would still only allow less than 13 per cent of staff to cycle to work, a figure that is already significantly exceeded in many workplaces. In some cases the sharing of general town centre cycle parking between, eg office and leisure use, could be considered.

Table 8 Cycle Parking Standards

Location Category	Land Use Category	Location	Cycle Parking Standard
Retail and Services	A1	Shops (including retail warehouse)	1 space per 25 sqm
Financial and Professional	A2	Offices (Businesses and Professional)	1 space per 25 sqm
Food and Drink	A3	Cafes and restaurants	1 space per 25 sqm
	A4	Public Houses and wine	1 space per 25 sqm
	A5	Takeaways	1 space per 25 sqm
Others	SG	Minicab offices	No standard. To be considered on their merits
Business	B1(a) B1 (unrestricted)	Offices	One space per 50 sqm
	B1(b), B1(c), B2 and B8	Research and development, light industry, general industry, warehousing	B1(b), B1(c), and B2: 1 space per 75sqm B8: 1 space per 250 sqm
Residential	C3	Flats and houses	Dwellings with 1-2 bedrooms: 1 space Dwellings with 2+ bedrooms: 2 spaces
Other residential	SG	Houses in Multiple Occupation (HMOs)	1 space per 2 habitable rooms
	C1	Hotels (over 30 beds) and motels	1 space per 20 bedrooms 1 space per 3 staff
	C1	Guest houses and small hotels (less than 30 rooms)	1 space per 4 bedrooms

7 Borough-wide Policies

Location Category	Land Use Category	Location	Cycle Parking Standard
			1 space per 3 staff
	C2	Boarding schools and residential colleges; student halls of residence	1 space per student
	C3	Sheltered Housing	1 space per four units 1 space per 2 staff
Education and Health	C2	Hospitals	1 space per 3 staff 1 space per 3 bedspaces
	D1	Day Centres	1 space per 2 staff
	D1	Adult training centres	1 space per 25 sq.m
	D1	Higher and Further Educational Establishments (vocational and academic)	1 space per 2 students
	D1	Pre-school play and nursery provision	1 space per 2 staff
	D1	Medical and other health practices, including dental, veterinary and alternative medicine	2 spaces per consulting room
	SG	Health practitioners working from their own homes, including dental, veterinary and alternative medicine	2 spaces per consulting room
Leisure	D1	Places of worship	1 space per 8 sq.m
	D1	Community Centres	1 space per 20 sq.m
	D2	Theatres and cinemas	1 space per 3 seats
	D2	Night Clubs	No standard: to be considered on their merits

Borough-wide Policies 7

Location Category	Land Use Category	Location	Cycle Parking Standard
	D2	Health Clubs, Licensed clubs and sports facilities with or without a licensed club house	1 space per 15 sq.m of floorspace plus 1 space per 15 spectator seats.
	D2	Swimming Pools	1 space per 5 sq.m of pool and poolside area
Transport		Rail stations	Meet local demand
		Bus stations	Meet local demand

Alternative Options - Policy T4 (Increasing the opportunities for cycling and walking)

- Base cycle parking standards on an assessment of demand for this mode
- Increase surface level crossings within Hammersmith

Question 81

What are your views on the approach to transport assessments and travel plans?

Borough-wide Policy T5

Housing with reduced parking

Market and intermediate housing with zero or reduced parking will only be considered in areas with good levels of public transport accessibility, where the occupants are unlikely to need a car and where quality of life criteria such as access to shops are satisfied.

Ensure adequate provision of car parking space to meet the needs of blue badge holders.

Ensure that new social/affordable rented housing has sufficient car parking to meet the essential needs of the tenants.

7 Borough-wide Policies

Justification

7.316 Where developers wish to provide dwellings without off-street parking spaces, or where the council believes that the provision of spaces would lead to unacceptable levels of local traffic congestion, residents of those dwellings without allocated spaces will not be entitled to on-street parking permits. This is generally known as “car free housing” but it is more accurately described as “permit-free” or “reduced parking” housing. This avoids increased competition with existing residents for scarce on-street parking spaces. Where permit free or reduced parking housing is permitted, sufficient car parking will need to be provided to meet the needs of blue badge holders. In certain locations, it may be appropriate to provide a small amount of visitor parking to prevent additional on-street parking pressure outside controlled parking hours.

7.317 While each case should be considered on its merits, living without a car is only a viable option in areas of reasonable public transport accessibility and there is a good range of facilities in walking or cycling distance.

7.318 While purchasers of market housing have a choice of which properties to buy, and therefore do not have to move into a property without a parking space, tenants of social rented and affordable rented housing sometimes have more limited choice of housing. The lack of a car parking space could lead to difficulties for holders of certain jobs, such as night shift workers. Experience has shown that the council should be aiming for about 25% of social/affordable rented dwellings to have a parking space.

Alternative Options - Policy T5 (Housing with reduced car parking)

- Retain borough specific vehicle parking standards

Question 82

What are your views on the approach to housing with reduced car parking?

Borough-wide Policy T6

Parking for blue badge holders

Blue Badge parking provision where developments are provided with vehicular access

New developments that include vehicular access should provide at least one accessible, off street car parking bay for Blue Badge holders even if no other general parking is provided as part of the development.

Justification

7.319 The provision of bays should be regularly monitored and reviewed to ensure the level is adequate and that enforcement is effective. Spaces designated for blue badge holders should be located on firm level ground and as close as feasible to the accessible entrance to the building (see also relevant SPD).

Alternative Options - Policy T6 (Parking for blue badge holders)

- Rely on the London Plan policies on disabled parking

Question 83

What are your views on the approach to parking for blue badge holders?

7 Borough-wide Policies

Borough-wide Policy T7**Borough road network - hierarchy of roads**

Development affecting the borough's road network will be regulated according to the council's hierarchy of roads shown on the Proposals Map as follows:

Tier 1: Strategic routes (Transport for London Road Network)

Development will not be permitted if it would prejudice the effectiveness of the strategic route network to provide safe and unobstructed road connections to national and international transport networks, to provide for long distance and commercial traffic to traverse the region, or to reduce traffic demand on lower tier roads. Direct frontage access from development sites to such routes will be resisted unless there is no prospect of alternative access to a lower tier road, and the particular section of frontage concerned already performs lower tier functions, and the safe flow of traffic will be maintained. Proposals likely to increase car commuting into central London along such routes will be resisted.

Tier 2: London distributor roads

Development will not be permitted if it would prejudice the effectiveness of these roads to provide links to the strategic route network, provide access to and between town centres, and distribute traffic to and around, but not within, local areas.

Tier 3: Borough distributor roads

Development will not be permitted if it would prejudice the effectiveness of these roads to distribute traffic to land and property within any local area bounded by the strategic route network and London distributor roads, or introduce additional through traffic on them.

Tier 4: Local access roads

Development will not be permitted if it would prejudice the effectiveness of these roads to provide safe and convenient access to individual properties, or result in their use by through traffic.

Justification

7.320 There are limited opportunities for tackling urban congestion and increasing road capacity in the borough. North–south movements can be particularly difficult, and development schemes, particularly in the regeneration areas, will need to consider how they contribute to improvements to the highways network.

7.321 To achieve the objectives of this policy, the borough's roads are grouped into a hierarchical network - with different roads fulfilling different functions, as follows:

- i. Strategic Routes (TLRN: Transport for London Road Network):

- to provide for the longer journeys and, in particular, for those by buses and goods vehicles;
- to link London effectively to the national road system; and
- to reduce traffic demand on secondary roads so that, in association with traffic restraint policies, they can provide an adequate level of service and, in turn, relieve local roads of through traffic.

These roads form the Transport for London Road Network (TLRN) – Priority Red Routes – in the borough and are controlled by Transport for London (TLRN).

ii. London Distributor Roads whose function is:

- to provide links to the strategic route network;
- to give access to strategic centres for short and medium distance traffic;
- to provide the main bus routes with the provision of bus priority measures where appropriate, and;
- to distribute traffic to and around, but not within, local areas.

Most of the London distributor roads in the borough form part of TfL's "Strategic Road Network" but should not be confused with the TLRN.

iii. Local distributor roads, whose function is:

- to distribute traffic within a local area bounded by strategic and London roads, but not to carry through traffic (i.e. traffic which has neither its origin nor its destination within that area).
- to cater primarily for traffic movements within the borough.

Local distributor roads may be subject to measures to restrict the speed of general traffic flow. Restrictions on the types of vehicle which can pass along the road may be introduced as part of an agreed traffic restraint or reduction strategy. Some categories of frontage development are not suited to this category of road, particularly at critical junctions.

iv. Local access roads, whose function is:

- to provide final access to destination only;
- primarily for use by residents and pedestrians.

Local roads will frequently provide opportunities to provide safer routes for cyclists and pedestrians.

7.322 The strategic, London distributor, borough distributor and certain local access roads are shown on the Proposals Map. A schedule of individual roads is included in the table below.

7 Borough-wide Policies

Table 9 Hierarchy of Borough Roads

Hierarchy	Roads
<p>A. Strategic Routes (Transport for London Road Network)</p>	<p>A4: Great West Road (including the slip roads to Hammersmith Bridge Road)/ <i>Hammersmith Flyover/Talgarth Road (east of Butterwick)/ West Cromwell Road</i></p> <p>A40/A40(M): Westway, including slip roads to Wood Lane and A3320 Roundabout</p> <p>A3320: West Cross Route / Holland Park Roundabout.</p>
<p>B. London Distributor Roads</p>	<p>A217: Wandsworth Bridge Road/Wandsworth Bridge</p> <p>A219: Scrubs Lane/Wood Lane (north of Westway)</p> <p>A219: Shepherds Bush Road</p> <p>A219: Butterwick/Queen Caroline Street (north of Talgarth Road)/Talgarth Road (west of Butterwick)/Fulham Palace Road/Fulham High Street/Putney Bridge Approach/Putney Bridge</p> <p>A304: Fulham Road/Fulham Broadway/Fulham Road</p> <p>A306: Hammersmith Bridge/Hammersmith Bridge Road</p> <p>A308: New King's Road/King's Road</p> <p>A315: Hammersmith Broadway/Hammersmith Road (west of Butterwick)</p> <p>A40: Wood Lane (south of Westway)/Uxbridge Road (east of Wood Lane)/Shepherd's Bush Green</p> <p>A402: Goldhawk Road</p> <p>A4020: Uxbridge Road /Shepherds Bush Green</p>
<p>C. Local Distributor Roads</p>	<p>A315: King Street/Studland Street (south of Glenthorne Road) / Glenthorne Road (east of Studland Street and west of Beadon Road)/Beadon Road</p> <p>A315: Hammersmith Road (east of Butterwick)</p> <p>A3218: Lillie Road</p> <p>A3219: Munster Road (north of Dawes Road)/Dawes Road (west of North End Road)</p>

Hierarchy	Roads
	<p>B317: North End Road (south of Dawes Road)</p> <p>B408: Askew Road: Old Oak Common Lane/Old Oak Road: Hopgood Street/Macfarlane Road (east of Hopgood Street).</p> <p>B317: North End Road (north of Dawes Road)</p> <p>B318: Harwood Road</p> <p>B408: Paddenswick Road/Dalling Road (south of Paddenswick Road and north of Glenthorne Road)/Glenthorne Road (west of Studland Street)</p> <p>B409: Stamford Brook Road</p> <p>B412: North Pole Road: Bloemfontein Road:Du Cane Road: Glenthorne Road (east of Beadon Road): Hammersmith Grove (south of Glenthorne Road)</p>
D. Local Access Roads	<p>i. Retaining an essential through traffic function in the short to medium term:</p> <p style="padding-left: 40px;">B408: Dalling Road (south of Glenthorne Road) : Coningham Road : Emlyn Road/Larden Road: Hammersmith Grove (north of Glenthorne Road): Munster Road (south of Dawes Road): Parson's Green Lane/Parson's Green (west side): Townmead Road (south of Imperial Road)/ Imperial Road/Harwood Terrace/Bagleys Lane (north of Harwood Terrace) and Waterford Road (north of Harwood Terrace and south of King's Road). Brook Green</p> <p>ii. Other: All roads not included in classifications above.</p>

7.323 The classification of roads to fulfil different functions has implications for areas adjacent to them, and for their uses. It also allows proper account to be taken of the functions intended for different roads when development proposals are under consideration. In the short term, local access roads and, to a lesser extent, borough distributor roads, and development related to them, will benefit from measures which will improve environmental conditions for essential traffic and allow them to fulfil better their local access function. It is the council's intention that proposed developments fronting on to the strategic and London distributor road network should have regard to environmental conditions in terms of land-use, internal room arrangements and sound insulation measures.

Alternative Options - Policy T7 (Borough road network – hierarchy of roads)

- Rely on other policies within the Local Plan to assess development on strategic and local roads.

7 Borough-wide Policies

Question 84

What are your views on the approach to managing the borough road network?

8 Delivery and Implementation of the Local Plan

Delivery and implementation

The council will implement the policies and proposals of the Local Plan by:

- working with stakeholders and partner organisations through a variety of fora and other arrangements, including Ward Panels;
- preparing other Local Plan documents, supplementary planning documents, joint Opportunity Area Planning Frameworks (OAPFs) development briefs, master plans and best practice guidance where necessary;
- utilising development management powers, including pre-application discussions and involving partner organisations where appropriate;
- having regard to the financial viability of development in the following ways:
 - Plan-making
 - CIL charge-setting
 - Negotiating Section 106 Agreements ('106s'), including for affordable housing
- allocating council funding and seeking other monies for projects which support the Local Plan; and
- preparing authority monitoring reports on an annual basis to review the effectiveness of policies and identifying alterations where necessary.

Justification

Stakeholders and partner organisations

8.1 Responsibility for the successful implementation of the policies within the Local Plan falls not only upon the council as local planning authority and in some cases as the land owner or service provider, but also upon the council's partners and other stakeholders, including neighbouring boroughs, the GLA and other public and private sector organisations, especially with regard to strategic matters.

8.2 In addition, landowners and developers will be important partners in the regeneration of the borough. Much of the land in the regeneration areas is held by private landowners and their commitment and active involvement is required to implement this strategy. There are ongoing discussions with these key landowners and stakeholders to determine the way forward for development and the council has adopted or is preparing area frameworks for each of the identified regeneration areas. In some cases there are opportunities to consider joint schemes with private landowners or developers holding adjacent or nearby sites which could involve joint ventures or special purpose vehicles, subject to European Union procurement rules.

8 Delivery and Implementation of the Local Plan

Development Management

8.3 It will be through development management processes, including pre-application discussions and Ward Panels that the council will seek to implement many of the policies and proposals in the Local Plan. The council will also consider, when appropriate, the use of compulsory purchase powers to enable land to be developed, redeveloped or improved to help deliver regeneration. The council will usually try to negotiate with the owner, but if the owner refuses to sell, the council can start the process that will allow it to buy the land or property.

Provision of detailed guidance and encouraging development

8.4 The council's pro-active planning approach to regeneration will be supported by a number of planning documents and detailed guidance. In particular the council will prepare other Local Plan documents, Supplementary Planning documents (SPDs), joint Opportunity Area Planning Frameworks (OAPFs), development briefs, master plans and best practice guidance where necessary. The council has adopted or is preparing the documents below:

- the White City Opportunity Area Planning Framework (adopted October 2013)
- Earls Court and West Kensington Opportunity Area Joint SPD (adopted March 2012)
- South Fulham Riverside SPD (adopted January 2013) ; and
- Old Oak: A Vision for the Future (consultation June 2013).

8.5 More detail on each of the area frameworks can be found in the relevant sections of the Local Plan and more detail on the timescale and portfolio of Local Plan documents can be found within the council's Local Development Scheme.

8.6 The preparation and implementation of area frameworks provides a focus for discussions with the landowners and developers and with the infrastructure providers who are key to the delivery of the council's strategy for each area. They are also important in explaining to local residents and other stakeholders how the strategy for their area affects them and enables them to get involved at an early stage in the regeneration of their area.

Viability

8.7 With regard to viability, the NPPF requires local planning authorities to, *inter alia*:

- Work closely with the business community to identify and address barriers to investment, including viability (paragraph 160);
- Give careful attention to viability and costs in plan-making and decision-taking (paragraph 173);
- Ensure the sites and scale of development identified in the plan should not be subject to such a scale of obligations and policy burdens that their ability to be developed viably is threatened (paragraph 173);
- Assess the likely cumulative impacts on development in their area of all existing and proposed local standards, SPDs and policies, when added to nationally required standards to ensure the implementation of the plan is not put at serious risk (paragraph 174); and
- Consider, where practical, working up and testing Community Infrastructure Levy (CIL) charges alongside the Local Plan (paragraph 175).

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8.8 The NPPG on Viability provides further detail and states that the requirement to assess viability “should not undermine ambition for high quality design and wider social and environmental benefit but such ambition should be tested against the realistic likelihood of delivery” (paragraph 1).

8.9 In particular, for CIL, the CIL Regulations 2010 (as amended) require charging authorities to strike an appropriate balance between funding infrastructure and the impact on economic viability (Regulation 14(1)) and CIL guidance elaborates further on this. Further detail on CIL and viability can be found in the emerging CIL Charging Schedule documentation.

8.10 The council considers that its policies together with its emerging CIL charges are deliverable and allow development to be viable as defined by paragraph 173 of the NPPF, i.e. “provide competitive returns to a willing land owner and willing developer to enable the development to be deliverable”. The evidence for this is provided in the following documents:

- LBHF CIL Viability Study (April 2014) (Peter Brett Associates for LBHF)
- White City Opportunity Area Development Infrastructure Funding Study (WCOA DIFS) Original Report (September 2012) and Final Report (May 2013) (AECOM and Deloitte for LBHF, GLA)
- South Fulham Riverside Delivery and Infrastructure Funding Study (SFR DIFS) (March 2012) (CgMs for LBHF)
- Earls Court and West Kensington Opportunity Area Viability Summary (November 2011) (DVS for LBHF, RBKC, GLA)

Funding sources

8.11 The council will allocate council funding and seek monies for projects which support the Local Plan. More detail on funding for infrastructure is provided in the Infrastructure Schedule as summarised in Chapter 10.

Monitoring

8.12 To enable the council to know whether the Local Plan policies and programmes for infrastructure are achieving their objectives and targets, the council will monitor policies and infrastructure delivery and prepare Authority Monitoring Reports (AMRs) on an annual basis.

8.13 Section 113 of the Localism Act 2011 amended section 35 of the Planning and Compulsory Purchase Act 2004 which sets out the requirements for AMRs. Regulation 34 of The Town and Country Planning (Local Planning) (England) Regulations 2012 provides further detail on these requirements which are also reflected in the National Planning Practice Guidance on Local Plans. The requirements are summarised here. The AMR must:

- Identify the timetable for preparation and stages reached (including adoption and dates) for each Local Plan document or Supplementary Planning Document (SPD) listed in the council’s Local Development Scheme (LDS), and the reasons for any slippage in achieving the timetable;
- Identify the extent to which the council is, or is not, implementing policies in the Local Plan and, where policies are not being implemented, explain the reasons why and the steps intended to be taken to ensure that the policy is implemented;

8 Delivery and Implementation of the Local Plan

- Specify the council's progress in meeting targets for net additional dwellings or affordable dwellings for both the period in respect of which the report is made and the period since the policy was first published, adopted or approved;
- Detail any made neighbourhood development orders or neighbourhood development plans;
- Contain monitoring information required by the Community Infrastructure Levy (CIL) Regulations 2010 (as amended); and
- Give details of what action the council has taken regarding the duty to cooperate.

8.14 The detailed monitoring indicators are listed in Appendix 6.

9 Planning Contributions and Infrastructure

Planning contributions and infrastructure planning

The council will seek planning contributions to ensure the necessary infrastructure to support the Local Plan is delivered using two main mechanisms:

Community Infrastructure Levy (CIL)

The council will charge CIL on developments in accordance with the CIL Regulations (as amended) and the H&F CIL Charging Schedule (emerging), once in effect.

The council will spend CIL on:

- Infrastructure in accordance with the H&F Regulation 123 (R123) List (emerging);
- Projects identified for 'Neighbourhood CIL'; and
- CIL administration expenses (no more than the statutory cap).

Section 106 Agreements ('S106s')

The council will seek to negotiate S106s, where the S106 'tests' are met, for:

- The provision of infrastructure projects or types *not* specified on the R123 List (through either financial contributions or 'in kind' delivery); and
- Non-'infrastructure' provisions, such as for affordable housing (see policy H2) and S106 monitoring expenses.

Community Infrastructure Levy (CIL)

The CIL is a charge levied on the net increase in floorspace arising from development in order to fund infrastructure that is needed to support development in the area.

The council is in the process of setting a CIL charge which is intended to come into effect in 2015. The council will spend CIL on:

- Infrastructure in accordance with the H&F Regulation 123 (R123) List (emerging) following appropriate consultation;
- Projects identified for 'Neighbourhood' CIL' (up to 15-25%) following appropriate consultation; and
- CIL administration costs (no more than the statutory cap, which is currently set at 5%).

Further details of the council's emerging CIL can be found at www.lbhf.gov.uk/cil.

9 Planning Contributions and Infrastructure

It should also be noted that the Mayor of London's CIL Charging Schedule has been in effect since April 2012 and the council collects this CIL on behalf of the Mayor as part of the funding package for Crossrail. The Mayor of London's Use of Planning Obligations in the Funding of Crossrail, and the Mayoral CIL SPG (April 2013) provides further guidance on the operation of the Mayoral CIL. London Plan Policy 8.3 Community Infrastructure Levy provides strategic planning policy on CIL and states that the "Mayor will work with Government and other stakeholders to ensure the effective development and implementation of the CIL".

Section 106 Agreements (S106s)

S106s are planning obligations or undertakings which can be agreed between a landowner and local planning authority relating to a planning permission and are normally used where planning conditions cannot adequately control the development and/or to secure the provision of necessary infrastructure

Section 106 (S106) of the Town and Country Planning Act 1990 (as inserted by S12 of the Planning and Compensation Act 1991) states that any person interested in land in the area of a local planning authority may, by agreement or otherwise, enter into an obligation:

- a. restricting the development or use of the land in any specified way;
- b. requiring specified operations or activities to be carried out in, on, under or over the land;
- c. requiring the land to be used in any specified way; or
- d. requiring a sum or sums to be paid to the authority on a specified date or dates or periodically.

The S106 'tests' have been put into statute in R122(2) of the CIL Regulations 2010 (which are replicated exactly in paragraph 204 of the NPPF and the NPPG on Planning Obligations) and states that a planning obligation may only constitute a reason for granting planning permission for the development if the obligation is:

- a. necessary to make the development acceptable in planning terms;
- b. directly related to the development; and
- c. fairly and reasonably related in scale and kind to the development.

R123 of the CIL Regulations includes provisions to ensure the local use of CIL and S106s do not overlap and limits pooled contributions from S106s towards infrastructure which may be funded by CIL.

London Plan Policy 8.2 Planning Obligations provides strategic planning policy on S106s and states that "Boroughs should set out a clear framework for negotiations on planning obligations in DPDs having regard to relevant legislation, central Government policy and guidance and local and strategic considerations".

Infrastructure Planning

The NPPF suggests that planning has an economic, social and environmental role to deliver sustainable development involving using the planning system to contribute to "building a strong, responsive and competitive economy... including the provision of infrastructure" (paragraph 7).

Planning Contributions and Infrastructure 9

The NPPF sets out a core planning principle that planning should “take account of and support local strategies to improve health, social and cultural wellbeing for all, and deliver sufficient community and cultural facilities and services to meet local needs” (paragraph 17). It also states that “Planning policies should recognise and seek to address potential barriers to investment, including a poor environment or any lack of infrastructure” (paragraph 21) and goes on to state that LPAs should “work closely with the business community to understand their changing needs and identify and address barriers to investment, including a lack of housing, infrastructure or viability” (paragraph 160).

The Local Plan sets out the council’s approach to regeneration and development in the borough over the next 20 years.

The Infrastructure Schedule also draws upon the more detailed area-based planning guidance provided in the White City, Earls Court and West Kensington, South Fulham Riverside and Old Oak areas. In particular, further detailed infrastructure planning work has been undertaken in the form of ‘Development Infrastructure Funding Studies’ (DIFS) for both White City and South Fulham Riverside.

The key infrastructure categories are set out below, with further detail on related strategies, partner organisations, specific projects, timescales and funding in Appendix 6 (Infrastructure categories & relevant strategies) and the Infrastructure Schedule (Appendix 8).

Infrastructure Category	Sub-Categories
Adult Social Care	Adult Social Care
	Health
Children’s Services	Early Years
	Primary Schools
	Secondary Schools
	Youth
Environment, Leisure & Residents’ Services	Culture
	Community Safety
	Emergency Services
	Leisure
	Parks
	Waste & Street Enforcement
Finance & Corporate Governance	Community Investment
Housing & Regeneration	Housing & Regeneration

9 Planning Contributions and Infrastructure

Infrastructure Category	Sub-Categories
	Economic Development, Adult Learning & Skills
Libraries & Archives	Libraries & Archives
Transport & Technical Services	Energy
	Environmental Health
	Drainage & Flooding
	Highways
	Transport

It should be noted that the council works on a 'Bi-Borough' basis with the neighbouring Royal Borough of Kensington and Chelsea and on a 'Tri-Borough' basis with the City of Westminster Council for a number of services within these infrastructure categories.

10 Monitoring

10.1 The council will monitor the policies in the Local Plan to assess how well they are achieving their objectives. In the main this will be carried out through monitoring the indicators set out in Appendix 8. The monitoring results will be included in the council's annual monitoring reports (AMRs).

10 Monitoring

11 Glossary

ACE is an abbreviation for arts, culture and entertainment activities.

Affordable Housing Includes social rented, affordable rented and intermediate housing (see definitions below), provided to specific eligible households whose needs are not met by the market. Affordable housing should:

- Meet the needs of eligible households including availability at a cost low enough for them to afford, determined with regard to local incomes and local house prices
- Include provision for the home to remain at an affordable price for future eligible households or, if these restrictions are lifted, for the subsidy to be recycled for alternative affordable housing provision

The affordable housing definitions are from the NPPF Annex 2: Glossary. Eligible households can earn up to £60,000 per annum (as at 2009). The definitions do not exclude homes provided by private sector bodies or provided without grant funding.

Where such homes meet the definition above, they may be considered, for planning purposes, as affordable housing. Whereas, those homes that do not meet the definition, for example 'low cost market' housing, may not be considered, for planning purposes, as affordable housing.

Affordable Rented housing is rented housing provided by registered providers of social housing, that has the same characteristics as social rented housing except that it is outside the national rent regime, but is subject to other rent controls that require it to be offered to eligible households at a rent of up to 80 per cent of local market rents.

Air Quality Management Area (AQMA) An area which a local authority had designated for action, based upon a prediction that Air Quality Objectives will be exceeded.

Archaeological Priority Areas are areas of particular archaeological importance or vulnerability in the Borough which have been identified by the council with the advice of English Heritage. In these areas the council's policies and proposals for archaeological sites will particularly apply. Planning applications affecting such areas will generate appropriate consultation, which could in turn lead to further processes of site assessment.

Back addition generally means that part of a Victorian or Edwardian dwelling (which predominate in this Borough) which projects beyond the rear wall of the main part of the building and is usually of a lesser height and width. This part of the building was designed to be subordinate to the main building and normally contained subsidiary accommodation i.e. kitchens, sanitary facilities and secondary bedrooms. It enabled the developer to achieve a greater density with a narrower frontage whilst still providing some light and air to rooms at the rear.

11 Glossary

Biodiversity This refers to the variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity. Biodiversity has a value in its own right and has social and economic value for human society.

Blue Badge Blue parking badges allow cars carrying disabled people to be parked near shops, stations and other facilities, and in LBF controlled parking zones and meter parking bays. Blue Badges can only be issued to people who meet the eligibility criteria. They can be used in any car the badge holder is driving or is a passenger in.

Building Research Establishment's Environmental Assessment Methodology (BREEAM) is the methodology for measuring the environmental performance of nearly every land use, including schools, health care or bespoke uses. BREEAM for new residential development (in the form of EcoHomes) has been replaced by the Code for Sustainable Homes.

Code for Sustainable Homes is the Government's national standard for measuring the environmental performance of new residential development. Credits are awarded for energy, water, drainage, materials, waste, pollution, health and well being and site ecology.

Combined Heat and Power (CHP) The combined production of electricity and usable heat is known as Combined Heat and Power (CHP). Steam or hot water, which would otherwise be rejected when electricity alone is produced, is used for space or process heating. The provision of cooling can be added to create Combined Cooling, Heat and Power (CCHP).

Car Clubs, also known as Community Car Pooling schemes, are aimed at sharing the ownership and use of cars. Owning a car is expensive, but individual journeys are relatively cheap. Once a car is acquired it also acts as a disincentive to using public transport. Community car sharing schemes are one solution which has proved very successful in Europe and is now being looked at in trials in Britain. The principle is different from conventional car hire in that the cars are kept locally and can be used at short notice and for short periods of time. Community Car Pooling Schemes ensure that cars are available when people really need them, but reduce unnecessary use and pressure for parking spaces.

Community facilities Community Facilities include the following uses:

- Community Uses:
 - Education

- Schools, Colleges, Universities, Adult Learning, Training, Children’s Centres, Nurseries, Creches
- Healthcare
 - Hospitals, Community Health Services, General Practitioners
- Emergency Services
 - Police, Fire, Ambulance, Criminal Justice
- Community Services and Third Sector
 - Community Halls / Meeting Rooms / Public Houses / Hubs, Religious Meeting Places, Libraries, Young People’s Facilities
- Arts, Cultural and Entertainment Uses:
 - Tourism, Cinemas, Theatres, Museums, Galleries, Concert Halls, Public Houses
- Leisure, Recreation and Sports Uses:
 - Sports Halls Pitches, Courts, Professional Sports Clubs, Gymnasiums, Swimming Pools, Athletics Facilities, Bowling Greens, Dance Halls, Ice Rinks

Community Infrastructure Levy (CIL) The discretionary charge on development which Local Planning Authorities will be empowered to make in order to fund local infrastructure requirements.

Conservation Area The statutory definition of a conservation area is ‘an area of special architectural interest, the character of which it is desirable to preserve *or enhance*’.

Contaminated land defined in section 78A(2) as any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land, that -

(a) significant harm is being caused or there is a significant possibility of such harm being caused, or;

(b) pollution of controlled waters is being, or is likely to be, caused.

11 Glossary

Decentralised Energy Power generation in the UK is still largely centralised with large power stations generating electricity which is distributed over large distances via the National Grid. Generating power on a smaller scale and closer to the end user (i.e. decentralised), is much more energy efficient and can generate potential cost savings for users. Decentralised energy generation using CHP or renewable energy technologies can help significantly reduce carbon dioxide emissions.

Density relates to the amount of residential accommodation in any given area. It is measured by calculating the number of habitable rooms and dwellings per hectare or acre. For individual sites the gross site area is the appropriate unit of measurement.

Dormer window or extension means a projecting vertical window in the sloping roof of a house (OED definition). The council considers that any roof extension which takes less than 50% of each roof slope to the original dwelling house can be classed as a dormer window or dormer window extension provided that such an extension does not involve raising either party wall

Employment use This is defined as all Class B Uses and similar uses that are classified as sui generis (Town and Country (Use Classes) Order 1987 (as amended)).

Energy Assessment A report evaluating the energy use of a proposed development which shows how it has been designed to reduce carbon emissions in line with the council's Development Plan policies on tackling climate change. The assessment should show how energy efficiency measures, including passive design and low and zero carbon technologies such as decentralised communal energy systems and renewable energy generation will be implemented to reduce energy use and minimise CO2 emissions.

Energy efficiency This is about making the best or most efficient use of energy in order to achieve a given output of goods or services, and of comfort and convenience. This does not necessitate the use of less energy, in which respect it differs from the concept of energy conservation.

Environmental Impact Assessment In these assessments, information about the environmental effects of a project is collected, assessed and taken into account in reaching a decision on whether the project should go ahead or not (DETR Nov 2000).

Family dwelling generally means a dwelling containing three or more bedrooms

Flood Risk Assessment Flood Risk Assessments (FRA) are required when a planning application is submitted. This requirement is set out in the Government's policy on development and flood risk as stated in paragraphs 10-13 of Planning Policy Statement 25

Green corridors can be defined as extensive contiguous areas of trees and open space which straddle or run along the major road, rail and river/canal routes into London. They may be narrow, often only the "unused" margins of development, but are of value as habitats for wildlife and plants and local landscape features and because they may link nature conservation areas. Certain transport routes, such as the Thames and the Canal, also act as corridors for animals and plants in the same way as green corridors. However these have been designated as nature conservation areas because of their greater nature conservation importance, and are not shown as green corridors.

Green roofs A green roof is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane. It may also include additional layers such as a root barrier and drainage and irrigation systems.

Gross floor area means the overall area of the building on each floor below or above ground.

It includes at each floor level:

- (i) the thickness of internal and external walls;
- (ii) stairs, service ducts, lift shafts, corridors and halls;
- (iii) any covered passage (other than a public right of way);
- (iv) cloakrooms, lavatories, kitchens and restaurants; and
- (v) basement areas (other than those used for car parking or for bank vault, strong room, safe deposit or plant room purposes).

Any space allocated for car parking, for loading and unloading commercial vehicles and for public transport operational purposes shall be excluded from gross floor area, as shall any roof-top plant.

Rooms and other spaces which continue through two or more normal floors of the building (e.g. theatres, lecture halls, and atria) will be assessed as occupying that number of floors, except where it is assured (preferably by legal agreement) that those spaces shall not be used for the subsequent provision of additional floorspace by the insertion of extra floors.

11 Glossary

A habitable room is any room used or intended to be used for dwelling purposes above 6.5 sq.m. (70 sq.ft.) in floor area except for kitchens of less than 13 sq.m. (140 sq.ft.), bathrooms and WCs. Utility rooms will not be included as habitable rooms if they have direct access to kitchens and provided they do not exceed 6.5 sq.m. (70 sq.ft.) or the kitchen and inter-connecting utility room together do not exceed 13 sq.m. (140 sq.ft.). If a habitable room has a net floor area exceeding 20.5 sq.m. (220 sq.ft.), that area shall be assessed at the rate of one habitable room per 20.5 sq.m. (220 sq.ft.) or part thereof, but an exception may be made in the case of accommodation designed to be used exclusively as one-room sheltered and other special-needs housing units.

Gross site area applies to density calculations for residential purposes and means the area of the site plus an area calculated by multiplying the length of the site's frontage onto adjoining street(s) by half the width of the street(s) (up to a maximum of 6m (20ft.)) subject to the area thus added being no more than 10% of the net site area. No part of any river or canal or railway (or its embankments) or of any public open space shall be used in density calculations. Private open space to be used exclusively in association with a proposed development (including that provided for communal use) shall be included with the gross site area.

Hazardous substance Any substance which is dangerous because it is very toxic, toxic, harmful, corrosive or irritant. Major hazards comprise a wide range of chemical process sites, fuel and chemical storage sites, pipelines, explosive sites and nuclear sites.

Heat Network A heat network distributes heat to several users, just as an electricity grid distributes power. The heat energy produced and recycled by CHP plants during electricity generation can be distributed to local homes and businesses via a heat network. Recycling heat in this way has an important role to play in the reduction of carbon dioxide emissions.

Heritage Asset A building, monument, site, place, area or landscape positively identified as having a degree of significance meriting consideration in planning decisions. Heritage assets are the valued components of the historic environment. They include assets identified by the local planning authority during the process of decision-making or through the plan-making process (including local listing).

Highly Vulnerable Uses in relation to flood risk are considered to be as follows:

- Police stations, Ambulance stations and Fire stations and Command Centres and telecommunications installations required to be operational during flooding.
- Emergency dispersal points.
- Basement dwellings.
- Caravans, mobile homes and park homes intended for permanent residential use.

- Installations requiring hazardous substances consent.

Hostel. There are many kinds of hostel use. The policies of the Plan distinguish between two main types:

1. Residential: accommodation usually occupied by people of a specific group with a common interest. There will usually be an element of management supervision or support and some communal facilities. It will normally be occupied on a medium to long-term basis by people who do not have permanent accommodation elsewhere. It may cater for a wide range of socio-economic groups, including homeless families. It excludes residential institutions in the C2 Use Class which provide a significant element of care.

2. Tourist: normally short-stay accommodation for those whose normal residence is elsewhere. They are for holidays or short stays and are sometimes open to the general public. They resemble hotels except that the accommodation is usually of a lower standard.

House in Multiple Occupation (HMO) Under the changes in the Housing Act 2004, if a landlord lets a property which is one of the following types, it is a House in Multiple Occupation:

- an entire house or flat which is let to three or more tenants who form two or more households and who share a kitchen, bathroom or toilet;
- a house which has been converted entirely into bedsits or other non-self contained accommodation and which is let to three or more tenants who form two or more households and who share kitchen, bathroom or toilet facilities;
- a converted house which contains one or more flats which are not wholly self contained (ie the flat does not contain within it a kitchen, bathroom and toilet) and which is occupied by three or more tenants who form two or more households;
- a building which is converted entirely into self contained flats if the conversion did not meet the standards of the 1991 Building Regulations and more than one-third of the flats are on short-term tenancies; or
- in order to be an HMO the property must be used as the tenants' only or main residence and it should be used solely or mainly to house tenants. Properties let to students and migrants will be treated as their only or main residence and the same will apply to properties which are used as domestic refuges.

Intermediate Housing Housing at prices and rents above those of social rent, but below market price or rents, and which meet the criteria set out above (see the definition of affordable housing). These can include shared equity products (eg HomeBuy), other low cost homes for sale and intermediate rent.

Less Vulnerable Uses in relation to flood risk are considered to be as follows:

- Police, ambulance and fire stations which are not required to be operational during flooding.

11 Glossary

- Buildings used for: shops; financial, professional and other services; restaurants and cafes; hot food takeaways; offices; general industry; storage and distribution; non-residential institutions not included in 'more vulnerable'; and assembly and leisure.
- Land and buildings used for agriculture and forestry.
- Waste treatment (except landfill and hazardous waste facilities).
- Minerals working and processing (except for sand and gravel working).
- Water treatment works which do not need to remain operational during times of flood.
- Sewage treatment works (if adequate measures to control pollution and manage sewage during flooding events are in place).

Lifetime Homes Ordinary homes designed to provide accessible and convenient homes for a large segment of the population from young children to frail older people and those with physical or sensory impairments. Lifetime Homes have 16 design features that ensure the home will be flexible enough to meet the existing and changing needs of most households, as set out in the 1999 Joseph Rowntree Foundation report 'Meeting Part M and Designing Lifetime Homes'. British Standards Institution in 2007 published a Draft for Development 'Design of accessible housing – Lifetime home – Code of Practice' which introduces the concept of 'accessible housing' which builds upon and extends the Lifetime Homes 16 point specification to flats and town houses and to other accommodation without ground-level living space and updates the technical criteria.

Listed Building is a building or structure which is considered to be of 'special architectural or historic interest'. The definition of 'listed building' is fairly wide and the term 'building' may include a wide range of structures including bridges, milestones and follies.

Local Buildings of Merit means buildings which are of local interest because of their townscape, architectural or historic interest.

London Housing Design Guide The London Housing Design Guide sets out the Mayor of London's aspirations for the design of new housing in the capital.

Major Development has the same definition as contained in the London Plan.

'Major developments (applications decided by the London Boroughs) Major Developments are defined as these:

- For dwellings: where 10 or more are to be constructed (or if number not given, area is more than 0.5 hectares);
- For all other uses: where the floor area will be 1000 sq metres or more (or the site area is 1 hectare or more). The site area is that directly involved in some aspect of

the development. Floor space is defined as the sum of floor area within the building measured externally to the external wall faces at each level. Basement car parks, rooftop plant rooms, caretakers' flats etc should be included in the floor space figure.

A mansard roof is traditionally a double-pitched roof slope having the lower part steeper than the upper. It has recently come to include a steep single-pitched roof slope used to retain the appearance of a roof while allowing the introduction, within the roof space, of extra accommodation.

Market Housing Private housing for rent or for sale, where the price is set in the open market.

Metropolitan Open Land Strategic open land within the urban area that contributes to the structure of London.

More Vulnerable Uses in relation to flood risk are considered to be as follows:

- Hospitals.
- Residential institutions such as residential care homes, children's homes, social services homes, prisons and hostels.
- Buildings used for: dwelling houses; student halls of residence; drinking establishments; nightclubs; and hotels.
- Non-residential uses for health services, nurseries and educational establishments.
- Landfill and sites used for waste management facilities for hazardous waste.
- Sites used for holiday or short-let caravans and camping.

Municipal solid waste (MSW) This includes all waste under the control of local authorities or agents acting on their behalf. It includes all household waste, street litter, waste delivered to council recycling points, municipal parks and garden wastes, council office waste, Civic Amenity waste, and some commercial waste from shops and smaller trading estates where local authorities have waste collection agreements in place. It can also include industrial waste collected by a waste collection authority with authorisation of the waste disposal authority.

11 Glossary

Net floor area (of a dwelling) means the aggregate internal area of each floor as enclosed by the external walls of a dwelling. It includes the area occupied by internal partitions or walls, the area taken up on each floor by any staircase, the area of any chimney breast or fireplace. It excludes the floor area of any addition to the dwelling as originally built, dustbin store, fuel store, garage or balcony, any area in rooms with sloping ceilings to the extent that the height of the ceiling does not exceed 1.5m (5ft.) and any porch.

Net floor area (of a room) means the area of floor enclosed by the walls of the room measured to the opposing faces. It includes the area taken up by any bay window. It does not include the area taken up by any chimney breasts or flues, the circulation space required for access through the room to another room measured as 675mm (2.25ft.) wide and any area in rooms with sloping ceilings to the extent that the height of the ceiling does not exceed 1.5m (5ft).

Net site area means the area of the site as measured to its boundaries and does not include parts of the adjoining public highway.

Non-family dwelling means a dwelling containing two bedrooms or less.

OpenSpace Land laid out as a public garden, or used for the purposes of public recreation, or land which is used as a burial ground. It excludes individual private gardens, which do not serve a wider open space function, yards, roads and car parks.

Opportunity Area London's principal opportunities for accommodating large scale development to provide substantial numbers of new employment and housing, each typically more than 5,000 jobs and/or 2,500 homes, with a mixed and intensive use of land and assisted by good public transport accessibility.

Planning Obligations Section 12(1) of the Planning and Compensation Act 1991 substitutes new sections 106, 106A and 106B for section 106 of the Town and Country Planning Act 1990. The new section 106 introduces the concept of planning obligations, which comprises both planning agreements and unilateral undertakings. It enables a planning obligation to be entered into by means of a unilateral undertaking by a developer as well as by agreement between a developer and a local planning authority. Such obligations may restrict development or use of the land; require operations or activities to be carried out in, under or over the land; require the land to be used in any specified way; or require payments to be made to the authority either in a single sum or periodically (see Circular 1/97 Planning Obligations for further details).

Public realm This is the space between and within buildings that are publicly accessible, including streets, squares, forecourts, parks and open spaces.

Public Transport Accessibility Level (PTAL) provides a methodology for assessing the relative ease of access to a location to the public transport network. PTAL 1 is 'very poor' with PTAL 6 being 'excellent'.

A Registered Housing Association is a Housing Association registered with the Housing Corporation.

Registered Provider replaces the previous definition of registered social landlord ("RSL"). All providers of social housing will now be listed on a register and will become a "registered provider".

Renewable energy Energy derived from a source that is continually replenished, such as wind, wave, solar, plant materials (bio fuels), but not fossil fuels or nuclear energy.

A roof extension means any extension to the original roof and can apply to a dormer window or full-width extension to the roof of a pitched roofed property. The context in which the term is used should in most cases describe the exact form of the roof extension. A full-width roof extension means any extension to a pitched roof property which extends the existing roof from party wall to party wall, associated with the raising of those party walls irrespective of whether it is over the whole of the roof area or only a part of it.

Section 106 Agreements (also often denoted as s106) These agreements confer planning obligations on persons with an interest in land in order to achieve the implementation of relevant planning policies as authorised by Section 106 of the Town and Country Planning Act 1990. These may be used to help mitigate the specific impact of a development where it would generate additional needs eg on community infrastructure. Standard charges are calculations and measurements of the level of contribution likely to be sought by a local planning authority towards infrastructure necessitated by new development. The Government has encouraged the use of formulae and standard charges, and pooling of contributions, where appropriate.

Self-contained dwelling is a residential unit of one or more habitable rooms, whose occupier has exclusive use of all his/her amenities, including kitchen, shower/bath and W.C., and which is a single and discrete unit.

Sensitive use in relation to flood risk is regarded as residential land with gardens or soft landscaping.

11 Glossary

Sequential approach This applies to all town centre-related activities and states that, if possible, facilities should be accommodated in the centre, failing that on the edge of the centre.

Sequential Test In relation to flooding, the sequential test is a decision-making tool designed to ensure that sites at little or no risk of flooding are developed in preference to areas at higher risk. Within each Flood Zone, new development should be directed first to sites at the lowest probability of flooding.

Social rented housing is rented housing owned and managed by local authorities and registered social landlords, for which guideline target rents are determined through the national rent regime. The proposals set out in the Three Year Review of Rent Restructuring (July 2004) were implemented as policy in April 2006. It may also include rented housing owned or managed by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency as a condition of grant.

Strategic Flood Risk Assessment A study to assess the risk to an area or site from flooding, now and in the future, and to assess the impact that any changes or developments on the site or area will have on flood risk to the site and elsewhere. It may also identify, particularly at more local levels, how to manage those changes to ensure that flood risk is not increased.

Strategic Housing Market Assessment (SHMA) Established by Government guidance: Planning Policy Statement 3: Housing (2006), and detailed Strategic Housing Market Assessment Practice Guidance (2007). The aims of a Strategic Housing Market Assessment are to provide clear evidence as to what is going on in the housing market and what future prospects for the market may be.

