



London Borough of Hammersmith & Fulham

# Cabinet

## Agenda

**MONDAY**  
**11 MAY 2015**  
**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**  
**30 April 2015**

If you require further information relating to this agenda please contact:  
Kayode Adewumi, Head of Governance and Scrutiny, tel: 020 8753 2499 or email: [kayode.adewumi@lbhf.gov.uk](mailto:kayode.adewumi@lbhf.gov.uk)

Reports on the open Cabinet agenda are available on the Council's website: [http://www.lbhf.gov.uk/Directory/Council\\_and\\_Democracy](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 item 8 which is exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

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

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-5** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 6 May 2015.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 13 May 2015**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 18 May 2015 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 18 May 2015**.

# Cabinet Agenda

11 May 2015

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<b>2. APOLOGIES FOR ABSENCE</b>	
<b>3. DECLARATION OF INTERESTS</b>	
<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>	
<b>4. SHARED ICT SERVICES - PROCUREMENT OF SOFTWARE LICENSES FOR CLOUD-BASED COLLABORATION TOOLS (PHASE 2 OF CLOUD-BASED COLLABORATION)</b>	9 - 22
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**6. FORWARD PLAN OF KEY DECISIONS**

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**7. 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.

**8. SHARED ICT SERVICES - PROCUREMENT OF SOFTWARE LICENSES FOR CLOUD-BASED COLLABORATION TOOLS (PHASE 2 OF CLOUD-BASED COLLABORATION) : EXEMPT ASPECTS (E)**

London Borough of Hammersmith & Fulham



# Cabinet

## Minutes

Monday 27 April 2015

### **PRESENT**

Councillor Stephen Cowan, Leader of the Council  
Councillor Michael Cartwright, Deputy Leader  
Councillor Sue Macmillan, Cabinet Member for Children and Education  
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

### **190. MINUTES OF THE CABINET MEETING HELD ON 30 MARCH 2015**

#### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 30 March 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

### **191. APOLOGIES FOR ABSENCE**

Apologies for Absence were received from Councillor Andrew Jones and Max Schmid.

### **192. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **193. INTERNAL AUDIT CONTRACT RE-TENDER**

#### **RESOLVED:**

That approval be given to let a three year contract with the London Borough of Croydon for Audit services, as required, to commence from 15 June 2015. The cost may vary each year dependent on need but limited by budget constraints, as a guide the cost for the existing contract for the 2014/15 year is £290,000.

#### **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.

**194. VIOLENCE AGAINST WOMEN AND GIRLS SHARED SERVICES STRATEGY**

**RESOLVED:**

That the three year Violence Against Women and Girls (VAWG) Shared Services Strategy, be adopted.

**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.

**195. SHARED SERVICES VIOLENCE AGAINST WOMEN AND GIRLS CONTRACT AWARD**

**RESOLVED:**

- 1.1 That the Cabinet award a contract for Co-ordination Services to Provider A for the sum of £288,750 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- 1.2 That the Cabinet award a contract for VAWG Integrated Support Services to Provider B for the sum of £1,317,064 for the period 1 July 2015 to 31 March 2017 (21 months) with the option to extend the contract period by up to three years. The costs apportioned to each borough are outlined in Appendix 1 (contained in the exempt report).
- 1.3 That the decision to extend or vary the contracts beyond the initial contract term is delegated to the Deputy Leader, the Cabinet Member for Social Inclusion and the Cabinet Member for Children and Education.

- 1.4 That Cabinet Members agree to enter into an Inter Authority Agreement with the other boroughs on mutually agreed terms in line with similar agreements in place for other services.
- 1.5 To note that should the recommendations to award the contracts be accepted the Council has the right to terminate the agreement under the conditions set out in sections 30 & 31 of the Terms & Conditions for Services.

**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.

**196. IMPLEMENTATION OF NEW WEBSITE CONTENT MANAGEMENT SYSTEM WITH NEW SHARED HOSTING ARRANGEMENTS**

**RESOLVED:**

- 1.1. That the replacement of the current website content management system and the implementation of a new responsive accessible design with the procurement of new shared web hosting arrangements, be approved.
- 1.2. That approval be given to the operating model to share a hosting provider across Westminster, Hammersmith and Fulham and Kensington and Chelsea.
- 1.3. That the procurement route using call off from G-cloud, be approved.
- 1.4. That approval be given to RBKC acting as the contracting authority and the implementation of an Inter-borough service agreement to apportion costs.
- 1.5. That the total implementation costs of £413,670 be met from the IT Strategic Fund (£0.250m) and Efficiency Projects Reserve (£0.164m), be agreed.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**197. CONTRACT FOR THE RECRUITMENT RESOURCING AND HR CONSULTANCY SERVICES LOTS**

**RESOLVED:**

1.1. Lot 1 – Strategic HR Management Consultancy Service

That Penna PLC be appointed on a pay as we use basis for Strategic HR Management Consultancy Services for an initial term of 2 years with the option to extend for up to 2 years (2+1+1) from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2019. This is a pay as you use service so the cost is unknown and will depend on department requirements over the 4 year period.

1.2. Lot 2 – Executive and Interim Search and Selection

To note that should the Council require to undertake Executive and Interim search and selection, we will invite the recommended recruitment companies to bid against each assignment on both quality and price.

That Allen Lane, Gatenby Sanderson, Green Park, Hays, Penna PLC and Solace Enterprises be appointed for Executive & Interim Search and Selection Services for an initial term of 2 years with the option to extend for up to 2 years (2+1+1) from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2019. This is a pay as you use service so the cost is unknown and will depend on department requirements over the 4 year period.

1.3. Lot 3 – Redeployment Portal

That the Council do not recommend joining this Lot at the current time due to the fact that the costs are not known. Once we have that information, we may wish to bring back a recommendation to join this Lot.

1.4. Lot 4 – Recruitment Advertising

That the Recruitment Advertising should remain with the current supplier Penna by joining the ESPO framework (3A) for the period 1<sup>st</sup> April 2015 to 30<sup>th</sup> September 2016, be agreed.

To note that the Cabinet do not recommend joining LGRP's process to appoint Papirfly and LB Sutton to process our advertisements for paper and on-line media.

To note that once the Council assesses how effective and the cost of the LB Sutton's model, it may wish to bring back a recommendation to join this Lot.

1.5. That any further decisions be delegated to the Cabinet Member for Finance on implementing LB Sutton's Lot 3 and 4.



**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.

**198. H&F EMPLOYER SUPPORTED VOLUNTEERING SCHEME**

**RESOLVED:**

That the employee supported volunteering scheme be approved with immediate effect.

**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.

**199. PARKING PROJECTS PROGRAMME FOR 2015/16**

**RESOLVED:**

- 1.1. That approval be given to the parking projects & policy programme for the 2015/16 financial year and the estimated funding, as set out in Section 5 of the report.
- 1.2. That orders be placed with the Council's term highway contractors for the works outlined in the programme, with each order with a value of £20,000 or greater being signed off by the Cabinet Member for Environment, Transport and Residents Services.

**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.

**200. FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

**201. 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.]

**202. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 30 MARCH 2015 (E)**

**RESOLVED:**

That the minutes of the meeting of the Cabinet held on 30<sup>th</sup> March 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

**203. INTERNAL AUDIT CONTRACT RE-TENDER : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the report be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**204. SHARED SERVICES VIOLENCE AGAINST WOMEN AND GIRLS CONTRACT AWARD : EXEMPT ASPECTS (E)**

**RESOLVED:**

That Appendices 1 and 2 of the report be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**205. IMPLEMENTATION OF NEW WEBSITE CONTENT MANAGEMENT SYSTEM WITH NEW SHARED HOSTING ARRANGEMENTS : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the report be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**206. CONTRACT FOR THE RECRUITMENT RESOURCING AND HR CONSULTANCY SERVICES LOTS : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the report be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.




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

None.

Meeting started: 7.00 pm  
Meeting ended: 7.04 pm

Chair .....

## Executive Decision Report

<b>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</b>	Full Cabinet  Date of decision: 11 May 2015  Full Cabinet	
	<i>Cabinet Member for Community Safety, IT and Corporate Services, Cllr Gardner</i>  Date of decision (i.e. not before):  Forward Plan reference: KD04509/15/C/AB.	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	<i>Cabinet Member for Finance, Corporate and Customer Services, Cllr Caplan</i>  Date of meeting or formal issue:	 City of Westminster
<b>Report title (decision subject)</b>	<b>SHARED ICT SERVICES – PROCUREMENT OF SOFTWARE LICENSES FOR CLOUD-BASED COLLABORATION TOOLS (PHASE 2 OF CLOUD-BASED COLLABORATION)</b>	
<b>Reporting officer</b>	<i>Ed Garcez, Tri Borough Chief Information Officer</i>	
<b>Key decision</b>	Yes	
<b>Access to information classification</b>	Open  A separate report on the exempt Cabinet agenda provides exempt information about costs.	

## 1. EXECUTIVE SUMMARY

- 1.1. This report is seeking approval to place an order for server and cloud collaboration tool licences following a procurement undertaken with the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC).
- 1.2. The procurement is the second phase of a project that is aligning the cloud collaboration tools used in each council enabling more flexible and collaborative working across all three councils. This phase procures the licences, which align each council's licence structure enabling the implementation of a single set of cloud-based collaboration tools. The licensing agreement will be an Enterprise Agreement (EA), which is the cheapest way to procure the software required at an organisational level.
- 1.3. Phase 1 and 2 are being run concurrently. The rationale for this is that the procurement route for the server and collaboration licences is through a Crown Commercial Service (CSS) public sector agreement which is due to expire in June. This procurement route provides significant discounts on the products to be bought. The likely increase in cost is between 25% and 60%, depending on the product if this date is missed.
- 1.4. The procurement exercise is based on a further competition against a fixed list of licence value added resellers (VARs). Standard tender documentation and contract terms and conditions of award apply. The procurement is completed with a 75% price to 25% quality split as the items being procured are commodity items. There is little differentiation between which reseller would provide the licences to the councils.
- 1.5. RBKC will lead on the procurement exercise. RBKC will procure a Master licence, with H&F and WCC holding Affiliate licences. The change in licensing structure places a financial obligation on RBKC as the holder of the Master licence. This liability will be offset by each council entering into an inter-authority agreement for recovery of costs incurred.

## 2. RECOMMENDATIONS

- 2.1. This report recommends:
  - a) Award of the contract to supply Microsoft licences:

Total (3 years) £'s	Year 1 £'s	Year 2 £'s	Year 3 £'s
3,190,674	1,063,558	1,063,558	1,063,558

- b) Each council to provide annual funding<sup>1</sup> as noted below:

	Westminster £'s	RBKC £'s	H&F £'s	Total £'s
Annual cost	397,056	335,286	331,216	1,063,558
<b>Total over 3 years</b>	<b>1,191,168</b>	<b>1,005,858</b>	<b>993,648</b>	<b>3,190,674</b>

- Hammersmith and Fulham's contribution to be funded from the existing Microsoft Licence budget;

<sup>1</sup> Note: costs vary between councils due to differing software requirements and also number of users

- The Royal Borough of Kensington and Chelsea's contribution to be funded by existing revenue budgets and a permanent virement of £132,000 from the Corporate IS Initiatives Reserve; and,
- Westminster City Council's contribution to be funded from existing revenue £2m budget in Lot 1 of Information services from legacy element to transition from Cap Gemini to BT.

And,

- c) The three councils enter into an inter-authority agreement apportioning costs based on each council's licensing requirement and usage.

### 3. REASONS FOR DECISION

- 3.1. Moving to a new single Enterprise Agreement for Microsoft licensing will enable the three councils to align cloud-based collaborative tools and realise productivity savings.

### 4. BACKGROUND

- 4.1. The three councils have approved a strategy to align cloud-based collaborative tools. The rationale for this alignment was to increase the flexibility and collaborative working capability available to staff enabling significant productivity benefits to be realised. It would also directly address a number of issues experienced by staff who work in shared services for example Adult Social Care and Children's Services:

- **Blackberry devices** – where users have multiple logins, they have to carry a separate Blackberry for each council.
- **Email** – they cannot manage a co-worker's inbox when they are away, or a team inbox, when the co-worker or team mailbox belongs to a different council.
- **Calendar** – they cannot manage a co-worker's calendar when they are away, when the co-worker or team mailbox belongs to a different council. This is particularly relevant for PAs.

- 4.2. This project will be a key enabler to resolving these issues in tandem with the information technology and communications procurement which includes: provision of data network, telephony services and a unified communications capability with public switched telephone network break out, allowing video and audio conferencing outside the councils' networks.

- 4.3. The alignment strategy was based on completing three (potentially four) phases:

- Phase 1 – strategy approval and assessment phase which will support all three councils in providing the detailed design, planning, transition arrangements and costs to implement;
- Phase 2 – procurement of server licences and cloud-based collaboration and productivity licences;
- Phase 3 – implementation and transition. Phase three will be undertaken by each council, based on further business cases being prepared and approved locally; and,
- Phase 4 – could run in parallel with Phase 3 or after Phase 3. Potential migration of SharePoint sites and adoption of SharePoint for (one or more)

council internets. Deployment subject to separate business case(s) and security model.

- 4.4. The end of Phase 2 is an important checkpoint at which stage the three councils will decide whether the project should proceed to Phase 3 implementation and transition.
- 4.5. Phase 1 will run in parallel to Phase 2. Phase 1 funding of £202,302 has been approved. It will provide detailed implementation and transition plans, identify any technology issues that need to be addressed and provide full costs for the implementation and transition phase for each council.
- 4.6. Once Phase 1 and 2 has been completed a permission to proceed report for Phase 3 will be submitted for approval.

## **5. PROPOSAL AND ISSUES**

- 5.1. Phase 2 is intended to procure the cloud based collaboration licences required to enable a single instance of Office 365, together with server licences to ensure the most economical prices.

### **Microsoft licences**

- 5.2. Microsoft offer a number of differing licence types, but there are two main types of licence currently available from Microsoft:
  - a) Perpetual licences – the user buys a copy of the software licence which they then own; and,
  - b) Subscription licences – the user pays an annual fee for the licence. Office 365 licencing will only be available as a subscription licence.
- 5.3. An Enterprise Agreement is the most economical way to procure Microsoft software. It also comes with other benefits, such as:
  - the right to install any new versions that Microsoft release during the term of the contract
  - a number of training vouchers, allowing a few staff to attend training courses in Microsoft software at no cost, and
  - the “Home Use Programme” which allows staff to purchase the latest versions of Office software for their own use at minimal cost, e.g. about £10.
- 5.4. The Cabinet Office have negotiated a Memorandum of Understanding agreement with Microsoft (an “MoU”) which allows government bodies, central and local, to purchase Microsoft software at the lowest prices in the UK, substantially below those offered to large corporate. This discount will not be available in the future leading to a 50-60% increase in the cost of these types of licences.
- 5.5. This agreement, Public Sector Agreement 12 (PSA12), represents the best pricing currently available to wider government and in the UK as a whole. Although PSA12 expires April 2015, CCS and Microsoft have reached agreement on a transition arrangement which is available until end of June, the Cloud Transition Agreement (CTA). This extends the term of the PSA12 until end June 2015. So, although Microsoft is to some extent a monopoly



provider, the best prices available will be through the proposed PSA12/CTA route.