Supplementary Planning Document (SPD) An SPD does not form a part of the statutory plan. It can take the form of design guides or area development briefs, or supplement other specific policies in the plan. However it must be consistent with national and regional planning guidance, as well as policies set out in the adopted plan. It should be clearly cross-referenced to the relevant plan policy or proposal that it supplements. Public consultation should be undertaken and SPDs should be regularly reviewed. An SPD is a material planning consideration.

Sustainability Statement A sustainability statement is a document outlining the elements of a development scheme that address sustainable development issues.

Sustainable development is that which meets the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable Drainage System (SUDS) An alternative approach to the traditional ways of managing rainwater runoff from buildings and other surfaces. SUDS can reduce the total amount, flow and rate at which surface water runs directly to stormwater systems or to rivers and other water courses.

Tall Buildings are those that are substantially taller than their neighbours and/or which significantly change the skyline.

Thames Policy Area A special policy area to be defined by boroughs in which detailed appraisals of the riverside will be required.

3rd Sector The term “3rd Sector” describes community and voluntary groups, registered charities both large and small, foundations, trusts, social enterprises and co-operatives.

Travel Plans are aimed at helping employees to use alternatives to driving to work - for example public transport, walking and cycling. Green travel plans also address business' transport use and cover travel in the course of business. Travel plans can make a major contribution to easing congestion, especially during the peak periods.

Vulnerable use is referenced within the document in relation to the vulnerability to flooding

Wheelchair accessible housing This refers to homes built to meet the standards set out in the second edition of the Wheelchair Housing Design Guide by Stephen Thorpe, Habinteg Housing Association 2006.

11 Glossary

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Appendix 1 - Summary of the Local Plan Sustainability Appraisal

1. Set out below is a summary of the non-technical summary of the draft Local Plan Sustainability Appraisal January 2015.

Summary of the Sustainability Appraisal of the Local Plan

Strategic Objectives

2. The strategic objectives of the draft Local Plan set out the many and varied aims of the council in relation to land use and future development. Overall, the Sustainability Appraisal (SA) revealed that they exhibit a broad commitment to the principles of sustainable development and are largely compatible with the assessment objectives of the SA process.

3. It is the Local Plan objective to regenerate the most deprived parts of the borough and increase housing where there is most tension with the SA objectives. However, the SA considered that incompatibilities can be reduced, and in some cases eliminated, provided the plan policies are implemented in a sustainable fashion, for example by incorporating energy and resource efficiency measures, making space for biodiversity, ensuring public transport accessibility and avoiding inappropriate development in areas of flood risk.

Regeneration Area Policies and Strategic Sites

4. The draft Local Plan includes preferred policies for the broad spatial approach to planning and regeneration across the borough over the next 20 years.

5. The Local Plan's preferred approach is to focus major growth in five key

regeneration areas; to promote new housing and employment activities throughout these areas; and to deliver supporting infrastructure. In addition, the Local Plan sets out a designated town and local centre hierarchy which overlaps with the regeneration areas.

6. The SA found that the council's preferred strategic approach to regeneration was sustainable.

7. For each of the five regeneration areas identified, the Local Plan sets out policies for the overall strategy and vision for the area and the proposals for sites of strategic importance.

8. In relation to the policies for the key regeneration areas and strategic sites, the SA found that no wholly unsustainable policies have been put forward. In general, the policies meet social and economic sustainability criteria, but there is less certainty as to whether they will meet the environmental objectives as this will depend on implementation through the development management policies. Throughout the SA process, recommendations were made in order to ensure a high level of sustainability in those development management policies concerned with environmental criteria. The SA also recommended that more in-depth sustainability appraisals are carried out for the key regeneration areas, for example as individual area planning frameworks are prepared or updated, and that appropriate appraisals accompany major planning applications.

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Boroughwide development management policies

9. In addition to the overarching spatial strategy and regeneration area policies, the Local Plan includes a number of boroughwide development management policies to help deliver the spatial strategy and to ensure that development both inside and outside the proposed regeneration areas contributes to meeting the council's objectives.

10. The preferred boroughwide development management policies are generally sustainable.

Conclusions and Recommendations

11. The preferred strategic objectives, spatial policies, regeneration area and strategic site policies and boroughwide development management policies are generally sustainable. This is only to be expected given the iterative nature of the Local Plan process and the fact that sustainability appraisal has run side by side with the development of policy options. In addition, this document is the latest of a series of SAs to be published on council planning documents, with previous reports being made available for planning documents in June 2007 (Core Strategy Preferred Options), June 2009 (Core Strategy Options), October 2011 (Core Strategy) and July 2013 (Development Management Local Plan).

12. In general, growth in London is supported by national and London wide policy and is more sustainable in a highly accessible area like Hammersmith and Fulham than in many other areas of the country. Achieving the council's vision, including regenerating deprived areas of the borough and delivering affordable homes for local people and improving local health and social care provision will, however, have an impact on the environment and will need to be managed carefully (for example, to minimise carbon emissions and resource use) through development management and environmental standards.

Appendix 2 - Town and Local Centre Hierarchy

Town Centres	Designation
Hammersmith	Major Centre
Fulham	Major Centre
Shepherds Bush	Metropolitan Centre

Key Local Centres	Address
East Acton	Old Oak Common Lane, 74 to 100, Erconwald Street, 1 to 5, 2 to 4 Westway 1-11,13
Askew Road	East side, 105 to 119, 63-105, 121-155, West side, 66 to 118, 124 to 128, 157 to 165
North End Road (West Kensington)	East side, 137 to 153, 155-169, 175 to 203c, plus 4-12 North End Crescent West side, 62-70, 78 to 84, 86 to 114 North End Road, plus 1 Baron's Court Road, 2 Castletown Road, 2 -6 Charleville Road, 1 Charleville Road
Fulham Road	North side, 656 to 702c, South side, 799 to 859, 604-620 Fulham Road, 753-763 Fulham Road, 765-781 Fulham Road, 783-797 Fulham Road

Neighbourhood Parades	Address
Bloemfontein Road	Shop units in Charnock House
Uxbridge Road West	South side, 171 to 197a, North side, 412 to 420, 424 to 448
Edward Woods Estate	2-18 Swanscombe Road, Shop Units in Swanscombe House, Shop Units in Mortimer House
Brackenbury Village	127a-139 Brackenbury Road, 22, 53-55 Aldensley Road
Blythe Road	North side, 108-118, and Coleridge Court shop units, South side, 59 to 73

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Neighbourhood Parades	Address
Baron's Court	Palliser Road, West side, 45-55, Margravine Gardens, South side, 1, 3, 3a Shops in Baron's Court station
Fulham Palace Road North (previously known as Greyhound Road)	Fulham Palace Road, West side, 168 to 190, 192 to 206, 208 to 220; East side 169 to 177, 179-191, 193 to 207 and 209-211 Lillie Road, North side, 392 to 402 -
Fulham Cross	287-297 Munster Road, 299-305 Munster Road, 325 Lillie Road, 302-320 Munster Road
Munster Road	East side, 236 to 244, West side, 199 to 259
Fulham Palace Road South	East side, 323- 327, 329 to 367
King's Road	559-575 Kings Road, 577-581 Kings Road, 587-599 Kings Road, 554-562 Kings Road, 564-598 Kings Road, 600-612 Kings Road
Fulham High Street	6-66 Fulham High Street, 963-969 Fulham Road, 1-9a, 15-35, 41-47 and 49-67a Fulham High Street, 947-961 and 764-792 Fulham Road
Parson's Green	New Kings Road, North side, 26 to 40, South side, 173 to 207, 48-60 New Kings Road, 62-80 New Kings Road, 82-96 New Kings Road, 251-269 New Kings Road, 271-285 New Kings Road, 287-305 New Kings Road
Wandsworth Bridge Road (North)	East side, 99 to 133, West side, 112 to 132, and 134 to 142, 1 Hazlebury Road
Wandsworth Bridge Road (South)	West side, 308 to 314 including Post Office fronting Hugon Road, East side, 269 to 283
King Street (Hamlet Gardens)	338-340a King Street, 344-348 King Street, 352-366 King Street, 370-372 King Street, Standish House and 345-357 King Street, 369-399 King Street
Parsons Green Lane	West side, 50 Parsons Green Lane, Dexter Court & Brigade House East side, 51, 61 to 77 Parsons Green Lane; 1-3 Parsons Green

Satellite Parades	Address
Uxbridge Road East	North side, 216 to 250, and 262 to 294, South side, 15 to 41, and 57 to 95
Goldhawk Road	South side, 57 to 75, 77 to 85; North side, 56 to 104, 106-120
Shepherd's Bush Road	West side 48 to 104
King Street (Ravenscourt Park)	182-230 King Street, 232 -246a King Street, 248-260 King Street
Latymer Court	102-172 Hammersmith Road
Fulham Palace Road	54-66, 68 to 80, 82-114, 91-99, 101-111, 113-127 Fulham Palace Road

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Appendix 3 - Open Space Hierarchy

Name of Open Space	Area (Hectares)
Metropolitan Parks	
OS1 Wormwood Scrubs* (MOL)	68.36
District Parks	
OS2 Bishops Park and Fulham Palace^ (MOL)	19.58
OS3 Ravenscourt Park	13.35
Local Parks	
OS4 Eel Brook Common*	7.44
OS5 Edward Woods Town Park	1.25
OS6 Hammersmith Park	3.30
OS7 Hurlingham Park (MOL)	7.90
OS8 Lillie Road Recreation Ground	3.39
OS9 Little Wormwood Scrubs*	8.81
OS10 Normand Park	2.61
OS11 Shepherds Bush Common*	3.33
OS12 South Park	8.49
OS13 Wormholt Park	3.66
Small Local Parks and Open Spaces	
OS14 Bayonne Park	1.11
OS15 Brompton Park	0.84
OS16 Brook Green*	1.80
OS17 Cathnor Park	1.06

Name of Open Space	Area (Hectares)
OS18 Frank Banfield Park	1.44
OS19 Furnival Gardens	1.78
OS20 Gwendwr Gardens	0.47
OS21 Imperial Wharf Park	2.4
OS22 Marcus Garvey Park	0.63
OS23 Parsons Green*	1.37
OS24 Queens Club Gardens	0.79
OS25 Rowberry Mead	0.4
OS26 St Paul's Green	0.71
OS27 St Paul's Open Space, Hammersmith Road	0.63
OS28 St Peter's Square^	0.79
OS29 Wendell Park	1.75
OS30 White City Community Garden	0.17
OS31 William Parnell Park	1.03
Cemeteries and Open Spaces adjoining places of Worship	
OS32 Fulham Cemetery	5.21
OS33 Hammersmith Cemetery	6.53
OS34 Kensal Green Cemetery (MOL)	9.45
OS35 St Mary's Cemetery (MOL)	10.07
Allotments	
OS36 The Warren (MOL)	5.87
School Playing Fields	
OS37 Burlington Danes School Playing Fields and Courts	4.65

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Name of Open Space	Area (Hectares)
OS38 Latymer Upper School Playing Fields	3.98
OS39 St Paul's Girls School Playing Fields, Brook Green	0.46
Outdoor Sporting Facilities	
OS40 Chelsea Football Club, Stamford Bridge	0.78
OS41 Fulham Football Club, Stevenage Road	0.28
OS42 Hurlingham Club Grounds (MOL)	15.88
OS43 Parsons Green Club, Broomhouse Lane	1.23
OS44 Queens Club	2.49
OS45 Queens Park Rangers Football Club, Loftus Road	0.73
<p>Note:</p> <p>MOL. Metropolitan Open Land</p> <p>* Common Land</p> <p>^ Historic Park or Garden</p>	

Appendix 4 - Nature Conservation Areas and Green Corridors

Areas of Metropolitan Importance	Area (Hectares)
M6: Grand Union Canal	3.3
M31: The River Thames, with its foreshore, drawdocks and inlets – including Chelsea Creek	70
M125: Kensal Green Cemetery	8.2 plus 18.0 in RBK&C
Areas of Grade I Borough-wide Importance	Area (Hectares)
BI.1: Scrubs Wood and Wormwood Scrubs	42
BI.2: Old Oak Common	2.0
BI.4: Fulham Palace and Bishops Park -including All Saints' Churchyard	13.5
BI.5: Former British Gas Pond at end of Chelsea Creek to west of Railway	0.1
BI.6: Hurlingham Club Grounds	9.2
BI.7: Rail side habitats -various locations	20
Areas of Grade II Borough-wide importance	Area (Hectares)
BII.1: St Mary's Cemetery	8.0
BII.2: Hammersmith Park	1.4
BII.3: Ravenscourt Park	8.3
BII.4 Hammersmith Cemetery	6.2
Areas of Local Importance	Area (Hectares)
L1: While City Community Gardens	8.3
L2: Wormholt Park	2.0
L4: Wendell Park	1.5
L5: Cathnor Park	0.4
L6: Shepherd's Bush Common	2.7

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Areas of Metropolitan Importance	Area (Hectares)
L7: Furnival Gardens	1.5
L8: St Paul's Open Space	0.3
L10: Fulham Palace Road Cemetery	5.3
L11: Normand Park	1.1
L12: South Park	6.0
L13: Eel Brook Common	5.0
L14: Little Wormwood Scrubs Park	7.2
L15: Loris Road Community Garden	0.07
L16: Godolphin Road Community Garden	0.08
Green corridors	
West London Line – Fulham Road to ChelseaCreek	
West London Line – Westway to Lillie Road	
Euston to Watford DC Line	
Note:	
More information about nature conservation areas is contained in the former London Ecology Unit's Handbook 25: Nature Conservation in Hammersmith and Fulham.	

Appendix 5 - Archaeological Priority Areas

Archaeological Priority Areas

1. Fulham Village
2. Ravenscourt Leper Hospital
3. Ravenscourt Manor House (Palingswick)
4. Hammersmith Creek, Queen Caroline Street and Broadway
5. Winslow Road area
6. Parson's Green
7. Walham Green
8. Sandford Manor House
9. William De Morgan Pottery Works (Townmead Road Estate)
10. Hurlingham Park
11. Broomhouse
12. Martin Brothers Pottery Works
13. Lygon Almshouses and corner of Finlay Street/Fulham Palace Road
14. Rowberry Close
15. King Street

Note:

More information about archaeological priority areas will be provided in the Planning Guidance Supplementary Planning Document.

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Appendix 6 - Local Plan Monitoring Indicators

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
A. Meeting Housing Needs and Aspirations			
Housing policy HO1: Strategic housing supply	- Housing trajectory - Number of net additional dwellings granted permission and completed (total, regeneration areas and rest of borough) for current year and since the policy was first published, adopted or approved	London Plan target: 1,031 per annum Indicative borough target: 1,410 per annum	LBHF
Housing policy HO2: Housing conversion and retention	- Proposed units from conversions with 2 or more bedrooms	At least 50% of the proposed units consist of two or more bedrooms	LBHF
Housing policy HO3: Affordable housing	Net additional affordable homes permitted and completed by tenure for current year and since the policy was first published, adopted or approved	At least 40% of all additional dwellings built between 2015-25	LBHF
Housing policy HO4: Housing quality and density	Average density of residential permissions	London Plan target	LBHF/ London Development Database (LDD)
	Percentage of homes permitted meeting COSH Level 3,4,5 and 6	Increase	LBHF/ London Development Database (LDD)
Housing policy HO5: Housing mix	Type and size of all new dwellings	- For social and affordable rented approximately: 1 bedroom: 10% of units; 2 bedrooms: 40% of	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
		units; 3 bedrooms: 35% of units; 4+ bedrooms 15% of units; - For intermediate housing approximately: 1 bedroom: 50%; 2 bedroom: 35%; 3 or more bedrooms: 15% of units and; - For market housing, a mix of unit sizes including larger family accommodation.	
Housing policy HO6: Accessible housing	- Percentage of homes granted permission achieving the Lifetime Homes standards - Number and % of homes granted permission that are wheelchair accessible in developments providing ten or more residential units	All new dwellings to be built to 'life homes' standards with 10% to be wheelchair accessible.	LBHF
Housing policy HO7: Meeting needs of people who need care and support	Net change in the number of special units permitted and completed	No net loss where need exists	LBHF
Housing policy HO8: Hostels and houses in multiple occupation	Net change in the number of HMOs and hostels	No net loss where need exist	LBHF

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Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
Housing policy HO9: Student Accommodation	Net additional student bedrooms granted permission/completions	Increase	LBHF
Housing policy HO10: Gypsy and traveller Accommodation	Net additional pitches granted permission/completed		LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
B. Local Economy and Employment			
Employment policy E2: Land and premises for employment use	Overall employment rate	Increase	Office for National Statistics
	Working age people out of work benefits	Decrease	Office for National Statistics
	The business stock	Increase in new businesses	Office for National Statistics
	Employment land available	No target	LBHF
	Amount of permitted and completed employment floorspace (by type and regeneration areas and rest of the borough)	Increase	LBHF
Employment policy E3: Provision for visitor accommodation and facilities	Number of hotel bedrooms granted permission and completed (including wheelchair accessible bedrooms)	- London Plan: 40,000 additional hotel bedrooms by 2031	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
		- At least 10% of hotel bedrooms designed as wheelchair accessible	

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
C. Town and Local Centres			
Town and Local Centre policy TLC2: Managing uses in the prime retail frontage areas of town centres	Percentage of frontage in A1, A3-A5 and other use classes in frontages identified in policy TLC2	As set out in policy LBHF according to location	LBHF
Town and Local Centre policy TLC3: Managing uses in the non-prime frontage areas of town centres	Percentage of frontage in A1, and other use classes in the non-prime frontage areas	Maximum of 50% of non A1 use and maximum 33% in A3, A4, A5 and sui generis uses in street block.	LBHF
Town and Local Centre policy TLC4: Managing the mix of activities in key local centres, neighbourhood parades and satellite parades	Percentage of frontages in non-A1 use; percentage in A3, A4 and A5 uses in frontages identified in policy TLC4	As set out in policy LBHF according to type of centre	LBHF

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Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
Town and Local Centre policy TLC5: Small non-designated parades and clusters and corner shops	Percentage of frontage in A1 use; percentage in A3, A4 and A5 uses	As set out in policy TLC5	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
D. Community Facilities, Leisure, Recreation			
Community facility policy CF1: Supporting Community Facilities and Services	Net change of use of communities facilities and services	No target	LBHF
	Number of total offences in the borough	Decrease	Metropolitan police
Community facility policy CF3: Enhancement of arts, culture, entertainment, leisure, recreation and sport uses	Net change in D2 use class floorspace	No net loss unless in accordance with policy	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
E. Green and Public Open Space			
Open Space policy OS1: Protecting parks and open spaces	Net change in total area of public open space	N/A	LBHF
Open Space Policy OS4: Nature conservation	Net change to areas of nature conservation interest	No net loss unless in accordance with policy	LBHF

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Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
Open Space Policy OS5: Greening the borough	Number of permissions involving garden land granted for development	No net loss of back, front and side gardens	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
F. River Thames and Grand Union Canal			
River Thames and Grand Union Canal policy RTC1: River Thames and Grand Union Canal	The length of riverside walk	Increase in permanent path	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
G. Design and Conservation			
Design and Conservation policy DC2: Design of new build	Total of new build housing completions reaching very good, good, average and poor rating against the Building for Life criteria	Increase	LBHF
Design and Conservation policy DC8: Heritage and conservation	The proportion of listed buildings at risk	Reduce the proportion of buildings at risk as a percentage of the total number of listed buildings in the borough	LBHF

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
H. Environmental Issues, including Tackling and Adapting to Climate Change			

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Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
Environmental Issues, including Tackling and Adapting to Climate Change policy CC1: Reducing carbon dioxide emissions	Average % reduction in CO ₂ emissions for major developments from the Building Regulations baseline requirements	Reduction in CO ₂ emissions of 40%	LBHF (Energy Assessment Report)
	Number of properties connected to decentralised energy networks	No specific target	LBHF (Energy Assessment Report)
	Number of developments where on-site renewable energy generation is integrated	No specific target	LBHF (Energy Assessment Report)
	Types and numbers of renewable energy technologies installed	No specific target	LBHF (Energy Assessment Report)
Environmental Issues, including Tackling and Adapting to Climate Change policy CC3: Reducing water use and risk of flooding	Average % reduction in surface water flows for major developments	Minimum reduction of 50% in peak flows compared to pre-development	LBHF (Flood Risk Assessment Report)
	Types and number of SuDS measures installed	No specific target	LBHF (Flood Risk Assessment Report)
Environmental Issues, including Tackling and Adapting to Climate Change policy CC5: Strategic waste management	Amount of municipal waste arising and managed by management type	Decrease	DEFRA
	-% of household waste sent to recycling	Increase	

Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
J. Transport and Accessibility			
Transport and Accessibility policy T1: Transport	Methods of children travelling to school (5-16 year olds)	London Plan targets	LBHF

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Local Plan Policy	Monitoring Indicator	Target And Direction	Data Source
	Private car usage	London Plan targets	Department for Transport
Transport and Accessibility policy T2: Transport assessments and travel plans	Number of planning permissions involving a Transport Impact Assessment	No target	LBHF
Transport and Accessibility policy T3: Vehicle parking standards	Parking provision in permitted development schemes	London Plan targets	LBHF
Transport and Accessibility policy T5: Increasing the opportunities for cycling and walking	Cycle parking provision in permitted development schemes	Increase	LBHF
Transport and Accessibility policy T6: Parking for blue badge holders	Parking provision for disabled people in permitted development schemes	Increase	LBHF
Delivery and monitoring	Delivery of schemes identified in Infrastructure Study according to timescales set out in the schedule	Various	LBHF

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Appendix 7 - Infrastructure Schedule

Infrastructure Schedule (Draft)

Ref #	Sub-Category	Scheme	Description	Core Strategy	CIL PDCS	WC / SFR DfPS	Regen. Area	Other Agencies / Funding Sources	First Year £ Needed	Year Complete	Costs			Assumed / Committed Funding			Funding Gap	Proposed mechanism CIL S106 Site	
											Capital	Revenue / Year	Years	Total	Council / Govt / Agencies / Other	S106			Total
ASC 1	Adult Social Care	Learning Disabilities Day Centre	Potential reposition of services for adults aged 18-64 with learning disabilities (many of whom have additional physical disabilities, autism, challenging behaviour, and other needs) from 280 Goldhawk Road joint with RBKC on a site close to LBHF/RBKC boundary in the north. A total internal floor area of 318m ² is required, including accessible toilet and changing room space and kitchens. Additional secure garden/courtyard space of 62m ² is also required. The site will require wheelchair accessible parking or a drop-off point for mini-buses with tall lifts. Costs to be identified.	New	New	-	Borough	RBKC	2014	2016	£0	£0	£0	£0	£0	£0	£0	-	-
ASC 2	Health	Milson Road	Sterndale Practice/Brook Green Practice reposition	New	H5	-	Borough	H&F Clinical Commissioning Group	2014	2016	£2,938,060	£0	£2,938,060	£1,900,000	£0	£1,900,000	£1,038,060	R123 CIL	
ASC 3	Health	Richford Gate Medical Practice	GP Premises grant and rent and additional rent reimbursement.	37	H6	-	Borough	H&F Clinical Commissioning Group	2014	2016	£1,420,000	£0	£1,420,000	£1,420,000	£0	£1,420,000	£0	-	-
ASC 4	Health	North Eric Road Centre for Health	Relocate GP as part of social housing redevelopment. Will not provide net increase.	39	H7	-	Fulham (inc. Earls Court)	H&F Clinical Commissioning Group	2013	2016	£0	£0	£0	£0	£0	£0	£0	-	-
ASC 5	Health	White City Collaborative Care Centre	Costs to be identified Relocate 4 GP practices plus community use to improve integration between health services and health and social services on site of former Janet Adegoke Centre, Bloemfontein Road.	34	H8	-	White City	H&F Clinical Commissioning Group LIFTCo Financial Model	2013	2016	£10,200,000	£0	£10,200,000	£10,200,000	£0	£10,200,000	£0	-	-
ASC 6	Health	Bush Doctors	Relocate current Bush Doctors in West 12 shopping centre. Will not provide net increase. Third party development.	39	H9	-	White City	H&F Clinical Commissioning Group	2014	2016	£1,500,000	£0	£1,500,000	£1,000,000	£0	£1,000,000	£500,000	R123 CIL	
ASC 7	Health	Health & Wellbeing Centre White City	Provide 5 GPs. Allowance for a GP-led H&W Centre with 820 m ² GIA @ £2,000 m ² (updated to 3,583 m ²).	39	H10	WC13	White City	H&F Clinical Commissioning Group	2017	2021	£2,938,060	£0	£2,938,060	£0	£1,200,000	£1,738,060	£1,738,060	S106	
ASC 8	Health	Health & Wellbeing Centre South Fulham Riverside	Expansion of local services at Sands End Clinic (formerly Bridge House Centre).	39	H11	SF7	South Fulham	H&F Clinical Commissioning Group	2014	2021	£4,034,448	£0	£4,034,448	£0	£0	£0	£4,034,448	R123 CIL	
ASC 9	Health	Health & Wellbeing Centre Earls Court	Provide integrated health and wellbeing facility fully fitted-out and equipped to an agreed specification providing a floor area of 2,016sqm.	39	H12	-	Fulham (inc. Earls Court)	H&F Clinical Commissioning Group	2017	2021	£7,914,596	£0	£7,914,596	£0	£4,274,980	£4,274,980	£3,639,616	S106	
ASC 10	Health	Health & Wellbeing Centre Earls Court	Contribution to improved health and wellbeing	39	H13	-	Fulham (inc. Earls Court)	H&F Clinical Commissioning Group	2013	2021	£744,000	£0	£744,000	£0	£744,000	£0	£0	£0	S106
ASC 11	Health	Imperial College Healthcare NHS Trust estates	Provide facilities based on NWL NHS's Shaping a Healthier Future, subsequent service modelling and estates strategy (2014+). Schemes TBC. Costs to be identified.	33	H14	-	Borough	Imperial College Healthcare NHS Trust	2013	2031	£0	£0	£0	£0	£0	£0	£0	-	-

Ref #	Sub-Category	Scheme	Description	Core Strategy	CIL PDCS	WC / SFR DIFS	Regen. Area	Other Agencies / Funding Sources	First Year E Needed	Year Complete	Costs			Assumed / Committed Funding			Funding Gap	Proposed mechanism CIL S106 S106 Site
											Capital	Revenue / Year	Years	Total	Council / Govt / Agencies / Other	S106		
CS1	Early Years	Nurseries White City	Contribution to ensure affordable access to pre-school childcare through subsidised places.	32	ED1	WC10	White City	Providers	2022	2031	£0	£60,000	15	£900,000	£0	£300,000	£600,000	S106
CS2	Early Years	Nurseries Earls Court Main Site	Provision of nursery space on-site	32	ED3	-	Fulham (inc. Earls Court)	Providers	2014	2031	£705,000	£0	£0	£705,000	£0	£705,000	£0	S106
CS3	Early Years	Nurseries Earls Court Saaggrave Road	£520,000 agreed as part of Saaggrave Road S106 for nursery (and primary) education within the catchment area of the development. Remainder TBC from main site.	32	ED4	-	Fulham (inc. Earls Court)	Providers	2014	2031	£520,000	£0	£0	£520,000	£0	£520,000	£0	S106
CS4	Early Years	Nurseries South Fulham	Contribution to ensure affordable access to pre-school childcare through subsidised places (equivalent provision of 3 nurseries for 0-4 year olds).	32	ED2	SF4	South Fulham	Providers	2014	2016	£3,000,000	£0	£0	£3,000,000	£0	£1,200,000	£1,800,000	S106
CS5	Early Years	Childcare White City	Need for additional affordable childcare and childminder placements . Early Years and Commissioning represented on the Community Budgets working group.	32	New	-	White City	Providers	2014	2016	£0	£800,000	1	£800,000	£0	£0	£800,000	S106
CS6	Early Years	Childcare Normand Grot Family Centre	Childcare provision.	32	New	-	Fulham (inc. Earls Court)	Providers	2014	2016	£0	£30,000	1	£30,000	£0	£0	£30,000	S106
CS7	Early Years	Childcare South Fulham	Need for affordable childcare provision in this area with places for 2 year old funded programme. Funding would go towards start up business costs for new childcare providers.	32	New	-	South Fulham	Providers	2014	2016	£0	£200,000	1	£200,000	£0	£0	£200,000	S106
CS8	Schools - Primary	St. Thomas of Canterbury Catholic Primary School	Construct new build and refurbish to meet space requirements.	25	ED5	-	Borough		2011	2016	£1,500,000	£0	£0	£1,500,000	£1,500,000	£0	£0	-
CS9	Schools - Primary	Old Oak Primary School	Construct new build and refurbish to expand to 2 form entries.	26	ED6	-	Borough		2012	2016	£1,500,000	£0	£0	£1,500,000	£1,500,000	£0	£0	-
CS10	Schools - Primary	ARK Conway Primary Academy Phase 1 formerly ARK Wormholt North Hammersmith Free School	Refurbish and potentially expand former Wormholt Library to meet demand for primary school places and provide 1 form entry. <small>Completed early 2012</small>	30	ED7	-	Borough	Ark Schools Education Funding Agency	2011	2016	£2,300,000	£0	£0	£2,300,000	£2,300,000	£0	£0	-
CS11	Schools - Primary	ARK Conway Primary Academy Phase 2 formerly ARK Wormholt North Hammersmith Free School	Complete junior provision.	30	ED8	-	Borough	Ark Schools Education Funding Agency	2013	2016	£3,200,000	£0	£0	£3,200,000	£0	£0	£3,200,000	R123 CIL
CS12	Schools - Primary	Holy Cross Catholic Primary School	Construct new build and remodel to expand to 2 forms of entry.	27	ED9	-	Borough		2012	2016	£6,500,000	£0	£0	£6,500,000	£6,500,000	£0	£0	-
CS13	Schools - Primary	St. John Catholic Primary School	Expand from 1FE to 2FE. Planning application 2013/00643/FUL approved on 31/07/13.	New	ED10	-	Borough	DIE	2013	2014	£5,000,000	£0	£0	£5,000,000	£5,000,000	£0	£0	-
CS14	Schools - Primary	St. Stephens C of E Primary School	Expand from 1FE to 2FE. Planning application 2012/02208/FUL approved.	New	ED11	-	Borough	DIE	2013	2016	£5,000,000	£0	£0	£5,000,000	£5,000,000	£0	£0	-

Ref #	Sub-Category	Scheme	Description	Core Strategy	CIL PDCS	WC / SFR DFS	Regen. Area	Other Agencies / Funding Sources	First Year E Needed	Year Complete	Costs			Assumed / Committed Funding			Funding Gap	Proposed mechanism CIL S106 Site
											Capital	Revenue / Year	Years	Total	Council / Govt / Agencies / Other	S106		
CS15	Schools - Primary	West London Free School Primary	Primary Free School on Cambridge School site, Cambridge Grove. Planning application 2013/00121/FUL approved.	New	ED12	-	Borough	West London Free School Education Funding Agency	2013	2016	£0	£0	£0	£0	£0	£0	-	-
CS16	Schools - Primary	Fulham Primary School	Improvements to Fulham Primary School, possibly including provision of new play equipment.	New	New	-	Fulham (inc. Earis Court)		2013	2016	£0	£200,000	£0	£200,000	£0	£200,000	£0	-
CS17	Schools - Primary	Primary School Provision White City	Provide 2FE primary school. Developments to fund 1 FE.	31	ED13	WC11	White City		2017	2021	£0	£11,000,000	£7,700,000	£0	£7,700,000	£3,300,000	R123 CIL	
CS18	Schools - Primary	Primary School Provision Earis Court Main Site	Provision of 2FE primary school for Earis Court/West Kensington regeneration area.	31	ED14	-	Fulham (inc. Earis Court)		2022	2031	£0	£8,873,564	£8,873,564	£0	£8,873,564	£0	£106	
CS19	Schools - Primary	Primary & Nursery School Provision Seagrave Road	£520k agreed as part of Seagrave Road S106 for primary (and nursery) education within the catchment area of the development. Remainder TBC from main site.	31	ED15	-	Fulham (inc. Earis Court)		2012	2031	£0	£520,000	£520,000	£0	£520,000	£0	£106	
CS20	Schools - Primary	Primary School Provision South Fulham	Provide 2FE Identified by South Fulham Riverside DFS but pending further reviews of the School Organisational Strategy	31	ED16	SF2	South Fulham		2017	2021	£0	£10,000,000	£5,562,845	£0	£5,562,845	£4,437,155	R123 CIL	
CS21	Schools - Secondary	Sacred Heart Catholic High School for Girls	Provide at least 1 additional form of entry.	15	ED17	-	Borough		2017	2021	£0	£7,500,000	£0	£0	£7,500,000	£0	R123 CIL	
CS22	Schools - Secondary	Lady Margaret School	Provide at least 1 additional form of entry.	16	ED18	-	Borough		2013	2031	£0	£4,800,000	£0	£0	£4,800,000	£0	R123 CIL	
CS23	Schools - Secondary	Hammersmith Academy	Construct new secondary school to meet demand for secondary school places and provide 4 forms of entry. Opened in September 2011.	15	ED19	-	Borough	DIE Mercers Company, Information Technologists Company	2011	2016	£0	£27,000,000	£27,000,000	£0	£27,000,000	£0	-	
CS24	Schools - Secondary	West London Free School	Construct new build and refurbish to meet demand for secondary school places and provide 4 forms of entry. Planning application 2012/02503/FUL approved for Pailingswick House.	19	ED20	-	Borough	West London Free School Education Funding Agency	2011	2016	£0	£10,000,000	£10,000,000	£0	£10,000,000	£0	-	
CS25	Schools - Secondary	Secondary School Provision White City	Contribution to 1FE of secondary school elsewhere	20	ED22	WC12	White City		2021	2021	£0	£5,000,000	£1,700,000	£0	£1,700,000	£3,300,000	£106	
CS26	Schools - Secondary	Secondary School Provision South Fulham Riverside	Provide additional 1FE secondary	20	ED23	SF3	South Fulham		2022	2026	£0	£5,000,000	£3,170,000	£0	£3,170,000	£1,830,000	R123 CIL	

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CS27	Schools - Secondary	Secondary School Provision Earls Court	Provide additional 1FE secondary school.	20	ED24	-	Fulham (inc. Earls Court)		2012	2031	£3,280,000	£0	£3,280,000	£0	£3,280,000	£0	£106	
CS28	Schools - Secondary	Secondary School Provision Earls Court	Contribution to improved secondary school provision	20	ED25	-	Fulham (inc. Earls Court)		2012	2021	£230,000	£0	£230,000	£0	£230,000	£0	£106	
CS29	Schools - Secondary	Burlington Danes Academy sixth form science project with Imperial College	Joint working between Imperial College and Burlington Danes Academy to be confirmed as part of Imperial College development.	20	ED26	-	White City	Imperial College Burlington Danes Academy	2013	2016	£0	£0	£0	£0	£0	£0	-	
CS30	Schools - Special	Queensmill School	Construct new build and refurbish to deliver objectives of Special Education Needs Review 2008. Planning application 2012/274FR3 approved for Haven / Askham Centre, 1 Olgar Close / 1 Askham Road, W12 0NF. Work commenced October 2013.	23	ED27	-	Borough		2013	2014	£11,000,000	£11,000,000	£0	£11,000,000	£0	£0	-	
ELRS1	Community Safety	Community Safety Hub South Fulham	MPS establish and maintain hub for Police Safer Neighbourhood Team, Anti-Social Behaviour Team, Street Outreach Team and Community Safety Team.	41	ES2	SF8	South Fulham	Metropolitan Police Service	2016	2031	£300,000	£35,000	£335,000	£530,000	£0	£530,000	£295,000	R123 CIL
ELRS2	Community Safety	Community Safety Hub Earls Court	MPS establish and maintain hub for Police Safer Neighbourhood Team, Anti-Social Behaviour Team, Street Outreach Team and Community Safety Team and expand existing facilities (e.g. SNT at Fulham Police Station and CST at Clem Attlee Estate and Fulham Town Hall).	41	ES3	-	Fulham (inc. Earls Court)	Metropolitan Police Service	2016	2031	£300,000	£35,000	£335,000	£0	£0	£325,000	£123 CIL	
ELRS3	Community Safety	Community Safety Hub Hammersmith	MPS establish and maintain hub for Police Safer Neighbourhood Team, Anti-Social Behaviour Team, Street Outreach Team and Community Safety Team and expand existing facilities.	40	ES4	-	Hammersmith	Metropolitan Police Service	2016	2031	£300,000	£35,000	£335,000	£0	£0	£325,000	£123 CIL	
ELRS4	Community Safety	Community Safety Hub Park Royal	MPS establish and maintain hub for Police Safer Neighbourhood Team, Anti-Social Behaviour Team, Street Outreach Team and Community Safety Team.	41	ES5	-	Park Royal	Metropolitan Police Service	2016	2031	£300,000	£35,000	£335,000	£0	£0	£325,000	Future CIL	
ELRS5	Community Safety	Enhanced Policing Year 1	Additional cost of 24/7 policing 'Safer Neighbourhood Team' in areas surrounding specific development sites. Current scheme operates in Shepherds Bush Green Ward but this would apply across the borough. 2012/13 financial year.	41	ES1	WC21 updated	Borough	Metropolitan Police Service	2012	2013	£0	£1,575,000	£1,408,334	£1,575,000	£1,575,000	£0	£106	
ELRS6	Community Safety	Enhanced Policing Year 2	Additional cost of 24/7 policing 'Safer Neighbourhood Team' in areas surrounding specific development sites. Current scheme operates in Shepherds Bush Green Ward but this would apply across the borough. 2013/14 financial year.	41	ES1	-	Borough	Metropolitan Police Service	2013	2014	£0	£1,539,000	£1,206,000	£1,539,000	£1,372,666	£166,334	£106	
ELRS7	Community Safety	Enhanced Policing Year 3	Additional cost of 24/7 policing 'Safer Neighbourhood Team' in areas surrounding specific development sites. Current scheme operates in Shepherds Bush Green Ward but this would apply across the borough. 2014/15 financial year.	41	ES1	-	Borough	Metropolitan Police Service	2014	2015	£0	£1,325,000	£992,000	£1,325,000	£1,158,666	£166,334	£106	

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											Capital	Revenue / Year	Years	Total	Council / Govt / Agencies / Other	S106		
ELRS 8	Community Safety	Enhanced Policing Year 4	Additional cost of 24/7 policing 'Safer Neighbourhood Team' in areas surrounding specific development sites. Current scheme operates in Shepherds Bush Green Ward but this would apply across the borough. 2015/16 financial year.	41	ES1	-	Borough	Metropolitan Police Service	2015	2016	£0	£1,325,000	1	£1,325,000	£0	£100,000	£1,225,000	S106
ELRS 9	Community Safety	Enhanced Policing Year 5	Additional cost of 24/7 policing 'Safer Neighbourhood Team' in areas surrounding specific development sites. Current scheme operates in Shepherds Bush Green Ward but this would apply across the borough. 2016/17 financial year.	41	ES1	-	Borough	Metropolitan Police Service	2016	2017	£0	£1,325,000	1	£1,325,000	£0	£100,000	£1,225,000	S106
ELRS 10	Community Safety	CCTV Maintenance	CCTV maintenance	New	ES6	-	Borough		2015	2025	£0	£400,000	10	£400,000	£0	£0	£400,000	R123 CIL
ELRS 11	Community Safety	Public Space CCTV Borough	Install CCTV and link private systems to integrated borough-wide council network to assist in prevention and detection of crime (cost includes camera, fixing, groundworks, transmission). Enhance CCTV hubs.	New	ES6	-	Borough		2013	2032	£225,000	£16,200	20	£649,000	£0	£0	£649,000	R123 CIL
ELRS 12	Community Safety	Public Space CCTV White City	Install CCTV and link private systems to integrated borough-wide council network to assist in prevention and detection of crime (cost includes camera, fixing, groundworks, transmission). Enhance CCTV hubs.	New	ES7	WC36	White City		2013	2031	£0	£13,200	17	£224,400	£40,000	£0	£184,400	S106
ELRS 13	Community Safety	Public Space CCTV South Fulham	Install CCTV and link private systems to integrated borough-wide council network to assist in prevention and detection of crime (cost includes camera, fixing, groundworks, transmission). Enhance CCTV hubs.	New	ES8	SF8	South Fulham		2012	2016	£50,000	£3,000	20	£110,000	£80,000	£0	£30,000	R123 CIL
ELRS 14	Community Safety	Deployable CCTV	Need for rapid Deployable CCTV to deal with dynamic hotspots.	New	ES9	-	Borough		2014	2015	£120,000	£20,000	1	£140,000	£0	£140,000	£0	R123 CIL
ELRS 15	Leisure	Lindford Christie Outdoor Sports Centre Pavilion & Facilities	Improve and enhance sport and leisure offer - Replace dilapidated pavilion and changing facilities. Health and safety improvements to accommodate increase in population using facilities.	42	L4	WC29	White City		2015	2031	£2,040,000	£180,000	6	£3,120,000	£0	£0	£3,120,000	R123 CIL
ELRS 16	Leisure	Phoenix Leisure Centre & Janet Adegoke Swimming Pool	Increase public usage of sport and leisure offer for indoor sports.	42	L3	-	Borough		2013	2014	£315,000	£0	0	£315,000	£0	£0	£315,000	R123 CIL
ELRS 17	Leisure	Lillie Road Fitness Centre	Improve and enhance sport and leisure offer. Works now completed.	42	L2	-	Borough	Greenwich Leisure Limited	2012	2016	£500,000	£0	0	£500,000	£500,000	£0	£0	R123 CIL
ELRS 18	Leisure	Gym White City	Full size (at least 100 stations) accessible public gym. Assume 1,600m2 GIA. The costs include fit out. Assumed to be commercial operation. On-going costs represent subsidy for improved access for low income residents. Could be provided by enhancing existing facilities in area.	42	L5	WC19	White City	Developers	2017	2031	£3,040,000	£55,000	6	£3,370,000	£0	£0	£3,370,000	S106
ELRS 19	Leisure	Sports Hall White City	In-kind provision of 6-8 courts. Assume 2,100 GIA. The costs include fit out. Assumed to be commercial operation. On-going costs represent subsidy for improved access for low income residents. Alternatively could be provided by enhancing existing facilities in area.	42	L6	WC20	White City	Developers	2022	2031	£4,000,000	£55,000	6	£4,330,000	£0	£0	£4,330,000	S106
ELRS 20	Leisure	Gym & Leisure Centre Earls Court	In-kind provision and leasing of gym and public leisure centre of approximately 5,000m2 as part of development.	42	L8	-	Fulham (inc. Earls Court)	Developers	2013	2031	£7,609,247	£0	0	£7,609,247	£0	£7,609,247	£0	S106

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ELRS 21	Leisure	Subsidised Sports Facilities Membership Earls Court Seagrave Road	£136k agreed as part of Seagrave Road S106 for subsidising membership of local sports facilities for occupiers of the affordable housing.	42	L7	-	Fulham (inc. Earls Court)	Developers	2013	2031	£136,000	£0	£136,000	£0	£136,000	£0	£0	S106
ELRS 22	Leisure	Hammermith Park	All-weather football facility comprising 2 seven-a-side pitches 11 five-a-side pitches and a two-on-two basketball training court to replace an existing all weather pitch, tennis and basketball courts, bowling green and disused playground. New pavilion containing community multi-use room, changing rooms and office. Planning application reference 2013/01084/FUL without prejudice.	New	New	-	White City	Play Football Ltd	2013	2016	£2,100,000	£0	£2,100,000	£0	£2,100,000	£0	£0	Site
ELRS 23	Leisure	Ravenscourt Park Changing Rooms/toilets	To meet the demands of the local schools and stakeholders.	42	L1	-	Hammersmith		2014	2018	£200,000	£0	£200,000	£0	£200,000	£200,000	£0	R123 CIL
ELRS 24	Parks	Ravenscourt Park Sports Provision	Improvements to the sport provisions in Ravenscourt Park, such as the All Weather Pitch (AWP) and tennis courts.	42	L1	-	Hammersmith		2014	2018	£500,000	£0	£500,000	£0	£500,000	£500,000	£0	R123 CIL
ELRS 25	Parks	Ravenscourt Park Facilities	Improvements to the south end facilities at Ravenscourt Park such as the play area, paddling pool, arches and entrances.	51	L1	-	Hammersmith		2015	2018	£500,000	£0	£500,000	£0	£500,000	£500,000	£0	R123 CIL
ELRS 26	Parks	Wormwood Scrubs	Assets and drainage improvements.	50	New	-	Park Royal		2013	2015	£250,000	£0	£250,000	£0	£250,000	£250,000	£0	Future CIL
ELRS 27	Parks	Wormholt Park	Refurbish park as per masterplan.	50	L18	-	Borough		2013	2016	£1,500,000	£0	£1,500,000	£1,000,000	£500,000	£500,000	£0	R123 CIL
ELRS 28	Parks	Open Space White City	Provide and maintain new open space. Allowance includes for 15,000m2 of landscaping adjacent to Hammersmith and City Line. This costs include for larger proportion of hard landscaping with some soft & green landscaping.	51	L19	WC15	White City	Developers	2022	2026	£3,540,000	£15,000	£3,560,000	£1,150,000	£0	£1,150,000	£2,540,000	£106
ELRS 29	Parks	Shepherds Bush Green	Redevelopment to improve quality including 2 new playgrounds: 1 for under 5s and 1 for over 5s.	46	L17	-	White City		2009	2013	£4,600,000	£0	£4,600,000	£4,600,000	£0	£4,600,000	£0	£106
ELRS 30	Parks	Brook Green	Improvements required for Brook Green as per the Brook Green Vision document.	50	L15	-	Borough		2013	2016	£1,000,000	£0	£1,000,000	£260,000	£490,000	£250,000	£106	
ELRS 31	Parks	Open Space Earls Court	Provide and maintain open space as part of development.	51	L22	-	Fulham (inc. Earls Court)	Developers	2013	2031	£12,375,503	£0	£12,375,503	£12,375,503	£0	£12,375,503	£0	£106
ELRS 32	Parks	Open Space Earls Court Seagrave Road	£3,250,000 agreed as part of Seagrave Road S106 for either for acquiring the Lost River Park or for improving and enhancing open space in the vicinity of the development.	51	L23	-	Fulham (inc. Earls Court)	Developers	2013	2031	£3,250,000	£0	£3,250,000	£3,250,000	£0	£3,250,000	£0	£106
ELRS 33	Parks	Brompton Cemetery	Contribution to Royal Parks towards improvement and enhancement works.	51	L24	-	Fulham (inc. Earls Court)	Royal Parks	2013	2031	£350,000	£0	£350,000	£0	£350,000	£350,000	£0	£106
ELRS 34	Parks	Eal Brook Common	Funds to consult, develop and improve the north end of Eal Brook Common & address the boundary treatment, paving and site furniture.	50	L14	-	Borough		2013	2016	£800,000	£0	£800,000	£200,000	£598,000	£2,000	£2,000	£106
ELRS 35	Parks	Bishop's Park Major Improvements	Restoration of park infrastructure, security, riverside railings, underground services and features.	49	L16	-	Borough	National Lottery	2011	2015	£8,000,000	£100,000	£8,400,000	£7,000,000	£325,000	£1,075,000	£1,075,000	£106
ELRS 36	Parks	Bishop's Park Other Improvements	Additional areas for improvements at Bishop's Park including perimeter railings replacement, tree works, additional planting, riverbank lighting and paving and re-landscaping of Poney Bridge area.	49	L16	-	Borough		2014	2018	£350,000	£0	£350,000	£0	£350,000	£0	£350,000	R123 CIL

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ELRS 37	Parks	Bishop's Park Fulham Football Club Improvements	Improve access to Fulham Football Club, improvements to the Riverwalk including lighting and resurfacing. Complete refurbishment of toilets. Resurface subway entrance at Punney Bridge. Subject to implementation of Fulham Football Club development.	49	L16	-	Borough		2014	2014	£600,000	£0	£600,000	£600,000	£0	£0	£106	
ELRS 38	Parks	Bishop's Park Fulham Football Club Improvements - Heritage Gates	Replacement of Heritage Parks Gates at Stevenge Road entrance. Subject to implementation of Fulham Football Club development.	49	L16	-	Borough		2014	2014	£40,000	£0	£40,000	£40,000	£0	£0	£106	
ELRS 39	Parks	Bishop's Park Fulham Football Club Improvements	General maintenance at Bishop's Park for reinstatement of grounds post football matches. Subject to implementation of Fulham Football Club development.	49	L16	-	Borough		2014	2033	£0	£20,000	£400,000	£400,000	£0	£0	£106	
ELRS 40	Parks	Bishop's Park / Fulham Palace Archaeological Work	Archaeology work required at Fulham Palace / Bishop's Park as part of the HLF funding agreement	49	L16	-	Borough		2013	2014	£80,000	£0	£80,000	£0	£80,000	£80,000	R123 CIL	
ELRS 41	Parks	Fulham Palace	Fulham Palace improvement works as per Masterplan including works to Entrance Approach, new build opposite stable block & learning gardens, main entrance, chaplains gardens, main lawn, walled garden and moat.	50	New	-	Borough		2014	2016	£750,000	£0	£750,000	£0	£750,000	£750,000	R123 CIL	
ELRS 42	Parks	Hurlingham Park Pavilion	Hurlingham Park pavilion upgrades and extension. To accommodate the minimum number of participants (8 teams) at once.	51	New	-	South Fulham		2014	2015	£250,000	£0	£250,000	£250,000	£0	£0	£106	
ELRS 43	Parks	Hurlingham Park All Weather Pitch	Hurlingham Park All Weather Pitch (AWP) redevelopment	51	New	-	South Fulham	Fulham Football Club	2014	2016	£700,000	£0	£700,000	£350,000	£350,000	£0	£106	
ELRS 44	Parks	South Park Masterplan	Improve as per delivery plan / masterplan including paving, planting, MUGA, improved play spaces, and netball / basketball courts.	51	L21	SF5	South Fulham		2013	2021	£529,000	£145,000	£674,000	£600,000	£74,000	£674,000	£0	£106
ELRS 45	Parks	South Park Facilities	Upgrade to changing facilities and sports assets.	51	L21	-	South Fulham		2014	2016	£100,000	£0	£100,000	£0	£100,000	£100,000	R123 CIL	
ELRS 46	Parks	Imperial Road Gasworks Site Open Space	Provision of on-site open space as part of possible future development of site.	New	New	SF	South Fulham		2017	2031	£0	£0	£0	£0	£0	£0	Site	
ELRS 47	Parks	Facilities	Maintain, refurbish and upgrade multiple sports facilities across the borough's parks and increase accessibility.	50	L9	-	Borough		2013	2031	£5,600,000	£264,500	£10,625,500	£2,625,500	£8,000,000	£8,000,000	R123 CIL	
ELRS 48	Parks	Eel Brook Common Tennis Courts	Refurbish existing two tennis courts at Eel Brook Common.	50	New	-	Borough		2014	2016	£75,000	£0	£75,000	£0	£75,000	£75,000	R123 CIL	
ELRS 49	Parks	Lillie Road Rec MUGA	Refurbish existing MUGA at Lillie Road Rec	50	New	-	Borough		2014	2016	£100,000	£0	£100,000	£0	£100,000	£100,000	R123 CIL	
ELRS 50	Parks	Ancillary Buildings	To create and improve facilities such as depots, cafes, changing rooms, etc. to ensure they meet minimum safety, welfare, security, accessible and energy standards (Hammersmith, Normand, Ravenscourt, etc.)	50	L13	-	Borough		2013	2031	£7,350,000	£150,000	£10,200,000	£2,200,000	£8,000,000	£8,000,000	R123 CIL	
ELRS 51	Parks	South Park Central Buildings	To further improve the changing rooms and improve the surrounding buildings to provide space for a cafe and improve the toilets.	50	L13	-	South Fulham		2014	2016	£150,000	£0	£150,000	£0	£150,000	£150,000	R123 CIL	
ELRS 52	Parks	Assets High Priority	Replace all Category 4 and 5 assets from the most current asset register (22.03.11). Full details list of all high priority safety concerns, such as site furniture, lighting columns, etc. Health and safety improvements to accommodate increase in population using assets.	50	L10	-	Borough		2013	2015	£750,000	£0	£750,000	£0	£750,000	£750,000	R123 CIL	

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ELRS 53	Parks	Assets Lower Priority	Prioritise schemes to bring hard landscaping / park assets (fencing and railings, paving, structures, furniture, service hatches, bollards, bins, gates, etc.) up to a score of 3 out of 5 as set out in the Parks Asset Management Plan.	50	L10	-	Borough		2015	2031	£10,000,000	£100,000	16	£11,600,000	£0	£0	£0	£11,600,000	R123 CIL
ELRS 54	Parks	Soft Landscaping and Biodiversity	Re-model and refurbish to improve quality and attractiveness, including planting schemes, horticultural features, green roofing, flood management and biodiversity.	50	L12	-	Borough		2020	2030	£7,500,000	£50,000	10	£8,000,000	£1,500,000	£0	£1,500,000	£6,500,000	R123 CIL
ELRS 55	Parks	Play Spaces	Maintain, refurbish and upgrade 38 play spaces (those not listed elsewhere in schedule) across the borough's parks.	55	L11	-	Borough	DIE	2013	2031	£9,500,000	£75,000	19	£10,925,000	£3,875,000	£0	£3,875,000	£7,050,000	R123 CIL
ELRS 56	Waste & Street Enforcement	Recycling Bin Sites	Recycling bin sites - introduction of housings for bins, improving their appearance	New	New	-	Borough		2013	2021	£50,000	£0	0	£50,000	£0	£0	£0	£50,000	R123 CIL
ELRS 57	Waste & Street Enforcement	Litter Bins Borough	Replace/add to existing litter bins around the borough to deal with increasing population. Replace litter bins in all open spaces with a dual litter/recycling bins.	New	New	-	Borough		2013	2023	£80,000	£0	0	£80,000	£0	£80,000	£0	£0	-
ELRS 58	Waste & Street Enforcement	Litter Bins Fulham Town Centre	Provide 30 litter bins to deal with increased footfall and need to minimise dropped litter and subsequent cleansing pressure.	New	U6	-	Borough		2013	2023	£24,000	£0	10	£24,000	£0	£24,000	£0	£0	-
ELRS 59	Waste & Street Enforcement	Litter Bins White City / Shepherds Bush	Provide 30 litter bins. Included in Environmental Improvements category for White City.	New	U7	WC env imps	White City		2013	2016	£0	£0		£0	£0	£0	£0	£0	-
ELRS 60	Waste & Street Enforcement	Litter Bins South Fulham Riverside	Provide 30 litter bins to deal with increased footfall and need to minimise dropped litter and subsequent cleansing pressure.	New	U8	SF9	South Fulham		2013	2026	£24,000	£0	0	£24,000	£0	£24,000	£0	£0	-
ELRS 61	Waste & Street Enforcement	Litter Bins Hammersmith Town Centre	Provide 30 litter bins to deal with increased footfall and need to minimise dropped litter and subsequent cleansing pressure.	New	U9	-	Hammersmith		2013	2023	£24,000	£0	0	£24,000	£0	£24,000	£0	£0	-
FGG 1	Community Investment	Third Sector Hub 20 Dawes Road	Consolidate third sector facilities. Not including residential element.	47	C1	-	Borough	Fulham Community Partnership Trust Shepherds Bush Housing Group	2010	2012	£2,400,000	£0		£2,400,000	£2,400,000	£0	£2,400,000	£0	-
FGG 2	Community Investment	Third Sector Hub Edward Woods Estate	Establish third sector facilities within Boxmoor, Norland, Poynter and Stebbing Houses, including flexible office space (approx. 8 units, 688m2 total). Not including residential development and cladding of towers.	47	C2	-	Borough		2010	2013	£720,000	£0		£720,000	£720,000	£0	£720,000	£0	-
FGG 3	Community Investment	Third Sector Hub Lyric Theatre	Consolidate third sector facilities (60.5m) to include designated community hub - total aggregate area within the Lyric development not to exceed 60 square metres and additional access to activity space. To accommodate 3rd sector organisations. Separate to expanded theatre / cultural facilities.	47	C3	-	Hammersmith	LBHF (£2.8m commit.) Arts Council DCMS LDA NDC Lyric	2012	2014	£13,500,000	£0		£13,500,000	£13,500,000	£0	£13,500,000	£0	-
FGG 4	Community Investment	Third Sector Hub Park Royal	Establish third sector facilities. Costs to be identified.	47	New	-	Park Royal		2017	2031	£0	£0		£0	£0	£0	£0	£0	Future CIL

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FCG 5	Community Investment	Disability Services Accommodation / Edward Woods Community Centre	Potential relocation of disability services accommodation (currently provided at Greswell Centre, occupied by Action on Disability - see Cabinet Report 22nd July 2013) to the Edward Woods Community Centre alongside other community meeting room use. Costs estimated at £333,500 - £457,930.	43	C4	-	White City		2014	2015	£457,930	£0	£137,000	£137,000	£320,930	S106 Site		
FCG 6	Community Investment	Community Space White City	1,000sqm of community space to support local groups and Further Education outreach programmes.	43	C5	WC35	White City	Developers	2021	2031	£49,274	£0	£0	£0	£792,014	Site		
FCG 7	Community Investment	Community Space (Hurlingham & Chelsea School Site) South Fulham	Provide community facility including library and adult learning and skills (re-provision of Sands End Library / Community Centre). Now all complete.	43	C6	-	South Fulham	Developers	2012	2012	£1,650,000	£0	£1,650,000	£0	£0	-		
FCG 8	Community Investment	Community Space Earis Court	Provide community meeting space, co-located with other proposed community facilities, within the borough boundary, in addition to facilities proposed in neighbouring Royal Borough of Kensington and Chelsea.	43	C7	-	Fulham (inc. Earis Court)	Developers	2014	2031	£4,861,500	£0	£4,861,500	£0	£0	£106		
FCG 9	Community Investment	Cultural Space Earis Court	Provision of cultural space	43	C8	-	Fulham (inc. Earis Court)	Developers	2014	2031	£4,861,500	£0	£4,861,500	£0	£0	£106		
HR 1	Economic Development, Adult Learning & Skills	End Use Recruitment and Job Shop White City Capital Investment	Construction of on-site premises to assist local people to compete for end use jobs. Potential for adult learning and skills element. Assumes all construction costs including fit-out and a lease in perpetuity. Supported by Workplace Coordinators.	New	EL1	WC22	White City	Skills Funding Agency	2014	2016	£1,500,000	£0	£500,000	£0	£1,000,000	£106		
HR 2	Economic Development, Adult Learning & Skills	End Use Recruitment and Job Shop White City Revenue Investment	Construction of on-site premises to assist local people to compete for end use jobs. Potential for adult learning and skills element. Assumes all construction costs including fit-out and a lease in perpetuity. Supported by Workplace Coordinators.	New	EL2	-	White City	Skills Funding Agency	2017	2031	£150,000	£0	£900,000	£0	£1,950,000	£106		
HR 3	Economic Development, Adult Learning & Skills	End Use Recruitment and Job Shop Earis Court	Construction of on-site premises to assist local people to compete for end use jobs. Potential for adult learning and skills element. Assumes all construction costs including fit-out and a lease in perpetuity. Supported by Workplace Coordinators.	New	EL3	-	Fulham (inc. Earis Court)	Skills Funding Agency	2014	2031	£3,750,000	£0	£1,500,000	£0	£2,250,000	£106		
HR 4	Economic Development, Adult Learning & Skills	Construction Skills Training Centre	Construction of on-site (potentially mobile) centre to assist local people to compete for construction jobs. Supported by Workplace Coordinators.	New	EL4	-	Fulham (inc. Earis Court)	Skills Funding Agency	2014	2031	£8,650,000	£0	£2,500,000	£0	£6,150,000	£106		
HR 5	Economic Development, Adult Learning & Skills	Employment, Training and Workplace Coordinators White City	Provision of Workplace Coordinators (employed by the council but hosted by the developer) to assist local people to compete for end use and construction jobs and to fund training and apprenticeships.	New	EL5	WC22	White City	Skills Funding Agency	2014	2031	£115,000	£0	£2,300,000	£0	£2,300,000	£106		
HR 6	Economic Development, Adult Learning & Skills	Employment, Training and Workplace Coordinators South Fulham	Provision of Workplace Coordinators (employed by the council but hosted by the developer) to assist local people to compete for end use and construction jobs and to fund training and apprenticeships.	New	EL6	SF6	South Fulham	Skills Funding Agency	2014	2031	£56,876	£0	£580,000	£0	£557,528	£106		
HR 7	Economic Development, Adult Learning & Skills	Employment, Training and Workplace Coordinators Earis Court	Provision of Workplace Coordinators (employed by the council but hosted by the developer) to assist local people to compete for end use and construction jobs and to fund training and apprenticeships.	New	EL7	-	Fulham (inc. Earis Court)	Skills Funding Agency	2014	2031	£249,333	£0	£350,000	£0	£3,390,000	£106		

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HR8	Economic Development, Adult Learning & Skills	Business Hub / Incubator White City	Provision of touchdown / desk space for businesses to use via a membership fee (rather than letting / leasing fixed spaces). *WCOA Cost assumes 20,000 sq.ft office which includes all construction costs and lifetime lease.	New	EL8	WC33	White City		2015	2016	£700,000	£0	£0	£0	£0	£700,000	S106	
HR9	Economic Development, Adult Learning & Skills	Business Hub / Incubator Borough	Provision of touchdown / desk space for businesses to use via a membership fee (rather than letting / leasing fixed spaces).	New	EL9	-	Borough		2015	2021	£14,000	£0	£0	£0	£0	£14,000	R123 CIL	
HR10	Economic Development, Adult Learning & Skills	Business Engagement White City	Business engagement and consultation with those businesses most affected. Commercial centres and visitor destination management. Support for new enterprise and established businesses. Inward investment activities to attract new occupiers.	New	EL10	WC34	White City		2014	2031	£0	£170,000	20	£0	£0	£3,400,000	£3,400,000	S106
HR11	Economic Development, Adult Learning & Skills	Business Engagement Ea1s Court	Allocation of land, with a North End Road address, for potential relocation of North End Road Street Market, subject to discussions between LBHF and street traders in order to ensure a workable solution. Support for businesses affected by Ea1s Court exhibition centre closures. Provision of affordable shop units and nomination rights. Costs to be identified.	New	EL11	-	Fulham (inc. Ea1s Court)		2014	2031	£0	£0	£0	£0	£0	£0	£0	S106
HR12	Economic Development, Adult Learning & Skills	Business Engagement Hammersmith Town Centre	Provide town centre and visitor services to contribute to local economic growth.	New	EL12	-	Hammersmith		2014	2031	£0	£390,000	15	£0	£0	£5,850,000	£5,850,000	S106
HR13	Economic Development, Adult Learning & Skills	Business Engagement Fulham Town Centre	Provide town centre and visitor services to contribute to local economic growth.	New	EL13	-	Borough		2014	2031	£0	£390,000	15	£0	£0	£5,850,000	£5,850,000	S106
HR14	Economic Development, Adult Learning & Skills	Local Business Procurement Borough	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL14	-	Borough		2014	2031	£0	£0	£0	£0	£0	£0	£0	S106
HR15	Economic Development, Adult Learning & Skills	Local Business Procurement White City	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL15	-	White City		2014	2031	£0	£0	0	£0	£0	£0	£0	S106
HR16	Economic Development, Adult Learning & Skills	Local Business Procurement South Fulham	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL16	-	South Fulham		2014	2031	£0	£0	£0	£0	£0	£0	£0	S106
HR17	Economic Development, Adult Learning & Skills	Local Business Procurement Ea1s Court Main Site	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL17	-	Fulham (inc. Ea1s Court)		2014	2031	£0	£0	£0	£0	£0	£0	£0	S106
HR18	Economic Development, Adult Learning & Skills	Local Business Procurement Ea1s Court Saagrove Road	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL18	-	Fulham (inc. Ea1s Court)		2014	2031	£26,010	£0	£0	£0	£0	£26,010	£26,010	S106

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HR19	Economic Development, Adult Learning & Skills	Local Business Procurement Hammersmith	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL19	-	Hammersmith		2014	2031	£0	£0	£0	£0	£0	£0	£0	£106
HR20	Economic Development, Adult Learning & Skills	Local Business Procurement Park Royal	Seek procurement opportunities for local SMEs associated with construction and end use of development. Costs to be identified.	New	EL20	-	Park Royal		2014	2031	£0	£0	£0	£0	£0	£0	£0	£106
HR21	Economic Development, Adult Learning & Skills	Phoenix Canberra Schools Site	Includes potential for adult education element as part of any co-location of services.	New	EL21	-	Borough	Phoenix Canberra Schools Federation	2014	2016	£150,000	£0	£0	£0	£0	£150,000	£150,000	R123 CIL
HR22	Economic Development, Adult Learning & Skills	See End Use Recruitment and Job Shop White City	Includes potential for adult learning and skills co-location. Costs to be identified.	New	EL22	-	White City				£0	£0	£0	£0	£0	£0	£0	-
HR23	Economic Development, Adult Learning & Skills	See Community Space (Hurlingham and Chelsea School Site) South Fulham Riverside	Includes adult learning and skills co-location. Costs to be identified.	New	EL23	-	South Fulham				£0	£0	£0	£0	£0	£0	£0	-
HR24	Economic Development, Adult Learning & Skills	See End Use Recruitment and Job Shop Earls Court	Includes potential for adult learning and skills co-location. Costs to be identified.	New	EL24	-	Fulham (inc. Earls Court)				£0	£0	£0	£0	£0	£0	£0	-
HR25	Economic Development, Adult Learning & Skills	See Third Sector Hub Hammersmith	Includes adult learning and skills co-location. Costs to be identified.	New	EL25	-	Hammersmith				£0	£0	£0	£0	£0	£0	£0	-
HR26	Economic Development, Adult Learning & Skills	King Street Regeneration Infrastructure	King Street Regeneration infrastructure related to possible redevelopment of Town Hall Extension and surrounding site. Potentially including: shop front improvement; environmental improvements (e.g. paving, planting, lighting, signage); short local campaign; town centre events; improvements to underpass at the end of Nigel Playfair Avenue (e.g. CCTV, lighting and decorations).	New	New	-	Hammersmith	Business Improvement District	2014	2016	£1,000,000	£0	£0	£1,000,000	£0	£1,000,000	£1,000,000	£106
LA1	Libraries & Archives	Hammersmith Library	More than a library! Improvements, including self-service terminals, IT improvements, wi-fi, accessibility and refurbishment. Will also include the relocation of the Archive and Local Studies Service from The Lilla Husset, 191 Talgarth Road where the lease runs out in 2016. Works being carried out October 2013 - Summer 2014.	44	C13	-	Hammersmith		2013	2014	£2,680,000	£0	£0	£2,680,000	£340,000	£2,350,000	£2,690,000	£0
LA2	Libraries & Archives	Avonmore Library and Community Centre (formerly Barons Court Library)	Re-model for community library with Citizen's Advice Bureau and The Urban Partnership Group providing parent and child sessions through Masbro Children's Centre (re-provision of Barons Court Library). Now complete.	New	C9	-	Borough		2012	2012	£400,000	£0	£0	£400,000	£400,000	£400,000	£400,000	£0

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TTS10	Environmental Health	Air Quality Monitoring Stations	Air quality monitoring and replacement of equipment as appropriate (including existing station at Shepherds Bush and 10 diffusion tubes around the borough) to monitor trends in air quality, in particular in relation to impacts from general increase in borough development and population.	New	U18	-	Borough	TfL DEFRA	2013	2031	£0	£11,000	20	£220,000	£11,000	£0	£11,000	£209,000	R123 CIL	
TTS11	Environmental Health	Contaminated Land	Treatment plants and monitoring wells.	New	New	-	Borough		2013	2031	£0	£50,000	20	£1,000,000	£0	£0	£1,000,000	£1,000,000	R123 CIL	
TTS12	Environmental Health	Bore Hole South Fulham Riverside	For investigation of water abstraction.	New	U3	SF10	South Fulham		2013	2016	£60,000	£0	£0	£60,000	£60,000	£0	£0	£0	S106	
TTS13	Environmental Health	Noise Reduction Infrastructure	Provision of noise reduction infrastructure, in particular in relation to impacts from general increase in borough.	New	U19	-	Borough	TfL DEFRA	2014	2016	£15,000	£0	£0	£15,000	£0	£0	£0	£15,000	R123 CIL	
TTS14	Drainage & Flooding	Thames Wall Borough	Upkeep and improve wall defences to ensure Thames Wall is an effective barrier to flood risk.	13	U4	-	Borough	Environment Agency Riparian landowners	2013	2031	£3,804,000	£0	£0	£3,804,000	£0	£0	£0	£3,804,000	R123 CIL	
TTS15	Drainage & Flooding	Thames Wall Hammersmith	Upkeep and improve wall defences to ensure Thames Wall is an effective barrier to flood risk. Costs to be identified.	13	U5	-	Hammersmith	*	2013	2031	£0	£0	£0	£0	£0	£0	£0	£0	-	
TTS16	Drainage & Flooding	Counters Creek Sewer	Replace, enlarge and supplement sewer system to update ageing infrastructure and increase capacity. Planning and development costs only provided.	12	U2	-	Borough	OFWAT Thames Water	2015	2020	£32,000,000	£0	£0	£32,000,000	£32,000,000	£0	£0	£32,000,000	£0	-
TTS17	Drainage & Flooding	Counters Creek Sewer SUDS / Green Streets	Three trial streets: Mendora Road, Melina Road and Anand Gardens (RBKC). Jun 2012-Apr 2013: Feasibility Mar 2013-Jul 2013: Detailed design Jul-Nov 2013: Construction Nov 2013-Nov 2014: Performance monitoring	New	New	-	Borough	Thames Water	2013	2014	£0	£0	£0	£0	£0	£0	£0	£0	£0	-
TTS18	Drainage & Flooding	SUDS Stevenage Road & Queensmill Road	Sustainable Urban Drainage Systems (SUDS) to be developed.	New	U1	-	Borough	ELRS Parks	2013	2015	£200,000	£10,000	30	£500,000	£0	£0	£0	£500,000	R123 CIL	
TTS19	Drainage & Flooding	SUDS Brook Green	Sustainable Urban Drainage Systems (SUDS) to be developed.	New	U1	-	Borough	ELRS Parks	2013	2014	£300,000	£5,000	30	£450,000	£0	£0	£0	£450,000	R123 CIL	
TTS20	Drainage & Flooding	SUDS Lyric Square	Sustainable Urban Drainage Systems (SUDS) to be developed.	New	U1	-	Hammersmith		2013	2015	£200,000	£10,000	30	£500,000	£0	£0	£0	£500,000	R123 CIL	
TTS21	Highways	Shepherds Bush Town Centre (West)	Redesign carriageway and footway areas to reduce collisions, improve streetscape and extend pedestrian realm, improve crossing points, target factors that result in high street crime levels in the area. Better connections to Goldhawk Road and Shepherd's Bush Market stations. To include SUDS.	New	T94	-	White City	TfL	2013	2015	£3,200,000	£0	£0	£3,200,000	£2,500,000	£700,000	£0	£0	R123 CIL	
TTS22	Highways	Highway Maintenance Reserve List	Repairing poor condition highways.	New	New	-	Borough		2014	2030	£0	£3,577,000	30	£107,310,000	£70,680,000	£0	£0	£36,630,000	R123 CIL	
TTS23	Highways	Tree Planting Strategy	Plant new trees (approximately 100 per year) to improve attractiveness and biodiversity (this is in addition to replacing approximately 200 per year).	New	L25	-	Borough	Resident/ business sponsorship	2012	2021	£140,000	£0	£0	£140,000	£0	£28,000	£28,000	£112,000	R123 CIL	
TTS24	Highways	Mayor's Street Tree Programme	Plant new trees to improve attractiveness and biodiversity.	56	L31	-	Borough	GLA	2009	2012	£74,000	£0	£0	£74,000	£74,000	£0	£0	£0	-	

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TTS25	Highways	Environmental improvements & public art Borough	Small-scale improvements fund for: minor open spaces; public art on public realm; highway verges; town centre footway cleaning; S215 schemes; play facilities; greening; school playgrounds; signage; public realm maintenance; dealing with eyesores; local shopping centre public realm / shop front improvements.	New	L32	-	Borough		2013	2031	£500,000	£0	£0	£0	£500,000	£500,000	R123 CIL	
TTS26	Highways	Environmental improvements & public art White City	Small-scale improvements fund for: minor open spaces; public art on public realm; highway verges; town centre footway cleaning; S215 schemes; play facilities; greening; school playgrounds; signage; public realm maintenance; dealing with eyesores; local shopping centre public realm / shop front improvements.	New	L33	WC30	White City		2013	2031	£2,024,000	£7,181	19	£40,000	£0	£2,160,444	£2,120,444	S106
TTS27	Highways	Environmental improvements & public art South Fulham	Small-scale improvements fund for: minor open spaces; public art on public realm; highway verges; town centre footway cleaning; S215 schemes; play facilities; greening; school playgrounds; signage; public realm maintenance; dealing with eyesores; local shopping centre public realm / shop front improvements.	New	L34	-	South Fulham		2013	2031	£500,000	£0	£0	£0	£0	£500,000	£500,000	R123 CIL
TTS28	Highways	Environmental improvements & public art Earls Court	Small-scale improvements fund for: minor open spaces; public art on public realm; highway verges; town centre footway cleaning; S215 schemes; play facilities; greening; school playgrounds; signage; public realm maintenance; dealing with eyesores; local shopping centre public realm / shop front improvements.	New	L35	-	Fulham (inc. Earls Court)		2013	2031	£9,168,333	£0	£0	£9,168,333	£0	£9,168,333	£0	S106
TTS29	Highways	Environmental improvements & public art Hammersmith	Small-scale improvements fund for: minor open spaces; public art on public realm; highway verges; town centre footway cleaning; S215 schemes; play facilities; greening; school playgrounds; signage; public realm maintenance; dealing with eyesores; local shopping centre public realm / shop front improvements.	New	L36	-	Hammersmith		2013	2031	£500,000	£0	£0	£0	£0	£500,000	£500,000	R123 CIL
TTS30	Highways	Environmental improvements & public art Park Royal	Small-scale improvements fund for: minor open spaces; public art on public realm; highway verges; town centre footway cleaning; S215 schemes; play facilities; greening; school playgrounds; signage; public realm maintenance; dealing with eyesores; local shopping centre public realm / shop front improvements.	New	L37	-	Park Royal		2022	2031	£500,000	£0	£0	£0	£0	£500,000	£500,000	Future CIL
TTS31	Highways	Environmental improvements & public art White City	To fund minor infrastructure schemes in neighbouring localities to ameliorate development impact. Costs to be identified.	New	L38	-	White City		2013	2031	£0	£0	20	£0	£0	£0	£0	S106
TTS32	Transport	Crossrail 2 Chelsea-Heckney Line	Improve track between Parsons Green and Wimbledon and construction of new line between Parsons Green and Chelsea to improve public transport accessibility in south of borough. Approx. £1.5bn whole scheme, approx. £2bn part of scheme through LBHF, approx. £1bn potential LBHF contribution - although likely Mayoral contribution and subject to review of options by TfL, TBC.	7	T5	-	London	DfT TfL	2019	2033	£2,000,000,000	£0	£0	£1,000,000,000	£0	£1,000,000,000	£1,000,000,000	Future CIL

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TTS 33	Transport	High Speed Rail 2 Station	Construct HS2 station at Old Oak. Assumes £100m commitment from government subject to passage of Bill.	6	T7	-	Park Royal	DfT Network Rail HS2 Ltd	2026	2026	£100,000,000	£100,000,000	£0	£100,000,000	£0	£0	£0	Future CIL
TTS 34	Transport	Crossrail Station	Construct station at Old Oak.	5	T8	-	Park Royal	ILHF Crossrail Ltd	2017	2025	£25,000,000	£0	£0	£25,000,000	£0	£0	£25,000,000	Future CIL
TTS 35	Transport	Interchange High Speed Rail 2 + Crossrail + West London Line	Construct interchange at Old Oak to connect HS2, Crossrail and West London Line. Assumes approx. £10m commitment from agencies, with remainder sought from LBHF, TBC.	5, 6	T6	-	Park Royal	DfT Network Rail HS2 Ltd Crossrail Ltd	2014	2025	£50,000,000	£10,000,000	£0	£10,000,000	£0	£0	£40,000,000	Future CIL
TTS 36	Transport	Personal Rapid Transit	Personal Rapid Transit (PRT) light rail to link Kensal to Crossrail station only.		T9	-	Park Royal	TfL	2017	2025	£30,000,000	£0	£0	£30,000,000	£0	£0	£30,000,000	Future CIL
TTS 37	Transport	West London Line Overground Station North Pole Road	Construct new station to increase accessibility and frequency of trains subject to robust business case. (The South East Route Utilisation Strategy (RUS) report - July 2011). Assumes equal commitment from other agencies TBC.	4	T1	-	Borough	TfL RBKC	2017	2025	£12,000,000	£8,000,000	£0	£8,000,000	£0	£0	£4,000,000	R123 CIL
TTS 38	Transport	West London Line Overground Station Shepherds Bush	Increase platform length to facilitate 8 carriage trains serving the station (and potential reconfiguration or extension of the ticket hall). (The South East Route Utilisation Strategy (RUS) report - July 2011)	4	T2	WC3	White City	TfL	2015	2016	£3,900,000	£3,900,000	£0	£3,900,000	£0	£0	£0	£106
TTS 39	Transport	West London Line Overground Station Imperial Wharf	Increase platform length. (The South East Route Utilisation Strategy (RUS) report - July 2011).	4	T3	SF1	South Fulham	TfL	2013	2016	£2,900,000	£2,900,000	£0	£2,900,000	£0	£0	£0	R123 CIL
TTS 40	Transport	West London Line Overground Station West Brompton	Increase platform length for 8 car trains. (The South East Route Utilisation Strategy (RUS) report - July 2011). Agreed as part of Seagrave Road S106.	4	T4	-	Fulham (inc. Earls Court)	TfL	2015	2016	£1,850,000	£1,850,000	£0	£1,850,000	£0	£0	£0	£106
TTS 41	Transport	Underground Line District	Install new trains, new signalling, renewed track and new centralised service control centre to increase capacity, comfort and reliability.	2	T10	-	Borough	TfL	2013	2018	£500,000,000	£500,000,000	£0	£500,000,000	£0	£0	£0	-
TTS 42	Transport	Underground Line Piccadilly	Install new trains, new signalling system and new control centre to increase capacity, comfort and reliability.	3	T11	-	Borough	TfL	2026	2026	£500,000,000	£500,000,000	£0	£500,000,000	£0	£0	£0	-
TTS 43	Transport	Underground Station Wood Lane	Potential new southern entrance.	10	T12	WC26	White City	TfL	2026	2026	£2,500,000	£0	£0	£2,500,000	£0	£0	£2,500,000	£106
TTS 44	Transport	Underground Station White City	Potential White City eastern ticket hall with an associated extension to the walkway over the Central Line. Cost includes an allowance for step-free access associated with this new section of the station.	10	T13	WC25	White City	TfL	2026	2026	£13,000,000	£0	£0	£13,000,000	£0	£0	£13,000,000	£106
TTS 45	Transport	Underground Station West Kensington	Provide new entrance, gateline capacity and step-free access at West Kensington Station through installation of lift.	10	T14	-	Fulham (inc. Earls Court)	TfL	2013	2031	£15,692,223	£15,692,223	£0	£15,692,223	£0	£0	£0	£106
TTS 46	Transport	Underground Station West Brompton	Provide improved gateline capacity, increased concourse space, improve stairways and space. Agreed as part of Seagrave Road S106.	10	T15	-	Fulham (inc. Earls Court)	TfL	2013	2031	£1,100,000	£1,100,000	£0	£1,100,000	£0	£0	£0	£106
TTS 47	Transport	Underground Station West Brompton	Improvements to capacity & lift	10	T16	-	Fulham (inc. Earls Court)	TfL	2013	2031	£2,617,831	£2,617,831	£0	£2,617,831	£0	£0	£0	£106
TTS 48	Transport	Underground Station Earls Court West Kensington Station Staffing	Contribution to staffing costs	10	T17	-	Fulham (inc. Earls Court)	TfL	2022	2031	£0	£701,596	£0	£701,596	£0	£0	£0	£106
TTS 49	Transport	Station Step-Free Access East Acton	Installation of lift.	New	T18	-	Borough	TfL	2013	2031	£10,000,000	£0	£0	£10,000,000	£0	£0	£10,000,000	R123 CIL

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TTS 50	Transport	Station Step-Free Access Shepherds Bush	Installation of lift.	New	T19	-	Borough	TfL	2013	2031	£100,000,000	£0	£0	£0	£100,000,000	£0	R123 CIL
TTS 51	Transport	Station Step-Free Access Shepherds Bush Market	Installation of lift.	New	T20	-	Borough	TfL	2013	2031	£10,000,000	£0	£0	£0	£10,000,000	£0	R123 CIL
TTS 52	Transport	Station Step-Free Access Goldhawk Road	Installation of lift.	New	T21	-	Borough	TfL	2013	2031	£10,000,000	£0	£0	£0	£10,000,000	£0	R123 CIL
TTS 53	Transport	Station Step-Free Access Barons Court	Installation of lift.	New	T22	-	Borough	TfL	2013	2031	£10,000,000	£0	£0	£0	£10,000,000	£0	R123 CIL
TTS 54	Transport	Station Step-Free Access White City	This would ensure that there is step-free access provision serving all of the Underground lines in the White City East area, and is likely to be a more cost effective solution than providing step-free access at Shepherd's Bush (which is a deep station).	10	T23	WC24	White City	TfL	2024	2026	£17,500,000	£0	£0	£0	£17,500,000	£0	R123 CIL
TTS 55	Transport	Station Step-Free Access West Brompton	Installation of lift. £1.2m agreed as part of Seagrave Road S106 for access to Southbound - Wembleton branch.	10	T24	-	Fulham (inc. Earls Court)	TfL	2013	2016	£1,200,000	£0	£1,200,000	£1,200,000	£0	£0	S106
TTS 56	Transport	Station Step-Free Access Ravenscourt Park	Installation of lift.	10	T25	-	Hammersmith	TfL	2013	2031	£10,000,000	£0	£0	£0	£10,000,000	£0	R123 CIL
TTS 57	Transport	Sands End Pier/Chelsea Harbour Pier	Upgrade pier increase capacity for water based traffic, improve transport accessibility and priming support for services.	8	T26	SF1	South Fulham	TfL	2022	2026	£830,000	£0	£830,000	£830,000	£0	£680,000	S106
TTS 58	Transport	River Bus Service	Contribution to improved services (could include new/improved pier as above)	10	T27	-	South Fulham	£850,000	£0	£850,000	£850,000	£0	£850,000	£0	£0	S106	
TTS 59	Transport	Bus Improvements White City	Bus capacity improvements on three existing routes. The cost estimate allows for pump priming service charges for 5 years.	10	T28	WC5	White City	TfL	2021	2021	£5,350,000	£0	£5,350,000	£5,350,000	£0	£3,900,000	S106
TTS 60	Transport	Bus Improvements South Fulham	Bus interventions package 3.	10	T29	SF1	South Fulham	TfL	2017	2021	£7,818,155	£0	£7,818,155	£4,265,000	£0	£3,553,155	S106
TTS 61	Transport	Bus Improvements Earls Court	Bus infrastructure and bus capacity improvements.	10	T30	-	Fulham (inc. Earls Court)	TfL	2013	2021	£5,450,000	£0	£5,450,000	£5,450,000	£0	£0	S106
TTS 62	Transport	Bus Improvements Earls Court Seagrave Road	Bus infrastructure and bus capacity improvements.	10	T31	-	Fulham (inc. Earls Court)	TfL	2012	2021	£144,000	£0	£144,000	£144,000	£0	£0	S106
TTS 63	Transport	Coaches, Taxis & Drop Off Earls Court	Provision of taxi ranks, coachparking and drop off facilities. Costs to be identified.	10	T32	-	Fulham (inc. Earls Court)	TfL	2013	2031	£0	£0	£0	£0	£0	£0	Site
TTS 64	Transport	Highways & Junctions Hammersmith Flyover Technical Feasibility Study	Construction of Hammersmith flyunder. Cut and cover (short option) £250m. Bored (long option) £1200m.	10	T33	-	Hammersmith	TfL	2020	2025	£250,000,000	£0	£250,000,000	£0	£0	£250,000,000	Future CIL
TTS 65	Transport	Highways & Junctions Hammersmith Gytratory	Removal of Hammersmith Gytratory and return traffic to two way working on eastern arm (in conjunction with Hammersmith Flyover project)	10	T33	-	Hammersmith	TfL	2014	2020	£10,000,000	£0	£10,000,000	£10,000,000	£0	£0	Future CIL
TTS 66	Transport	Highways & Junctions Fulham Palace Road / Hammersmith Gytratory	Improve northbound access from Fulham Palace Road to the Hammersmith Gytratory to improve bus priority measure for route 220. Opened Spring 2012.	1	T36	-	Borough	TfL	2013	2012	£2,500,000	£0	£2,500,000	£2,500,000	£0	£0	-

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TTS67	Transport	Highways & Junctions A40 Westway	Improve traffic flow at Savoy Circus junction subject to further feasibility analysis. 3 options: minor widening (£0.5m), flyover (E-W or N-S) (£50m), new road (£500m+). Assumption made on funding from TfL - TBC.	New	T34	-	Borough	TfL LB Ealing	2013	2031	£50,000,000	£0	£37,500,000	£0	£37,500,000	£12,500,000	R123 CIL	
TTS68	Transport	Highways & Junctions North-South Road Improvements	North-South road improvements (in addition to those proposed in Regeneration Areas). Assumption made on funding from TfL - TBC.	New	T35	-	Borough	TfL	2013	2031	£50,000,000	£0	£25,000,000	£0	£25,000,000	£25,000,000	R123 CIL	
TTS69	Transport	Highways & Junctions Adoption of White City Way and access routes	Funds to provide road infrastructure to connect development plots - This is for Primary and Secondary roads only as ECH Estimate May 07 with drainage and utilities distribution	10	T37	-	White City	TfL	2013	2031	£100,000	£0	£100,000	£0	£100,000	£0	Site	
TTS70	Transport	Highways & Junctions Access (road bridge and open space deck) from Wood Lane / South Africa Road junction	Depot Road access improvements and new realigned east-west road bridge for all users over the Central Line cutting to provide direct connection from South Africa Road and widening bridge to accommodate open space.	10	T38	WC Site Spec.	White City		2013	2031	£6,300,000	£0	£6,300,000	£0	£6,300,000	£0	Site	
TTS71	Transport	Highways & Junctions Access (road bridge & open space deck) from Wood Lane to M&S site and White City Green	New east-west land bridge (open space) to improve east-west connectivity over the Central Line cutting between White City and Wood Lane LUL Stations. This would be amenity space / no buildings on it.	10	T39	WC Site Spec.	White City		2013	2031	£2,800,000	£0	£2,800,000	£0	£2,800,000	£0	Site	
TTS72	Transport	Highways & Junctions BBC site (west of Wood Lane) access improvements	Cost to cover the fourth arm of a new 4-arm signal access junction. (total cost £200,000, so £50,000 per arm).	10	T40	WC Site Spec.	White City	TfL	2013	2031	£50,000	£0	£50,000	£0	£50,000	£0	Site	
TTS73	Transport	Highways & Junctions Off-site improvements White City	• Shepherd's Bush Gyraloy - Uxbridge Road junction with Wood Lane (northwest corner of the green) - total cost £3.19m. • Shepherd's Bush Gyraloy - Goldhawk Road junction with Shepherd's Bush Green (south west corner of the green) - total cost £1.63m. • Boemfontein Road / Uxbridge Road Junction - capacity improvements on the Uxbridge Road westbound approach - total cost £1.4m.	10	T41	WC6	White City	TfL	2015	2016	£6,220,000	£0	£1,700,000	£0	£1,700,000	£4,520,000	R123 CIL	
TTS74	Transport	Highways & Junctions South Fulham	Highways Package 1 including improvements to Carmeath Road/Tommead Road and Wandsworth Bridge Road junction costs	10	T42	SF1	South Fulham	TfL	2013	2016	£8,624,725	£0	£8,624,725	£0	£8,624,725	£0	S106	
TTS75	Transport	Highways & Junction South Fulham	Highways Package 1 - Land acquisition and utilities diversion costs	10	T43	SF1	South Fulham	TfL	2013	2016	£4,739,500	£0	£4,739,500	£0	£4,739,500	£0	S106	
TTS76	Transport	Highways & Junctions South Fulham	Highways Package 2	10	T44	SF1	South Fulham	TfL	2017	2021	£2,628,297	£0	£660,000	£0	£660,000	£2,168,297	S106	
TTS77	Transport	Highways & Junctions South Fulham	Highways Package 2 - Land acquisition and utilities diversion costs.	10	T45	SF1	South Fulham	TfL	2017	2026	£0	£0	£0	£0	£0	£0	S106	
TTS78	Transport	Highways & Junctions South Fulham	Highways Package 3	10	T46	SF1	South Fulham	TfL	2017	2021	£877,780	£0	£877,780	£0	£877,780	£0	S106	
TTS79	Transport	Highways & Junctions South Fulham	Highways Package 3 - Land acquisition and utilities diversion costs.	10	T47	SF1	South Fulham	TfL	2012	2021	£0	£0	£0	£0	£0	£0	S106	
TTS80	Transport	Highways & Junctions Eanis Court Seagrave Road	£865k + £350k = £1.215m agreed as part of Seagrave Road S106 for Lillie Road and Seagrave Road highway works.	10	T48	-	Fulham (inc. Eanis Court)	TfL	2013	2031	£1,215,000	£0	£1,215,000	£0	£1,215,000	£0	S106	