- 5.6. The terms and discounts are broadly in line between both agreements, but if the councils fail to procure prior to these two agreements expiring there will potentially be a significant increase in licensing costs (+25-60%). Additionally, a number of items including perpetual licences have been deleted from the product catalogue for the CTA. The councils therefore wish to take advantage of CTA before it expires on 30th June.

#### **Current and required licences across the three councils**

- 5.7. RBKC is using MS Office 2007, WCC and H&F are using MS Office 2010. H&F have an enterprise agreement which allows them to upgrade to the latest versions of software. RBKC and WCC do not and are running the latest versions for which they are currently licensed.
- 5.8. This presents an issue to the three councils as RBKC and WCC have perpetual licences and H&F a subscription based licence, with differing implementation approaches and software versions. Office 2007 is aging and Microsoft will be ending support for it in 2017<sup>2</sup>. RBKC will need to upgrade before then if they wish to retain their PSN compliance. Taking out a new Enterprise Agreement will allow all three councils to install the latest version of Office, currently Office 2013 on all PCs across their estates. This will make it easier for staff in shared service teams and enable the councils to maintain their PSN compliance for longer.

#### **Master and Affiliate licences required for single Office 365 deployment**

- 5.9. As each council holds its own software licences there are also separate incidences of staff data in their Active Directories. This data is used in applications such as email, outlook, calendar, presence and instant messaging to enable collaborative working. To maximise the use of cloud collaborative tools between each council a single incidence of Active Directory in Microsoft's Office 365 cloud is required for user authentication. This is not only a technology challenge for the project, but also has implications on each council and the licences that are held. To fully exploit the potential of Office 365 through the provision of a common email store<sup>3</sup> each council must have the same licensing structure in place.
- 5.10. To have a single incidence with a single email store across multiple organisations, Microsoft requires the organisations to be under the same Enterprise Agreement licence, with one organisation holding the Master and the other organisations operating as Affiliates to this organisation acting as the Master licence holder. The councils therefore need to procure master and affiliate licences, whereby one of the councils procures licences on behalf of all three councils, and is then responsible for recharging the other councils as required under an Inter-Authority Agreement. These licences will be on a subscription basis through an Enterprise Agreement. The licences will be procured for an initial three year period, renewing annually thereafter.
- 5.11. Only Microsoft's subscription based Master and Affiliate licence structure would allow the three councils to deploy a single incidence of Active Directory

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<sup>2</sup> Support for Office 2010 will end in 2020.

<sup>3</sup> Note that the current separate domains of @lbhf.gov.uk, @rbkc.gov.uk and @westminster.gov.uk will be retained following the move to the common email store.

in Microsoft's Office 365 cloud and have the same version of software in place aligning the councils' cloud collaboration and productivity tools. When the councils share a single Exchange email system the benefits in paragraph 4.1 will be realisable. However, this can only be achieved if the councils share the same instance of Office 365 and this can only be done if all three councils procure the software under the same single Microsoft Enterprise Agreement.

- 5.12. It is therefore proposed that all three councils move to a 'Master and Affiliates' subscription licence. RBKC would lead on the procurement exercise and purchase a Master licence and H&F and WCC hold Affiliates against RBKC's Master. All three licences need to be procured at the same time under a single lead authority.
- 5.13. In the event of the three councils separating services, the licences would continue to be available to each of the councils until the termination of the Enterprise Agreement. The number of licences required and therefore the cost is entirely related to the software deployed, and this can be varied by each council independently.
- 5.14. These subscription licences would be procured for an initial three year period. There is no (fixed) minimum liability in this three year period. If the councils removed the infrastructure that used Microsoft products, or removed the Microsoft software from all the infrastructure, under the proposed subscription agreement the councils can true down the licenses altogether resulting in zero liability after the year in which we did so. At the end of the three years, a similar licensing arrangement will be required upon termination of the proposed subscription agreement, or a Google-based alternative.
- 5.15. This licensing approach will allow the councils to procure the collaborative and server licences needed:
- a) Collaborative tool licences – provides desktop access to the MS Office suite of applications including Word, Excel, Outlook etc.,
  - b) Server licences – the server licences act as gateways to the collaborative tools and are required to allow the three councils' staff to access the new software which will be procured.

### Procurement Strategy

- 5.16. Software licenses and support are highly commoditised items where pricing is generally set at enterprise or government level via organisational agreements, government MoUs or CCS's frameworks. Microsoft offers the Government software at the lowest prices in the UK through the CCS's MoU.
- 5.17. The value of the requirement is above the OJEU threshold of £172,000 and is subject to the UK Public Contract Regulations 2015. Software licensing agreements applicable to these requirements have been identified as below. Options for sourcing the Phase 2 licensing and support requirements are explored below.

Option	Benefits	Drawbacks
OJEU (restricted procedure)	<ul style="list-style-type: none"> <li>• Greater level of market competition</li> <li>• Most recent market pricing and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Timescales and Cost.</li> <li>• Highly commoditised items.</li> <li>• Unlikely to deliver better pricing than government MoU.</li> </ul>

Option	Benefits	Drawbacks
CCS/WCC Framework	<ul style="list-style-type: none"> <li>• Pre-selected suppliers</li> <li>• Capable suppliers</li> <li>• Reduced tendering costs and timescales</li> </ul>	<ul style="list-style-type: none"> <li>• Limited competition.</li> <li>• Pricing may be rigid (inability to access a government agreement).</li> </ul>
Govt G-Cloud Software as a Solution (Lot 3)	<ul style="list-style-type: none"> <li>• Commoditised pricing</li> <li>• Ease of access</li> </ul>	<ul style="list-style-type: none"> <li>• Requires a variant approach to licensing consistently applied to all boroughs.</li> <li>• Pricing may be rigid (inability to access a government agreement) and more expensive than an Enterprise Agreement under the Government MoU (PSA12 or CTA).</li> <li>• Master and Affiliate license scheme is not available via G-Cloud.</li> </ul>

- 5.18. The timescales required and the relative simplicity of the requirements do not support a regulated procurement under the Public Contract Regulations 2015. CCS undertake pricing reviews and enter MoUs on behalf of all government organisations which can be accessed by their framework agreements to ensure their pricing is competitive and represents value for money.
- 5.19. Software licensing agreements applicable to these requirements have been identified as below. These agreements represent the best pricing currently available to wider government and in the UK as a whole. Public Sector Agreement 12, providing public sector pricing, expired 30 April 2015. However, CCS has negotiated the Cloud Transition Agreement (CTA) with Microsoft that effectively extends the term of the PSA12 until the end of June 2015.
- 5.20. The terms and discounts available under CTA are broadly in line between both agreements, but if the councils fail to procure prior to these two agreements expiring there will potentially be a significant increase in licensing costs (+25-60%). Additionally, a number of items including perpetual licences have been deleted from the product catalogue for the CTA.
- 5.21. CCS has established the agreement to meet the requirements of the Public Contracts Regulations. The procurement process is through a further competition via a viable framework.
- 5.22. While CCS is currently negotiating a replacement MoU for these products, the outcome remains uncertain (in terms of timescales, viability, products included, and price) and it would represent a significant risk to delay procurement of the licenses until this process is complete.
- 5.23. The pricing indicated in the PSA12 and CTA agreements above can be secured through any Microsoft Value Added Reseller (VAR). The strategy is to undertake a mini-competition for VARs pre-qualified through existing CCS and ICT Services frameworks:

- a) ICT Information Services (Lot 1 – Distributed Computing), comprising a single supplier.
  - b) CCS RM1054 – Technology Products (Lot 2 – Packaged Software), consisting 15 suppliers.
- 5.24. Both frameworks listed above are viable routes to market with the potential to deliver the licences in accordance with the MoUs listed. Given the commoditised nature of the requirement and the fixed pricing indicated in the MoUs the only factor to discern is individual VAR mark-up or discount.
- 5.25. RBKC have therefore undertaken a procurement of Phase 2 licences and support through the frameworks listed above prior to the expiry of the PSA12 and supporting CTA agreements. Further competition was undertaken to obtain quotes from all suppliers under the RM1054 framework in accordance with the further competition provisions therein. In parallel, a quote was obtained from the single provider under the ICT Information Services framework. All quotes were based on the same set of terms and conditions. The most competitive quote incorporating the pricing of the MoU has been selected.
- 5.26. The form of contract will be as specified in the relevant framework. The evaluation panel will consist of the Head of Business Technology at H&F, Service Delivery Manager at WCC; and the Support Unit Manager at RBKC.

### **Costs**

- 5.27. Phase 2 (Licensing) will be funded as follows:
- H&F – from the existing Microsoft licences budget;
  - RBKC – Corporate IS Initiatives Reserve; and,
  - WCC – from existing Lot 1 contract revenue budget in Information Services.
- 5.28. Procurement of the licences under an Enterprise Agreement is based on an annual subscription. Currently RBKC has a perpetual licence. Between 2006 and 2009 RBKC had an Enterprise Agreement with Microsoft which included MS Office. This cost an average of £299,000 per year. Between 2009 and 2014 RBKC took out a new Enterprise Agreement but was able to save £132,000 pa by dropping MS Office from the Enterprise Agreement on this occasion, resulting in a cost of £215,000 per year.
- 5.29. This reduction of £132,000 pa was not taken as a saving as it was recognised that when RBKC renewed this agreement, the council would need to include the costs of licensing MS Office again. The money contributed to the Corporate IS Initiatives Reserve. Rather than continue to contribute to the reserve, these funds will be used in future to fund these Microsoft licences
- 5.30. It should be noted that the annual licences are the total set of Microsoft licences required. For RBKC, the figure following procurement of £335,286 compares to the current year Corporate IS Initiatives Reserve budget of £222,000. With an ongoing contribution of £132,000 from the previous EA agreement also available to be re-directed into the ISD budget, to increase the total available revenue budget for Microsoft licences to £354,000. The increase in licence costs is affordable.

## Timelines

5.31. Indicative timescales are as follows:

Timelines										
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Assess	■									
Licensing		■								
BC Development			■							
Implementation					■					

5.32. Once the Assess and Licensing phases have completed the project will reach a checkpoint. Business cases for implementation and transition will be developed and only when the business cases are approved will the project proceed to the implementation phase.

### ***London Borough of Hammersmith and Fulham***

5.33. With the addition of Office 365, there will be a small increase in the costs of licences compared to the current cost. In addition to the sums identified in this paper, existing Microsoft licences for data centre services will continue to be required. However, the sums required from this procurement and for the existing data centre services are within the current budget, which was set in 2013.

### ***The Royal Borough of Kensington and Chelsea***

5.34. There will be an increase in the costs of licences compared to the current cost, which will be met as outlined in section 5.30.

5.35. Entering into a Master and Affiliate licensing structure between RBKC, H&F and WCC places a financial liability on RBKC as the Master licence holder. Legal advice has been sought and the councils should enter an inter-authority agreement ensuring apportionment of costs.

### ***Westminster City Council***

5.36. There will be an increase in the costs of licences. Procurement of the licences is based on an annual subscription. Currently WCC has a perpetual licence. These costs will be incurred at the point of procurement. It is unlikely that WCC will be able to transition to the new arrangements until at least September, meaning WCC will incur six months running costs but not use the new service for six months.

5.37. WCC is due to migrate its data centre from the Cap Gemini infrastructure to BT. However, the timelines for implementation of this project overlap with the data centre migration work. The impact of these two projects overlapping is that WCC may have to migrate data centres twice, incurring additional costs to complete this work.

## **6. CONSULTATION**

6.1. There is no public consultation requirement.

## 7. EQUALITY IMPLICATIONS

- 7.1. There are no Equality/HR implications. Staff training will be considered during Phase three.

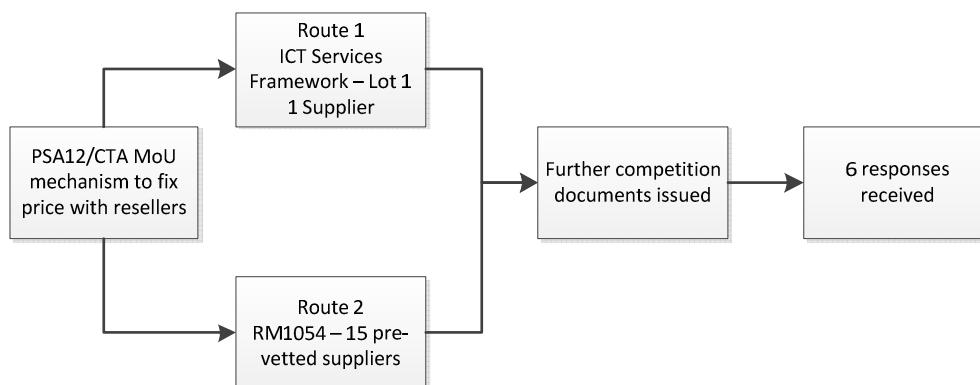
Verified by Jo Meagher, Senior HR Manager

## 8. PROCUREMENT IMPLICATIONS

- 8.1. Procurement of the Phase 2 licenses and support will need to be carried out in accordance with Public Contract Regulations and the three councils' contract standing orders. The procurement lead is Dermot Doherty.
- 8.2. A project board has been set up with cross-borough representation. The three councils' requirements and how the resulting contracts will be set up have been discussed. This document presents the outcome of these discussions.
- 8.3. Further competition under the CCS Technology Products framework Lot 2 – packaged Software will be carried out in accordance with the framework provisions, a proposal from the single supplier on the ICT Information Services – Lot 1 may be sought in accordance with the framework process. Both frameworks incorporate call-off terms which have been produced in accordance with government/shared services requirements.
- 8.4. Further competition under the CCS technology products framework may be managed via the capitalE-sourcing portal, unless the framework provisions preclude this or mandate other means.
- 8.5. There are no particular procurement risks involved in this procurement other than to state that the proposed strategy complies with the Public Contract Regulations.

Verified by Dermot Doherty, ICT Category Manager.

- 8.6. The report describes calling off from two frameworks coming under the Crown Commercial Services Memorandum of Understanding (PSA12/CTA Agreement). As the only difference in price is the mark-up of the Value Added Resellers add to the licences to be purchased. The procurement has been undertaken using the seven available VARs, whereby the quality score amounted to 25% of the overall evaluation and 75% relating to price (50% for the actual price and 25% for the price margin).
- 8.7. As the procurement has been undertaken using the CCS's Memorandum of Understanding (PSA12/CTA Agreement) the Council has the assurance that the requirements contained in the Public Contracts Regulations have been complied with.



Verified by Alan Parry, Procurement Consultant.

## **9. INFORMATION, COMMUNICATIONS AND TECHNOLOGY (ICT) IMPLICATIONS**

- 9.1. The report is aligned with the current shared services ICT strategy and vision of converging software and infrastructure, whilst enabling better collaboration and productivity amongst staff.