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TTS181	Transport	Highways & Junctions Earis Court Main Site	North-south connectivity, new access onto A4, traffic signal changes, reconfigure North End Road/Lillie Road junction. Investigate improvements to Earis Court one-way system.	10	T49	-	Fulham (inc. Earis Court)	TfL	2013	2031	£1,595,000	£0	£1,595,000	£1,595,000	£0	£1,595,000	£0	S106			
TTS182	Transport	Travel Plan White City	Travel plan coordinator, annual promotional budget, surveys, monitoring, initiatives, review & reporting.	10	T98	WC9	White City	WestTrans	2017	2031	£0	£40,000	15	£600,000	£200,000	£0	£200,000	£400,000	S106		
TTS183	Transport	Travel Plan Earis Court	Various measures	10	T95	-	Fulham (inc. Earis Court)	TfL	2013	2016	£1,811,950	£0	£1,811,950	£1,811,950	£0	£1,811,950	£0	S106			
TTS184	Transport	Traffic Management & CPZ Review Earis Court	Commission review and implement local traffic management measures including addressing rat running, CPZ, etc. TBC as part of S106 of main site.	10	T50	-	Fulham (inc. Earis Court)	2013	2031	£0	£130,000	£0	£130,000	£0	£130,000	£0	£130,000	£0	S106		
TTS185	Transport	Transport Contingency Earis Court	Fund for various measures	10	T36	-	Fulham (inc. Earis Court)	TfL	2017	2031	£1,000,000	£0	£1,000,000	£1,000,000	£0	£1,000,000	£0	£1,000,000	£0	S106	
TTS186	Transport	Strategic Transport Review Group Earis Court	Cost of running group	10	T97	-	Fulham (inc. Earis Court)	TfL	2017	2031	£0	£33,333	15	£500,000	£500,000	£0	£500,000	£0	£500,000	£0	S106
TTS187	Transport	Electric Car Charging Parking Spaces Borough	Electric charging points for residential, office and retail land uses in accordance with the 2011 London Plan standards.	New	T51	-	Borough	TfL	2013	2031	£0	£0	£0	£0	£0	£0	£0	£0	£0	Site	
TTS188	Transport	Electric Car Charging Parking Spaces White City	Electric charging points for residential, office and retail land uses in accordance with the 2011 London Plan standards. <small>Costs to be identified</small>	10	T52	-	White City	TfL	2013	2031	£2,060,000	£0	£2,060,000	£2,060,000	£0	£2,060,000	£0	£2,060,000	£0	Site	
TTS189	Transport	Electric Car Charging Parking Spaces Earis Court	Electric charging points for residential, office and retail land uses in accordance with the 2011 London Plan standards.	10	T53	-	Fulham (inc. Earis Court)	TfL	2013	2031	£608,000	£0	£608,000	£608,000	£0	£608,000	£0	£608,000	£0	Site	
TTS190	Transport	Car Club Earis Court	Arranging location and operation of car club facilities. <small>Costs to be identified.</small>	10	T54	-	Fulham (inc. Earis Court)	2013	2031	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	S106	
TTS191	Transport	Rail Freight Transfer Facility Earis Court	For construction materials and spoil removal for main site. <small>Costs to be identified.</small>	10	T58	-	Fulham (inc. Earis Court)	Network Rail TfL	2013	2031	£0	£0	£0	£0	£0	£0	£0	£0	£0	Site	
TTS192	Transport	Consolidated Service & Delivery Facility White City	Logistics centre / warehouse on site 4,000sqm GFA, based on an uplift from the Heathrow Retail Consolidation Centre, which is 2,320sqm GFA. <small>Costs to be identified.</small>	10	T56	WC29	White City	TfL	2026	2026	£2,500,000	£0	£2,500,000	£0	£0	£0	£2,500,000	£2,500,000	£0	S106	
TTS193	Transport	Consolidated Service & Delivery Facility Earis Court	For freight and domestic deliveries for main site. <small>Costs to be identified.</small>	10	T57	-	Fulham (inc. Earis Court)	TfL	2013	2031	£0	£0	£0	£0	£0	£0	£0	£0	£0	Site	
TTS194	Transport	Local Connectivity Park Royal	Pedestrian bridge, road links, etc.	10	T55	-	Park Royal	TfL	2017	2026	£31,000,000	£0	£31,000,000	£0	£0	£0	£31,000,000	£31,000,000	£0	Future CIL	
TTS195	Transport	Cycle Superhighway 9 (CS9)	Implement cycle superhighway between Hounslow and Central London through the borough to improve cycle access within and through the borough.	8	T59	-	Borough	TfL	2013	2016	£5,000,000	£0	£5,000,000	£5,000,000	£0	£5,000,000	£0	£5,000,000	£0	-	
TTS196	Transport	Cycle Superhighway 10 (CS10)	Implement cycle superhighway between Park Royal and Central London along the Westway (A40) to improve cycle access within and through the borough.	New	T60	-	Borough	TfL	2016	2017	£5,000,000	£0	£5,000,000	£5,000,000	£0	£5,000,000	£0	£5,000,000	£0	-	
TTS197	Transport	Mayor's Cycle Hire Scheme All Borough + Regen Areas	Provide 60-80 cycle hire docking stations (25 bikes each) across the borough. <small>Borough = £1,50k - £10 assumed = £150k</small>	New	T61	-	White City	TfL	2013	2014	£2,000,000	£0	£2,000,000	£750,000	£1,250,000	£0	£2,000,000	£0	£2,000,000	£0	S106

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TTS111	Transport	Cycle & Pedestrian Routes Imperial Wharf Pedestrian & Cycle Bridge	Provide cycle bridge alongside existing Battersea Railway Bridge / Cremorne Bridge from Imperial Wharf to Battersea. Planning application 2012/03862/FUL for 'Diamond Jubilee Bridge' approved November 2013 by LBHF.	10	T71	SF1	South Fulham	Privately funded	2022	2026	£22,000,000	£22,000,000	£0	£0	£22,000,000	£0	S106	
TTS112	Transport	Cycle & Pedestrian Routes South Fulham	To follow DfF/SPD. Costs to be identified.	10	T72	-	South Fulham	TfL	2017	2021	£0	£0	£0	£0	£0	£0	-	
TTS113	Transport	Cycle & Pedestrian Routes South Fulham	Holistic neighbourhood improvements.	10	T73	SF1	South Fulham		2017	2021	£175,000	£175,000	£0	£0	£175,000	£0	R123 CIL	
TTS114	Transport	Legible London White City	A wayfinding strategy, based on the principles of Legible London, should be implemented across the White City East site to encourage and enable more trips by foot.	10	T66	WC27	White City	TfL	2013	2031	£150,000	£150,000	£100,000	£150,000	£150,000	£0	R123 CIL	
TTS115	Transport	Legible London Earls Court	A wayfinding strategy, based on the principles of Legible London, should be implemented across the area to encourage and enable more trips by foot.	10	T67	-	Fulham (inc. Earls Court)	TfL	2013	2031	£36,000	£36,000	£0	£36,000	£36,000	£0	S106	
TTS116	Transport	Thames Path Chiswick Mall to Hammersmith Terrace	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T79	-	Borough		2013	2031	£80,000	£80,000	£0	£0	£80,000	£80,000	R123 CIL	
TTS117	Transport	Thames Path Black Lion Lane to Oil Mill Lane	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T80	-	Borough		2013	2031	£25,000	£25,000	£0	£0	£25,000	£25,000	R123 CIL	
TTS118	Transport	Thames Path Linden House to Fulwall Gardens	Footway improvements are required outside Linden House where additional trees and biodiversity/green infrastructure are required as per Riverside Walk Enhancement Report.	52	T81	-	Hammersmith		2013	2031	£50,000	£50,000	£0	£0	£50,000	£50,000	R123 CIL	
TTS119	Transport	Thames Path Fulwall Gardens	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T82	-	Hammersmith		2013	2031	£100,000	£100,000	£0	£0	£100,000	£100,000	R123 CIL	
TTS120	Transport	Thames Path Lower Mall	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T83	-	Hammersmith		2013	2031	£30,000	£30,000	£0	£0	£30,000	£30,000	R123 CIL	
TTS121	Transport	Thames Path Queen's Wharf to Chancelor's Wharf	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T84	-	Hammersmith		2013	2031	£40,000	£40,000	£0	£0	£40,000	£40,000	R123 CIL	
TTS122	Transport	Thames Path Chancelor's Wharf to Greyhound Wharf	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T85	-	Hammersmith		2013	2014	£500,000	£500,000	£0	£0	£500,000	£500,000	R123 CIL	
TTS123	Transport	Thames Path Greyhound Wharf to Fulham Football Ground	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T86	-	Borough		2013	2031	£100,000	£100,000	£0	£0	£100,000	£100,000	R123 CIL	
TTS124	Transport	Thames Path Bishops Park	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T87	-	Borough		2013	2014	£500,000	£500,000	£6,500	£0	£506,500	£493,500	R123 CIL	
TTS125	Transport	Thames Path Putney Bridge	Improve existing Thames Path and provide biodiversity/green infrastructure improvements as per Riverside Walk Enhancement Report.	52	T88	-	Borough		2013	2031	£175,000	£175,000	£0	£0	£175,000	£175,000	R123 CIL	

Hammersmith and Fulham Draft Local Plan Proposals Map Changes

Explanatory Note

The changes listed below include proposed additions, deletions and amendments to the existing Core Strategy 2011 Proposals Map. All other designations on the Proposals Map remain unchanged.,

Table 1: Designations to be ADDED

Designation	Proposed additions	Reason for the changes	Map Ref
Regeneration Areas	Old Oak Regeneration Area (OORA) - to cover same area that was previously called the Park Royal Opportunity Area. The area will also be identified as new Inset Area D.	To identify a new regeneration area in the Local Plan.	AD1
	Strategic Site Policies	To identify the 3 new strategic sites in the Old Oak Regeneration Area.	AD2
	Old Oak Common Station (OORA1) - includes a section of Old Oak Common railway sidings and ancillary railway buildings.		AD3
	Old Oak South (OORA2) - includes the rest of the area south of the Grand Union Canal that wraps around OORA1.		AD4
	Old Oak North (OORA3) - the area north of the Grand Union Canal.		AD5
	Hammersmith Flyover, A4 and adjoining land (HRA3) - to include A4 land running from Colet Gardens in the east to the Cromwell avenue underpass in the west. Includes the Hammersmith Gyrotory, the Broadway Centre, the area south of Black's Road to Hammersmith Bridge Road, the British Transport Police Station and adjacent land to the east on Talgarth Road, the Ark, West London Magistrates Court and Linacre Court.	To identify new strategic site in the Hammersmith Regeneration Area.	
	Imperial Gasworks National Grid (SFRR1) to include land owned by National Grid.	To include new strategic site in the South Fulham Riverside	AD6

Designation	Proposed additions	Reason for the changes	Map Ref
		Regeneration Area.	
HS2 -extent of safeguarding	New safeguarding area on railway sidings and strip of land over St Mary's RC Cemetery	To show extent of new safeguarding direction.	AD7
Retail designations	New Neighbourhood Parade: Parsons Green Lane (47 Parson's Green Lane, 51 Parson's Green Lane, 61 to 77 Parson's Green Lane, 1-3 Parson's Green, Dexter Court and Brigade House at Parson's Green Lane.	To reflect proposed new designation.	AD8

Table 2: Designations to be DELETED

Designation	Proposed deletions	Reason for the changes	Map Ref
Regeneration Areas	Park Royal Opportunity Area	Replace with designation with Old Oak Regeneration Area	N/A
Strategic Site Policies	Strategic Site PR1- Old Oak Common Sidings	Replaced by new strategic site included in OORA	N/A
	Strategic Site PR2- North Pole Depot	Replaced by new strategic site included in OORA	N/A
	Strategic Site FRA2- North End Road/ Lillie Road/ Chuter Ede House/ Coomer Place car park strategic site and regeneration area.	No longer identified as a strategic site.	N/A
	HTC3- Hammersmith Embankment strategic site and estate regeneration area (Queens Wharf and Riverside Studios; Queen Caroline Estate river frontage; and Hammersmith Embankment former office site).	Hammersmith Embankment development is underway; estate regeneration is no longer part of Council's Housing Strategy; and other parts of site can be progressed without the need for a site policy.	N/A

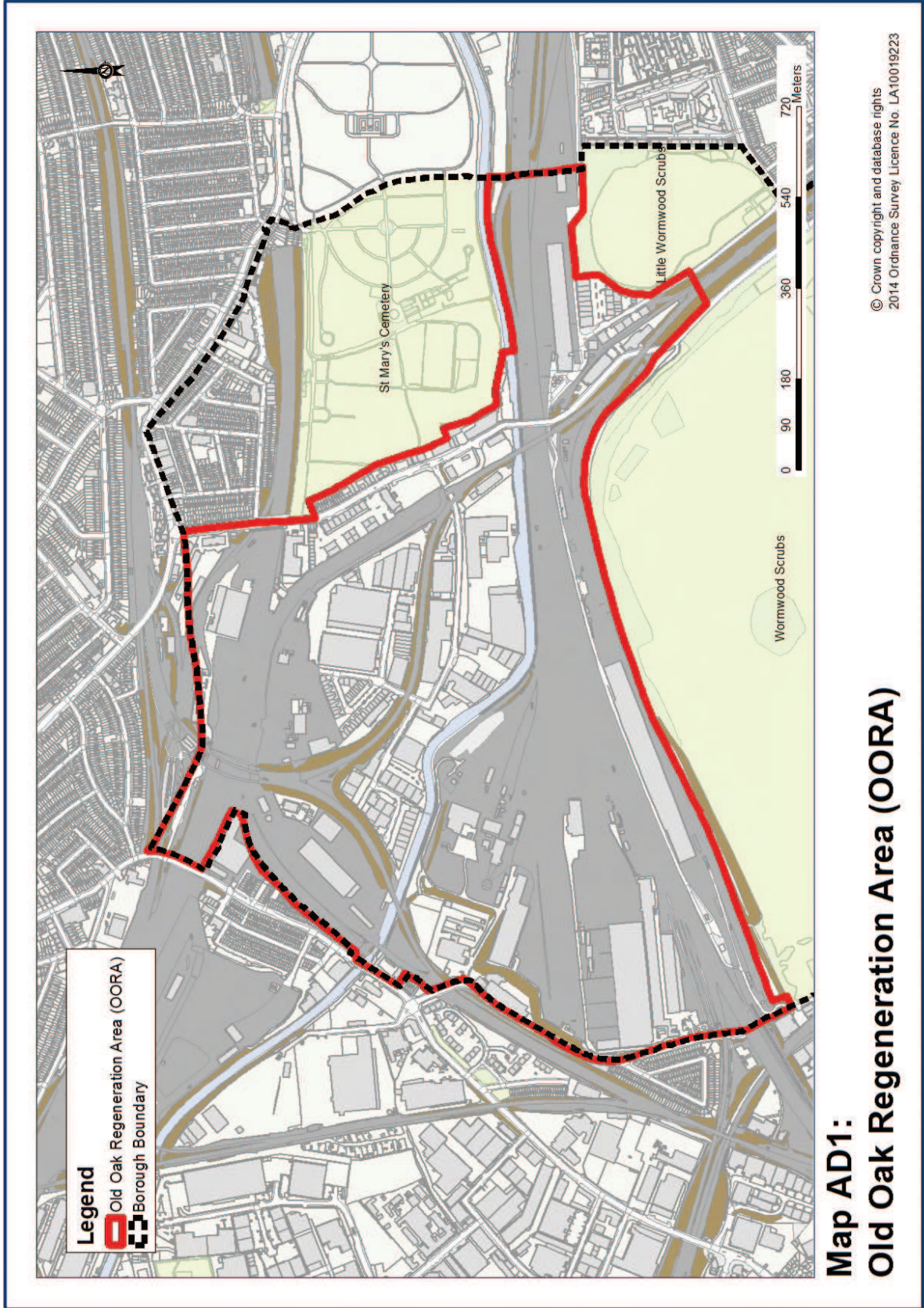
Designation	Proposed deletions	Reason for the changes	Map Ref
Employment Zone/ Strategic Industrial Land	Remove designation within Park Royal Opportunity Area	To reflect the designation as Old Oak Regeneration Area	N/A
Housing Estate Regeneration Areas	Remove existing designations within Fulham Regeneration Area, White City Regeneration Area and Hammersmith Regeneration Area.	Estate regeneration no longer part of council's Housing Strategy.	N/A

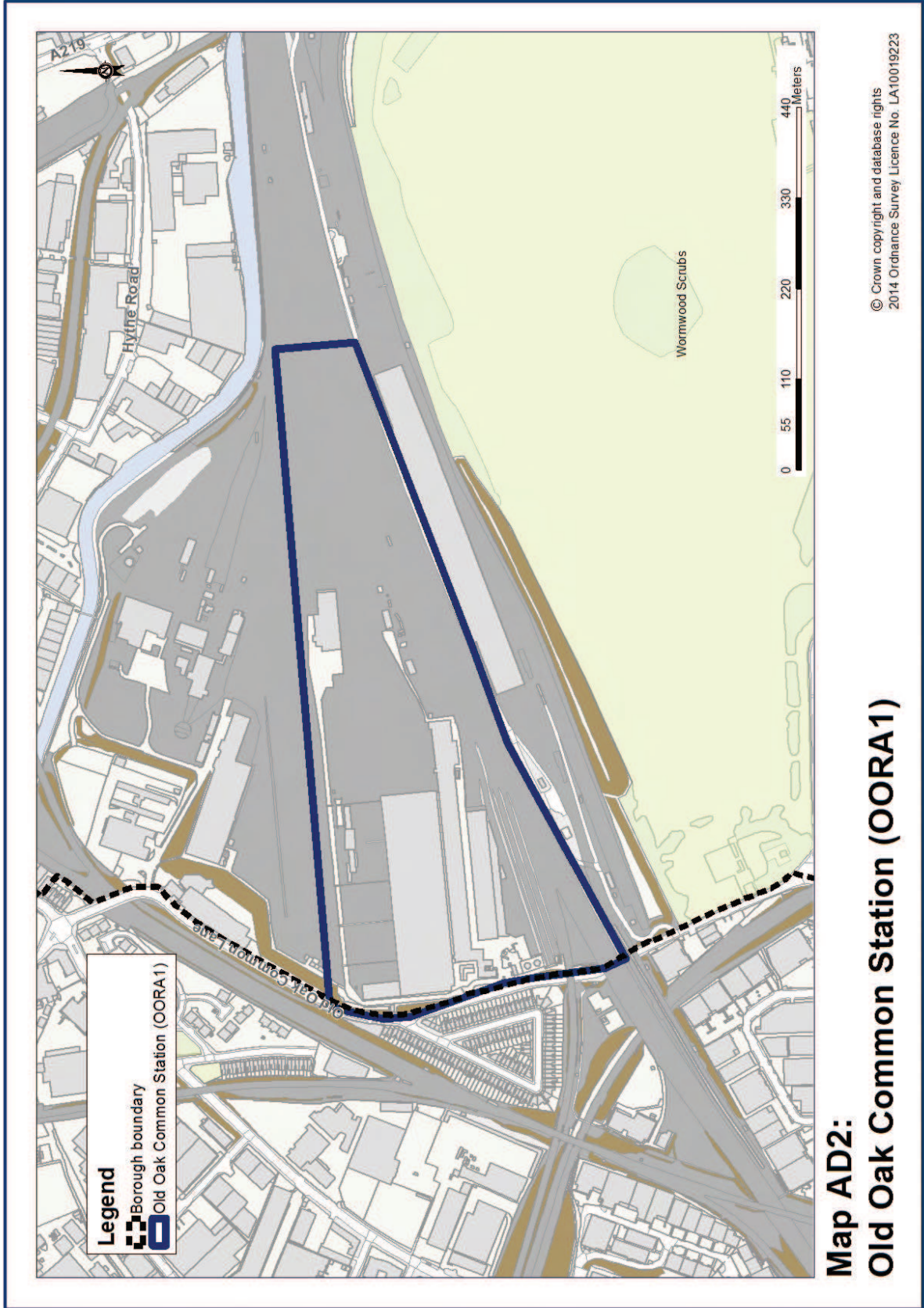
Table 3: Designations to be AMENDED

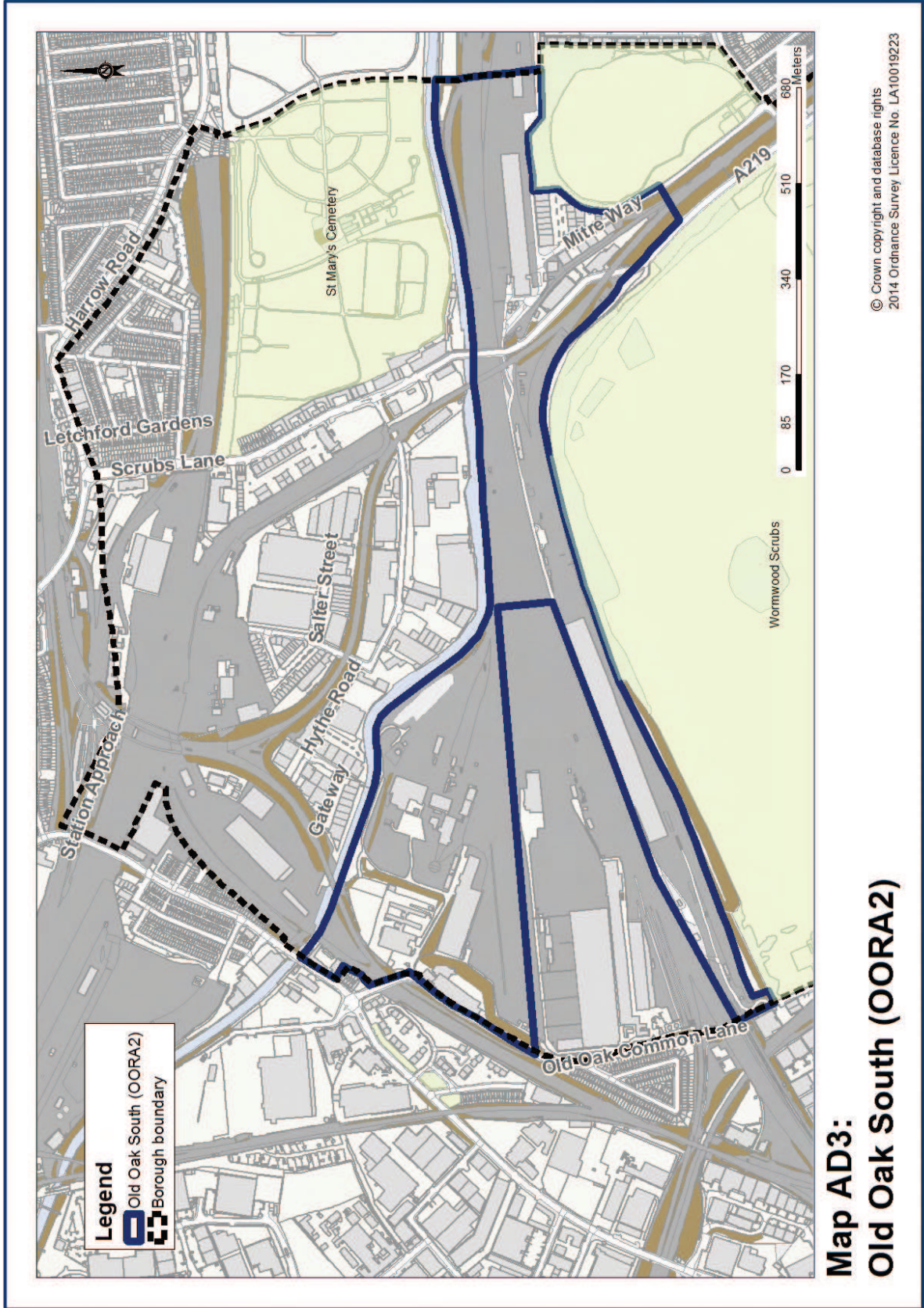
Designation	Proposed amendments	Reason for the change	Map Ref
Regeneration Areas	Hammersmith Regeneration Area: Rename title of Inset Map and amend boundary to include A4 south of Hammersmith Friends Meeting House and land south of Down Place; include A4 up to Royal Ballet School and Linacre Court north of the A4; and remove Queen Caroline Estate, Riverside Studios and Queens Wharf as well as the area including Hammersmith Embankment and remove properties at 1-48 Cromwell Avenue (Pocklington Estate) and 209-215 King Street.	New name. Boundary changes to allow for inclusion of a policy for the Flyover strategic site and affected adjacent land.. Areas to be deleted can be adequately considered under borough-wide development management policies.	AM9
Strategic Site Policies	White City Regeneration Area: rename title of Inset Map. Rename existing site WCOA1 to read WCRA1 and include BBC One and BBC Media Village within boundary, as well as Shepherd's Bush Bus Station and the DIMCO building north of Westfield London. Rename existing WCOA2 to read WCRA2 and redraw boundary to combine existing 5 parts of former WCRA2. Rename WCOA3 to read WCRA3.	New name. To acknowledge that these sites are also expected to come forward for development within the Plan period. To improve legibility. To reflect new referencing	N/A AM10 AM11 N/A

Designation	Proposed amendments	Reason for the change	Map Ref
	Amend boundary of FRA1 to include previous three separate parts of FRA1 as well as the area covering Empress Place, Langtry Place and Rickett Street; the pub on corner of West Cromwell Road and North End Road; and ad hoc strips of railway and highways land	To improve legibility and link up the separate parcels of land.	AM12
	Rename HTC1 to read HRA1 and amend boundary to remove Thomas Pocklington Trust Properties at 1-48 Cromwell Avenue and 209-217 King Street.	To reflect revised site boundaries.	AM13
	Amend HTC2 to read HRA2 and extend boundary to include Lyric Square and the south side of King Street between Queen Caroline Street and Angel Walk at 75 King Street, including all properties to the north of Blacks Road.	To identify the new enlarged strategic site.	AM14
Thames path	Delete section of Thames Path National Trail- PROPOSED that runs between River Terrace and the river. Delete section of Thames Path National Trail TEMPORARY that diverts along Chancellors Road and through the Hammersmith Embankment (Fulham Reach) site. Add a new section of Thames Path National Trail- PROPOSED' along front of Queen's Wharf. Add a new section of Thames Path National Trail - EXISTING along front of Hammersmith Embankment (Fulham Reach) site.	To reflect proposal for new section along Queens Wharf To reflect completion of new section (see below) To reflect proposed new section. To reflect completion of new section of the Thames Path	AM15

Designation	Proposed amendments	Reason for the change	Map Ref
Retail designations	Add 124 to 128 and 157 to 165 Askew Road to Askew Road Key Local Centre.	To reflect existing retail provision.	AM16
	Add 78 to 84 North End Road to North End Road Key Local Centre.	To reflect existing retail provision.	AM17
	Add (Sainsbury's on former Janet Adegoke Centre) at Bloemfoentein Road neighbourhood parade.	To reflect existing retail provision.	AM18
	Add 412 to 420 Uxbridge Road West to Uxbridge Road West neighbourhood parade.	To reflect existing retail provision.	AM19
	Change name of Greyhound Road neighbourhood parade to Fulham Palace Road North and add 168 to 190, 169 to 177, 208 to 220, 193 to 207 and 209 to 211 Fulham Palace Road & 392 to 402 Lillie Road. Remove 2 to 10 and 3 to 11 Greyhound Road.	To reflect existing retail provision.	AM20
	Add 132 Wandsworth Bridge Road to Wandsworth Bridge Road (North).	To reflect existing retail provision.	AM21
Views from Bridges	Add 77 to 85 Goldhawk Road at Goldhawk Road satellite parade.	To reflect existing retail provision.	AM22
	Add 68 to 80 Fulham Palace Road to Fulham Palace Road satellite parade.	To reflect existing retail provision.	AM23
	View from Putney rail bridge- symbol should be shown to effect views toward the north east only.	To amend a previous error.	N/A
Conservation Areas	Amend boundary of Bradmore Conservation Area.	To reflect Conservation Area boundary changes	AM24

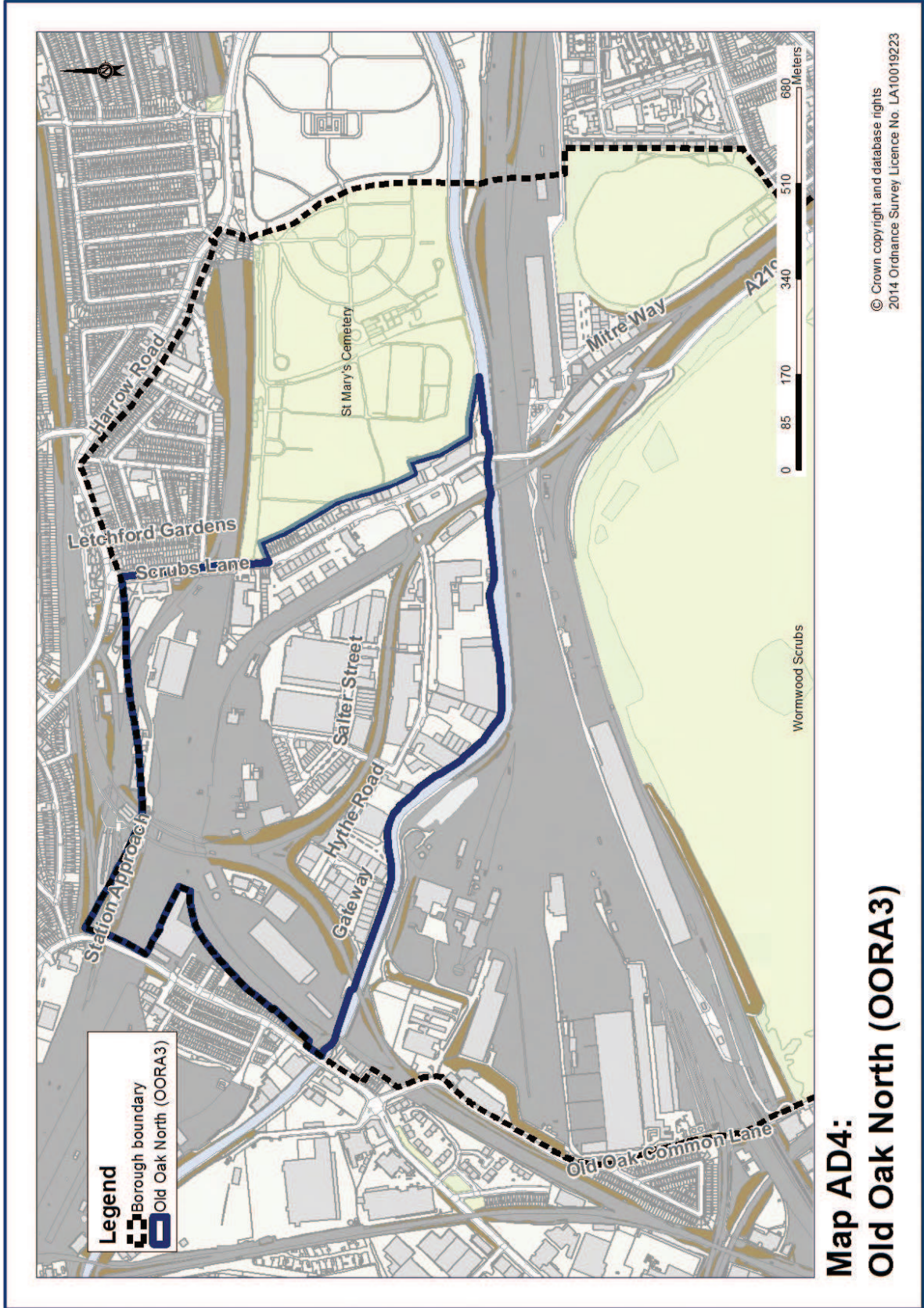


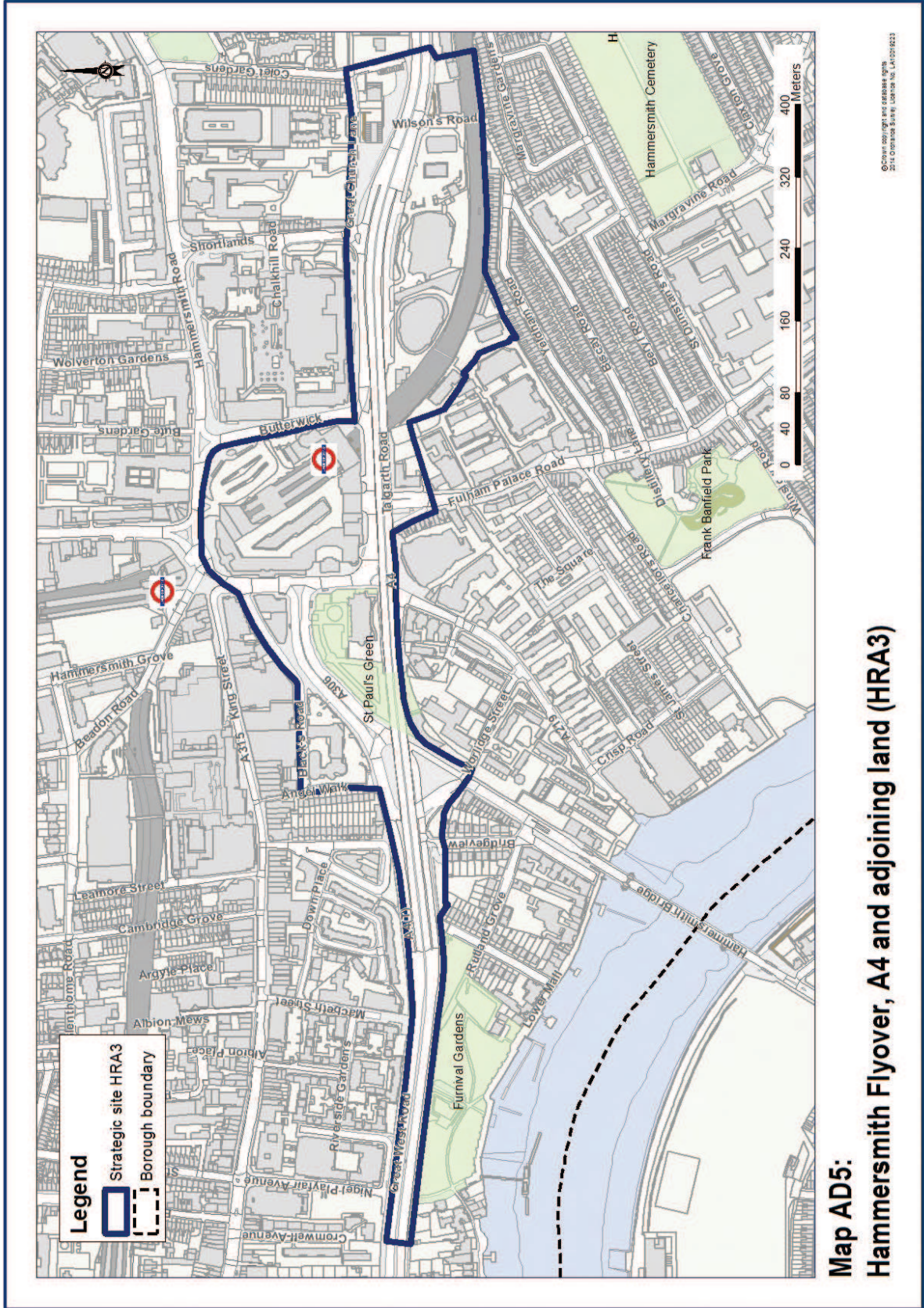


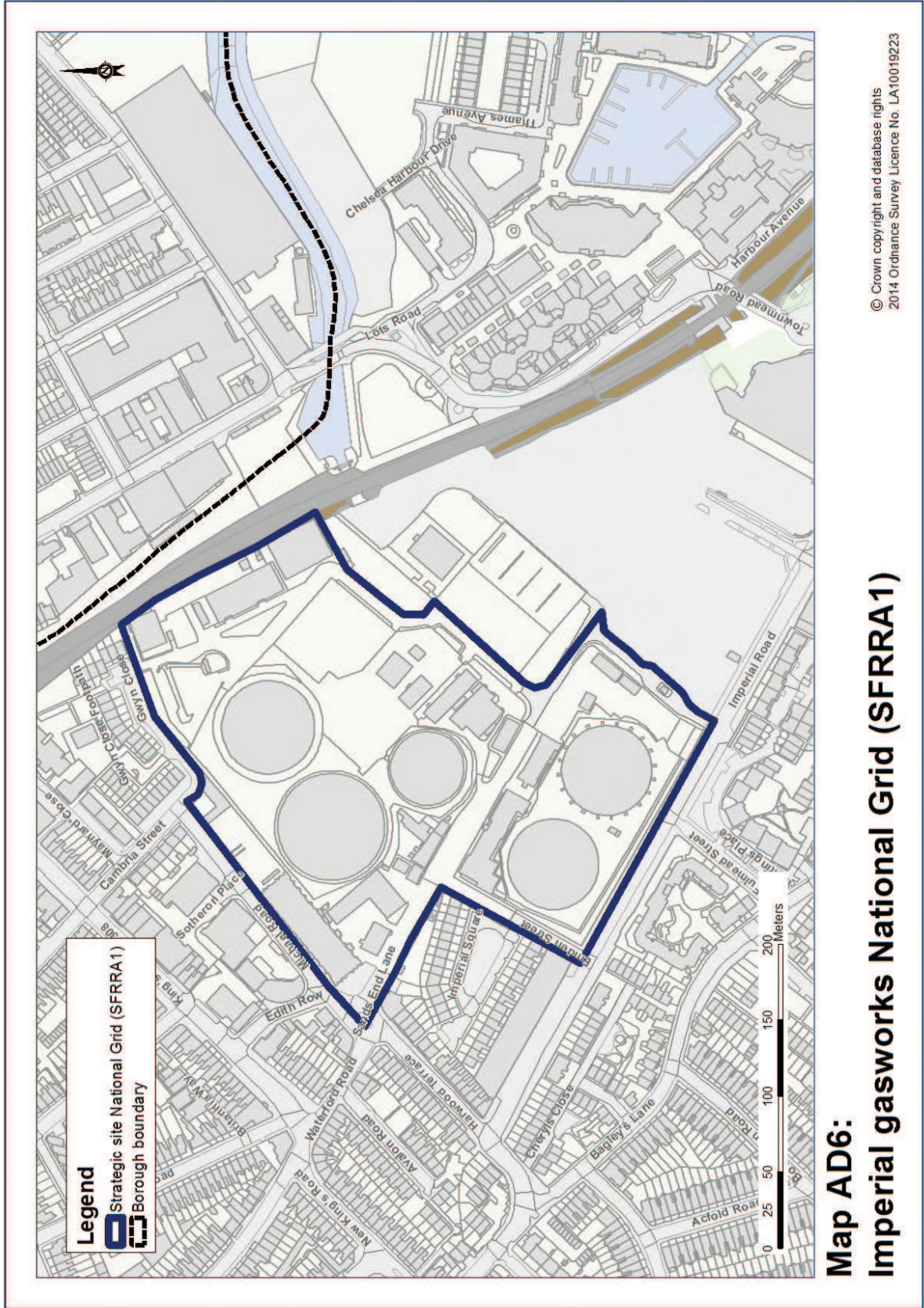


**Map AD3:
Old Oak South (OORA2)**

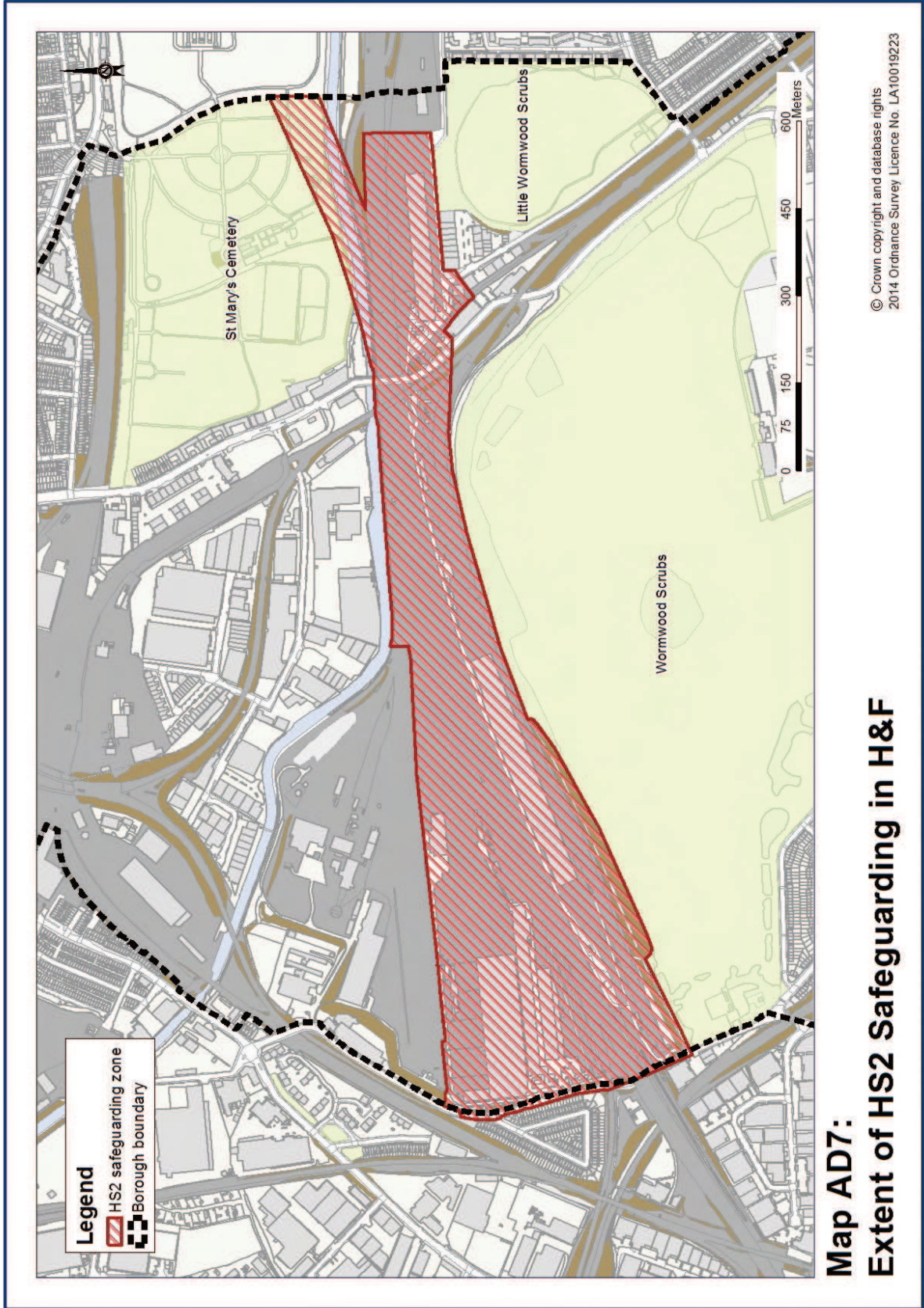
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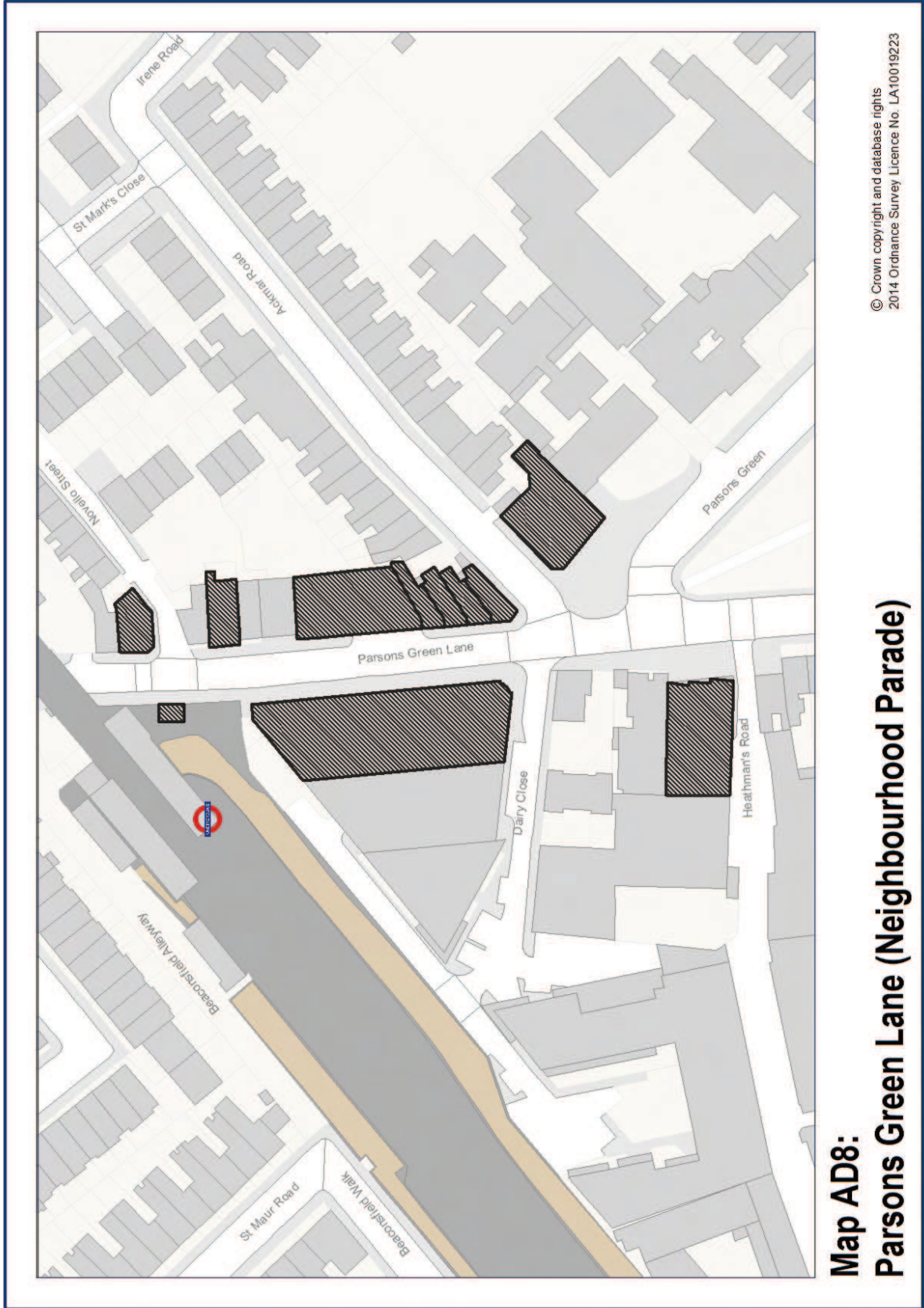