*Ben Goward, Interim CIO, WCC, Barry Holloway, CIO RBKC, Jackie Hudson, Director of IT Strategy and Procurement.*

## **10. LEGAL IMPLICATIONS**

- 10.1. The three councils should conclude an inter-authority agreement between them which would reflect the nature of the arrangement as being one of co-operation between public authorities and therefore exempt from regulation under the Public Contracts Regulations 2015. The risks attaching to the RBKC by virtue of holding the Master licence could be apportioned between the three councils through the inter-authority agreement.

- 10.2. Given that the contract will be awarded at the end of the framework agreement period there is a risk that the procurement could be challenged on the basis that the council is using a framework agreement in an uncompetitive way although the risk of someone doing so is low. It is understood that the framework agreement as extended will still be less than the maximum 4 years duration allowed for framework agreements.

Verified by Keith Simpkins, Principal Solicitor.

## **11. FINANCIAL AND RESOURCES IMPLICATIONS**

### **London Borough of Hammersmith and Fulham**

- 11.1. The second phase relates to the acquisition of annual licences. The estimated cost for Hammersmith and Fulham is £331,216 and it is anticipated that this will be met from the existing licences budget. Any further phases will require costs to be confirmed, and funding sources identified, before they proceed.

- 11.2. The prospective financial benefits from this project are not quantified but are expected to lie with the transformation programmes such as Working from Anywhere and how the technology is exploited. The key benefit is that all staff will work on the same software and collaborate effectively across borough boundaries. Savings should also materialise from dropping the number of devices that staff have to carry in shared services.

Verified by Andrew Lord, Head of Strategic Planning and Monitoring, Corporate Finance

### **The Royal Borough of Kensington and Chelsea**

- 11.3. There is insufficient revenue budget within ISD to meet the likely increased cost of the licensing arrangements set out in this report. It is proposed that the budget relating to a transfer to the Corporate IS Initiatives Reserve be permanently vired to cover the projected increased costs.

Verified by Lyn Myers, Group Finance Manager.

## Westminster City Council

11.4. If contractually agreed the annual licence costs of £397,056 are to be funded from within existing revenue budget from the £2m Lot 1 contract budget with BT which includes legacy work to transition from Cap Gemini.

Verified by David Cookson, Finance Corporate Business Partner, Dick Johnson, Lead Business Partner and Steve Mair, City Treasurer.

## 12. IMPLICATIONS FOR BUSINESS

12.1. The councils are buying a commodity item – software licences. This procurement route is pre-vetted and only suppliers on the framework will be able to participate in the procurements.

*Ed Garcez*

**Tri Borough Chief information Officer**

**Local Government Act 1972 (as amended) – Background papers used in the preparation of this report: None**

### Contact officer(s):

*Hammersmith and Fulham: Howell Huws, Head of Business Technology.*

*Tel No: 020 8753 5025. Email Address: [howell.huws@lbhf.gov.uk](mailto:howell.huws@lbhf.gov.uk)*

*The Royal Borough of Kensington and Chelsea: Barry Goodall, Support Unit Manager.*

*Tel No: 020 7361 2499. Email Address: [Barry.Goodall@RBKC.gov.uk](mailto:Barry.Goodall@RBKC.gov.uk).*

*Westminster City Council: Hywel Edwards, Service Delivery Manager.*

*Tel No: 020 7641 2745. Email Address: [hedwards@westminster.gov.uk](mailto:hedwards@westminster.gov.uk).*

### Consultation undertaken in the Royal Borough of Kensington and Chelsea

Consultee	Changes	Cleared for release
Councillor Gardner	Confirmation of funding source, Finance's agreement for funding virement, benefits from project, and minor typos corrected.	Yes
Councillor Lightfoot	Benefits of undertaking project	Yes
Nicholas Holgate	Confirmation of funding source; requirement to complete to maintain PSN compliance; Cabinet Office have negotiated on behalf of local and central government a series of significant cost reductions	Yes
Lyn Myers	Verified funding source available for existing reserve	Yes
Barry Goodall	Insertion of business case for move from MS Office to cloud-based Office365 and move from perpetual licences to subscription licences	Yes



## Appendix 2 Expected Benefits

There are strong business drivers to deploy cloud-based collaborative tools to further enable collaborative working across the three councils transforming and changing:

- **how we work** through introducing unified communications which have the same common look, feel and ease of use as existing systems encouraging deeper adoption;
- **where we work from** enabling web-based access to email, calendar and files and evaluating open standard access which widens the range of devices and applications that staff can use, and where they can work from; and,
- **how we work together** in our current shared service teams or more widely with other partners by stripping down ICT enforced boundaries, easing and increasing the pace of team collaboration, whilst still operating within secure environments.

Cloud-based collaborative tools will also provide the support for continued viable working practices for existing shared services:

1. **Email** – Fostering and Adoption are one of many shared services that operate a single team inbox. At present, they have to have to use a workaround that is clumsy, inelegant, difficult to extend and hard to maintain, whereby emails are copied to a SharePoint site, and they have to manage the emails from the SharePoint site. It is very inefficient and runs serious risk of emails not being responded to. There are a number of other shared services with varying degrees of similar problems eg they cannot manage a co-worker's inbox when they are away. It really is not sustainable in the long term to continue operating like this.
2. **Blackberries** – where users have multiple logins, they have to carry separate Blackberries for each council. Equally, it would mean that people with key roles across the three boroughs such as the Tri-Borough Executive Director for Children's Services would be able to respond to residents' emails from the right borough.
3. **Calendar** – PAs cannot manage the calendar for a manager in another borough without the use of an additional login, which comes with an additional set of licence costs (and in some cases hardware costs). These are estimated at £10,000 pa in reduced hardware provision and £12,500 in reduced licence provision<sup>4</sup> across the three boroughs.
4. Accessing email, calendar and files **from any device** (including staff's own iPads etc), will enhance the ability for staff to work in a range of work settings, resulting in an increased ability for staff to make use of slivers of time between meetings as well as providing access to key documents for spontaneous or ad hoc meetings<sup>5</sup>.
5. Making it easier for staff to **share documents securely** through SharePoint both within the council and with partners, together with new co-authoring and threaded comments capabilities will reduce the re-work inherent in emailing documents and result in higher quality policy documents across agencies.

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<sup>4</sup> Estimated 250 users with dual logins, of which half are assumed to require a second login purely to access e-mail/calendar; resulting additional licence costs include Windows, Office, Enterprise CALs. Actual costs will vary slightly by borough.

<sup>5</sup> Microsoft estimated that 12% of employees will take advantage of mobile productivity capabilities of the new Office. Each has a 5% productivity improvement, saving 90.00 hours/year. Assuming an hourly rate of £16.31 for time savings, this results in a potential productivity gain valued at £475,000 pa.

## Exploitation of Capability


Cloud-based collaborative tools will also provide the capability for further exploitation provided this is realised through specific business transformation and change initiatives in each council, for example in RBKC and H&F the Working from Anywhere programme and in WCC, through the City Hall refurbishment programme and as transition activities in the data centre transition project. Adoption and exploitation by staff will not happen without an appropriate set of change initiatives to encourage staff use.

Examples of this further capability to change our working habits include:

1. **Email/SharePoint integration** – configuration of incoming email so that SharePoint sites can archive email discussions as they happen, save attachments, and show meetings that were sent and received by email on site calendars, greatly speeding up our collaborative working.
2. **Collaborative working on a single document** – with documents stored in the cloud, it is possible for multiple parties to be editing the same document simultaneously.
3. **Video conferencing** – it is recognised that although we have video conferencing available within the councils, utilisation is poor. Adopting a single system across the three councils, one that already has high domestic uptake, which many staff members will have used would enable easier adoption and both reduce travel time between meetings and encourage better attendance at meetings. The ability to extend this capability outside the councils' network perimeter will also enable deeper integration with a wider range of partners.