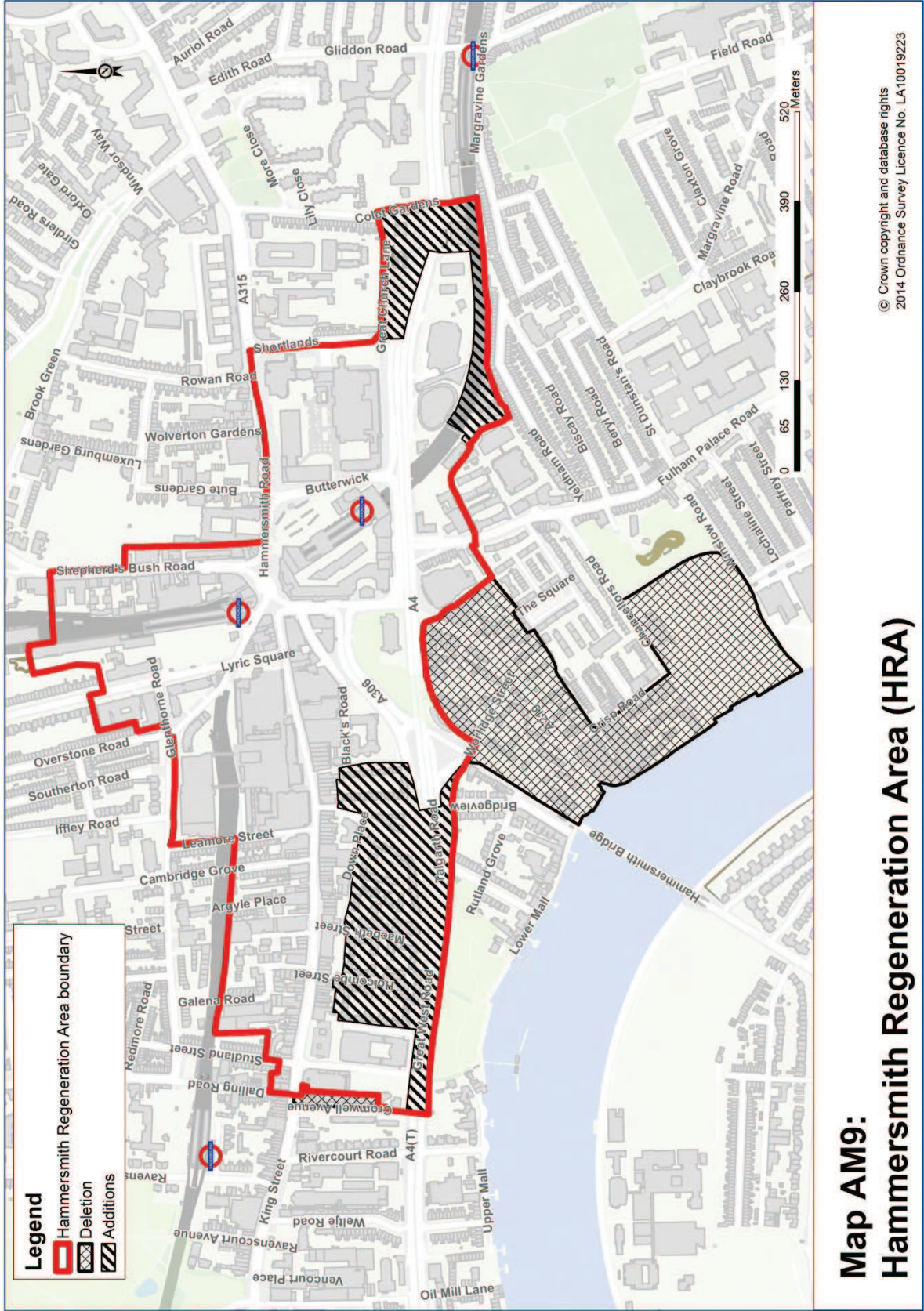




**Map AD6:
Imperial gasworks National Grid (SFRRRA1)**

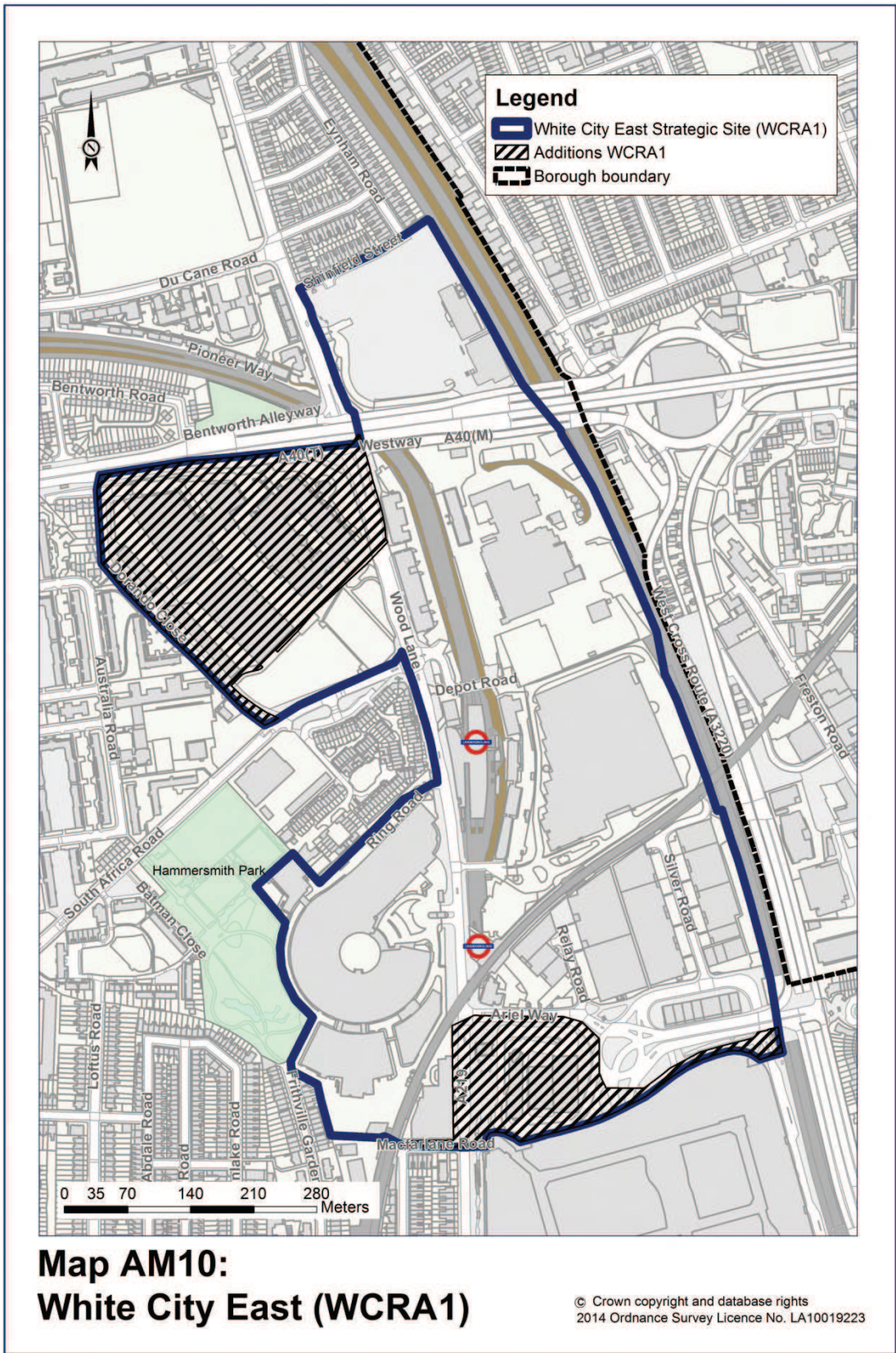


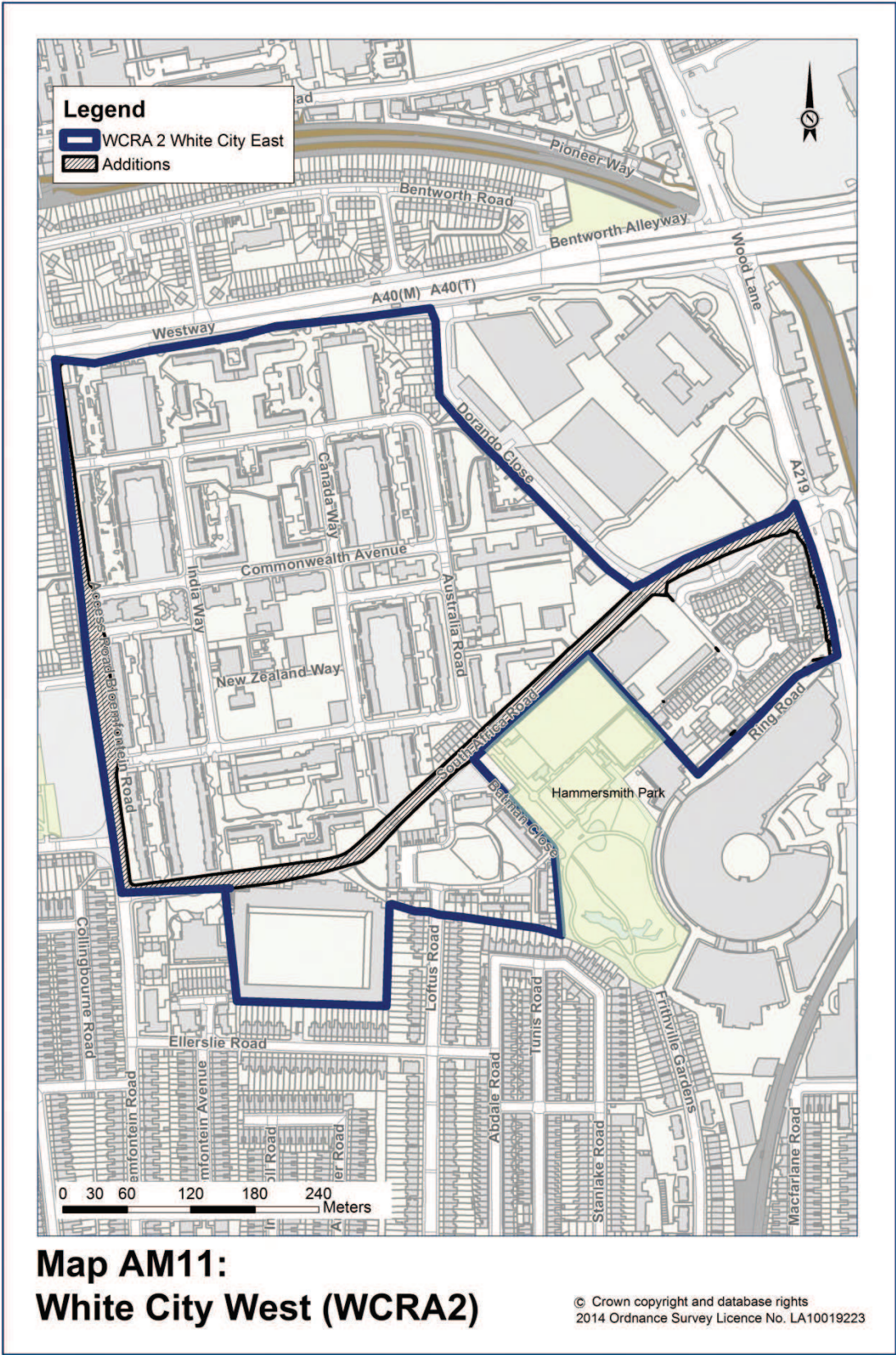


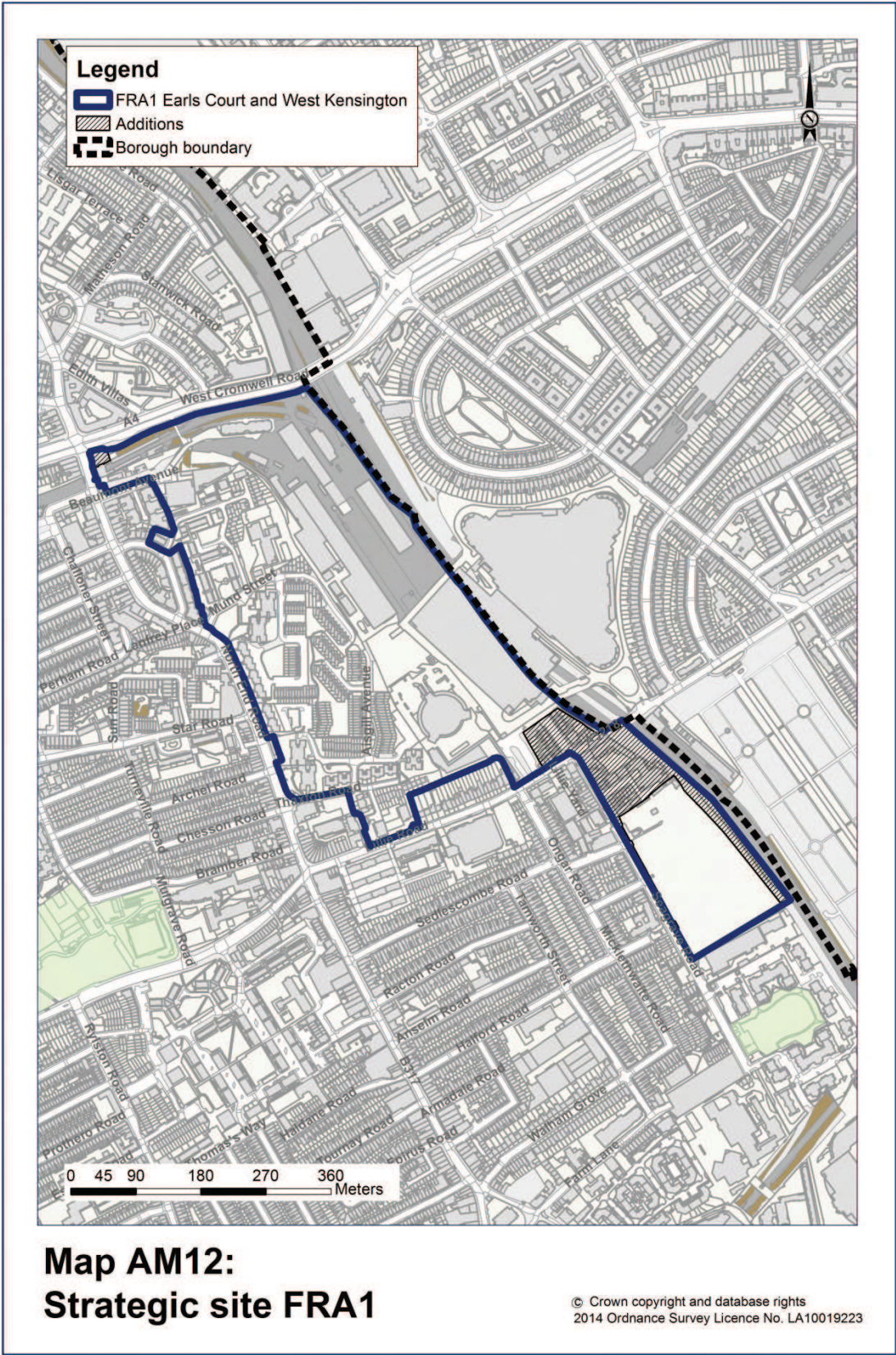


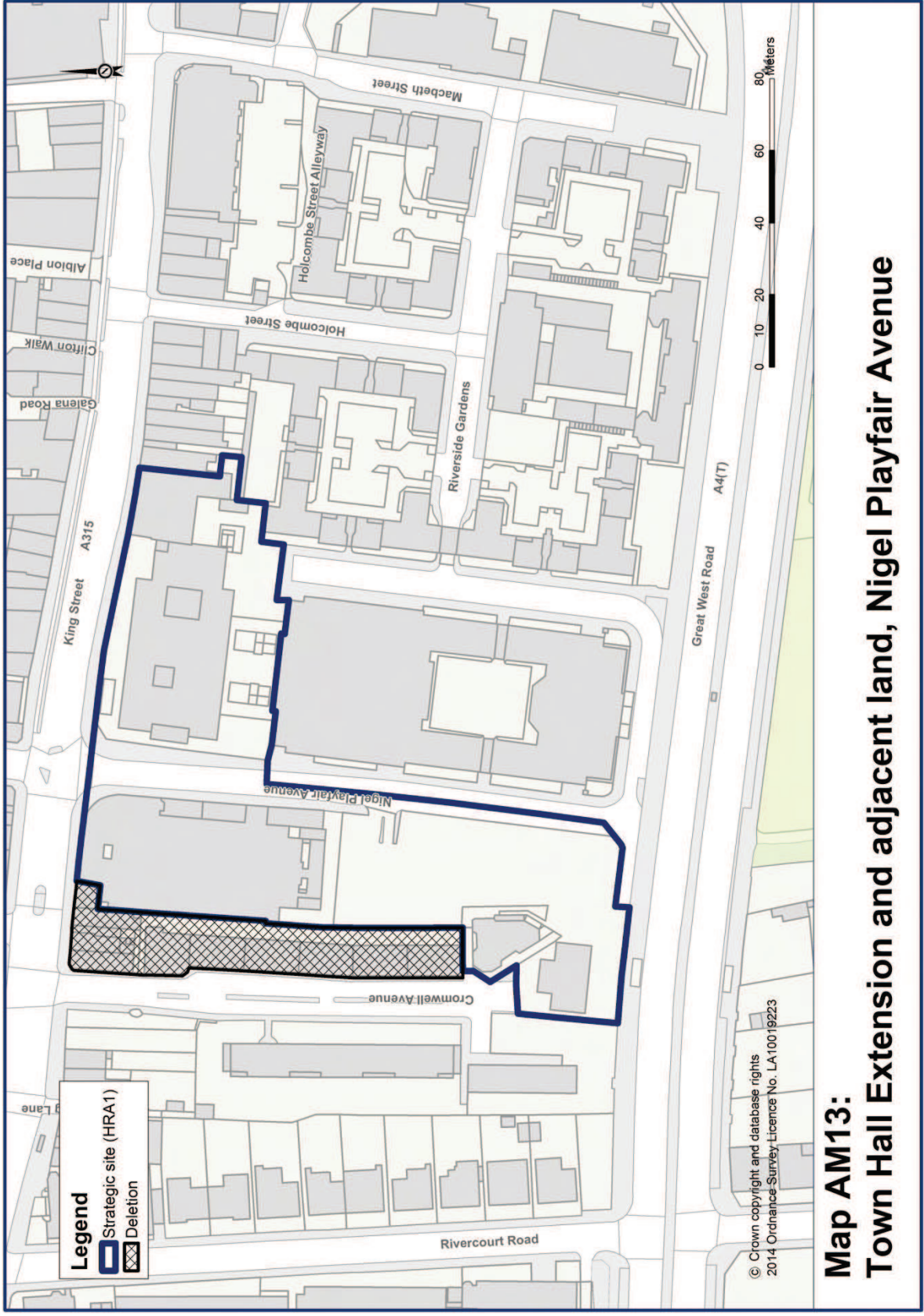
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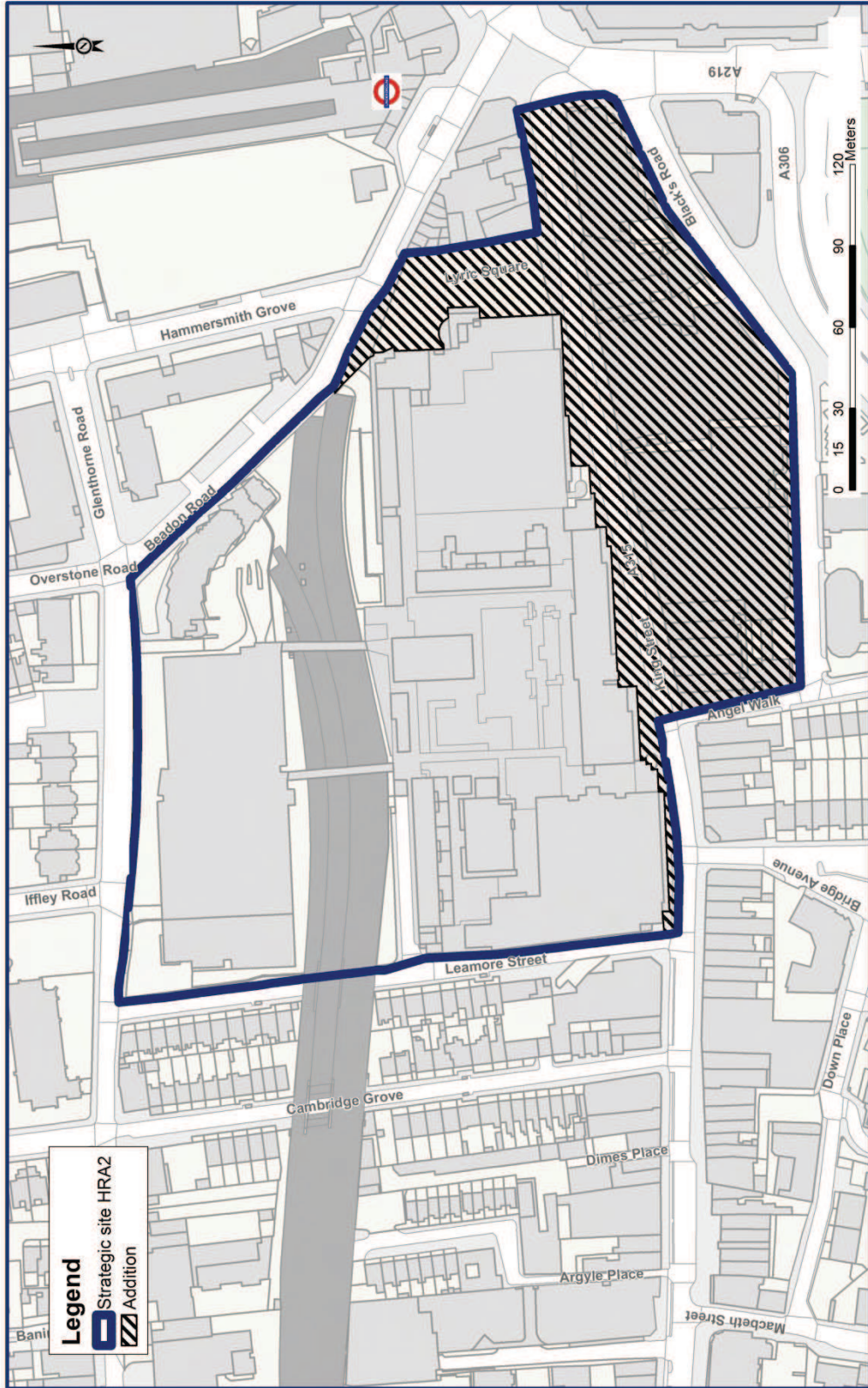
**Map AM9:
Hammersmith Regeneration Area (HRA)**





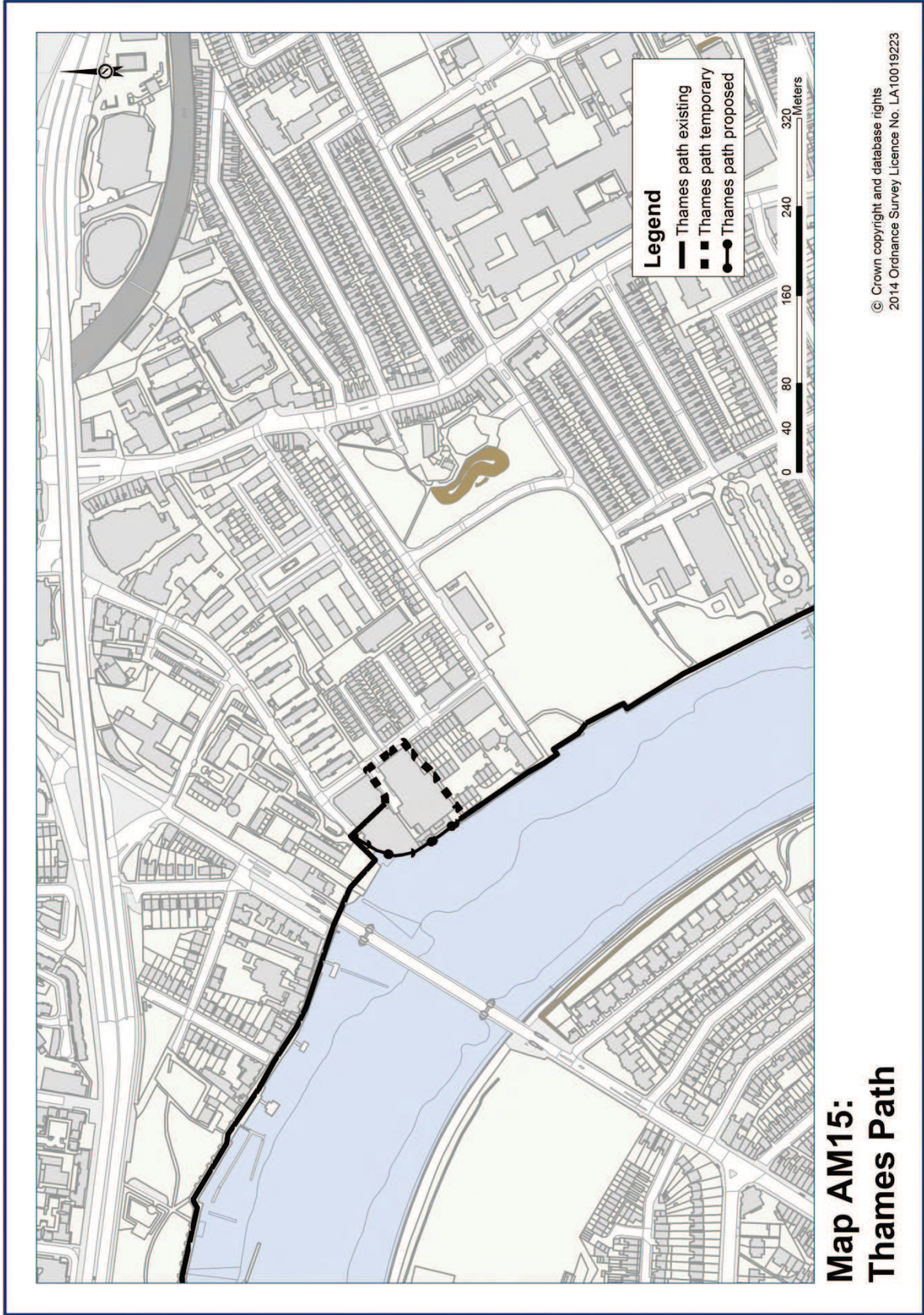


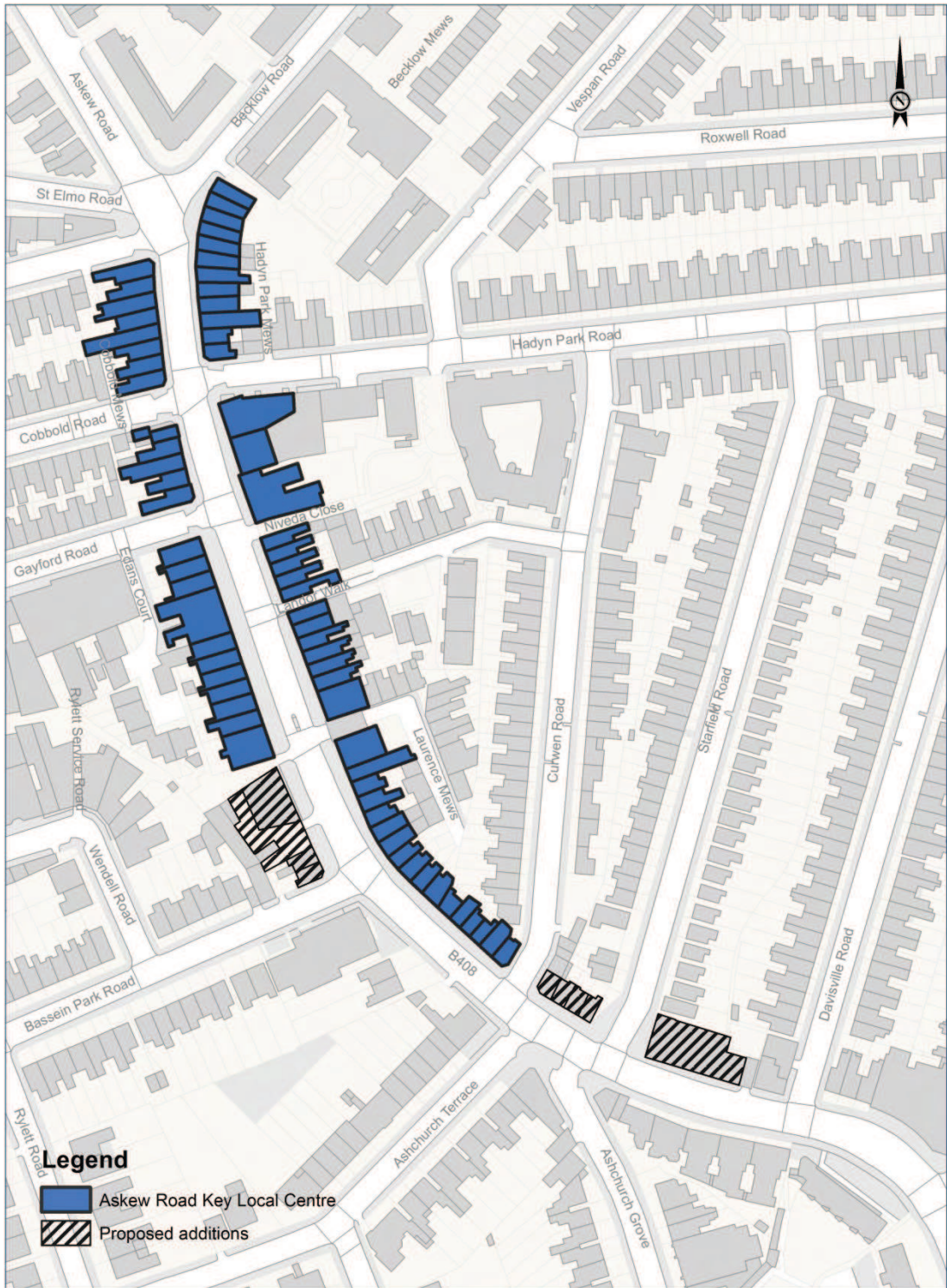




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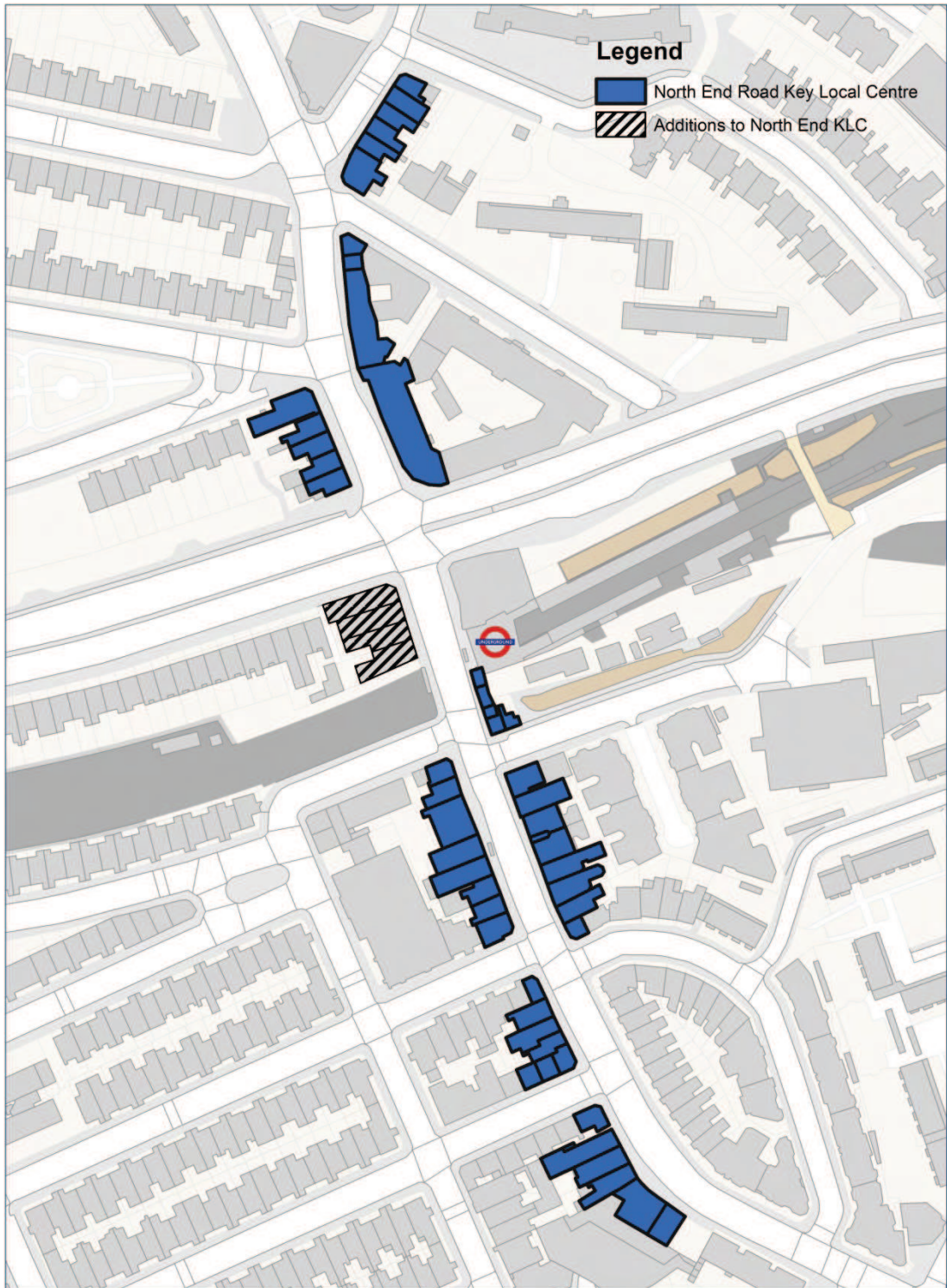
**Map AM14:
King Street East (HRA2)**





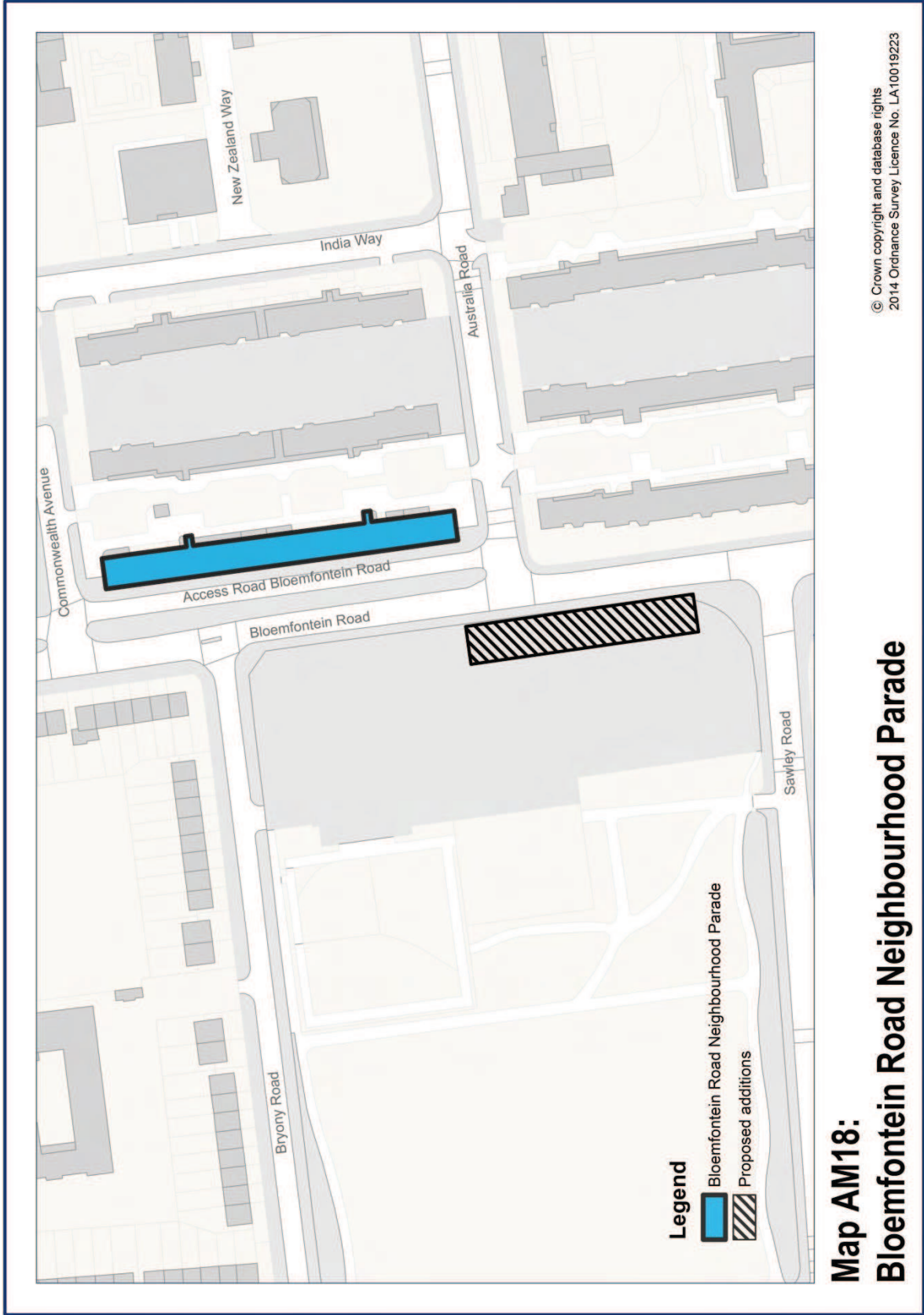
**Map AM16:
Askew Road Key Local Centre**

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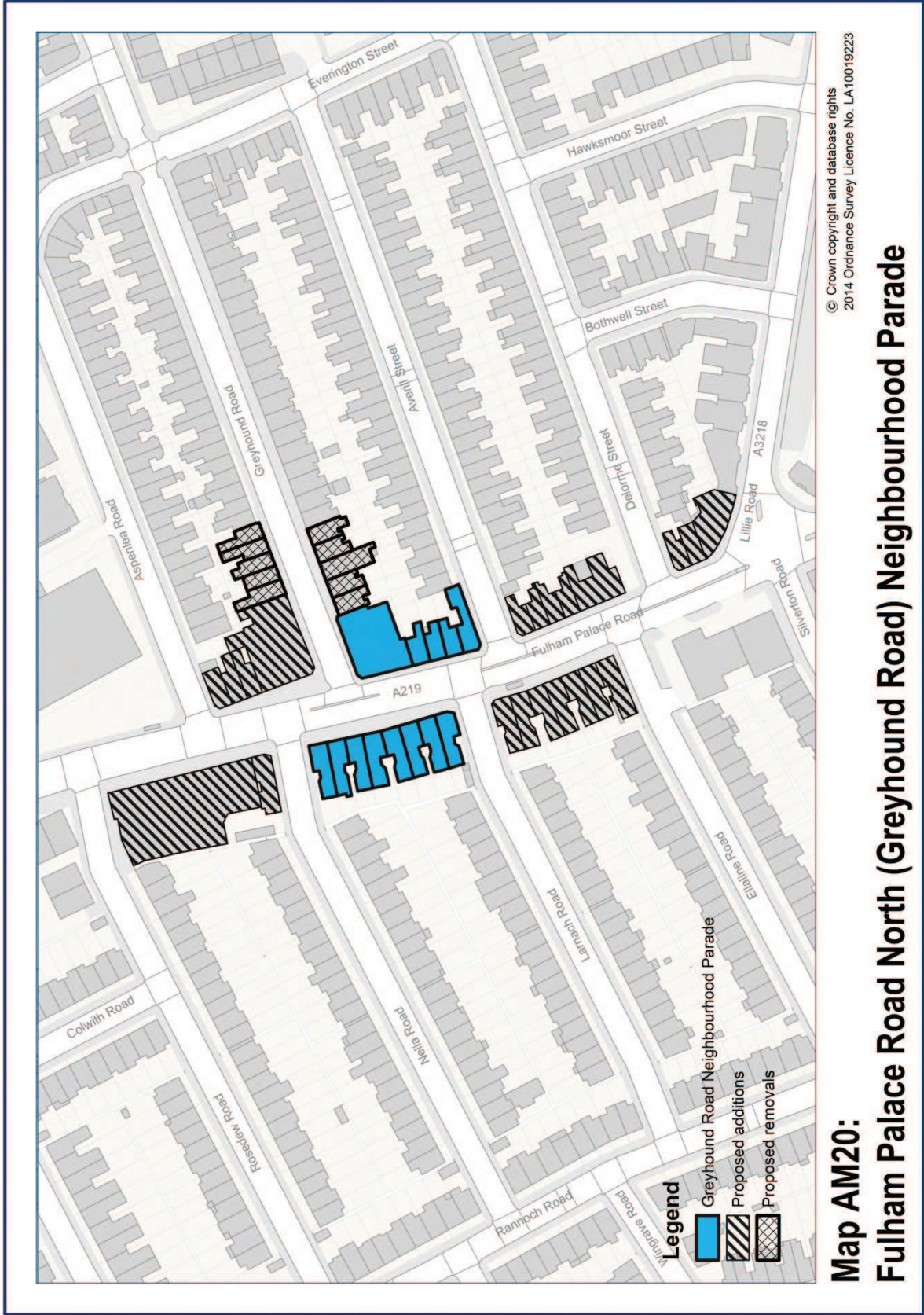


**Map AM17:
North End Road KLC**

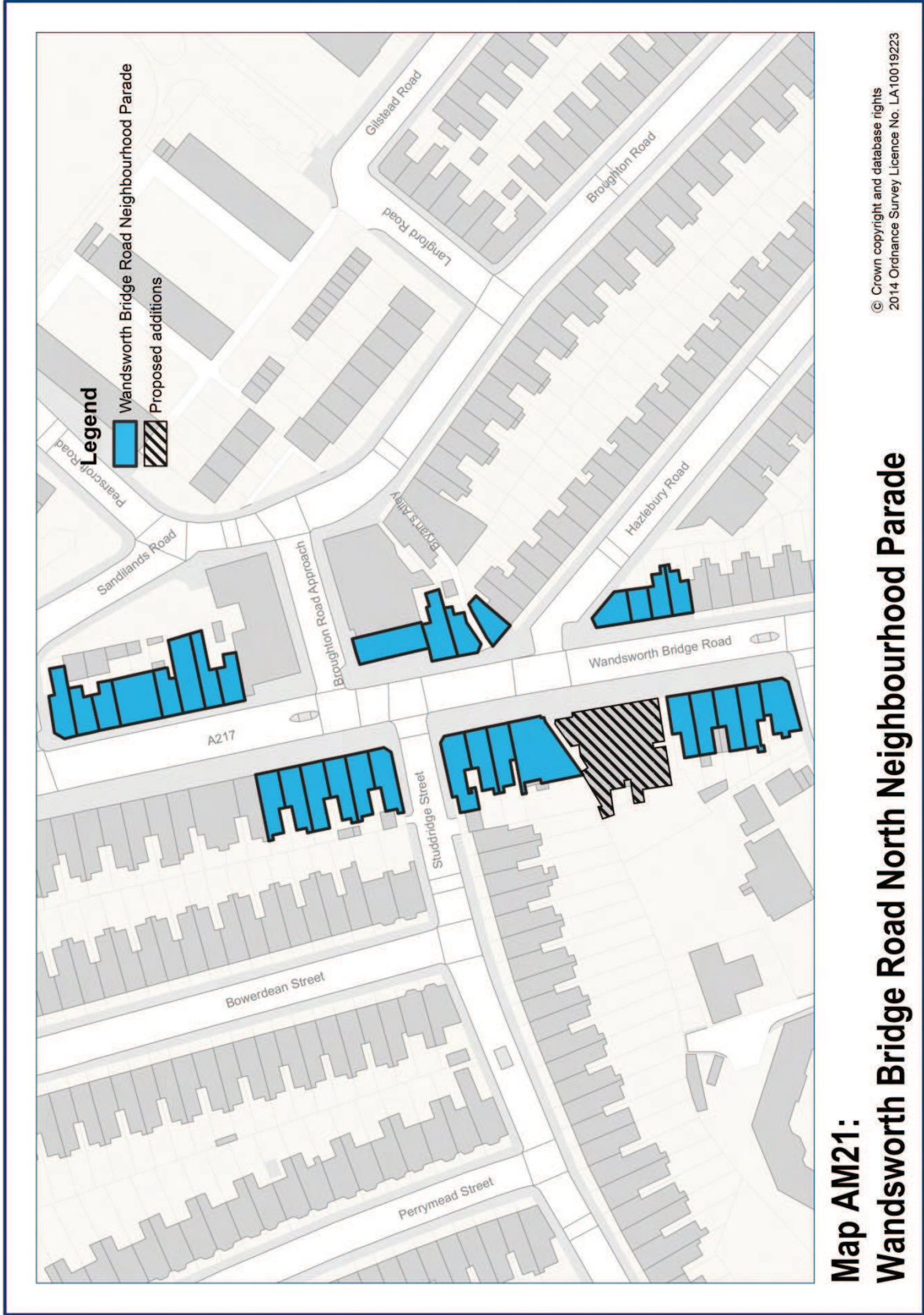
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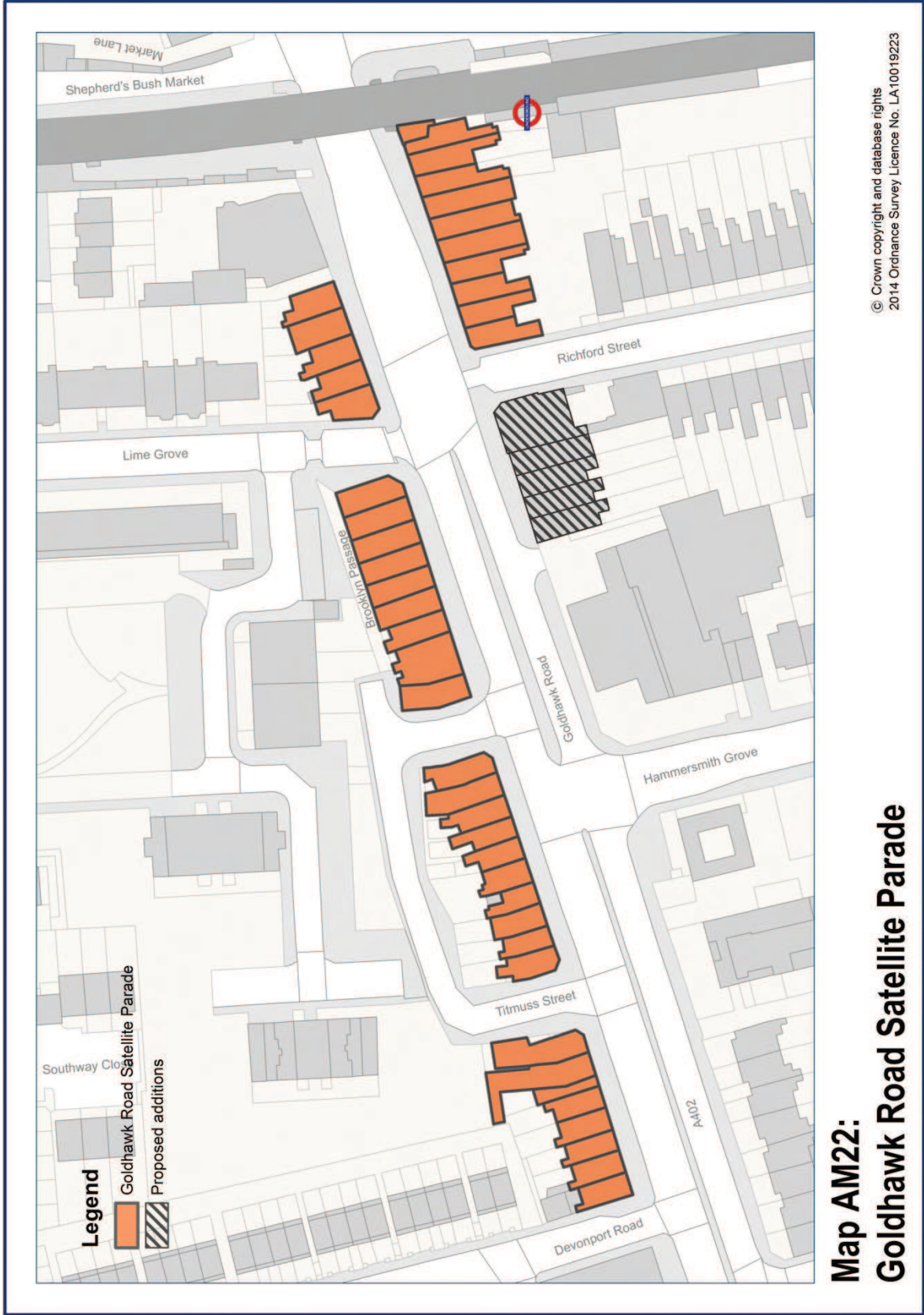