Exploitation of this capability comes with a risk. As staff have increased access to data from any location and the boundaries between our secure networks and the outside world becomes blurred, there is an increased likelihood that staff may inadvertently share sensitive information inappropriately.

This risk will be minimised by reviewing and where necessary implementing appropriate technology controls and new data policies; providing staff training; and, by improving staff's understanding of their role and responsibilities when sharing data.

	<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET</b></p> <p align="center"><b>11 MAY 2015</b></p>	
<p><b>Housing Strategy - Delivering the Change We Need in Housing</b></p>		
<p><b>Report of the Cabinet Member for Housing : Councillor Lisa Homan</b></p>		
<p><b>Open Report</b></p>		
<p><b>Classification</b> - For Decision</p> <p><b>Key Decision:</b> Yes</p>		
<p><b>Wards Affected:</b> All</p>		
<p><b>Accountable Director:</b> Mike England, Lead Director of Housing</p>		
<p><b>Report Author:</b> Aaron Cahill, Interim Housing Strategy Manager</p>	<p><b>Contact Details:</b>          Tel: 020 8753 1649          E-mail:  <a href="mailto:aaron.cahill@lbhf.gov.uk">aaron.cahill@lbhf.gov.uk</a></p>	

## 1. EXECUTIVE SUMMARY

- 1.1 This report seeks Cabinet approval for the adoption of the Housing Strategy (Annex A) and approval for further consultation in order to adopt a revised Housing Allocation Scheme; Tenancy Strategy; Home Buy Allocation Scheme; initiating the production of a Homelessness Prevention Strategy to replace the current Homelessness Strategy; and revisions to the Council's Tenancy Agreement (if required).

## 2. RECOMMENDATIONS

- 2.1 To adopt the Housing Strategy annexed to this report (Annex A).
- 2.2 To note the summary and analysis of responses to the Housing Strategy consultation process (Annex B).
- 2.3 To agree to further consultation on detailed documents to revise the Council's Housing Allocation Scheme; Tenancy Strategy; Home Buy

Allocation Scheme; and associated changes to the Council Tenancy Agreement (if required).

2.4 To initiate a project which will lead to the adoption of a Homelessness Prevention Strategy.

2.5 To note the Equalities Impact Assessment (Annex C).

### **3. REASONS FOR ACTION**

3.1. A Cabinet Member Decision (CMD) authorised on 4 January 2015, the initiation of a consultation process on a proposed Draft Housing Strategy for the Borough. This Cabinet Report seeks approval for the revised document following consultation with interested parties and initiates further actions which will make changes to the council's housing strategic approach.

### **4. INTRODUCTION AND BACKGROUND**

4.1 The borough is required to produce a housing strategy under Section 87 of the Local Government Act. The adoption of the Housing Strategy (Annex A) is intended to replace the document adopted by Cabinet on 15 October 2012.

4.2 The Housing Strategy sets out the 'direction of travel' for a range of policy changes and actions intended to reflect the administration's housing agenda. On agreement of the recommendations set out in this report, further consultation will be initiated on more detailed proposals to facilitate changes to the Council's Housing Allocation Scheme; Homelessness approach; and Tenancy Strategy (and Council Tenancy Agreement if required).

### **5. CONSULTATION PROCESS**

5.1 The CMD to authorise the consultation process was signed on 4 January 2015 and the consultation process began on 5 January 2015. This was announced by way of a press release on 6 January 2015 and was also issued via the Council's *Your Hammersmith & Fulham* e-Newsletter on 7 January 2015 to c 42,000 subscribers comprising people and organisations living and working in the borough, giving them an opportunity to respond to the online survey. The opportunity to respond was re-issued a further eight times in the 'Have your Say' right hand column of the newsletter.

5.2 Following the press release and the e-newsletter, officers undertook the consultation process in a variety of ways:-

- Direct letter from the Cabinet Member for Housing to Chairs and Secretaries of 30+ Tenants and Residents Association (TRAs) with copies of the housing strategy and associated documents

- Direct letter from the Cabinet Member for Housing to the Borough's two Members of Parliament and to the Deputy Mayor of London for Housing and Land
- Emails to interested parties such as the Chartered Institute of Housing; Shelter; and 'Generation Rent'
- One to one meetings with individual resident representatives, who are members of the Borough Forum sub group
- A short questionnaire (featuring the first question of the online survey) enclosed with invitations to the Tenants' Conference on Saturday 7 March 2015
- Attendance at meetings of the Borough Forum on 25 November 2015 (before the consultation process proper had begun) and 20 January 2015
- Attendance at TRA meetings at Aspen Gardens; Lytton Gardens; White City Estate (TRA officers only)
- Economic Regeneration, Housing and the Arts Policy and Accountability Committee (PAC) meetings which featured items on the major housing issues on 11 November 2014 (informing policy content of the draft document) and a further meeting on 29 January 2015 to discuss a 'Better Housing for Disabled People' item
- H&F Housing Association Forum meeting on 23 January 2015 to discuss the Draft Housing Strategy proposals, which also featured a presentation on the Draft Local Plan proposals
- Presentations to meetings including sheltered housing residents; people with learning disabilities; and law and advice centre representatives
- Focus groups were convened on behalf of the council by Sobus (H&F third sector organisation) to consider specific themes relevant to people in private rented housing; the Somalian community; black and minority ethnic community; and young people
- Attendance at the Tenants' Conference on 7 March 2015, addressing questions and concerns tenants had about the changes proposed in the housing strategy

5.3 The originally planned closing date for responses was 27 February 2015. This was extended to 9 March 2015 following representations from tenants' and residents' representatives at the 20 January 2015 Borough Forum meeting and subsequent agreement with the Cabinet Member for Housing.

## 6. DRAFT HOUSING STRATEGY

6.1 The executive summary of the draft housing strategy is as follows:

6.2 This Housing Strategy, **Delivering the Change We Need in Housing**, sets out changes in policy and approach the Council wishes to take following the change in administration in May 2014. The Council wants more and better, well-managed affordable housing in mixed income, mixed tenure successful places. This document is structured along

three strategic themes with specific policy actions to help deliver change.

6.3 **Theme One – Regenerating Places & Increasing Affordable Housing Supply**

6.4 The Council has appointed a Residents' Commission to explore how council housing can be kept affordable and protected by **securing affordable housing for the future by giving council tenants control over their homes.**

6.5 We intend to **deliver mixed tenure housing in the regeneration opportunity areas** where future housing capacity and potential for jobs creation is greatest.

6.6. We outline an **affordable housing standards statement** setting out the quality and type of housing focusing on issues such as tenure types, bedroom mixes, space standards that the Council wants to see delivered in the future. The Council wants to **deliver affordable housing outside the regeneration areas and work with housing associations** in order to increase the amount and quality of new affordable housing in the borough. We also want to **deliver more choice for affordable ownership and rented housing.** We believe a wider range of choices could be developed through innovative working between the Council and housing associations.

6.7 The Council will **lobby the Mayor of London and Government for more resources and choice in affordable housing** in order to maximise affordable housing delivery in the borough in a managed and sustainable fashion.

6.8 **Theme Two – Meeting Housing Need and Aspiration**

6.9 The Council will revise its **Housing Allocation Scheme** which sets out the 'rules' by which social housing accommodation is allocated in the borough. The revisions are intended to make the scheme fairer and more inclusive to applicants in housing need. We intend to adopt a new approach to **eradicating homelessness** through closer joint working with homelessness agencies, third sector organisations and housing associations. We intend to revise our **Home Buy Allocation Scheme** to ensure applicants and land developers have a clear understanding of the Council's affordability requirements. For **affordable housing tenancies**, we state our preference for secure 'lifetime' tenancies which are affordable to local people in our revised Tenancy Strategy. Within that framework, we also want to explore how larger accommodation which is under-occupied can be used for families in need.

6.10 The Council wants to see a fresh approach to **meeting older people's housing needs** given that housing choices are is unfairly limited and

demographic changes indicate demand for better more affordable housing is likely to increase. We also want to adopt a new approach to **meeting the housing needs of disabled people, including those with learning disabilities** by working with partner organisations and interested parties to improve choice and access to the social housing system.

#### 6.11 **Theme Three – Excellent Housing Services for All**

6.12 The Council wants to examine how it can improve the **housing and regeneration services** it provides by reviewing its current approach to residents' advice and representation; and, adopt a new approach that helps improve the services they receive.

6.13 **Greater resident involvement in housing management decision-making** will help ensure future service provision is resident-focused, with customer satisfaction increased.

6.14 The private rented sector has become the largest segment of the local housing market. Therefore, **improving the private rented sector** is a primary focus of this housing strategy, which will include reducing long-term empty homes and prosecuting rogue landlords.

6.15 **Personal and community safety** continue to be major issues of concern to our residents. We need to ensure that all agencies are working effectively together and that we deliver safer places for people to live.

#### 6.16 **Equalities**

6.17 On **equalities**, we want to ensure that this Housing Strategy is socially and economically inclusive, with a particular focus on meeting the needs of the vulnerable, elderly and disabled in the communities that make up Hammersmith & Fulham's population.

#### 6.18 **Housing Strategy Annexes**

6.19 The Housing Strategy is completed with an Action Plan and Annexes featuring the Affordable Housing Standards Statement; Tenancy Strategy; Housing Allocation Scheme Summary; and Vulnerable People's Approach. The Strategy is also accompanied by an Equalities Impact Assessment and supporting evidence base documents.

### 7. **CONSULTATION RESPONSES**

7.1 Online responses to the consultation process totalled 387. A further 22 responses were made in the form of email correspondence; letters (some including promotional material); notes of focus group meetings;

etc. Interested parties who responded in this way included housing associations; developers' representatives; and voluntary sector organisations. The number of responses totalled 409. Approximately two thirds of the online responses were to the 'short' survey. An additional response formed the minutes of the Economic Regeneration, Housing and the Arts Policy Accountability Committee (PAC) held on 29 January 2015.

- 7.2 The 22 responses include a letter sent by the GLA on behalf of the Mayor stating *"Overall, LBHF's draft Housing Strategy is a positive and ambitious step towards further housing delivery in the borough."* Their key concerns focused on the affordable rent regime outlined in the draft housing strategy; supporting fixed term tenancies to facilitate greater mobility for tenants; supporting the continuation of the Housing Allocation Scheme community contribution criteria; and the direction of travel of the council's approach to the private rented sector.
- 7.3 The general views of respondents can be seen in the pie charts set out in Annex B of this document. Additional comments were made online and these have been reviewed. Analysis on the profile of respondents is set out as are responses by sub area of the borough (i.e., north, central and south). Also included are comments made by respondents.
- 7.4 Key highlights from the survey were as follows:
- Providing more genuinely affordable housing was the top priority at 52%; with residents' control of council housing third at 39%; and improving the private rented sector third at 9%
  - Respondents were supportive of the housing vision, 77% agreed (either strongly agreed or tending to agree) with the statement with 14% disagreeing (either strongly disagreeing or tending to disagree). (Note: the same approach to combining strongly agreeing / tending to agree and strongly disagreeing and tending to disagree is adopted for the remainder of this section)
  - Between 75% and 81% agreed with the thematic approach, i.e., regenerating places and affordable housing; meeting housing need and aspiration; and excellent services for all, with between 10% and 12% disagreeing
  - 63% agreed with the 40% affordable housing target although 29%% disagreeing with it
  - Proactive engagement with the national Government and Mayor of London scored very highly with 79% agreeing, with 16% disagreeing . With the impending national election (at the time of writing) and mayoral election in 2016, taken together with the recent publications of the Lyons Review and Elphicke-House Review on the local authority



enabling role, there is an opportunity for the council to be proactive in how it promotes its housing agenda over the next few years

- On the Housing Allocation Scheme, there is support for the 5 year residency rule (39%), with additional support (11%) for a 'five years out of seven years' rule for those who temporarily live outside the borough but who are still considered local; and a further 21% who thought it should be longer than five years. 13% thought it should be removed altogether with 15% thinking it should be less than five years
- On the Housing Allocation Scheme, there is support for relaxing the overcrowding needs criteria from two bedrooms to one bedroom, with 63% agreeing, with 21% disagreeing
- On the Housing Allocation Scheme, there is strong support for continued operation of the community contribution criteria, 77% agreeing with 21% disagreeing
- On Fixed Term Tenancies, there is an even split between those wishing to return to lifetime tenancies, 42% agreeing, with 40% disagreeing. In the next question, some 69% agreed on retaining fixed term tenancies for certain categories of applicant, with 19% disagreeing
- On the proposed approach to the private rented sector, there is strong support, with 76% agreeing with the approach set out in the Draft Housing Strategy, with 15% disagreeing

7.5 In separate discussions with, and written submissions from, the private sector agencies, there are concerns about how the 40% affordable housing target can be delivered in practice. In relation to that, representatives have indicated that if the council seeks lower cost rented housing, such as 'target rents' as sought in the housing strategy, as opposed to 'Affordable Rent' products (charged at up to 80% of market levels, including service charges), then the number of homes of affordable housing secured is likely to be lower. The same issue applies to the council seeking rented housing as opposed to low cost home ownership housing (which is generally less expensive for developers to provide).

7.6 Following this consultation process, it is proposed that the Council amend the Housing Allocation Scheme criteria relating to overcrowding from 2 bedroom need to a 1 bedroom need; to relax the medical condition criteria from 'severely affected' to 'moderately affected'; local residency criteria to be changed from 'five years' to 'five out of the previous seven years'; the detail of this approach will be set out in the revised Housing Allocation Scheme which will be subject to consultation and will be formally adopted later in due course. On the issue of the 're-introduction of lifetime tenancies', it is proposed that the Council re-introduce lifetime tenancies for general needs

applicants, but retain the option to grant fixed term tenancies for particular categories of applicant.

- 7.7 The online responses should be treated as a test of opinion rather than a 'ballot' of views as the survey was open to any respondent but is nonetheless considered a representative range of views from people and organisations with an interest in housing issues in the borough.

## **8. KEY ISSUES FOR CONSIDERATION AND DISCUSSION**

- 8.1 The responses to the Draft Housing Strategy have been broadly supportive of the proposed approach. Reviewing individual comments made by respondents, there are concerns about:

- How the vision and individual actions can be resourced and achieved
- The work of the Residents' Commission and what a change in landlord might entail (e.g., tenancy, rents, management)
- What constitutes 'genuinely affordable housing', both in a rented and low cost home ownership context
- How specific actions related to older people; people with disabilities (including learning disabilities); and the homeless can be delivered
- Communication with tenants and residents and more support for their representatives

- 8.2 Officers will need to take account of these concerns when developing and implementing the action plan as described in section 9.2. Comments made on the online survey forms (and other responses) are wide-ranging and will be used to inform the development of the consultation documents set out in 2.1.2 and 2.1.3 of this report, i.e., the Draft Housing Allocation Scheme, Tenancy Strategy, Home Buy Allocation Scheme and any associated changes to the Tenancy Agreement if required. Reference will also need to be made to any recently published government documents, such as the 'Right to Move' guidance which will need to feature in the Housing Allocation Scheme document.