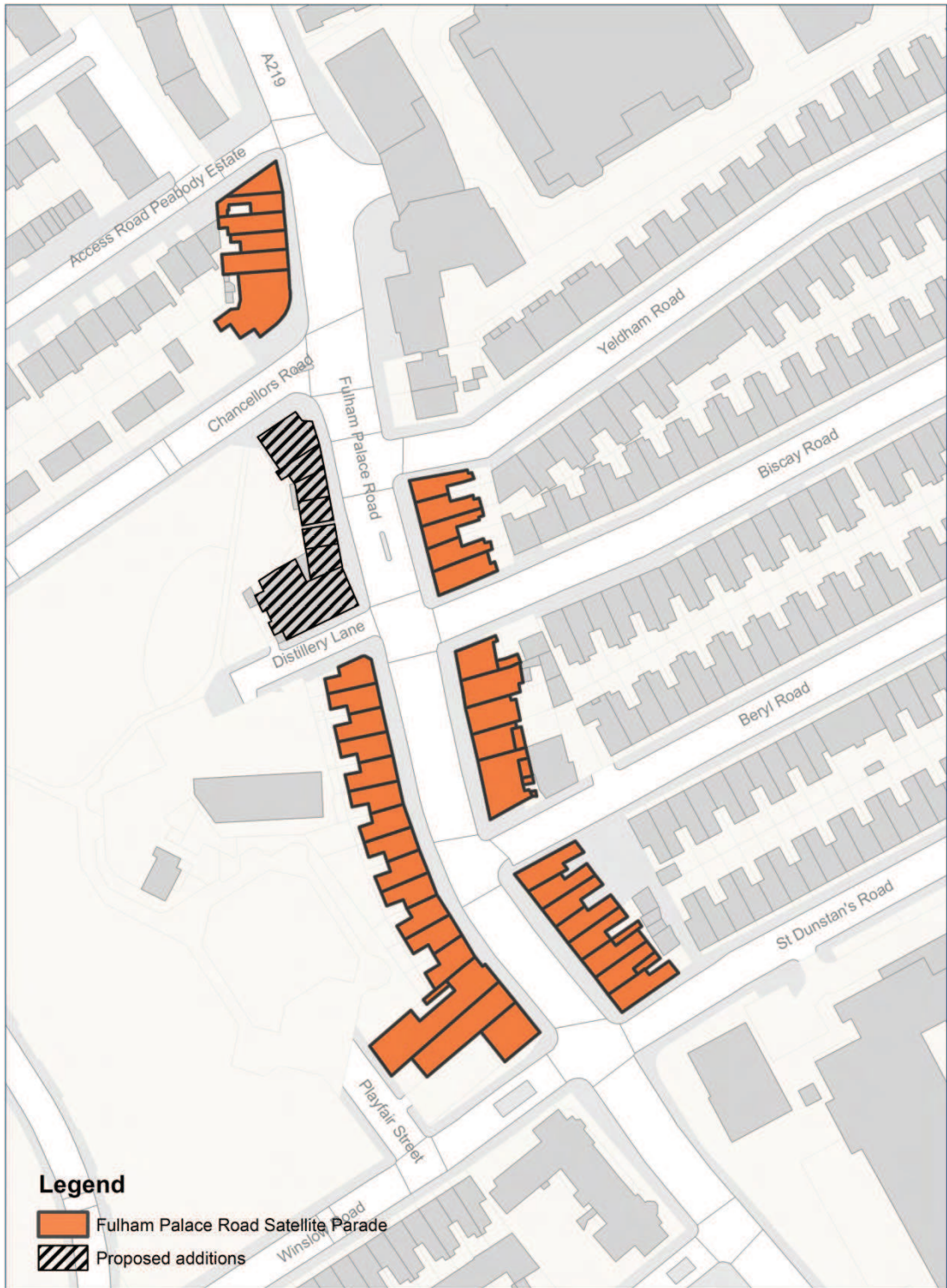




Map AM20:
Fulham Palace Road North (Greyhound Road) Neighbourhood Parade

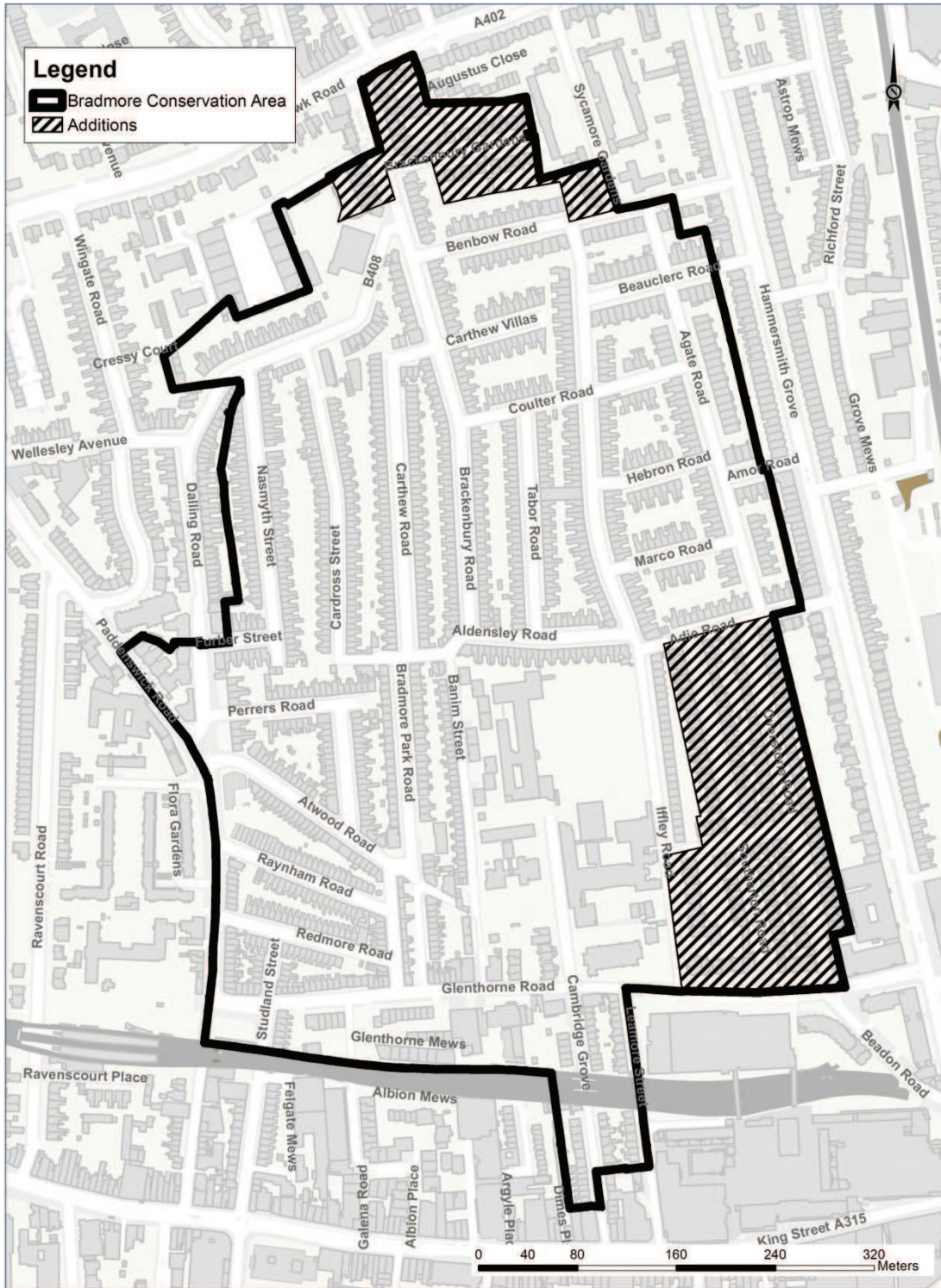






**Map AM23:
Fulham Palace Road Satellite Parade**




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**Map AM24:
Bradmore Conservation Area**

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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: 1 December 2014	
	Cabinet Member for Housing, Property and Regeneration Date of decision (i.e. not before): Forward Plan reference:	
	Cabinet Member for Housing, Regeneration, Business and Economic Development Date of meeting or formal issue(i.e. not before):	
Report title (decision subject)	NEIGHBOURHOOD REFORM PILOTS TO TACKLE LONG TERM WORKLESSNESS	
Reporting officer	Ben Denton (Westminster) Tony Redpath (Kensington & Chelsea) Mike England & Antonia Hollingsworth (Hammersmith & Fulham) : 020 8753 5344/1698	
Key decision	Yes	
Access to information classification	Open report	

1. EXECUTIVE SUMMARY

- 1.1 In 2013/14 the three Tri-borough Councils were jointly awarded £500,000 as part of the DCLG Transformation Challenge Award (TCA). A further £500,000 was allocated from the same fund in 2014/15. This report seeks Cabinet members' agreement that the funding should be used to establish and test a new approach to support long term workless residents into sustainable employment (termed in Westminster and RBKC the "Local Employability Aspirations Project" or LEAP).
- 1.2 For Hammersmith & Fulham further work is required to identify how the £333,000 available can best be used to support local priorities to tackle long-term worklessness. In particular this will look at how TCA funding can link with existing services in the borough. At this stage this report is seeking the approval of Cabinet members to the use of TCA funding for this purpose.

2. RECOMMENDATIONS

- 2.1. That Westminster City Council's Cabinet Member for Housing, Regeneration, Business & Economic Development agrees the use of the Transformation Challenge Award as set out in this report
- 2.2. That the Royal Borough of Kensington & Chelsea's Cabinet Member for Housing, Property and Regeneration agrees the use of the Transformation Challenge Award as set out in this report.
- 2.3. That the London Borough of Hammersmith & Fulham undertake further detailed work to identify how the funding can be best used to support local priorities to tackle long-term worklessness, and that incurring this expenditure be delegated to the Cabinet Member for Economic Development and Regeneration.

3. REASONS FOR DECISION

- 3.1. The use of TCA funding to introduce the LEAP pilot was agreed in principle by the Tri-borough Leaders' Group on 12 September. Formal agreement is now needed from relevant Cabinet members in each borough.

4. BACKGROUND

- 4.1. The three Councils have a strong track-record of reforming local public services, for instance by

- reducing the average length of care proceedings from 49 weeks to 26 weeks,
- turning around over 1,500 families' lives through the troubled families programme
- reducing rates of offending by 10%
- saving £6.1m over five years by providing services more efficiently.

4.2. The Government has established a Transformation Challenge Fund to support Councils to

- re-design their business processes by sharing their corporate services, workforces, information technology systems and assets;
- re-design services in the public, voluntary and community sectors to deliver better outcomes for citizens for less money.

The three Councils have received two tranches of funding under the fund (in 2013/14 and 2014/15) each valued at £500k.

4.3. There are currently 24,470 adults claiming Employment Support Allowance (ESA) across the three boroughs at an average cost to the Exchequer of £8,831 per person per year and a total cost of £216m per year. Mental health is the biggest single cause of ESA claims, but many clients have a variety of complex needs that prevent them from easily obtaining and holding on to employment. Success rates through conventional services such as the Work Programme are very low. In London only six per cent of new ESA claimants and 11 per cent of claimants with disabilities have found sustained work since the programme began.

4.4. With Government encouragement a Tri-borough Neighbourhood Reform Group comprising officers from Jobcentre Plus, the Clinical Commissioning Groups, Public Health, Adult Social Care, Children's Services and corporate teams from across the three Councils has developed a new model to help people with complex needs to gain sustainable employment. The key feature of the model is the appointment of dedicated caseworkers who provide clients with intensive support to tackle the issues that are inhibiting their path into employment. Caseworkers will be the key point of contact with the customer throughout their time on the Pilot and will:

- carry out an in depth assessment to identify a customer's barriers to employment, including health needs, drug and alcohol addiction, family issues and financial and digital capability;
- cross-reference existing support services with which the individual has already engaged;
- develop an action plan with the individual;
- act as the key-worker, assessing needs, making and coordinating appointments and facilitating "warm handovers" to the relevant local

- support services according to the individual's needs and agreed action plan;
 - be the key point of liaison with regard to employment and employability, track the client and manage relationships with local services (such as health, housing, substance misuse specialists, skills, employability and employment provision), as the individual progresses towards employment;
 - maintain contact and provide in-work support to the customer once they are in work, and if appropriate, support to the employer;
 - ensure a suitable handover to other services if the customer does not secure employment at the end of their period on the programme to ensure some continuity of support.
- 4.5. The design of the model has been informed by best practice from the Individual Placement and Support (IPS) service delivered by the Central North West London Mental Health Trust, the Family and Community Employment Service (the employment arm of the Tri-borough Troubled Families Programme), and the Family Coaching model, as well as detailed quantitative and qualitative analysis of the client group. It will be characterised by low caseloads, allowing intensive engagement that addresses the full range of client's needs e.g. better management of medication, access to child care, resolution of housing issues, support from community health trainers, free college courses for those on work-related benefits and support from employment mentors and peer groups. A key feature of the delivery model will be the integration of such support so that it is delivered at the optimum time for the client.
- 4.6. The intention is to establish a LEAP pilot covering the wider Church Street area in Westminster and Dalgarno and Golborne wards in Kensington and Chelsea. It is anticipated that the new service will
- improve the client experience, because case workers will help to sequence and join up the services that clients access, removing duplication and the risk that clients' problems get shunted from one service provider to another;
 - improve outcomes, because in combination the support that clients receive will mean that a higher proportion succeed in obtaining and sustaining employment;
 - reduce public expenditure by improving the efficiency and effectiveness of services and migrating a higher proportion of clients off welfare and into work.
- 4.7. Hammersmith & Fulham will undertake further analysis before deciding the local delivery model that will best meet the needs of its borough's residents.
- 4.8. LEAP will be introduced by way of a small trailer (to test assumptions, processes and service design) beginning in RBKC and Westminster before the end of 2014 and transitioning from Summer 2015 into a wider service that will operate across central London.

- 4.9. Alongside the work to design a Tri-borough LEAP pilot RBKC and the City of Westminster have been taking part in the design of a similar model to be applied more widely across central London. This wider work is being taken forward under the auspices of the Central London Forward (CLF) Growth Deal which is currently being negotiated with Government. Subject to final Ministerial sign-off, the central London pilot is expected to begin in summer 2015 and run for 5 years. It is anticipated that funding secured through the Growth Deal will meet the longer-term costs of the LEAP pilots in Westminster and Kensington and Chelsea. Hammersmith & Fulham will explore options for sustaining the service, including s.106, London Council's ESF allocation and Public Health Grant.
- 4.10. The Growth Deal pilot is expected to begin delivery in early summer 2015 across the eight central London boroughs. The eight boroughs are expected to be awarded £10m collectively to fund specialist case workers. It is envisaged that the LEAP will transition into the wider service that will operate across central London and will host the case workers across Westminster and RBKC when they are recruited.
- 4.11. The experience gained through the LEAP pilot, and its central London counterpart, will inform discussions that are underway between CLF, London Councils and central government to secure greater decentralisation of power from Whitehall to local government. In particular, it is expected that the success of the new model will yield greater influence for local government in the design and delivery of the next iteration of the Work Programme, which is due to be re-commissioned by 2017.
- 4.12. Over the full period of the LEAP and the CLF pilots it is anticipated that a total of some 500 clients will be referred across Westminster and Kensington and Chelsea. For planning purposes it has been assumed that the pilots will succeed in securing sustained job outcomes for 15% of this client base. This success rate would give an average cost per successful outcome of £18,837. These costs are broadly comparable to those calculated for similar models being trialled in Greater Manchester and Glasgow. Success will be measured against a range of indicators, including starts, progress, job entry and job outcome, (defined as being in employment for 26 out of 32 weeks). The target will be to achieve job outcomes that are at least 3-5% greater than those achieved by the randomized control group.

5. OPTIONS AND ANALYSIS

- 5.1. The following options are available:

Option 1: Do nothing

Continue with the current system of providing limited employment support through current borough provision, with mental health services continuing in silos within primary and secondary care.

Pros

- No additional costs
- Already providing services so meeting statutory requirements

Cons

- Does not support priorities to create more resilient communities.
- Councils miss an opportunity to redesign local services to achieve better outcomes at lower cost
- Risk that ESA claims will remain static or increase and that the problems experienced by clients (especially in relation to mental health) will intensify.

Option 2: High volume localised case managed interventions

Create a localised case management approach geared to support the maximum number of people on ESA back into sustained employment. A single assessment process would signpost most people to mainstream services and additional support and coaching would be restricted to those furthest from work. Case workers would focus on triaging clients from the Work Related Activity Group (i.e. those who have been assessed as capable of work by the Government's Work Capability Assessment) who would be referred to the pilot by Job Centre Plus with a mandate to attend.

Pros

- Pilot would be scalable and easily adapted to local areas.
- Evaluation could be carried out using a similar population in adjoining areas as a control group.
- Pilot would be suitable to link with housing renewal and other current initiatives
- Caseworkers would be able to process a higher number of clients than under Option 3

Cons

- Similar project models (such as the Work Programme) have produced low success rates and have been unpopular with clients
- The caseworkers will only see clients for around 30 minutes once a week, which would not allow them to develop a holistic response
- The levels of need exhibited by clients whom the Work Programme has not been able to assist may be so high that this model fails to make any significant difference to their employment prospects
- Such a model does not acknowledge learning from other programmes i.e. that intensive, low caseload models (such as the Individual Placement and Support undertaken by CNWL) deliver the highest success rates in supporting people with mental health needs into work.

Option 3: Intensive integrated support with low caseloads

Create an intensive integrated support programme with low caseloads and dedicated support workers as described in paragraphs 4.4-4.10 above.

Pros

- Proposal is scalable and easily adapted to other areas.
- Evaluation can be carried out using a randomised sample of the cohort as referred by JCP
- Pilot can deliver cashable savings but also deliver longer term improvements to health and wellbeing, including potentially reducing future service use
- Pilot would be following established models of good practice – IPS typically achieves more than 80% of clients actively searching for work within 3 months and at least 40% finding work within 6-8 months (Vocational Services Annual Report 2013-14)

Cons

- The model would offer a significantly higher 'cost per outcome' per client than Option 2

- 5.2. The model is to be funded through grants from the DCLG Transformation Challenge Award (TCA). As this is a pilot with the objective to test whether a hypothesis of low caseload and high intensity work can improve employment outcomes, there will be no expected savings to the Councils, but equally the Councils are not expected to incur any costs.
- 5.3. Whereas Option 2 could possibly achieve some of the work-related targets, it is unlikely with a high caseload model that wider wellbeing outcomes or sustained employment would be achieved. Option 3 would be able to return a higher percentage to work and also achieve wellbeing outcomes, and is therefore the preferred option.

6. CONSULTATION

- 6.1. Over the Summer in depth interviews were carried out and 'customer journey maps' were built for 19 ESA claimants known to local services. For those with mental health problems, key barriers were isolation and the lack of expertise (outside of health and care services) when it came to overcoming the inherent barriers created by mental health issues, such as: lack of confidence and low self-esteem, the time needed for recovery, and the detrimental effects of punitive or demanding benefits conditions. For families, childcare was (unsurprisingly) a barrier, with many describing the need to structure any work around childcare needs and of course the need to balance the costs of childcare against earnings. For many there was also a sense of a 'barrier spiral' in that what started as a health problem had become a debt problem, compounded by benefits caps or sanctions, and subsequent housing problems, all of which ate into time and mental resources.
- 6.2. No significant barriers were encountered in terms of language, literacy or basic skills. However, some respondents did talk about the need for support to turn skills they did have into 'work ready' skills such as interview techniques, CVs etc.

- 6.3. The most common complaints about local services centered on the inflexibility of certain services, and unwillingness amongst service providers to listen to the specific details of people's cases. It was also apparent that lack of confidence or fear of stigma had made some respondents reluctant to volunteer information about (for example) their own mental health, making it more difficult for services to properly assess clients' needs.
- 6.4. Respondents most valued services that involved one-to-one support free from assessment and 'box ticking'. As is often the case, it was not a specific service that was praised – but rather specific people e.g. a social worker who was helping with forms, or advocating on behalf of a respondent. This supports the idea of building a new 'key worker' based service.
- 6.5. This proposal and draft service model has been developed by officers from local Jobcentres, the three CCGs covering the Tri-borough area, Public Health, Adult Social Care, Children's Services and corporate teams from across the three Councils.

7. EQUALITY IMPLICATIONS

- 7.1. Across the cohort of ESA claimants, the two largest groups of health conditions experienced by claimants are mental and behavioural disorders (53% of cohort) and diseases of the musculoskeletal systems and connective tissue (14%). An analysis of the age groups shows that 46% are aged between 25 and 44, 27% between 45 and 54 and 16.5% between 18 and 24 years. The cohort is 60% female and 40% male. In terms of ethnicity, 40% of claimants are White and 35% Black or Black British.
- 7.2. The proposed service will be tailored to meet the specific needs of the cohort, including in particular those with a variety of physical and mental disabilities and ethnic minorities who may experience cultural or language-related barriers to employment.
- 7.3. The service will monitor the effectiveness of the model in relation to different client groups, and to adjust the model or commission additional services if needed to address under performance in relation to any particular group.
- 7.4. The design of the model has been informed by best practice from the Individual Placement and Support (IPS) service delivered by the Central North West London Mental Health Trust, the Family and Community Employment Service (the employment arm of the Tri-borough Troubled Families Programme), and the Family Coaching model, as well as detailed quantitative and qualitative analysis of the client group.
- 7.5. I am confident that the best practice models from the groups mentioned above will have taken full account of equalities impacts and that therefore the proposal is beneficial from an equalities perspective.

7.6. Implications verified by: David Bennett, Acting Head of Change Delivery, Innovation and Change Management Division, 020 8753 1628

8. PRIVACY IMPACT ASSESSMENT

8.1. A privacy impact assessment is being prepared as part of this report

8.2. Implications verified/completed by: Alan Parry, Procurement Consultant, Tel: 020 8753 2581

9. PROCUREMENT AND IT STRATEGY IMPLICATIONS

9.1. There are no current procurement related issues identified in the report.

9.2. Implications verified/completed by: Alan Parry, Procurement Consultant, Tel: 020 8753 2581

10. LEGAL IMPLICATIONS

10.1. There are no particular legal implications arising from this report. The TCA Grant did not mention any specific conditions to be complied with. The Councils can utilise the grant under their wellbeing power under Sec 1 of the Local Government Act 2000 for the welfare of its residents.

10.2. Implications verified/completed by: Babul Mukherjee, Solicitor (Contracts) Bi-borough Legal Services, Tel: 020 7361 3410

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1. The full costs of the project (including overheads), will be met by the Transformation Challenge Award.

11.2. Westminster City Council's City Treasurer will make provision for Kensington and Chelsea and Hammersmith & Fulham to invoice Westminster City Council for approved and evidenced use of Transformation Challenge Award. It should be noted that though the grant from CLG is unconditional, evidence will be required to support the spend incurred by each participating borough. Therefore, officers will agree in advance the nature of the evidence expected to ensure that locally agreed funding requirements are met.

11.3. The funding is expected to be spent in 2014/15 and 2015/16. When this period of funding comes to an end, European Social Fund, unlocked through the London Growth Deal from Summer 2015, will provide on-going funding for the service in Westminster and Kensington and Chelsea. To avoid the risk of duplication, and in preparation for LEAP transitioning into the sub regional delivery model for the central London ESA Growth Deal pilot there, there will be a review across Westminster and RBKC of all similar Council services designed to support the hard to reach into employment. In parallel, Hammersmith & Fulham will explore options for sustaining the service, including s.106, London Council's ESF allocation and Public Health Grant and will report back to Cabinet at a later date.

11.4. There will be two phases:

Phase 1: 1 October 2014 – 31 March 2015		
Objectives:		
<ul style="list-style-type: none"> To prototype LEAP - an integrated local approach to supporting the long term workless in Church Street and North Kensington. To undertake further detailed analysis to identify how the funding can be best used to support local priorities to tackle long-term worklessness in Hammersmith & Fulham. This work will be funded from a combination of existing local resources and the expected expenditure outlined below for Phase 1. To undertake a strategic review of similar Council services designed to support the hard to reach into employment so as to avoid duplication and ensure value for money when LEAP transitions into the wider delivery model for the Central London Forward Growth Deal pilot 		
Expected expenditure		
Project Management	Fixed term for a period of 3 months c.£27,000	£27,000
Service Manager	c.£50k p.a. (£42k +on costs c.20%) for an 6 month period	£25,000
Customer journey mapping	Contract with ESRO	£36,974
Total expenditure		£88,974
Phase 2: 1 April 2015 – 31 March 2016		
Objective:		
<ul style="list-style-type: none"> To transition LEAP into the wider model for the Central London Forward Growth Deal pilot To prototype a complementary programme of activity in Hammersmith & Fulham 		
Expected expenditure		
LEAP Service Manager	c.£50k p.a. (£42k +on costs c.20%) for an 12 month period	£50,000
Contingency – to support other delivery/pilot costs	For example, the recruitment of specialist case workers and specialist provision, and research to examine how to mainstream the pilot and/or extend the intensive caseworker	Up to £528,000

	approach to achieve other policy goals.	
Local delivery costs in Hammersmith & Fulham	Subject to the analysis undertaken in phase 1	£333,000
Total expenditure		£911,000

11.5. Some £528k of TCA funding will be available to WCC and RBKC to meet contingencies and other costs associated with the pilot. TCA funding that is not required for the purposes of the LEAP pilot will be retained to support other work on public service transformation. Approval to commit these funds will be sought from Cabinet Members in accordance with each Council's constitution.

11.6. Following the completion of further detailed analysis to identify how the £333k of funding can be best used to support local priorities to tackle long-term worklessness within Hammersmith & Fulham, a further report will be presented to Cabinet Members recommending approval of a local delivery model together with the associated financial implications and funding requirements. Current expectations are that the Neighbourhood Reform Pilot project will be cost neutral to the Council.

11.7. Implications verified/completed by: Daniel Rochford, Head of Finance (HRD). Tel: 020 8753

Ben Denton

Executive Director, Growth, Planning & Housing (Westminster City Council)

Tony Redpath

Director of Strategy and Local Services (Royal Borough of Kensington and Chelsea)

Mike England


Director, Housing Options, Skills and Economic Development (London Borough of Hammersmith & Fulham)

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

None.

Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning & Skills. 020 8753 1698 antonia.hollingsworth@lbhf.gov.uk (London Borough of Hammersmith & Fulham)

Agenda Item 14

	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
SPECIAL EDUCATIONAL NEEDS REFORM AND BURDENS GRANT	
Report of the Cabinet Member for Children and Education – Councillor Sue Macmillan	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Andrew Christie, Executive Director of Tri-borough Children's Services	
Report Author: Ian Heggs, Tri-borough Director of Schools	Contact Details: Tel: 020 7745 6458 E-mail: Ian.Heggs@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The Children and Families Act, which was implemented in September 2014, contains significant reforms to the way that services for children with special educational needs and disabilities are delivered. The Act signals a different approach to SEN, with a strong emphasis on working with parents as equal partners, focusing on improving outcomes for children and young people 0-25 years to that they can achieve and become as independent as possible in their local community.
- 1.2. The government have recognised the significant work beyond 'business as usual' that local authorities will need to undertake to implement these reforms. They have therefore provided every local authority with funding, in the form of the Special Educational Needs Reform Grant and the Special Educational Needs Burdens Grant. The purpose of the grants is "to provide support to local authorities in England towards expenditure

lawfully incurred or to be incurred by them” when implementing the SEN reforms.

2. RECOMMENDATION

- 2.1. That the grants currently being held in corporate finance accounts be made available to the Children’s Services department to support the additional expenditure that will be incurred by the Education Directorate while enacting the SEN reforms over the next two years.

3. REASONS FOR DECISION

- 3.1. Both the Special Educational Needs Reform Grant and the Special Educational Needs Burdens Grant are un-ringfenced. Areas where additional spend is going to be incurred have been identified for the financial year 2014/15.

4. INTRODUCTION AND BACKGROUND

- 4.1. Under the new legislation Local Authorities are responsible for completing Education, Health and Care assessment and planning within 20 weeks, involving parents and young people in the co-production of plans. Previously there was variable performance across tri-borough SEN Teams in completing within 26 weeks and variability in the approach to resource allocation. Furthermore, the extent to which provision for children with complex needs was joint funded by health, social care and education was inconsistent.

5. PROPOSAL AND ISSUES

- 5.1. Listed below are the key areas of development that have been identified where capacity and expertise is required beyond what is currently available in the service
- 5.2. The delivery of a new single assessment process for Education, Health and Social Care services will require an aligned IT system that allows for sharing of information between the three services. Significant specialist IT support is being utilised to deliver this requirement, while additional capacity is required within the SEN Team while the new process is piloted alongside current systems.
- 5.3. The new legislation signals a different approach to working with parents of children with SEN, moving from an SEN casework role (which is administrative) to one of a key-worker, facilitating parents and professionals working together to assess and plan children and young people’s achievement of co-constructed outcomes. The change in role has required re-organisation of SEN teams and a programme of

workforce development, with a focus on developing a consistent approach to casework through training for designated and non-designated keyworkers.

- 5.4. To bring together the approach to SEN casework in a consistent and effective way and in order to support the implementation of the legislative duties and mitigate the potential for costly challenge to the new system, specialist legal support has been commissioned to provide training and guidance for the SEN teams, schools, and other practitioners.
- 5.5. The requirement to produce a combined 'Local Offer' of services that are available to young people with Education, Health and Social Care Needs has been a significant and ongoing piece of work for the local authority – as these three services were not especially joined up at previously. An initial local offer has been published on the local authority's website, but significant work is still required to ensure that this is developed and made more accessible for parents, children and young people as well as practitioners.
- 5.6. The new legislation extends the eligibility for support from 5-18 years to 0-25 years. This poses a significant financial risk if not managed effectively..A specialist expert consultant has been commissioned to help scope current provision across the three boroughs in terms of current provision for the 16-25 cohort and the projection of future needs. The consultant is working with existing local providers and practitioners to model options for future development in this area to ensure that projected needs can be met.
- 5.7. The Local Offer has been published in a format that is accessible to practitioners, parents and also young people. We are further developing an innovative solution that is able to show young people with special education needs and disabilities how our local offer can support them. We would like to investigate the potential for using a series of short films to achieve this.
- 5.8. In line with developments in the Commissioning Directorate and across Children's Services, 'outcomes' are at the core of the new assessment process. This is a significant departure from current SEN practice, which has historically been based on the allocation of units of provision. It is our intention to develop a wellbeing measure that is specific to the unique circumstances of those young people with special educational needs, so that the provision that is allocated through assessment and is included in the local offer can be reviewed via a robust, evidence-based evaluation process. This will eventually ensure that public funds are only spent on those interventions that are proven to make a positive difference to the lives of young people.

6. CONSULTATION

- 6.1. The principles of the SEN reforms include coproduction and transparency with parents on the changes. On this basis, parent forum group 'ParentsActive' have been consulted with throughout the implementation of the Act and will continue representing parent views on the SEN reforms going forward.
- 6.2. In preparation for the change in legislation, a strategic implementation group was established in July 2013, involving parent groups, health commissioners, social care, schools and LA SEN practitioners. Project governance and workstreams will continue until at least March 2015.
- 6.3. Additionally, a parents' reference group has been established, which has members from a variety of parent representative groups from across Hammersmith and Fulham, Kensington and Chelsea and Westminster. This group will continue to operate on an on-going basis, to ensure that parents' views are part of the on-going development of the SEN Service.

7. LEGAL IMPLICATIONS

- 7.1. There are legal implications around the implementation of the Children and Families Act as a whole and these have been referred to in previous papers and progress updates to cabinet. Specialist legal advice has been commissioned.
- 7.2. There are no legal implications for spending the SEN reform and burdens grant on enacting the changes required by the Act. The reasons for the provision of the grant money and the key areas of development for which the grant money is to be used are contained within the body of this report.
- 7.3. Implications verified/completed by: Joyce Golder, Principal Solicitor, 0207 361 2181

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. The level of the Special Educational Needs Reform and Burdens grants allocated to the London Borough of Hammersmith & Fulham has been set at the following:

Grant	2013/14	2014/15	2015/16	Total
SEN Reform	£75,000	£309,576		£384,576
Burdens		£178,456	£125,156	£303,612
Total	£75,000	£488,032	£125,126	£688,188

- 8.2. Both are one-off un-ringfenced grants. It should be noted that the 15/16 allocation of the Burdens Grant is only an estimate at this time, based on

the same percentage settlement LBHF received in 14/15, on the indicative amount stated by the Department for Education as being the value of the grant for 15/16.

- 8.3. Westminster City Council and the Royal Borough of Kensington and Chelsea have also been allocated grants. As the SEN Service is delivered on a tri-borough basis and to ensure the most efficient use of the funding, the combined total of the grant allocations in each of the three boroughs are being considered in one single spending plan. A spend log has been set up to track expenditure, and there are regular communications with each work stream of the project to ensure we are capturing all forecasted and actual commitments on the grant. To date, very little has been spent but with future commitments set to fully spend the grant. Hammersmith & Fulham's commitment is shown below:

Grant		2013/14	2014/15	2015/16	Total
SEN Reform Grant	Publishing the Local Offer		£6,667		£6,667
	Developing an outcomes based approach	£9,067	£7,600		£16,667
	Legal advice & Training		£65,833	£17,500	£83,333
	Consultation and engagement with parents		£5,500		£5,500
	SENCO Working Group		£4,000		£4,000
	Project Management		£86,000	£10,333	£96,333
	Implementing the single assessment process		£158,083	£72,917	£231,000
	Mediation		£8,333		£8,333
	Legal Contingency		£26,667		£26,667
	Achievement for all		£13,167	£13,167	£26,334
	Communications		£15,000		£15,000
	Total		£9,067	£396,850	£113,917
Burdens	Publishing the Local Offer		£10,000	£7,333	£17,333
	Developing an outcomes based approach				£0
	Planning for the extension of duties to include 16-25 cohort		£6,667		£6,667
	Legal advice & Training		£11,667		£11,667
	Consultation and engagement with parents				£0
	Consultation and engagement with young people over 18		£1,217		£1,217
	SENCO Working Group				£0
	Project Management			£41,943	£41,943
	Implementing the single assessment process			£45,165	£45,165
	Mediation		£8,333		£8,333
	Training			£23,895	£23,895
	Legal Contingency		£6,667		£6,667
	Property & IT costs		£5,467		£5,467
	Achievement for all				£0
Communications				£0	
Total		£0	£50,018	£118,338	£168,354
Grand Total		£9,067	£446,868	£232,255	£688,188

- 8.4. As the borough has received the grant, for 13/14 and partly for 14/15, there is no financial risk to the borough, and we are just asking for a transfer, or a setting aside of the grant from Corporate Services, where it is currently held, to Children's Services, for the specific purpose of

enabling the service to enact the changes as required by the new legislation.

- 8.5. Implications completed by: Alex Ward, Finance Manager, 0208 753 5040

9. RISK MANAGEMENT



- 9.1. There are no risks associated with spending the Special Educational Needs Reform and Burdens grants.

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.	Children and Families Act 2014	Published	

Agenda Item 15

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: 1 December 2014	 h&f hammersmith & fulham
	Cabinet Member for Planning Policy, Transport and Arts Date of decision (i.e. not before): 14 th November 2014	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
Report title (decision subject)	APPROVAL TO PROCURE BULK PRINTING, SCANNING AND PAYMENT PROCESSING SERVICES FOR BI-BOROUGH PARKING SERVICES	
Reporting officer	Matt Caswell, Transport and Technical Services Project Manager	
Key decision	Yes	
Access to information classification	Public report. A separate report on the exempt Cabinet agenda presents exempt costing information.	

1. EXECUTIVE SUMMARY

- 1.1. H&F's current printing, scanning and payment processing of incoming correspondence in Parking Services is sub-contracted through Mouchel who supply the Parking IT systems to the Council. RBKC have direct contracts with their suppliers which have recently been extended until 2016 with a 3 month notice period.
- 1.2. H&F and RBKC are currently tendering for a Bi-borough Parking IT systems contract which does not contain provision for printing, scanning and payment processing services as the direct arrangements provide better value for money. H&F will therefore need to have alternative arrangements in place for mid-2015.
- 1.2. It is recommended that H&F and RBKC carry out a joint procurement exercise for these services to align with the implementation of the new Parking IT contract. This should lead to savings for both boroughs on the current arrangements.

2. RECOMMENDATIONS

- 2.1 That approval be granted to procure a joint Bi-Borough contract for printing of statutory documents, the scanning of incoming correspondence and processing of payments.
- 2.2 To note that for the purposes of the Public Contracts Regulations 2006 (as amended) the London Borough of Hammersmith and Fulham will be acting as the Contracting Authority.

3. REASONS FOR DECISION

- 3.1 H&F's current arrangements are sub-contracted through the current Parking IT system contract. With the procurement of a new Parking IT system the current service will no longer be valid and H&F will need to seek a new service.
- 3.2 RBKC have aligned their current printing scanning and payment processing contracts to terminate at a similar time to the existing Parking IT system contract. They will therefore need to reprocure to tie in with the new IT system so any new practices can be implemented concurrently.
- 3.4 Carrying out a joint procurement should result in savings to both Councils as a result of the combined volumes that would be offered to prospective suppliers. Having joint contracts will also allow for streamlining of processes and interfaces into the new IT system and reduce the contract monitoring required.
- 3.4 Whilst H&F will be acting as the Contracting Authority for the purposes of the 2006 Regulations, officers from both councils will be involved in the process as part of the tender appraisal panel.

4. BACKGROUND

- 4.1. Both Councils have contracted out the printing of statutory documents, scanning of correspondence and processing of payments (by mail) related to Penalty Charge Notices (PCNs) and representations. The following table outlines current arrangements:

	Scanning and payment processing	Printing of Statutory documents
RBKC	RR Donnelley (exp 2016)	Liberty (exp 2016)
H&F	RR Donnelley - through MTS (exp Dec 2016)	Liberty Printers - through MTS (exp Dec 2016)

- 4.2. The current RBKC contract with RR Donnelley (RRD) was recently extended to allow the service to continue under the same terms as the existing contract until December 2016, with the addition of an early termination clause. This provides the Council the flexibility to procure a joint contract with H&F as existing contracts expire while also giving the flexibility to end the contract at an earlier date (giving three months' notice) if it is in the Council's interest.
- 4.3. The equivalent H&F service is also due to expire in December 2016 with the existing Parking IT contract. The two boroughs are jointly procuring a shared Parking IT system contract with the objective of implementation for summer 2015. This which will bring the current arrangements to an end subject to the notice period (12 months from the Contract Award date).
- 4.4. In 2013 RBKC procured a new printing of statutory documentation service that resulted in significant cost savings. It appears that competition in this area has increased indicating that a joint procurement of services may result in further savings.
- 4.5. The current services provided to both Councils are slightly different and have different charging structures, however the majority of both services provided are the same. Appendix B provides greater detail on the services provided and sample costs for a one month period. Combined, current services equate to costs of approximately £300,000 per annum. Please see Appendix B for more detailed information.

5. PROPOSAL AND ISSUES

- 5.1. It is recommended by officers that H&F and RBKC carry out a joint procurement exercise for these services to align with the implementation of the new Parking IT contract. This should lead to savings for both boroughs on the current arrangements.
- 5.2. There are no significant risks envisaged with this procurement. Both boroughs currently have service provision with their existing systems and do not envisage any loss of service.
- 5.3. The draft letting timetable is as follows:

Activity	Start	Finish
Establish project team, set up tender appraisal panel and confirm procurement approach and plan	November 2014	December 2014
Prepare selection criteria, tender evaluation criteria and contract documents	January 2015	February 2015
Invitation to Tender	February 2015	April 2015
Evaluation and recommendation	April 2015	May 2015
Contract Award	May 2015	July 2015

6. OPTIONS AND ANALYSIS

- 6.1 Option 1 (recommended). Carry out a Bi-Borough procurement for these two services. Both Councils would benefit from the combined size of the contract as it is likely to lead to cost savings. The size of the contract may also lead to greater competition in this market particularly for scanning and payment processing services.
- 6.2 Option 2. Perform separate procurements for both Councils. If this option is pursued, the Councils may not necessarily benefit from any costs savings based on volumes being offered. Technically procurement costs would also be increased as the process would be duplicated. The scanning and payment processing market has limited service providers in this field and it would be unlikely that any new competitors would consider entering the market.

7. CONSULTATION

- 7.1 This paper has been developed with the RBKC Parking Business development Team in consultation with the Parking IT Procurement Project Board and Parking Office Programme Board.

8. EQUALITY IMPLICATIONS

- 8.1 None.

9. LEGAL IMPLICATIONS

- 9.1 The printing, scanning and payment processing services subject to the proposed procurement are ancillary to statutory parking functions and therefore lawful activities for the Councils to engage in.
- 9.2 Comments provided by Andre Jaskowiak, Senior Solicitor, Bi-Borough Contract Law Team, 0207 361 2756.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. Current costs for bulk printing, scanning and payment processing services total £294k for the two Councils. A joint contract is expected to deliver savings, through higher volumes resulting in a reduction in the unit costs. The extent of these savings will not be clear until the procurement process takes place.
- 10.2. The costs associated with the procurement, including officer time and legal costs, will be funded from existing Parking Services budgets.
- 10.3. Comments provided/verified by Mark Jones, Bi-borough Director of Finance and Resources, TTS and ELRS, 0208 753 6700.

11. PROCUREMENT IMPLICATIONS


- 11.1. The Director agrees with the strategy for a Bi-borough procurement exercise for the printing of statutory documents, the scanning of incoming correspondence and processing of payments as part of the overall approach for parking services between the two councils. The procurement will be supported by officers from the Corporate Procurement Team.
- 11.2. Comments provided/verified by Alan Parry, Bi-borough Procurement Consultant (TTS), 0208 753 2581

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

Current costing information (exempt)

Contact officer(s): Matt Caswell, Transport and Technical Services Project Manager, matt.caswell@lbhf.gov.uk.

Mahmood Siddiqi
Director for Transport and Highways

London Borough of Hammersmith & Fulham	
 <p>hammersmith & fulham</p>	<p>CABINET</p> <p>Monday 1st December 2014</p>
STRATEGIC HOUSING STOCK OPTIONS APPRAISAL	
Report of the Cabinet Member for Housing – Councillor Lisa Homan	
<p>Open and Appendices 1 and 2 are exempt from disclosure on the grounds that they contain information relating to the financial or business affairs of a particular person (including the authority holding that information) and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
Wards Affected: All	
<p>Accountable Executive Director: Executive Director for Housing & Regeneration – Melbourne Barrett BSc(Hons) MBA MRICS</p>	
<p>Report Author: Geoff Wharton, Interim Director of Housing Services</p>	<p>Contact Details: Tel: 020 8753 1313 E-mail: Geoff.Wharton@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Labour Manifesto prepared for the 2014 local election identified as a priority, “We will work with council housing residents to give them ownership of the land their homes are on.” This is consistent with the tenets underpinning the Big Society and the Administration’s commitment to devolving more control to the community. Moreover the Economic Regeneration, Housing and The Arts Policy and Accountability meeting of 11th November 2014 requested the Administration to establish a Residents Commission on Council Housing to consider the options for empowering residents to take local control over their homes and for maximising investment in existing and new council homes. This report proposes the undertaking of a Strategic Housing Stock Options Appraisal (SHSOA). Such an options appraisal will consider the practical options available to the Council, and deliver to Members a report back which fully considers the benefits and disadvantages of each option.

- 1.2. In addition to the Manifesto pledge there are also other good reasons for considering a SHSOA at this time. These include:
 - a) the council has not conducted a full Stock Options Appraisal since 2003;
 - b) the Administration is committed to devolving more control to the community; and
 - c) the Administration is in the midst of updating the council's Housing Strategy to reflect local need and priorities.
- 1.3. Members have expressed the strong desire that tenants should be heavily involved in an accountable and transparent process, and any recommendation leading to a substantial change will likely need to be put before tenants in a potential ballot.
- 1.4. Given the Council's housing stock is a significant resource that plays a major role in the functions of the council and community, any recommendation to change will need to be carefully considered and evidenced. There will be a number of professional services which need to be procured to support on the financial, legal and asset requirements. There will also be considerable resourcing requirements to ensure meaningful tenant engagement throughout this process. The results of this extensive work will enable the Council to work more effectively with residents to devolve more control and achieve value for money in the significant ongoing investment in Council homes. As a result, estimated costs for the SHSOA (based on previous examples, and industry advice), are considered to be approximately £1.5 million.
- 1.5. The indicative timetable for the SHSOA is as follows: -

	2014			2015								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
H&F Business Board - 22nd October 2014	■	■										
Cabinet - 1st December 2014			■									
Project setup & Governance			■									
Preparation and initial scoping			■									
Brief Corporate Support Departments			■	■								
Cabinet approval of proposed programme and budget to fund Housing Options Appraisal programme			■	■	■							
Appointment of Residents' Commission on Council Housing						■	■					
Procurement of Independent Tenants Advisor & specialist advice (assuming frameworks)						■	■					
Establish data room			■	■								
Establish role and work of Independent Tenants Advisor					■							
Stock Condition Survey							■	■	■			
Finance and Funding desktop study							■	■	■	■		
Independent Options Appraisal - Desktop Reviews							■	■	■	■		
Independent Options Appraisal - Appraisal of Options							■	■	■	■	■	
Presentation and analysis of Key Information by Steering Group										■	■	
Outcome of the Full Options Appraisal report of recommended option											■	■

- 1.6. A Strategic Housing Stock Options Appraisal on a regular basis is considered to be good practice in order to achieve the best value possible from ongoing maintenance and repairs, but the potential costs and the lack of a guaranteed outcome should be carefully considered and therefore regular reviews are built

in throughout the process to ensure that the process does not continue to work up unviable options.

2. SUMMARY

- 2.1. The Labour Manifesto prepared for the 2014 local election identified as a priority, “We will work with council housing residents to give them ownership of the land their homes are on.” This report proposes the undertaking of a Strategic Housing Stock Options Appraisal (SHSOA), which will include a range of options including disposal of the housing stock by way of stock transfer, prior to putting the issue before tenants in a potential ballot.
- 2.2. Within the Housing Revenue Account (HRA), the Council owns and manages circa 12,500 homes, circa 4,600 leasehold properties on which HRD make a service charge, and providing a service to 166 freeholders on Council Estates. In the context of any proposed transfer, consideration will need to be given to protecting the council’s position, or otherwise, in relation to leveraging value from the portfolio, particularly in the event that a transfer of the housing stock to an existing Housing Association emerged as the preferred option.
- 2.3. In addition to necessary options appraisals, including a sound business case, feasibility studies and engagement with residents, a successful stock transfer would require the support of government in the form of the Department of Communities and Local Government (DCLG) and HM Treasury, together with the approval of the Social Housing Regulator, the Homes and Communities Agency. Housing Revenue Account (HRA) Self Financing, which came into effect in April 2012, introduced changes in the approach to Stock Transfer, with the latest guidance having been issued in July 2014. HRA Self Financing ended the national housing subsidy system; stock retaining local authorities are expected to manage their housing operations from the income that they derive. In the case of LBHF, central government reduced HRA debt from £415 million to £218 million, as part of the HRA Self Financing settlement and, therefore, it cannot be automatically presumed that central government will provide financial support to a stock transfer process, which has traditionally been the government’s approach.
- 2.4. Traditionally stock transfer from local authorities to Registered Providers (housing associations) has been utilised to facilitate capital investment in the stock to fund improvements that otherwise may not be achievable. This traditional approach was assisted by a supportive approach from government in terms of writing off debt and premia to smooth the path of the transfer, with the receiving Registered Provider taking on new borrowing to fund the acquisition and the promised improvement works to the stock. At LBHF, the investment case is rather more nuanced, as although the Decent Homes programme has been completed (kitchens, bathrooms, boilers and roofs), there remains a significant investment requirement in relation to lifts, cyclical decorations and works to improve the public realm on estates.
- 2.5. In undertaking a stock options appraisal process, there is a requirement to have regard to the impact on the rest of the council if the housing stock were to be disposed of by way of stock transfer in the overall value for money assessment.

- 2.6. Effectively there are two main options for the future financing, ownership and management of the Council's housing stock: -
- a) Stock retention, which factors in the impacts of self-financing and potential restructuring of existing housing management, maintenance and future investment arrangements; and
 - b) Stock transfer to an existing Registered Provider (housing association) or to a newly created Registered Provider that might be a community based organisation.
- 2.7. Initial consideration of the manifesto priority, suggests that a stock transfer to an organisation that has a substantial role for tenants, such as a Community Gateway¹ may be a preferred option, however, it is important that the Council appraises in detail all the potential options open to it.
- 2.8. Importantly, if the options appraisal were to recommend any option other than the Council directly owning the stock and managing it in the Housing Revenue Account, tenants would hold the final say and a transfer of ownership would only proceed if it were supported through a future ballot of all tenants. This would mean the tenants would be faced with a ballot that would either a) Retain the existing stock or b) Effect a Stock Transfer. This means that retention automatically becomes the base case against which all other options are tested.
- 2.9. This report seeks authority and funding to carry out and complete a strategic appraisal of the options available to the council, with emphasis upon the ambition in the Labour Manifesto of 2014, to give council housing residents ownership of the land their homes are built upon.
- 2.10. This work will be carried out alongside an engagement exercise to seek the initial views of residents and other relevant stakeholders who would be affected.
- 2.11. In order to progress the Stock Options Appraisal, specialist consultancy support will be required to be procured to advise the council in respect of: -
- a) appropriate legal structures;
 - b) assessment of landed property titles and proposed terms of transfer;
 - c) stock condition assessment to inform works required to maintain the housing stock in good condition in the short and medium term, together with associated financial modelling; and
 - d) valuation and financial advice to assess Transfer Value and an outline business case² for transfer taking account of stock condition information and potential access to funding following any possible transfer.
- 2.12. To expedite the Options Appraisal preliminary, conditional, procurement notices have been issued subject to Cabinet approval. It has therefore been made clear in the tender documents that LBHF may abandon the procurement at any time

¹ A Community Gateway is a model of housing organisation that is able to provide a range of opportunities for tenant and community empowerment, and which is owned by and legally accountable to its members. The Community Gateway's primary aim is to place community regeneration at the heart of the housing organisation and to use the strength of the organisation as a catalyst for community.

² As set out in the current DCLG Stock Transfer Guidance (July 2014).

and that the Council is not obliged to award the Contract(s). This may include stopping or reducing the scale of work should an option(s) prove fundamentally unviable.

- 2.13. In order to support residents, the regulations require the appointment at the council's cost of an Independent Tenant Advisor. This element would be an integral part of the council's resident engagement programme, as set out in section 6 of the report.
- 2.14. Preliminary estimates suggest that a budget envelope of approximately £1.5 million is required for programme management, professional fees and external advice to conclude the initial work packages to produce a strategic options appraisal together with an associated stock condition survey and outline business case, which includes the costs of external specialists along with an independent tenant advisor, and a resident engagement programme, as set out in section 6 of this report and at Appendix 1. Once tender submissions are received for various work packages the budget envelope will be updated. The Council will fund the Options Appraisal from the HRA and from General Fund Reserves, with the latter likely to provide more than half of the amount in line with DCLG regulations. The longer-term financial impact of the various options will be considered during the strategic options appraisal process.

3. RECOMMENDATIONS

- 3.1. That approval be given to proceeding with and producing a Strategic Housing Stock Options Appraisal (SHSOA) for the future financing, ownership and management of the Council's housing stock, as set out in section 5 of this report.
- 3.2. That approval be given to carrying out an initial residents engagement programme to ascertain residents initial views on the possible options open to the council with regards to its Housing Stock, set out in Appendix 1, as the first stage of any strategic housing stock options programme.
- 3.3. That approval be given to the budget of £1.5 million funded from the General Fund Reserves for the preparation and submission of the Strategic Housing Stock Options Appraisal business case and report to Cabinet. The contribution from the HRA to these costs will be calculated after the procurement of services in line with DCLG regulations. Approval of this contribution is delegated to the Cabinet Member for Housing.
- 3.4. That approval be given to the establishment of a 'Residents Commission on Council Housing', for strategic oversight of the Stock Options Appraisal comprising of approximately a dozen residents supported by the programme manager.
- 3.5. That in accordance with the provisions of Contract Standing Orders paragraph 11.4, framework agreements operated by either the Crown Commercial Service and/or the Homes & Communities Agency be used to procure the necessary specialist advice.
- 3.6. That the requirements contained in Contract Standing Order 12.3 for the Cabinet to make contract awards be delegated to the Cabinet Member for Housing, in order to progress the related procurement processes for: -

- a) external Independent Tenants Advisor, including Contract Award on the basis that extension options are included to allow for further advice, should stock transfer be recommended.
- b) external legal advice including Contract Award on the basis that extension options are included to allow for further advice, should stock transfer be recommended;
- c) consultancy to conduct a comprehensive refresh of stock condition information to a warrantable standard including Contract Award on the basis that extension options are included to allow for further advice, periodic updates throughout the programme as required, rights to the data and analysis be available/assigned to any new organisation(s) and their advisors, should stock transfer be recommended;
- d) external property and surveying advice including Contract Award on the basis that extension options are included to allow for further advice, should stock transfer be recommended;
- e) external financial advice including Contract Award on the basis that extension options are included to allow for further advice, should stock transfer be recommended;
- f) external Communications and Consultation Advisor including Contract Award on the basis that extension options are included to allow for further advice, should stock transfer be recommended.

up to a maximum cumulative estimated value of £1.5 million for the Strategic Housing Stock Options Appraisal.

- 3.7. That authorisation be given to the Programme Team to share data and analysis with the Residents Commission on Council Housing, external advisors, and funders etc as required throughout the Strategic Housing Stock Options Appraisal in accordance with the Council's Information Sharing Protocols.
- 3.8. That delegated authority be given to the Cabinet Member for Housing in conjunction with the Executive Director for Housing & Regeneration to progress the Options Appraisal and then report the outcomes back to the Cabinet, where there is a desire to deliver an interim progress report to the ERH&A Policy & Accountability Committee in May/June 2015, and to conclude this process at the earliest opportunity with a report to Cabinet in August/September 2015. This assumes timely progression of activities throughout the Strategic Housing Options Appraisal.
- 3.9. That authorisation be given to the Executive Director for Housing & Regeneration to hold exploratory discussions with Department for Communities and Local Government (DCLG), HM Treasury, Homes & Communities Agency (HCA) and Greater London Authority (GLA) on process, funding and timetable to ensure the Strategic Options Appraisal meets all parties' requirements.
- 3.10. That members of the Economic Regeneration, Housing and the Arts Policy and Accountability Committee be invited to participate in the Stock Options Appraisal process.

4. REASONS FOR DECISION

- 4.1. To confirm the Cabinet's priority to work with council housing residents to give them ownership of the land on which their homes are built.
- 4.2. To explore the options available to give greater powers to residents of the council's housing estates across a broad range of areas.
- 4.3. A stock transfer option may allow access to borrowing currently limited by the HRA debt cap and therefore access to the funding to increase the provision of affordable housing within the Borough, as well as giving more flexibility in terms of being able to maintain homes at a decent standard.
- 4.4. The Council has not conducted a full Stock Options Appraisal since 2003.
- 4.5. The Council is committed to devolving more control to the community.

5. BACKGROUND & CURRENT POSITION

- 5.1. H&F Homes Ltd, an Arm's Length Management Organisation (ALMO), was set up in 2004 to manage the Council's housing stock. This enabled the ALMO to access government funding and undertake a £215 million programme of works to deliver the Decent Homes initiative. H&F Homes Ltd substantially completed the Decent Homes programme and in April 2011, responsibility for housing management returned to the Council and the ALMO was subsequently wound up.
- 5.2. Following this, the Localism Act 2011 saw the implementation of HRA reform, which replaced the complex system of housing subsidy with a "self-financing" regime from 1st April 2012. This model has a number of implications for the maintenance of a viable long-term HRA business plan:
 - a) the Council's HRA retains the revenue derived from rents and service charges, and from this is expected to cover the combined costs of management, repairs and effective maintenance of the stock;
 - b) government-funded capital programmes, such as Decent Homes (once the current backlog programme has been completed) have ceased; and
 - c) actual HRA debt was reduced from £415 million to £218 million against a backdrop of the Government setting the Council's borrowing cap³ at £255 million. This debt cap provides borrowing "headroom", which will stand at £50 million following recent debt repayments, which are forecast to reduce debt to £205 million by 31st March 2015.
- 5.3. In addition to the changes outlined above, it should also be noted that in recent years the Council, both prior to the establishment of and under the ALMO, under-invested because of the constraints imposed on the Council by the financial regime. The Decent Homes programme run by the ALMO brought a welcome "catch up" investment in repairs and improvements. However, this only covered certain property elements and significantly did not cover lifts or public realm. Therefore, there remains much work to do; with £49 million of investment in stock via the capital maintenance programme planned for 2014/15 alone,

³ The government introduced a self-financing 'debt cap,' a prescribed figure above which the Council is not permitted to borrow.

which is a higher rate of investment than the annualised rate of investment under the Decent Homes Programme.

- 5.4. HRA Reform provided the opportunity for the Council to adopt a pro-active asset management approach to creating a 30-year investment plan. The HRA Asset Management Plan endorsed by Cabinet on 8th April 2013 identified that the housing stock required around £1.2 billion of investment over the next 30 years. This investment requirement is roughly equivalent to an average of £93,000 per property and an average of £3,000 per property per annum.
- 5.5. The HRA Asset Management Plan is incorporated within the current long-term business plan, which supports the HRA Financial Strategy approved by Cabinet on 3rd February 2014, which is predicated on the disposal of 295 void properties to partially fund the capital programme. The future financing of the HRA Capital Programme, is currently under review by the Administration.
- 5.6. As a result of prospective changes in policy surrounding asset disposals, the Administration is currently reviewing a number of scenarios for the HRA long-term business plan and the HRA Financial Strategy.

6 OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 The council has two main options regarding the financing, ownership, governance and management of the Council's stock. These are to carry out a Large Scale Voluntary Transfer or to retain the stock within the Council. Each option has a number of variants.
- 6.2 The headline ownership and management issues are identified in the table below: -

Option	Ballot	Ownership	Management	Examples
Transfer stock to Community Gateway		Residents	Residents	Preston, Braintree, Lewisham, Watford
Transfer to CoCo ⁴		CoCo	CoCo	Gloucester City Homes
Transfer management to ALMO	Test of Opinion	Council	ALMO	Westminster, Brent, Lambeth
Transfer management to TMO	Test of Opinion	Council	TMO	Kensington & Chelsea
Transfer stock to Community Mutual		Residents & Staff	Board / Representative Body including Residents & Staff	Rochdale Boroughwide Housing
Transfer land not stock to Community Land Trust		Buildings - Council Land - Residents	Council	East London Community Land Trust (not HRA)
Transfer stock to Registered Provider (RP)		RP	RP	Richmond, Bromley

⁴ 'CoCo' is jointly owned by the Council, tenants and independents and is set up to receive a transfer of housing stock from the council. The CoCo model was designed by the National Federation of ALMOs to enable access to private sector funding whilst preserving community focus and customer involvement.

Partial Transfer of stock		RP	Residents / Independents /Councillors	Poplar HARCA in Tower Hamlets
Retention of Housing Stock		Council	Council	Camden, Islington

- 6.3 The Council faces significant financial and legal consequences in relation to all of the options that are available to it for the future financing, ownership and management of its housing stock.
- 6.4 The immediate headline from this report is that if the Council chooses to consider a transfer of its housing stock, it must consider the effect of transfer on the Council's other services and activities. This includes an assessment of the Council's overall financial position in terms of the General Fund and impact on the corporate structure of the authority.
- 6.5 Whilst preparing the Stock Options the Council should continue to explore options for the transfer of its housing stock by: -
- a) Considering the guidelines set out in the Housing Transfer Manual (July2014) and updates to same, once published by the DCLG;
 - b) Reviewing the tenanted market value of the stock and associated debt reduction issues, value for money and determine optimum transfer combinations that maximise investment for the whole stock;
 - c) Increasing communication with DCLG, GLA and the HCA;
 - d) Ensure the Council is clear on the financial implications to the Council of stock transfer;
 - e) Ensure that stock transfer would be financially viable for the organisation into which the stock transferred, this should include considering the ability of the organisation to raise funding.
 - f) Developing a comprehensive communication and consultation strategy to raise awareness amongst all stakeholders of the role of the Council, promote transfer options, explain the implications of stock transfer and include a plan for engaging socially isolated communities ; and
 - g) Aiming to submit a formal transfer proposal, if this is the preferred option, to the DCLG by the end of 2016 or early 2017.
- 6.6 All of the options would need to be appraised fully over the coming months and would also require the involvement of: -
- a) DCLG, HMT, GLA and the HCA;
 - b) Tenants and the TRAs;
 - c) Leaseholders;
 - d) LBHF councillors and officers, H&F Business Board, HRD Management and employees.
- 6.7 In considering the options, it will be necessary to determine and agree the Council's key strategic objectives for housing within the borough and to evaluate how each option meets these key objectives.
- 6.8 The key objectives and tests are likely to include: -

- a) Will the option provide all the investment needed, and at the right time, for the council owned homes in Hammersmith & Fulham?
 - b) Will the option satisfy the government's requirement for a value for money solution and will it be possible to produce a viable business case as part of the stock transfer application?
 - c) Will the option maximise customer involvement, customer led self-regulation and place customers at the heart of governance?
 - d) Will the option at least maintain the current service standards and performance levels achieved by the Council?
 - e) Can the Council afford the option financially?
 - f) Will the option represent the corporate interest and interest of the council taxpayer?
 - g) Will the option enable the council or stock transfer organisation to fully fund the long-term business plan?
- 6.9 Further desirable outcomes to be tested include: -
- a) The ability to provide new social and affordable homes that meet future demands and needs of the borough;
 - b) Any new organisation to be recognised as a strategic housing partner within the Borough;
 - c) Have wider neighbourhood responsibilities than housing provision alone; and
 - d) Provide additional employment and training opportunities.
- 6.10 A stock transfer option allows access to borrowing governed by the financial markets and not by the HRA debt cap and therefore potentially affords more access to the funding necessary to achieve and maintain decency for the properties and deal with all other backlog repairs as well as providing additional affordable housing, providing the debt can be serviced from rents and loan covenants complied with. This will need to be thoroughly appraised prior to the identification of stock transfer as a viable option. In addition, a stock transfer would give the council an opportunity to promote its commitment to work with residents to give them genuine ownership and interest in their future housing organisation. The new organisation would potentially be able to provide its tenants with more support as it would not be restricted by The Housing (Welfare Services) Order 1994. This Order forces councils to account for some elements of welfare outside the HRA which as Registered Provider for example would be able to deliver. The council has already commenced a debate with tenants, as to how it can further develop its tenant involvement arrangements; indicative early ideas and thoughts around alternative ownership models have been explored and favourably received so far.
- 6.11 The Council would also need to consider that in the event of a stock transfer, the Council would aside from statutory homelessness, housing advice, register and enabling functions, no longer be responsible for, or control, housing service provision in the Borough and unlike an ALMO, it would not be possible to re-integrate the new Landlord back into the Council at a later date.

- 6.12 The guiding principle of all stock transfer proposals is the requirement that for any stock transfer to take place the residents concerned must have their opinion of the proposals properly tested – by ballot – and if the majority who vote oppose, then the proposal is not carried forward. This means that any options appraisal must also advise the implications of the rejection of stock transfer.

7. CONSULTATION

- 7.1 The process of carrying out an options appraisal and possibly a ballot has the potential to re-galvanise resident involvement in the borough. The options appraisal will involve high levels of consultation with residents in order to help determine the viability of stock transfer. The ownership and management of residents' homes is a very important issue and may generate strong opinions on all sides of the debate. This atmosphere would be highly conducive to enhancing the council's ability to attract residents into the resident involvement structure.
- 7.2 Any subsequent ballot or test of opinion will need to be resident led and will require high levels of both consultation in developing an 'offer' and in ensuring that residents supported the proposal. The Council would need to support an Independent Tenant Advisor to work with residents in evaluating and shaping the ultimate offer document. This process in turn would help to embed residents in the decision making process of any receiving landlord.

Statutory Consultation Requirements

- 7.3 The Secretary of State will not consider granting consent to stock transfer unless the local authority can demonstrate that it has properly consulted tenants as required by paragraph 3 of Schedule 3A to the Housing Act 1985 ("paragraph 3").
- 7.4 This means that the options appraisal and the Council's decision on the future financing, ownership and management of its housing stock need to be fully informed by consultation with customers, staff, councillors and other key partners.
- 7.5 From the outset of the options appraisal project, the Council will need to ensure that residents, staff and councillors and other key partners should play a significant role in the appraisal of options for the housing stock.
- 7.6 Residents need to be engaged from the very beginning of the project in defining objectives and priorities for the Council's housing stock. Residents will need to highlight their priority objective as the ability to access long-term funding to support the improvement and repair of high-quality affordable homes. Residents will also be concerned to identify how to protect and promote tenant rights; improve the local provision of services; achieve the regeneration of neighbourhoods as some of the key priorities for consideration when appraising options. These objectives and their relative weighting will need to underpin the identification of the benefits of each potential options for the future financing, ownership and management of the housing stock.
- 7.7 The Council will need to develop a detailed Communication and Consultation Strategy and Tenant Empowerment Statement to guide consultation with all stakeholder groups and to ensure barriers to involvement in the process were

identified and removed. The Council also needs to ensure the widest possible engagement, participation and representation through their consultation activities.

The Offer

7.8 As part of any consultation and ballot of tenants, if appropriate, an Offer Document will need to be developed. This would set out the key promises that the new Landlord would deliver. The Offer Document would form part of the transfer contract between the Council and the new Landlord.

7.9 Initial consideration has been given as to what key promises could potentially be given by a new Landlord that will be reviewed in the Strategic Housing Options Appraisal, these could include: -

- **Further investment**

Maintaining the Decent Homes standard, additional affordable housing, environmental works, street properties investment plan and Equalities Act plus accessibility.

- **Regeneration**

Estate renewal and new development.

- **Empowerment**

Independent board with resident majority, ward panels/localism, devolved budgets, setting priorities/policy/standards, selects staff/contractors, scrutiny of performance and choice.

- **Community benefits**

Community regeneration, community engagement, community empowerment, stimulus of local economy and community identity and pride.

- **Financial**

Rent setting confidence, rent set in relation to service level and budget setting/prioritisation.

8 STAFF & RESOURCES

8.1 Staff are a key stakeholder in the stock options appraisal process. This includes all staff working for the Council as part of the housing landlord function within HRD and potentially other council staff who spend the majority of their time supporting the housing landlord function. Any options that the Council considers must also consider implications for employment, terms and conditions and pensions. Any transfer of stock is likely to involve a transfer of staff, which will be covered by the Transfer of Undertakings (Protection of Employment) regulations (TUPE).

8.2 The report recommends the establishment of a core project team to manage the project for the production of the Strategic Housing Stock Options Appraisal. The project team will continue to need substantial support from the Council's

corporate finance, legal, human resources and procurement teams and the Council's housing and regeneration department.

- 8.3 The project team will also require additional support from expert financial, legal and stock condition advisers to complete an analysis of stock value, financial performance, asset management and legal issues related to consultation and warranties.
- 8.4 This report seeks approval for £1.5 million to fund the Strategic Housing Stock Options Appraisal and Stock Condition Survey and should a stock transfer option be recommended, a significant further budget will be required and sought from Cabinet

9 NEXT STEPS

9.1 There are a number of next steps as shown in the table of paragraph 1.5 should the council opt to carry out a Strategic Stock Options Appraisal.

9.2 These are outlined in the indicative project plan in paragraph 1.6 for the Options Appraisal, and the key ones are as follows: -

- a) **Initial discussion with the Homes and Communities Agency, Department for Communities and Local Government, Greater London Authority (and HM Treasury):** There is likely to be a lot of interest in stock transfer and only limited funding will be made available to support a transfer programme. The existing transfer programme is limited to a total overhanging debt write-off of £100 million for transfers that complete before 31st March 2016; the government has yet to publish a future programme, which the council would be required to join should stock transfer be recommended.
- b) **Establish a resident led Residents Commission on Council Housing for strategic oversight of the Options Appraisal:**
- c) **Procurement of External Specialist Advisors:** The Options Appraisal and later phases will require external specialist advice and given the potential value of this expenditure will need to be competed to conform with Contract Standing Orders.
- d) **Appoint an Independent Tenant Adviser:** Tenants will need independent advice throughout the options appraisal process, and they will need to procure an ITA at an early opportunity.
- e) **Approval of the Project Initiation Document and Plan:** This document confirms the scope of the project, likely resources needed and where they will be funded from, key actions and dates.

10 EQUALITY IMPLICATIONS

- 10.1 A full Equality Impact Assessment will be required to accompany the report on the outcome of the Housing Stock Options Appraisal. However, an EQIA is not required for this report.
- 10.2 Clearly, this proposal could initiate a complex set of changes with wide ranging and deep impacts on a significant number of people and organisations with a

wide variety of equality considerations. It will be essential to carry out full and detailed equality impact assessments on each of the options that are worked up in the following stages of this initiative.

- 10.3 *Implications completed by: David Bennett, Head of Change Delivery (Acting), Innovation and Change Management, Finance and Corporate Services, 020 8753 1628.*

11 LEGAL IMPLICATIONS

- 11.1 This report seeks approval to proceed with producing a Strategic Housing Stock Options Appraisal for the future financing, ownership and management of the Council's housing stock, to carry out the necessary procurement of expert advice to complete such appraisal and to incur the required cost to undertake the appraisal.
- 11.2 There are significant legal implications for the Council if it selects the option to transfer all of its housing stock. Further legal advice will be required throughout the process and in relation to the implications for the Council's existing contracts, other agreements and arrangements.
- 11.3 *Implications completed by: Tasnim Shawkat, Bi-Borough Director of Law, 020 8753 2700.*

12 FINANCIAL AND RESOURCES IMPLICATIONS

- 12.1 This report recommends that approval be given to create a budget of £1.5 million to finance the preparation of a Strategic Housing Stock Options Appraisal, due to report to Cabinet in August/September 2015. The detailed estimated breakdown of costs relating to the options appraisal is set out in Appendix 1, which is confidential and is in Part B.
- 12.2 Guidance sets out that the majority of costs incurred are expected to fall to the General Fund⁵. It is therefore proposed to set aside funds of £1.5 million from the Council's General Reserves. It may be possible to charge some of the stock condition survey costs to the HRA to the extent that they directly benefit the HRA. (For example, the cost which represents a refresh of the stock condition survey and an improvement to the ongoing maintenance of the stock condition data that the Council would have undertaken even in the Options Appraisal had not been going ahead.). The level of the recharge to the Housing Revenue Account for the Stock Condition Survey will be ascertained as part of the procurement process.

⁵ DoE Circular 8/95 paragraph 29: "the Department now takes the view that the only expenditure which should be a debit to the HRA is that directly incurred by an authority in discharging their statutory duty to consult under section 106A of Schedule 3A to the 1985 Act. These consultation costs must be a debit to the HRA whether or not the transfer proceeds and whether or not there is a capital receipt. No other LSVT related expenditure can be charged to the HRA under item 1, as it is not considered to be expenditure in respect of management of property within that account." This is reinforced by LAAP Bulletin 22, paragraph 35.

- 12.3 Costs relating to the Housing Revenue Account for the Options Appraisal are expected to be £150,000 for the Independent Tenants Advisor and consultation as well as a significant share of the cost of the stock condition survey. These will be funded from existing HRA resources in 2014/15 and 2015/16.
- 12.4 The Council's General Fund Reserve is currently £19 million. It is anticipated that the General Fund will underspend in 2014/15 by more than £4 million due to the interim budget savings reported to Council in July 2014. The recommended range for the Council's Reserves is £14 million to £20 million. Therefore setting aside the £1.5 million for the Strategic Housing Stock Options Appraisal still leaves the Council's balances over and above the recommended level. This contribution will be reduced following a contribution to the appraisal from the HRA. The amount of this contribution will be calculated following procurement in line with DCLG regulations.
- 12.5 Detailed financial implications will be further assessed as part of the Strategic Stock Options Appraisal process and will be subject of a report back to Members in due course. Some initial considerations are set out in the report. As part of the Stock Options Appraisal care should be taken to ensure the financial implications considered are not just restricted to the housing stock for the different stock options appraised but also consider specifically the impact each option will have on the Council as a whole including:
- the cost, financial impact on and benefit to both the Council's General Fund and Housing Revenue Account of the implementing each option;
 - the implications of each option for Council support services, such as Information Communications Technology, finance, legal, HR, property, procurement, and office facilities management;
 - the impact of each option and benefit to both the Council's General Fund and HRA's treasury management strategy; and
 - an assessment of the impact of the proposals on the Council's VAT partial exemptions position.
- 12.6 *Implications completed by: Kathleen Corbett, Director of Finance & Resources (HRD), 020 8753 3031.*

13 RISK MANAGEMENT

- 13.1 There are a number of risks inherent in the Strategic Housing Stock Options Appraisal, which are detailed in the Risk Register attached at Appendix 2, which is confidential and is in Part B. The Council's Strategic Risk Register will in future require modification to note the scheme however the report proposals presently are to seek approval to consider options.
- 13.2 The identification and management of risk will be critical to the success of the project. A structured and auditable process for the benefit of London Borough of Hammersmith and Fulham and all others involved with the project which is dedicated to the purpose of identifying, appreciating, controlling and mitigating risks concerned with the delivery initially of the stock options appraisal and the successful implementation of the chosen option.

- 13.3 The risk management process will be designed by the Programme Team in conjunction with the Bi-Borough Risk Manager to be proactive and can make significant contributions to the manner in which the project is managed and delivered.
- 13.4 Risk management is a practical aid to the project team. It cannot, and is not intended to, supplant intuitive project management. It adds structure to the team's appreciation of risks, provides assurance, which all parties can understand and agree to. It enables decisions to be validated.
- 13.5 Risk management will be applied by the Programme Team in conjunction with the Bi-Borough Risk Manager to the full process of implementation at all stages of the Project. It has the greatest potential to mitigate risks when deployed early, well in advance of the circumstances, which might give rise to risks. Assessment of risk takes into account contractual, commercial, safety, environmental and quality issues. The specific assessment and management of safety risks is dealt with separately in this bid.
- 13.6 It is recognised within the that risks are encountered at three overlapping levels:
- a) Strategic level;
 - b) Change; including Project (or objective) level; and
 - c) Business as usual.
- 13.7 Financial analysis and the outcomes of the consultation will identify and underline some clear risks for the Council when moving into the next phase of its options appraisal.
- 13.8 The key headline risks are detailed in Appendix 2, which is confidential and is in Part B, and all of these risks are directly linked to the Strategic Stock Options Appraisal and decisions that could subsequently arise. The Council will undertake a series of actions to identify those risks, plan and allocate measures to mitigate against these risks and reduce their likelihood. These measures include: -
- a) Observe the guidelines set out in the revised Housing Transfer Manual and continue to work with DCLG and the HCA to prepare a stock transfer proposal that meets Government requirements.
 - b) Develop and implement a comprehensive communication and consultation strategy for stock transfer that explains the role of the Council; the transfer option and implications for all stakeholders. The strategy should be projected over a two-year time frame and its central aim should be the achievement of a ballot result based on full information.
 - c) Work with stakeholders to complete a transparent review of the costs associated with a variety of self-financing arrangements. The investigation should also consider the project objectives of the options appraisal; local service delivery; and efficiency savings and a whole stock solution.
 - d) Develop robust governance for assurance purposes and risk reporting that will include consideration of Information Management, Technological, Continuity of Service, Counter Fraud, Human Resource, Customer/

Citizen, Finance and Legal risks throughout as is consistent with the Councils Risk Management Strategy.

13.9 *Implications verified by: Michael Sloniowski, Bi-Borough Risk Manager, Finance and Corporate Services, 020 8753 2587.*

14 PROCUREMENT AND IT STRATEGY IMPLICATIONS

14.1 Specialist consultancy advice in respect of valuation, surveying, communications, financial and legal advisers and an independent tenant advisor will have to be procured to support the formulation of potential options and the delivery of the programme.

14.2 These services, which are estimated to exceed OJEU value thresholds, are proposed to be procured via appropriate Framework Agreements operated by Crown Commercial Services and/or the Homes and Communities Agency. The services will need to be performed in accordance with the terms (including duration limitations) of the respective Frameworks.

14.3 An assessment of the strategic and operational IT needs for each option should form part of the work to be carried out in the proposed programme.

14.4 In light of the above the Director of Procurement & IT Strategy is in agreement with the recommendations in this report.

14.5 *Implications completed by: Robert Hillman, Procurement Consultant, Bi-Borough Corporate Services Procurement Team, 020 8753 1538.*

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	DCLG Housing Transfer Manual (July 2014)	Geoff Wharton	HRD 3 rd Floor, THX
2.	Equalities Impact Assessment	Geoff Wharton	HRD 3 rd Floor, THX

LIST OF APPENDICES:

1 – Breakdown of estimated budget for Options Appraisal (Exempt)

2 – Risk Register (Exempt)

LBHF Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

An EqIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative or unlikely to have a significant impact on each of the protected characteristic groups.

The tool has been updated to reflect the new public sector equality duty (PSED). The Duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under this Act;**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

Whilst working on your Equality Impact Assessment, you must analyse your proposal against the three tenets of the Equality Duty.

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Equality Officer for support.
6. Further advice and guidance can be accessed from the separate guidance document (link), as well as from the Opportunities Manager: PEIA@lbhf.gov.uk or ext 3430

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2014-15 / Q3
Name and details of policy, strategy, function, project, activity, or programme	<p>Title of EIA: Strategic Housing Stock Options Appraisal</p> <p>Short summary: HRD intend to conduct a comprehensive stock options appraisal to consider the practical options available to the Council, and deliver to Members a recommendation which will fully consider the advantages and disadvantages of each option before proposing a recommended option.</p> <p>Key Issues</p> <ul style="list-style-type: none"> • Consideration of the future ownership and management of the Councils £4 billion Housing Stock. • Releasing £1.5 million for the initial Strategic Housing Stock Options Appraisal, and dependent upon those findings the release of a total amount up to £15 million to implement any recommendations.
Lead Officer	<p>Name: Charles Hyde</p> <p>Position: Programme Manager</p> <p>Email: Charles.Hyde@lbhf.gov.uk</p> <p>Telephone No: 020 8753 1313</p>
Date of completion of final EIA	15 October 2014

Section 02	Scoping of Full EIA								
Plan for completion	<p>Timing: The options appraisal is expected to commence in early January 2015 and report a recommendation in August / September 2015.</p> <p>Resources: Programme Team supported by external advisors</p>								
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Protected characteristic</th> <th style="width: 60%;">Analysis</th> <th style="width: 15%;">Impact: Positive, Negative, Neutral</th> </tr> </thead> <tbody> <tr> <td style="height: 40px;"> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Protected characteristic	Analysis	Impact: Positive, Negative, Neutral			
Protected characteristic	Analysis	Impact: Positive, Negative, Neutral							

Age	The Options Appraisal only considers and does not change any policies.	Neutral
Disability	Comprehensive consultation with stakeholders will be undertaken.	
Gender reassignment		
Marriage and Civil Partnership	The Options Appraisal only considers and does not change any policies.	Neutral
Pregnancy and maternity	Comprehensive consultation with stakeholders will be undertaken.	
Race	Where residents may be affected by any element of the options appraisal, they will be treated on an individual basis taking into account an special needs or requirements.	
Religion/belief (including non-belief)	Conducting the options appraisal will not have any impact on residents, the public or employees however the outcome of the Options Appraisal may have implications which will be considered during the appraisal.	
Sex		
Sexual Orientation		

Human Rights or Children's Rights

If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice

Will it affect Human Rights, as defined by the Human Rights Act 1998?

No

Will it affect Children's Rights, as defined by the UNCRC (1992)?

No

Section 03

Analysis of relevant data

Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.

Documents and data reviewed	None
New research	If new research is required, please complete this section

Section 04	Consultation
Consultation	Details of consultation findings (if consultation is required. If not, please move to section 06)
Analysis of consultation outcomes	

Section 05	Analysis of impact and outcomes
Analysis	What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).


Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	There are no specific actions to take when considering the award of this contract.

Section 07	Action Plan												
Action Plan	Note: You will only need to use this section if you have identified actions as a result of your analysis												
	<table border="1"> <thead> <tr> <th>Issue identified</th> <th>Action (s) to be taken</th> <th>When</th> <th>Lead officer and borough</th> <th>Expected outcome</th> <th>Date added to business/service plan</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan						
Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan								

Section 08	Agreement, publication and monitoring
Chief Officers' sign-off	Name: Melbourne Barrett Position: Executive Director, Housing & Regeneration Email: Melbourne.Barrett@lbhf.gov.uk

Key Decision Report (if relevant)	Date of report to Cabinet: 1 st December 2014 Key equalities issues have been included: Yes
Opportunities Manager (where involved)	Name: David Bennett Position: Acting Head of Change Delivery, Innovation and Change Management Division Date advice / guidance given: 16 th October 2014 Email: David.Bennett@lbhf.gov.uk Telephone No: 020 8753 1628

Agenda Item 17

	London Borough of Hammersmith & Fulham CABINET 1 DECEMBER 2014
WASTE FRAMEWORK DIRECTIVE – TEEP REGULATIONS	
Report of the Cabinet Member for Environment, Transport & Residents Services – Councillor Wesley Harcourt	
Open Report	
Classification - For Decision Key Decision: Yes	
Wards Affected: All	
Accountable Executive Director: Lyn Carpenter, Executive Director Environment, Leisure and Residents' Services	
Report Author: Jay Amies, Bi Borough Waste Action Development Manager - Jay.Amies@rbkc.gov.uk / 020 7341 5199.	Contact Details: Tel: 020 7341 5199 jay.amies@rbkc.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Waste (England and Wales) (Amendment) Regulations 2012 are designed to implement the requirements of the EU's Waste Framework Directive with regard to the handling and processing of certain recyclable materials. The aim is to ensure that materials collected as recyclables are in fact recycled and not disposed of in another way. The Directive is therefore concerned with the quality of materials collected and the ability of materials processors to sort materials and provide high quality materials for subsequent reprocessing and use.
- 1.2 However, the Directive considers this requirement from the starting point that Waste Collection Authorities should collect recyclable materials, and in particular paper, glass, plastic and metals, as separate waste streams. At first sight, therefore, this appears to preclude commingled collections as made by Hammersmith and Fulham.

- 1.3 The Directive and the Regulations which translate that into law have therefore introduced what is known as TEEP (Technically, Environmentally and Economically Practicable) and, in forming a judgement about the type of collection methodology that should be used, a TEEP analysis has been undertaken by officers to demonstrate whether or not it is 'Technically, Environmentally and Economically Practicable' to collect the four described waste streams separately.

2. RECOMMENDATION

- 2.1 That approval be given to continue collecting recyclables in commingled form, i.e. make no changes to the current system of collection.

3. REASONS FOR DECISION

- 3.1 Following the relevant assessment (included as Appendix A), it is evident that there is **no requirement for the Council to separately collect paper, plastics and metals**. With an element of doubt about the collection of glass, the Practicability Test, or TEEP analysis, was also applied to this material.
- 3.2 Where assessment indicates a need to collect a material separately, commingled collection of that material is only allowable where it can be demonstrated that separate collection is not practicable. However, separate collection must meet all three elements of the Practicability Test to be required, i.e. be "technically, environmentally and economically practicable" (TEEP). If it fails any one of them then commingled collection is permissible.
- 3.3 The TEEP assessment undertaken (included as Appendix A) suggests that for reasons of both technical and environmental impracticability **it is considered unnecessary for the Council to collect glass separately**.

4. BACKGROUND

- 4.1 In 2003, the Council elected to operate commingled collections because of their suitability and effectiveness. Residents do not need to be issued with a multitude of containers, there is no need for complex and time consuming kerbside sorting at the point of collection, collection timings and vehicle waiting times are minimised, and it has been demonstrated that commingled collections result in higher levels of participation and greater recycling performance.
- 4.2 However, the EU Directive, as indicated above, challenges the Council's methods in that it appears to preclude commingled collections.

- 4.3 The Directive and the Regulations which translate that into law have therefore introduced what is known as TEEP (“Technically, Environmentally and Economically Practicable”) and, in forming a judgement about the type of collection methodology that should be used, a TEEP analysis has to be undertaken to demonstrate that it is not Technically, Environmentally and Economically Practicable to collect the four described waste streams separately.
- 4.4 Although DEFRA has not issued guidance on how Councils should approach TEEP and the need for assessment, earlier this year the Waste and Resources Action Programme (WRAP) published a tool giving advice on how to navigate the TEEP process on behalf of a working group comprising members of local authority waste networks, the London Waste and Recycling Board (LWaRB) and WRAP itself. The TEEP process is extremely complex and must be carefully undertaken, since all local authorities using commingled collections or considering their introduction must satisfy themselves that they have considered the requirements of the Directive and the Regulations and, in the event that commingled collections continue or are introduced, can demonstrate their rationale for doing so.
- 4.5 As a result of the complexity of this process, many local authorities seem to be commissioning independent, technical advice on this matter. However, officers have undertaken the process in-house, using the guidance published by WRAP.
- 4.6 Decisions about whether commingled collections are justifiable need to be taken locally, based on the particular circumstances in each area and each Local Authority will need to carry out its own assessment. To assist with this decision making process the Waste and Resources Action Programme (WRAP) has produced a ‘Route Map’ to help waste authorities assess whether their waste collection services are compliant.
- 4.7 The Council is required to make its own assessment for those materials it collects and this has been done using the ‘Steps’ set out in the published Route Map.

5. PROPOSAL AND ISSUES

- 5.1 The Council needs to assess whether or not separate collection is necessary to facilitate or improve recovery (the Necessity Test) and then whether it is Technically, Environmentally and Economically Practicable (TEEP) to collect separately (the Practicability Test).
- 5.2 The Necessity Test asks *‘Is it clear that separate collection will lead to an increase in either the quantity or quality of material collected’* and *‘Is it clear that separate collection will lead to an increase in either the quantity or quality of recycling?’*

- 5.3 Experience gained over the last eleven years suggests that separate collection would not lead to an increase in the quantity of material collected and would, in fact, most likely lead to a reduction. Equally, officers have found no evidence to suggest that separate collection would lead to a reduction in contamination and an improvement in the quality of material collected.
- 5.4 Higher quality recyclate is important as it will improve the public's confidence and therefore their participation in recycling, improve resilience in the recyclate market and ensure that materials are suitable for reprocessors within the UK as well as for export. Information provided by Western Riverside Waste Authority (WRWA) suggests that its MRF is achieving good prices for all materials as a result of their quality and that separate collection would not improve this.
- 5.5 Whilst the Necessity Test indicated that **separate collection is unnecessary for paper, plastics and metals**, it was considered prudent to also apply the Practicability Test to glass for additional assurance, whereby separate collection still has to prove 'technically, environmentally and economically practicable' (TEEP).
- 5.6 For reasons including traffic congestion, density of population, a lack of household waste storage (both internal and external), and the requirement for twice weekly collections in some areas, separate collections of glass are not considered technically practicable. Separate collection will also have negative environmental implications in the sense that a separate collection round will result in additional vehicle emissions, a possible increase in traffic congestion and the likely manufacture of separate containers, whilst there is a further question mark over the fact that evidence suggests that separate collections are likely to produce significantly lower collected weights and will therefore be environmentally inferior in that respect.
- 5.7 If separate collection of a material fails any one of the elements of TEEP then commingled collection of the material is permissible. The TEEP assessment undertaken suggests that for reasons of both technical and environmental impracticability **it is considered unnecessary for the Council to collect glass separately**. It is proposed therefore that the Council continues to collect recyclables as at present.

6. OPTIONS AND ANALYSIS

- 6.1 Along with a number of other London Boroughs, the Council has been experiencing a decline in recycling performance, with the recycling rate dipping to 21.67% in 2013/14.
- 6.2 Even without the need to conduct a TEEP assessment, changing the collection system in operation is not considered desirable for the simple reason that it would lead to further depression of the recycling rate. On top of this, a separate

service collecting glass would be extremely costly and certainly in excess of £0.5m per annum.

- 6.3 For these reasons, officers are further minded to recommend opposition to any moves to operate separate collections.

7. CONSULTATION

- 7.1 This report has been drafted in consultation with the Western Riverside Waste Authority and Cabinet Member for Environment, Transport & Residents Services and will be reported to the relevant PAC in November.

8. EQUALITY IMPLICATIONS

- 8.1 Not applicable.

9. LEGAL IMPLICATIONS

- 9.1 The Waste (England & Wales) Regulations 2011 as amended provide that separate collection of waste paper, metal, plastic or glass need only be taken if these are technically, environmentally and economically practicable and further appropriate to meet the necessary quality standards of the relevant recycling sectors. Such duty for separate collection applies only when it facilitates or improves recovery. As the assessment report mentions that for environmental, technical and economical reasons, separate collections are not considered practicable, therefore the recommendations are endorsed by the Director of Law.
- 9.2 Legal comments provided by Babul Mukherjee, telephone 020 7361 3410.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 The Council is currently budgeted to spend circa £15.7m per annum on the collection and disposal of waste across the borough (including commercial waste). The cost of processing a tonne of recyclate is significantly less than the cost of processing a tonne of general waste (£142 per tonne compared to £25 per tonne respectively). As such, any operational changes that might shift recyclate to the general waste stream will significantly increase the borough's disposal costs. Assuming overall tonnages and prices per tonne remain static, costs will increase by circa £365k for every 5% of waste transferred from the recyclate to the general waste stream. Additionally, current budgets are set on the basis of the existing collection arrangements. As such, budget growth would be required to fund any additional collection costs, which could be significant.

- 10.2 The TEEP analysis recommends that it is not necessary for the Council to collect the described waste streams separately and therefore proposes no changes to the existing waste collection and disposal arrangements. Consequently, there are no financial implications resulting from supporting this recommendation.
- 10.3 Finance comments completed by Kellie Gooch, Head of Finance – ELRS, telephone 0208 753 2203.

11. RISK MANAGEMENT

- 11.1 The risk that the TEEP requirements could result in a need to separately collect materials is included in the Bi Borough Risk Register.

Sue Harris
Director for Cleaner, Greener and Cultural Services

Cleared by Finance (officer's initials)	KG
Cleared by Legal (officer's initials)	BM

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

None.

Contact officer(s): Jay Amies, Bi Borough Waste Action Development Manager - Jay.Amies@rbkc.gov.uk / 020 7341 5199.

**The Waste (England and Wales) Regulations 2011 (Amended 2012)
Review of Waste Collection Arrangements - TEEP**

1. Introduction

- 1.1 The Waste (England and Wales) Regulations 2011 (Amended 2012) are designed to implement the requirements of the EU Waste Framework Directive, Article 4, with regard to the handling and processing of certain recyclable materials. The aim is to ensure that materials collected as recyclables are in fact recycled and not disposed of in another way. The Directive is therefore concerned with the quality of materials collected and the ability of materials processors to sort materials and provide high quality materials for subsequent reprocessing and use.
- 1.2 However, the Directive considers this requirement from the starting point that Waste Collection Authorities should collect recyclable materials, and in particular paper, glass, plastic and metals, as separate waste streams. At first sight, therefore, this appears to preclude commingled collections as made by the Royal Borough.
- 1.3 The London Borough of Hammersmith and Fulham elected to operate commingled collections because of their suitability and effectiveness. Residents do not need to be issued with a multitude of containers, there is no need for complex and time consuming kerbside sorting at the point of collection, collection timings and vehicle waiting times are minimised, and it has been demonstrated that commingled collections result in higher levels of participation and greater recycling performance.
- 1.4 However, the EU Directive, as indicated above, is targeting the final product rather than the style of collection as a result of concerns that the quality of collected materials is often poor and that high contamination leads to them being rejected.
- 1.5 The Directive and the Regulations which translate that into law have therefore introduced what is known as TEEP (Technically, Environmentally and Economically Practicable) and, in forming a judgement about the type of collection methodology that should be used, a TEEP analysis has to be undertaken to demonstrate that it is not 'Technically, Environmentally and Economically Practicable' to collect the four described waste streams separately.
- 1.6 Although DEFRA has not issued guidance on how Councils should approach TEEP and the need for assessment, earlier this year the Waste and Resources Action Programme (WRAP) published a tool giving advice on how to navigate the TEEP process on behalf of a working group comprising members of local authority waste networks, the London Waste and Recycling Board (LWArB) and WRAP itself. The TEEP process is extremely complex and must be carefully undertaken, since all local

authorities using commingled collections or considering their introduction must satisfy themselves that they have considered the requirements of the Directive and the Regulations and, in the event that commingled collections continue or are introduced, can demonstrate their rationale for doing so.

- 1.7 Enforcement of the new Regulations, which will become effective on 1 January 2015, will be the responsibility of the Environment Agency, although any legal challenge to the Council's collection arrangements is probably more likely to come from a local resident or association. On the definition of high quality recycling, the Agency points to guidance published by the European Commission which implies that high quality 'means the standard that can be achieved by separate collection'. The Agency has also outlined how it will take account of local circumstances when judging the compliance of any service, conceding that different solutions may be practicable in different neighbourhoods and stating "It is clear that practicable solutions will vary according to the type, size and make-up, etc. of each waste collection authority. We will expect to see that the collection authority has thoroughly reviewed the issue based on evidence and can present a clear audit trail of their decisions. 'Practicability' is intended to be a high hurdle. 'Impracticable' does not just mean difficult, inconvenient, more expensive or unpopular."
- 1.8 As a result of the complexity of this process, most local authorities seem to be commissioning independent, technical advice on this matter. However, officers have attempted to undertake the process in-house, using the guidance published by WRAP.
- 1.9 Decisions about whether co-mingled collections are justifiable need to be taken locally, based on the particular circumstances in each area and each Local Authority will need to carry out its own assessment. To assist with this decision making process the Waste and Resources Action Programme (WRAP) has produced a 'Route Map' to help waste authorities assess whether their waste collection services are compliant.
- 1.10 The Council is required to make its own assessment for those materials it collects and this has been done using the 'Steps' set out in the Route Map, a copy of which is attached as Appendix A.

2. Step 1: What Waste is Collected and How

- 2.1 The tonnages of the principle commodities collected for reuse, recycling or energy recovery by the Council are shown in Table 1 below.

Table 1: Household waste composition (data taken from WRWA waste analysis - Oct. 2009)

Material	Tonnes	%
Paper/card	14587.43	27.68%
Glass	7982.70	15.15%
Plastic	4466.51	8.48%
Metals	1710.58	3.25%

Fines	522.68	0.99%
Hazardous	237.58	0.45%
Misc. Combustible	3468.67	6.58%
Misc. Non-combustible	1948.16	3.70%
Garden waste	3563.70	6.76%
Textiles	1758.09	3.34%
WEEE	237.58	0.45%
Putrescibles	12211.63	23.17%
TOTAL	52695.31	100.00%

2.2 The collection methods for the principle commodities collected for reuse, recycling or energy recovery by the Council are shown in Table 2 below.

Table 2: Collection methods for each material

Collection method	Materials	Tonnes*	Total Gross Cost of Collections 2014/15
Kerbside refuse (domestic & commercial)	Residual waste	59,635	£2,488,046
Containerised refuse			
Kerbside commingled recycling	Paper, card, glass, metals, plastic	12,769	£1,396,684
Estates commingled recycling (containerised)			
Bring sites commingled recycling (containerised)			
Separately collected (kerbside)	Bulky waste	48	£80,982
	WEEE	30	
	Garden waste	0	n/a

*Tonnage data taken from 2013/14

2.3 The disposal costs for the principle commodities collected for reuse, recycling or energy recovery by the Council are shown in Table 3 below.

Table 3: Materials collected separately and commingled

Waste type	Collection channel	Tonnes*	Collected separately from refuse?	Collected separately from other recycle?	Collected in sub-streams?	Cost per tonne sent for treatment/recycling**	Total cost (per annum)						
Paper & card	Kerbside	12769.00	Yes	No	No	£25.00	£319,225.00						
Glass													
Plastic													
Metals													
Paper & card	Estates		12769.00	Yes	No			No	£25.00	£319,225.00			
Glass													
Plastic													
Metals													
Paper & card	Bring			12769.00	Yes			No			No	£25.00	£319,225.00
Glass													
Plastic													
Metals													
WEEE	Kerbside	30.00			Yes	Yes	No	£48.00			£1,440.00		
TOTAL											£320,665.00		

*Tonnage data taken from 2013/14

** 2014/15 costs

2.4 An assessment of the output of the principle commodities collected for reuse, recycling or energy recovery by the Council from the Materials Recovery/Reclamation Facility (MRF) at Western Riverside Waste Authority (WRWA) is provided in Table 4 below.

Table 4: MRF output assessment (data provided by WRWA)

Sold as	% of output	Purity of output	Recycled (%)	High quality recycling (%)
News & PAMS	17.17	Meets specification	94.85-100%	94.85-100%
Mixed paper	32.57	Meets specification	90-100%	90-100%
Card	9.99	Meets specification	95-100%	95-100%
Tetrapak	0.71		No samples taken	No samples taken
Mixed Glass	32.42		No samples taken	No samples taken
Aluminium	0.61		88-92%	88-92%
Steel	1.28		78-90%	78-90%
Mixed plastics	1.03		No samples taken	No samples taken
PET	2.69	Meets specification	71-90%	71-90%
HDPE	1.54	Meets specification	85-95%	85-95%
HDPE (coloured)	Included in 1.54% above		46-60%	46-60%
SRF	0.00	Not applicable		
TOTAL	100			

2.5 Details of the types of households in the borough are shown in Table 5 below.

Table 5: Household types

Ward	Household types			
	No. of standard kerbside	No. of high rise	No. with difficult/narrow access	Total
Addison	5151	841	0	5992
Askew	5781	790	0	6571
Avonmore and Brook Green	5381	661	0	6042
Collage Park and Old Oak	3585	190	0	3775
Fulham Broadway	4298	1002	0	5300
Fulham Reach	3832	913	0	4745
Hammersmith Broadway	4323	1088	0	5411
Munster	4674	314	0	4988
North End	4484	1168	0	5652
Palace Riverside	3055	372	0	3427
Parsons Green and Walham	4709	280	0	4989
Ravenscourt Park	4467	382	0	4849
Sands End	5728	912	0	6640
Shepherds Bush Green	4467	1221	0	5688
Town	3924	966	0	4890
Wormholt and White City	2892	2371	0	5263

2.6 The numbers of households by type and collection method are provided in Table 6 below.

Table 6: Number of households by type and collection

Recycling collection type	Household types				
	Standard kerbside	High rise	No. with clearway/stopping restrictions	No. with limited storage	Total
Kerbside separate	0	0	n/a	n/a	0
Kerbside commingled	70,751	0	0	70751	70,751
Kerbside special (narrow access)	0	0			
Near access commingled	0	13,471		0	13,471
No service	0	0	n/a	n/a	0
TOTAL	70,751	13,471	0	70,751	84,222

3. Step 2: How Collected Materials are Treated and Recycled

3.1 Table 7 below shows how the commodities collected are processed.

Table 7: Types of waste and collection covered (data provided by WRWA)

Material	Initial destination	Mixed with other waste after collection y/n	Position on hierarchy 1 = prevention 2 = reuse 3 = recycling 4 = other recovery 5 = disposal	Quantity produced by WRWA's MRF (%)	Purity of the separated stream produced (%)	How is recycling reprocessed, e.g. how much of it feeds in to 'closed loop' processes?	EFW incinerator efficiency	Gate fee for each treatment	Do prices change depending on tonnage or a market index?
Paper	WRWA's MRF	Yes	3	100	95-100	Estimated 95% closed loop		£25.00	Both - the contract is between Cory and reprocessors
Glass						Estimated 65% closed loop			
Plastic						Estimated 50% closed loop			
Metals						Estimated 40% closed loop			
Card						Estimated 95% closed loop			
Fines	WRWA's bulking facility	Yes	4/5	n/a	n/a	n/a	£142.00	n/a	
Furniture	LRN	No	2	n/a	n/a	Reused		£0.00	n/a
Hazardous	n/a	n/a	n/a	n/a	n/a	n/a		n/a	n/a
Mattresses	LRN	No	2	n/a	n/a	n/a		£0.00	n/a
Misc. combustible	WRWA's bulking facility	Yes	4	n/a	n/a			£142.00	
Misc. non-combustible	WRWA's bulking facility								
Sanitary	WRWA's bulking facility								
Soil	n/a	n/a	n/a	n/a	n/a	n/a		n/a	n/a
Garden waste	WRWA's bulking facility	No	3	n/a	n/a	n/a		£78.48	Both - the contract is between Cory and reprocessors
Textiles	WRWA's MRF	No	2/3	n/a	n/a	Reused and estimated 0% closed loop		£25.00	
WEEE	HWRC	No	2/3	n/a	n/a	Estimated 50% closed loop		£0.00	
Wood	WRWA's bulking facility	Yes	4	n/a	n/a	n/a		£107.50	n/a

4. Step 3: Apply the Waste Hierarchy

- 4.1 None of the waste types collected by the Council go to landfill. All waste is recovered, recycled or reused.
- 4.2 The only waste type to go for recovery is Residual Waste that cannot be recycled.
- 4.3 The Council encourages the reuse of white goods and furniture via the London Re-use collection scheme which runs alongside the Council's own bulky waste collection service. Some small Waste Electrical and Electronic Equipment (WEEE) is also sent for reuse but WRWA's third sector partners have generally found it uneconomic to prepare this material for reuse and so it is mostly recycled. In addition, textiles are pulled out of the mixed recyclables (in which they are one of the major contaminants) delivered to WRWA and sent for reuse or recycling, depending on their condition.
- 4.4 All other items are recycled.

5. Step 4: Decide Whether Separate Collection of the Four Materials is required

- 5.1 The Council has been operating a commingled collection service since 2003 and currently collects glass, metal, paper and plastic in commingled form from its households.
- 5.2 The Council needs to assess whether or not separate collection is necessary to facilitate or improve recovery (the Necessity Test) and then whether it is Technically, Environmentally and Economically Practicable (TEEP) to collect separately (the Practicability Test).

6. The Necessity Test

- 6.1 To determine whether or not the separate collection of glass, metal, paper and plastic is necessary, the Route Map suggests two questions to examine the quantity and quality of materials collected. The first question is: *Is it clear that separate collection will lead to an increase in either the quantity or quality of material collected?*
 - 6.1.1 LBHF is a densely populated urban area with a highly transient population and little or no available space to house waste and recycling containers. Experience gained over the last 11 years suggests that separate collection would not lead to an increase in the quantity of material collected and would, in fact, most likely lead to a reduction.
 - 6.1.2 Contamination, where waste that should be put into the residual waste stream is placed out for collection as recycling, generally occurs either by accident, where the 'offender' is unaware that they are in fact trying to recycle an unwanted item, or deliberately, where the offender is using

the recycling bag provided by the Council for their residual waste instead of purchasing their own black refuse bags. There is no evidence, however, to suggest that separate collection would lead to a reduction in contamination and an improvement in the quality of material collected.

6.2 The second question is: *Is it clear that separate collection will lead to an increase in either the quantity or quality of recycling?*

6.2.1 The quantity of recycling is firstly limited to that which is separated by the public. If that material is collected without sorting, irrespective of whether it is collected separately or not, all the material collected (including the contamination) will be sent for recycling.

6.2.2 Sorting can either be done by hand or mechanically. Hand sorting, if properly resourced, will produce a high quality recycling product. Hand sorting is generally done at the point of collection with operatives removing any obvious contaminants. However this will slow the collection process significantly and is more suited to low rise properties that have sufficient off street storage space to keep the required number of containers rather than high rise properties that will have large communal containers.

6.2.3 Mechanical sorting is unlikely to be able to match the quality of a good hand sort but, given the volume of material collected by the Council and WRWA's other constituent councils, is unlikely to be either practicable or cost effective at WRWA's MRF.

6.2.4 As Table 8 below shows, the MRF at Smugglers Way generally sorts materials effectively with the proportions of outgoing materials generally corresponding well with the incoming sampling results. There will be some discrepancies in the percentages of outgoings as a result of onsite stock levels but glass does appear to have a proportion of other materials included in it following the sorting process.

Table 8: MRF sorting efficiency (data provided by WRWA)

Material	Sampled Incoming	Actual Outgoing	Difference
Paper	52.1%	50.3%	-1.8%
Glass	21.2%	27.5%	6.4%
Cans	2.7%	1.9%	-0.8%
Plastic	6.7%	4.6%	-2.1%
Cartons	0.9%	0.0%	-0.9%
Total Acceptable	83.6%	84.3%	0.8%
Textiles	0.9%	0.3%	-0.6%
Electricals	0.6%	0.1%	-0.4%
Total Objectionable	1.5%	0.4%	-1.1%
Total Prohibited	15.0%	15.3%	0.3%
Total	100.0%	100.0%	0.0%

6.2.5 As the percentage of incoming and outgoing prohibited material, i.e. contamination, is almost identical, we can be confident that good recycle is not unintentionally ending up in the residual waste stream

and the quantity of recycling is not therefore being compromised by not having separate collection.

- 6.2.6 It is also important to consider that all of the Council’s residual waste, including the contamination removed via the sorting process at the MRF, is sent for energy recovery at Riverside Resource Recovery Limited’s (RRRL) Energy from Waste (EfW) Facility at Belvedere in the London Borough of Bexley. Any metals and glass contained within the residual waste stream therefore end up in the bottom ash from that process, with metals ultimately removed for recycling and the ash, including any glass, being recycled into aggregate for use in the construction industry.
- 6.2.7 Higher quality recyclate is important as it will improve the public’s confidence and therefore their participation in recycling, improve resilience in the recyclate market and ensure that materials are suitable for reprocessors within the UK as well as for export.
- 6.2.8 There is no simple definition of “high quality” recycling but, in June 2014, the Environment Agency published draft guidance on the Regulations in which it points to guidance published by the European Commission which implies that high quality ‘means the standard that can be achieved by separate collection’.
- 6.2.9 There is currently very little information on the actual quality standards being achieved as there is no standardised method by which quality is assessed. However, it is hoped that the Environmental Permitting (England and Wales) (Amendment) Regulations 2014, whereby all MRFs will need to routinely sample and test the composition of their input and output materials from 1st October 2014, will help address this.
- 6.2.10 Most output sampling is currently carried out by the reprocessors themselves and the Council does not have access to those results. WRWA’s contractor, Cory Environmental, has carried out some limited output sampling itself and the results in Table 9 below are representative.

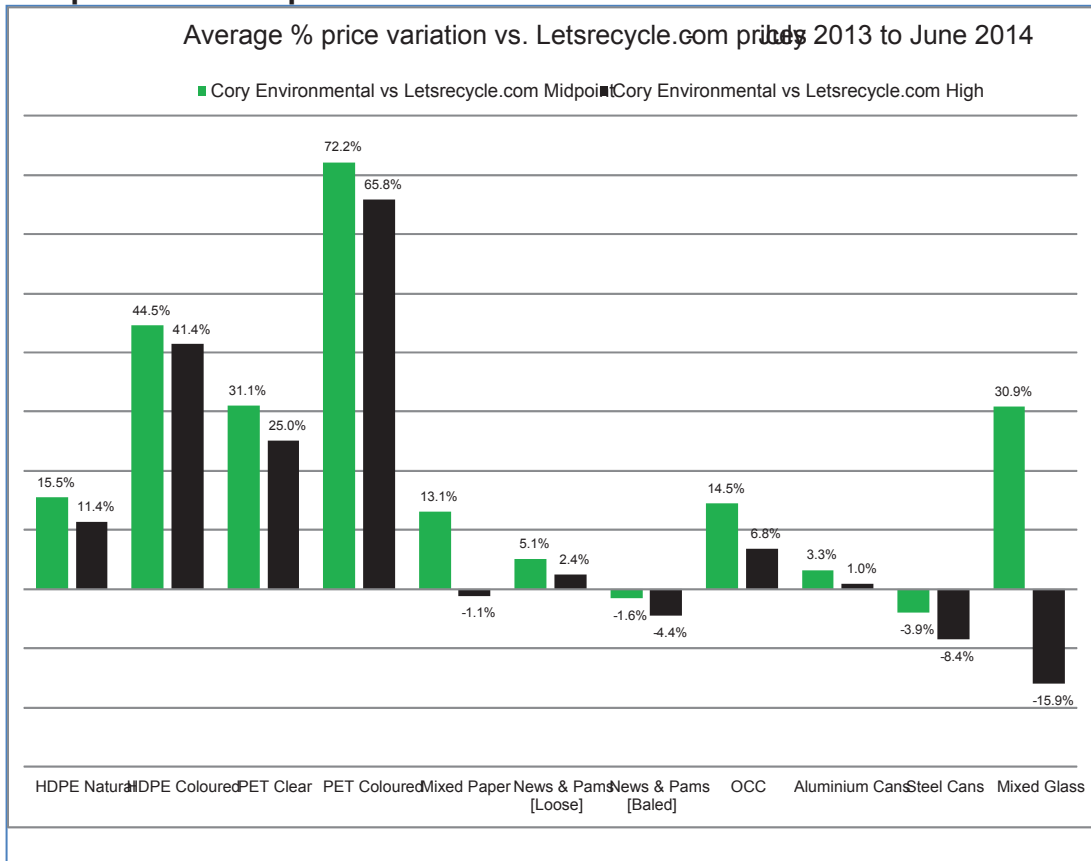
Table 9: MRF output sampling (data provided by WRWA)

Material	Contamination
Newspapers and Magazines	<5%
Cardboard	<1%
Mixed Paper and Card	5%
Aluminium Cans	<10%
Steel Cans	<25%

- 6.2.11 It has to be remembered that reprocessors themselves will further sort individual commodities and therefore require that the material to them falls within a specification determined by the technology they have in place. Due to economies of scale, it is unlikely that individual suppliers would individually have sufficient tonnage to economically invest in such technology themselves.

6.2.12 Another measure of quality is the price received for a commodity on the open market. Letsrecycle.com, a well known online publication for the waste management industry, publishes a monthly guide as to prices that may be paid for collected materials. Graph 1 below compares the actual prices achieved by the Authority's MRF with the prices published by Letsrecycle.com.

Graph 1: material prices achieved



6.2.13 It can be seen that the prices achieved by the MRF generally exceed the highest figures quoted on Letsrecycle.com by a significant margin. It should be noted that News and PAMS (newspapers and magazines) are generally only baled when there is a problem with sending the material loose and baled materials represent less than 2% of outputs.

6.2.14 Steel cans from the Authority's MRF are not achieving premium market values (reflecting the contamination rate of up to 25%) but they are still being recycled without any difficulty. As mentioned earlier, all metals (including cans) in the residual waste are also recovered for recycling.

6.2.15 The quality of glass from WRWA's MRF means it does not attract premium prices but around 90% of it is recycled for re-melt, i.e. to be made into new glass bottles and jars, as opposed to aggregate for the construction industry.

- 6.2.16 All recyclate collected is being recycled and the evidence would suggest that separate collection would lead to a reduction in the tonnage collected. On the basis of this evidence the Council would argue that, perhaps with the exception of glass, the Necessity Test indicates that separate collection is not required.
- 6.2.17 However, while the Route Map does highlight that particular issues have been raised regarding the inclusion of glass within a dry recycling mix, Graph 1 above shows that the MRF is achieving good prices for all materials, including paper and cardboard (OCC), which would strongly indicate that the inclusion of glass is not affecting the quality of other commingled materials.

7. The Practicability (TEEP) Test

- 7.1 If the Necessity Test shows that separate collection is required for any material then the Practicability Test should be applied, whereby separate collection still has to prove 'technically, environmentally and economically practicable' (TEEP). If separate collection of the material(s) concerned fail(s) any one of these elements then commingled collection of the material(s) is permissible.
- 7.2 Whilst overall the Necessity Test indicates that separate collection is unnecessary for paper, plastics and metals, it is considered prudent to also apply the Practicability Test to glass for additional assurance given that it is the weakest output, in terms of quality, from the MRF.
- 7.3 *Technically Practicable*
Questions to consider when undertaking this test are:
1. Have you previously collected the material separately?
 2. Is separate collection used by any authority with similar relevant characteristics?
 3. Does your area have unusual characteristics that make separate collection impracticable?
- 7.3.1 The answer to both questions 1 and 2 above is 'No'.
- 7.3.2 The answer to question 3 above is 'Yes', for the following reasons:
- a) heavy traffic/congestion
 - b) density of population
 - c) lack of household waste storage (both internal and external)
 - d) twice weekly collections are required in some areas
- 7.4 *Environmentally Practicable*
Questions to consider when undertaking this test are:
1. Would separate collection for recycling achieve a net environmental benefit?
 2. Does an alternative collection approach yield a better environmental outcome?
- 7.4.1 Currently, all glass collected, whether for recycling or as residual waste, is recycled as all the glass in the residual waste stream ends up being

recycled for aggregate use as part of the Bottom Ash from the EfW facility.

7.4.2 Collecting glass specifically for recycling (whether separately or commingled) means that it is used for re-melt purposes, which is environmentally preferable. On the other side of the equation, WRWA's MRF uses energy to sort glass that is collected in commingled form.

7.4.3 There is a large question mark, however, over the environmental impact of separate collections of glass in the sense that evidence suggests that these are likely to produce significantly lower collected weights and will therefore be environmentally inferior in that respect.

7.4.4 An alternative collection approach will also have negative environmental implications in the sense that a separate collection round will result in additional vehicle emissions, a possible increase in traffic congestion and the likely manufacture of separate containers.

7.5 *Economically Practicable*

Questions to consider when undertaking this test are:

1. Would separate collection result in excessive costs in comparison with alternatives?
2. Are any extra costs proportionate to the environmental benefits?
Does an alternative collection approach yield a better environmental outcome?

7.5.1 Unless one of the two existing recycling collection days was designated a day for glass only, separate collections of glass would require the deployment of additional vehicles and crews at significant cost. It is also most likely that the Council would need to supply residents with additional receptacles for the collection of glass. It has already been established that such an approach is unlikely to yield any significant environmental benefit.

7.5.2 The Council pays a gate fee into WRWA's MRF of £25 per tonne for recyclate but receives 80% of the commodity income, above £51 per tonne, that the sorted commingled recyclables achieve. Conversely the gate fee for residual waste is £142 per tonne.

7.5.3 As glass is a relatively low value commodity it depresses the commodity values received by WRWA and therefore the Council. Using these values, Table 10 below shows (using an average separated cullet value of £27/tonne) that losing all the 16,000 tonnes of glass from WRWA's MRF would, under the commodity share mechanism, result in an increase of income to be shared amongst WRWA's constituent councils of around £320,000 per annum.

Table 10: Recycling and recovery costs for glass (data provided by WRWA)

MRF Tonnes	Cullet Tonnes	EfW Tonnes	MRF Gate Fee (£)	MRF Income (£)	Cullet Income (£)	EfW Cost (£)	Total (£)	Difference (£)
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16,000	0	0	400,000				400,000	
	16,000	0		- 320,000	- 432,000	-	- 752,000	- 1,152,000
		16,000		- 320,000		2,272,000	1,952,000	+ 1,552,000
	9,184	6,816	-	- 320,000	- 247,968	967,872	399,904	- 96

- 7.5.4 If all 16,000 tonnes of glass were separately collected as cullet and the constituent councils received an income of £27 per tonne for it they would make an overall saving, collectively, of around £1.15 million per year in their charges from WRWA. However the constituent councils would need to be able collect, bulk and transport those 16,000 tonnes to reprocessors for less than £72 per tonne to achieve an overall saving. This would again most likely yield an inferior environmental outcome.
- 7.5.5 The cost of operating a weekly collection of glass from every property currently receiving commingled collections would be in excess of £0.5m per annum. However, this is only a very rough estimate and a full costing exercise would be necessary should the Council wish to pursue such a course of action. It should be mentioned here, however, that noise levels are likely to be of major concern to residents.
- 7.5.6 Conversely if all 16,000 tonnes of glass were to go into the residual waste stream the constituent councils would end up with an overall additional cost of £1.55 million. Table 10 shows that if around 6,000 tonnes (43%) of the cullet were to be lost to the residual waste stream, as might be likely with separate collections of glass, then the constituent councils would effectively lose all of the savings from the Authority but would be incurring the additional collection costs and overall running at a loss whilst yielding a significantly inferior environmental outcome.

8. Conclusion

- 8.1 Following application of the Necessity Test, it is evident that there is **no requirement for the Council to separately collect paper, plastics and metals**. With an element of doubt about the collection of glass, the Practicability Test was also applied to this material.
- 8.2 Where the Necessity Test indicates a need to collect a material separately, commingled collection of that material is only allowable where it can be demonstrated that separate collection is not practicable. However, separate collection must meet all three elements of the Practicability Test to be required, i.e. be "technically, environmentally and economically practicable" (TEEP). If it fails any one of them then commingled collection is permissible.
- 8.3 The TEEP assessment undertaken suggests that for reasons of both technical and environmental impracticability **it is considered unnecessary for the Council to collect glass separately**.
- 8.3 The TEEP assessment and associated documentation will need to be retained in order to demonstrate compliance with Regulation 13 of the Waste Regulations and to facilitate subsequent TEEP assessments.

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 1 DECEMBER 2014 AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2015

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 2014/15

Leader:	Councillor Stephen Cowan
Deputy Leader:	Councillor Michael Cartwright
Cabinet Member for Children and Education:	Councillor Sue Macmillan
Cabinet Member for Economic Development and Regeneration:	Councillor Andrew Jones
Cabinet Member for Finance:	Councillor Max Schmid
Cabinet Member for Health and Adult Social Care:	Councillor Vivienne Lukey
Cabinet Member for Housing:	Councillor Lisa Homan
Cabinet Member for Social Inclusion:	Councillor Sue Fennimore
Cabinet Member for Environment, Transport & Residents Services:	Councillor Wesley Harcourt

Key Decisions List No. 26 (published 31 October 2014)

KEY DECISIONS LIST - CABINET ON 1 DECEMBER 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>
December				
Cabinet	1 Dec 2014	<p>Property Asset Data Management - Proposed Call-Off</p> <p>Seeking approval to a proposed call-off contract.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	1 Dec 2014	<p>Transfer of 5 lodges from Environment, Leisure and Residents' Services (ELRS) to Housing (HRA)</p> <p>Approval is sought to transfer the properties from ELRS to Housing, and thus requiring appropriation from General Fund (GF) to the Housing Revenue Account (HRA).</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from</p>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside; Ravenscourt Park; Sands End	

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>
		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	1 Dec 2014 Reason: Expenditure more than £100,000	Tri-borough Corporate Services Review Report This report describes the recommendation and business case to establish a Tri-borough Corporate Service including an Executive Director re-organisation, Tri-borough ICT, Tri-borough Procurement, Tri-borough Legal, Tri-borough Revenues & Benefits and Bi-borough Customer Services function.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Dec 2014 Reason: Expenditure more than £100,000	Corporate revenue Monitor 2014/15 Month 6 Updated budget outturn forecast update and requests for budget virements.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Dec 2014 Reason: Affects 2 or more wards	Enhanced policing report Report outlining the costs and benefits of maintaining and extending Council funded enhanced policing in LBHF PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the	Deputy Leader Ward(s): All Wards Contact officer: Pat Cosgrave Tel: 020 8753 2810 Pat.Cosgrave@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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>)
		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	1 Dec 2014 Reason: Expenditure more than £100,000	<p>Extension and re-tender recommendations for Insurance contracts 2015</p> <p>This report seeks approval to extend five of seven contract lots for insurance for two years in accordance with the contractual terms at last procurement in 2012. These allow the Council, at its sole discretion, to extend the contract terms by a period of up to two years until 31st March 2017.</p> <p>This report seeks approval to re-procure two of seven contract lots for insurance to improve service delivery and assurance.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance Ward(s): All Wards Contact officer: Andrew Lord Tel: 020 8753 2531 andrew.lord@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	1 Dec 2014 Reason: Expenditure more than	<p>Proposed Outsourcing of Commercial Property Management Function</p> <p>Lot 1 of New Property Contract.</p>	Cabinet Member for Finance Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	£100,000	<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>	Contact officer: Marcus Perry Tel: 020 8753 6697 Marcus.Perry@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Dec 2014 Reason: Affects 2 or more wards	<p>Draft Hammersmith and Fulham Local Plan – approval of consultation document</p> <p>The Core Strategy and Development Management Local Plan are being revised in order to include new policies for the part of the Old Oak area that is within H&F. The opportunity is being taken to combine the 2 separate documents into one document but many existing policies remain largely unchanged.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Pat Cox Tel: 020 8753 5773 pat.cox@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	1 Dec 2014 Reason: Expenditure more than £100,000	<p>Speech and Language Therapy Services - Extension of Service Level Agreements (2014-2016)</p> <p>Requests agreement to extensions to the Service Level Agreement's (SLA's) for speech and language therapy services for 2014 - 2016. The extensions are required to enable a procurement exercise to be completed.</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</p>	<p>Cabinet Member for Children and Education</p> <p>Ward(s): All Wards</p> <p>Contact officer: Alison Farmer Alison.Farmer@rbkc.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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>
		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	1 Dec 2014 Reason: Affects 2 or more wards	New Approaches to Homelessness and Temporary Accommodation To set out new initiatives in the field of homelessness and temporary accommodation, including improving linkages with the third sector and the procurement of new forms of temporary accommodation. To set out a strategy to meet MTFS savings in the area of temporary accommodation.	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	1 Dec 2014 Reason: Affects 2 or more wards	Review of Waste Collection Arrangements - TEEP To seek approval of the 'TEEP' assessment undertaken by officers which suggests that it is not technically, economically or environmentally practicable to collect paper, glass, plastics and metals streams separately from one another and from other waste types. To approve the continuation, therefore, of commingled recycling collections.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Kathy May Tel: 02073415616 kathy.may@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	1 Dec 2014 Reason: Expenditure more than £100,000	Special Educational Needs Reform and Burdens Grant The special educational needs reform and burdens grant are one off un-ringfenced grants and this Cabinet report will request permission to spend the grant.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Ian Heggs Tel: 020 7745 6458 ian.heggs@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	1 Dec 2014	<p>Tri-borough Procurement of Information Technology and Communications services</p> <p>The report seeks approval for a tri-borough procurement of Information Technology and Communications services, the procurement strategy, the procurement and its funding</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	1 Dec 2014	<p>Public Health Procurement, Contract Award, Extension, Variation Report</p> <p>Public Health portfolio of contracts moved to the local Authority in April 2013. This report is submitted to resolve some of the financial and legal concerns that have been highlighted since the transition. The Recommendation to approve contracts award/variation for Public Health services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act</p>	Cabinet Member for Health and Adult Social 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		Ward(s): All Wards	

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		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	1 Dec 2014 Reason: Expenditure more than £100,000	<p>H&F Homecare Interim Options</p> <p>Report requesting authority to spot purchase domiciliary care until the award of contracts currently out to tender.</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 Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Martin Waddington Tel: 020 8753 6235 martin.waddington@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Dec 2014 Reason: Expenditure more than £100,000	<p>LGPS Pension Administration Services</p> <p>This report seeks authorisation to terminate our current contract with Capita early and to appoint a new contractor Surrey County Council to provide the Local Government Pension Administration 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</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Debbie Morris Tel: 020 8753 3068 debbie.morris@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>
		outweighs the public interest in disclosing the information.		
Cabinet	1 Dec 2014 Reason: Expenditure more than £100,000	Permanent Placement Grant Financial support to create a downstairs bedroom and secure a permanent placement in a family for a disabled child. PRIVATE This report is exempt from disclosure on the grounds that it contains information relating to an individual under paragraph 1 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 Children and Education Ward(s): Outside the Borough Contact officer: Steve Miley Tel: 020 8753 2300 steve.miley@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	1 Dec 2014 Reason: Expenditure more than £100,000	Capital monitor and budget variations 2014/15 (second quarter) This report provides an update on the Council's Capital Programme and will request budget variations where necessary.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	1 Dec 2014 Reason: Expenditure more than £100,000	Tri-borough Senior Leadership and Management Academy Proposal The decision required is authorisation to proceed with the planning and delivery of a Tri-borough Leadership Academy and associated spend.	Cabinet Member for Finance Ward(s): All Wards Contact officer: David Bennett Tel: 0208 753 1628 David.Bennett@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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January				
Cabinet	5 Jan 2015 Reason: Expenditure more than £100,000	<p>Permission to tender for bi-borough printing, scanning and payment processing contracts for Parking Services</p> <p>A bi-borough Parking Service was established in April 2014. Linked to the procurement of a shared Parking IT system scheduled for implementation in mid 2015, the boroughs will need to separately retender for services covering the printing of statutory documentation and the scanning and processing of incoming post and payments.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Matt Caswell Tel: 020 8753 2708 Matt.Caswell@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	5 Jan 2015 Reason: Expenditure more than £100,000	<p>Renewal of the H&F contract for the supply of temporary agency workers</p> <p>H&F's contract with Pertemps for the supply of temporary agency workers will expire on 1st October 2015 without the possibility of an extension. Given the importance of maintaining flexibility in resourcing, the overall contract value and the time scale for a tendering process, we are seeking decisions on the objectives, options and timescale for procuring a new contract.</p> <p>PART OPEN</p>	Leader of the Council Ward(s): All Wards Contact officer: Debbie Morris, George Lepine Tel: 020 8753 3068, Tel: 0208 753 4975 debbie.morris@lbhf.gov.uk, george.lepine@HFHomes.org.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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		<p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>5 Jan 2015</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Exiting three Community Admission Bodies from the Local Government Pension Scheme</p> <p>H&F Pension Fund has seven Community Admission Bodies. Three no longer have any active members. Regulation 38 of the Local Government Pension Scheme (Administration) Regulations (the Regulations) now requires the Fund to treat these organisations as exiting employers. There are three options for doing this. Each deals differently with their outstanding liabilities and the exit payments required to cover those liabilities.</p> <p>The preferred option for exiting the organisations allows the Fund to fulfil its obligations under the Regulations while recovering some of their deficit to the Fund. The paper recommends that H&F Council should agree to act as guarantor for all three organisations to enable the Pension Fund to exit them on an on-going basis and agree repayment plans with two of the three organisations.</p> <p>The recommendation has financial implications for the Council. It creates a liability which would be another factor to consider at the time of the next triennial review</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: George Lepine Tel: 0208 753 4975 george.lepine@HFHomes.org.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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		<p>and might, therefore, impact on the Council's contribution rate. However, it may be helpful to have in mind here that the Community Admission Bodies accounted for only 0.8% of the deficit when it was last measured at the triennial valuation at 31st March 2013.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	5 Jan 2015 Reason: Expenditure more than £100,000	<p>Future Highway Maintenance Contracts 2015</p> <p>Options for future highway maintenance contract provisions.</p>	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Arif Mahmud Tel: 020 7341 5237 arif.mahmud@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	5 Jan 2015 Reason: Expenditure more than £100,000	<p>Change ICT service desk provider</p> <p>At the end of the HFBP service contract the Council will need to transition all ICT services to other suppliers. By changing the service desk earlier than contract expiry, H&F will be able to reduce the effort, costs and risk and align to the one team Tri-borough. This paper recommends an early transition from the current service desk provider to the new service</p>	Cabinet Member for Finance 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.

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		<p>desk provider by calling off the Tri-borough framework contract which has the benefit of providing a consistent user experience for staff.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>5 Jan 2015</p> <p>Reason: Expenditure more than £100,000</p>	<p>ASC Information and Signposting Website - People First</p> <p>Discussions and decision around rolling out the People First ASC information and signposting website to LBHF. Currently operational in RBKC and 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 Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mark Hill Tel: 0208 753 5126 mark.hill2@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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Cabinet	5 Jan 2015	Corporate Revenue Monitor 2014/15 Month 7 Update of Revenue Outturn forecast and approval of virement requests.	Cabinet Member for Finance	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: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	
Cabinet Full Council	5 Jan 2015	Council Tax Base and Collection Rate 2015/16 This report contains an estimate of the Council Tax Collection rate and calculates the Council Tax Base for 2015/16	Cabinet Member for Finance	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.
	28 Jan 2015		Ward(s): All Wards	
	Reason: Budg/pol framework		Contact officer: Steve Barrett Tel: 020 8753 1053 Steve.Barrett@lbhf.gov.uk	
Cabinet Full Council	5 Jan 2015	Council Tax Empty Homes Premium This report outlines the provisions available to charge a Council Tax premium on properties that have been empty for more than two years	Cabinet Member for Finance	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.
	28 Jan 2015		Ward(s): All Wards	
	Reason: Budg/pol framework		Contact officer: Steve Barrett Tel: 020 8753 1053 Steve.Barrett@lbhf.gov.uk	
Cabinet Full Council	5 Jan 2015	Hammersmith and Fulham's Council Tax support scheme The Council need to agree a Council Tax support scheme for 2015/16	Cabinet Member for Finance	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
	28 Jan 2015		Ward(s): All Wards	
	Reason: Budg/pol framework		Contact officer: Paul Rosenberg Tel: 020 8753 1525 paul.rosenberg@lbhf.gov.uk	

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				considered.
Cabinet	5 Jan 2015 Reason: Expenditure more than £100,000	<p>Strategic Housing Stock Options Appraisal</p> <p>To authorise a programme of work to identify options and benefits for a different future for housing which may include the transfer of the Council's housing stock, and include the undertaking of detailed feasibility studies, prior to putting the issue before tenants in a ballot.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Housing</p> <p>Ward(s): All Wards</p> <p>Contact officer: Geoff Wharton Tel: 020 8753 1313 Geoff.Wharton@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	5 Jan 2015 Reason: Expenditure more than £100,000	<p>Award of Tri-Borough Advocacy Services Framework Agreements</p> <p>That the Leader and Cabinet Member for Community Care, in conjunction with the Tri Borough Executive Director for Adult Social Care, award four Framework Agreements and Call Off Agreements which will allow H&F to access the services.</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)</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Tim Lothian Tel: 020 8753 5377 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.

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		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	5 Jan 2015 Reason: Affects 2 or more wards	HRA Disposal Policy This report considers the future disposal policy for property held for Housing Purposes	Cabinet Member for Housing Ward(s): All Wards Contact officer: Kathleen Corbett Tel: 020 8753 3031 Kathleen.Corbett@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.
2 February				
Cabinet	2 Feb 2015 Reason: Expenditure more than £100,000	Contract Award : Child Obesity Prevention and Healthy Family Weight Services To reduce the prevalence of obesity in the boroughs by helping children, young people and their families to eat healthier and be more active, tenders have been sought for two services: Lot 1 Planning, Policy and Workforce Development Lot 2 Prevention and Weight Management Programmes The report proposes that each of the three Councils enters into a contract with the recommended providers to deliver these services. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Liz Bruce Tel: 020 8753 5001 liz.bruce@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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		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	2 Feb 2015	Tri-borough Drug and Alcohol Core Services Recommissioning Approval to proceed report for the recommissioning of core drug and alcohol services across the Tri-borough	Cabinet Member for Health and Adult Social 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		Ward(s): All Wards	
Cabinet Full Council	2 Feb 2015	Capital Programme 2015-19 This reports sets the Council's four-year capital expenditure budget for 2015-19.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	2 Feb 2015	Capital monitor and budget variations 2014/15 (month 8) This report provides an update on the Council's Capital Programme and will request budget variations where necessary.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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Cabinet Full Council	2 Feb 2015	Revenue Budget & Council Tax Report This reports sets out the Council's 2015/16 revenue budget proposals	Leader of the Council	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.
	25 Feb 2015		Ward(s): All Wards	
	Reason: Affects 2 or more wards		Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	
Cabinet	2 Feb 2015	London Enterprise Panel - New Homes Bonus Programme DWP has top sliced the New Homes Bonus budget and allocated it to the London Enterprise Panel. Each London Borough has then been required to bid for the funding top sliced from their borough. For LBHF this is estimated as £1.6m. Activities have been required to align with LEP priorities. We have bid for a mixture of enterprise, employment and planning support. This report gives detail of the programme and asks for agreement of the Cabinet to accept the funding and deliver the programme of activities.	Cabinet Member for Economic Development and Regeneration	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: Ingrid Hooley Tel: 020 8753 6454 Ingrid.Hooley2@lbhf.gov.uk	
2 March				
Cabinet	2 Mar 2015	Corporate Revenue Monitor 2014/15 Month 9 Update of forecast Revenue outturn and agreement of virement requests.	Cabinet Member for Finance	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: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	

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Cabinet	2 Mar 2015 Reason: Budg/pol framework	<p>London Borough of Hammersmith & Fulham Cycling Strategy</p> <p>The Cycling Strategy sets out how the London Borough of Hammersmith & Fulham will improve the quality and extent of provision for cyclists, encourage more people to use bicycles, increase the number of journeys made by cycle, and improve public health outcomes.</p> <p>In order to achieve this, the Cycling Strategy develops an Action Plan that can be used to direct funding in a way that responds to the cycling needs of Hammersmith and Fulham residents / businesses.</p> <p>The Cycling Strategy is not a statutory document. However it has been identified as playing a crucial role in reducing congestion on our roads, relieving pressure on the public transport system, and improving the health of residents and visitors.</p>	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Rory Power Tel: 020 8753 6488 rory.power@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.
30 March				
Cabinet	30 Mar 2015 Reason: Expenditure more than £100,000	<p>Corporate Revenue monitor 2014/15 Month 10</p> <p>Update Revenue Outturn forecast and agreement of virement requests</p>	Cabinet Member for Finance Ward(s): All Wards Contact officer: Jane West Tel: 0208 753 1900 jane.west@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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27 April				
Cabinet	27 Apr 2015	<p>Procurement of a Homecare service for the London Borough of Hammersmith and Fulham (H&F); Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC)</p> <p>Seeking Cabinet agreement to the awarding of three new contracts for the provision of Homecare services in the London Borough of Hammersmith and Fulham.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Health and Adult Social 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		Ward(s): All Wards	