- 8.3 The comments on specific sections such as those relating to the Draft Local Plan element of the housing strategy; improving the private rented sector; and personal and community safety have been forwarded to the respective officers for review to inform the development of their own work programmes. The comments made represent a significant commentary on housing in the borough and will be disseminated before Summer 2015 on the website for information purposes.

## **9. CHANGES MADE TO THE DRAFT HOUSING STRATEGY FOLLOWING CONSULTATION**

- 9.1 The responses were generally supportive of the Draft Housing Strategy proposals and no major changes to the text and associated actions are

proposed. The majority of the actions identified in the Draft Housing Strategy in effect 'trigger' further pieces of work (as identified in the recommendations in this report) which the consultation responses will inform. Changes to the Draft Housing Strategy following consultation include:

- Updates to text since the publication of the Draft Housing Strategy in January 2015, e.g., progress of the Residents' Commission project; consultation on the Draft Local Plan; additional information on community safety initiatives
- Reference to the Resident Involvement Strategy
- Reference to the potential advantages of using 'modern methods of construction' to help accelerate delivery of affordable housing
- Digital Inclusion (i.e., making it easier for people to communicate using email and the internet) approaches to help all residents communicate with each other (and the council) and others who may be considered 'hard to reach'
- Stronger reference to the contribution the 'third sector' can make to the Council's proposed homelessness reduction approach
- Revised text on the approach to intermediate housing (principally low cost home ownership housing)
- Refinements to wording and description of need groups
- Renumbering of sections and action plan numbering to help cross referencing

9.2 Officers are in the process of developing an SMART (i.e., specific, measureable, attainable, relevant, time-bound) action plan to facilitate the delivery of the vision and actions identified in the Housing Strategy. This will include the drafting of a short summary of the strategy in a 'plain English' style which is intended to be no longer than 12 pages.

## **10. EQUALITY IMPLICATIONS**

10.1 The 2010 Equalities Act places an equality duty on local authorities (and other public bodies) to protect people from discrimination in the workplace and in wider society. To meet this duty, the Council needs to consider all individuals when carrying out their day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies to:

- have due regard to the need to eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

10.2 The adoption of the revised Housing Strategy documents requires the Council to undertake an Equalities Impact Assessment (EqIA) to fully assess what the positive and negative impacts of adopting the changed approach will be on defined 'equality groups'. These are:

- women
- black, Asian and ethnic-minority people
- young people and children
- older people
- disabled people
- Lesbian people, gay people, bisexual people and transsexual people
- people from different faith groups

10.3 The impacts of the delivery of the Housing Strategy vision and actions on members of equality groups identified above are considered to be positive. However, officers will need to be mindful and identify any unintended impacts that might negatively affect members of specific equality groups identified above.

10.4 The completed Equalities Impact Assessment is attached as Annex C to this report.

10.5 Implications completed by: Aaron Cahill, Interim Housing Strategy Manager, 0208 753 1649.

## **11. LEGAL IMPLICATIONS**

11.1 Section 87 of the Local Government Act 2003 gives Local Housing strategies on a statutory basis and the Government's Explanatory Notes state "*a local housing strategy is the local housing authority's vision for housing in its area. It sets out objectives and targets and policies on how the authority intends to manage and deliver its strategic housing role and provides an overarching framework against which the authority considers and formulates other policies on more specific housing issues*". In addition section 28 of the Greater London Authority Act 2007 requires that Housing Strategies are "*in general conformity with the Mayor of London's London Housing Strategy*": Officers consider that the Housing Strategy recommended to Members complies with these statutory requirements.

11.2 Implications verified/completed by: Janette Mullins. Principal Solicitor (Housing and Litigation) 020 8753 2744.

## **12. FINANCIAL AND RESOURCES IMPLICATIONS**

12.1 The costs of consultation relating to proposals for the Council's Housing Allocation Scheme, Homelessness approach, and Tenancy Strategy are not envisaged to be significant (unless additional staff are required) as the resources for this process are expected to be substantially drawn from existing staff time. A maximum provisional sum of £10,000 has been identified for routine consultation costs, e.g., production of consultation materials, room bookings, internal recharges, etc, but actual costs are expected to be less than this figure.

- 12.2 It is likely that there would be costs and benefits associated with implementing of the draft Housing Strategy including: a possible requirement for the use of commuted sums; the use of land / capital receipts; and additional cost pressures may arise as a result of changes to the Housing Register and Allocation Policy, Tenancy Strategy and the development of a Homelessness Prevention Strategy.
- 12.3 The costs and benefits of changes in policy will need to be carefully considered. In the event that the Council proposes to proactively support affordable housing supply through use of its own resources and a Housing Allocation Scheme that increases the size of the Housing Register, more detailed comments on the potential revenue and capital costs associated with such approaches will be provided for consideration by Cabinet at the appropriate time.
- 12.4 Implications verified/completed by: Kathleen Corbett, Director of Finance and Resources, 020 8753 3031.

### **13. RISK MANAGEMENT**

- 13.1 The delivery of a Housing Strategy positively contributes to the management of public needs and expectations risk and meeting the council's statutory duty risks both of which are noted on the Strategic Risk Register.
- 13.2 Implications verified/completed by: Michael Sloniowski, Risk Manager Telephone: 0208 753 2587.

### **14. PROCUREMENT AND IT STRATEGY IMPLICATIONS**

- 14.1 There are no procurement or information technology implications directly arising from this report.
- 14.2 Implications verified/completed by: Robert Hillman, Procurement Consultant (HRD), 0208 753 1538.

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

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

## **LIST OF ANNEXES**

Annex A – Hammersmith & Fulham's Housing Strategy – Delivering the Change We Need (May 2015)

Annex B – Housing Strategy Consultation 2015 Summary Report

Annex C – Housing Strategy Equalities Impact Assessment

**Annex A**

**London Borough of  
Hammersmith & Fulham  
Housing Strategy**

**Delivering the Change We  
Need in Housing**

**May 2015**

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## Foreword

### **Delivering the Change We Need in Housing A New Housing Strategy for Hammersmith & Fulham**

One of the biggest challenges facing us after winning the 2014 local election was the need to change our approach to housing.

It is very clear that when it comes to housing, residents in Hammersmith & Fulham need the council's support – whether this relates to improving the quality and quantity of our own stock, requiring a better offer of affordable housing from developers or protecting renters in the private market.

In our 2014 manifesto, *The Change We Need*, we made more than 40 commitments designed to fundamentally change the Council's approach to housing. Those commitments were reflected in our Draft Housing Strategy, published in January 2015.

We received more than 400 responses to the draft strategy with the vast majority of those responses supportive of the approach the new administration set out. We have sought, where possible, to include as many comments as possible in our final strategy.

A further stage of consultation will be undertaken on a number of related documents which will deal with the detail of our changed approach, and comments that have already been made will help influence the content of those documents, as well as the services we currently deliver.

What was clear from the responses was the strength of people's views about the homes they live in, how they are managed and what the options for the future are in the borough.

Residents told us about the homes they would like to live in – but can't afford to – and the impact that housing has on all of the other areas of their lives, such as health, education, personal safety and employment.

We have already made a start on three objectives: to increase the amount of genuinely affordable housing being delivered; consider future options for our council housing through the Residents' Commission; and to improve the private rented sector.

But much more change is needed in the borough's housing and we thank you for sharing your views. Together we can make Hammersmith & Fulham a place that we can all call home.

Yours faithfully,

**Councillor Lisa Homan  
Cabinet Member for Housing**

## 1. Executive Summary

- 1.1 This Housing Strategy, **Delivering the Change We Need in Housing**, sets out changes in policy and approach the Council wishes to take following the change in administration in May 2014. The Council wants more and better, well-managed affordable housing in mixed income, mixed tenure successful places. This document is structured along three strategic themes with specific policy actions to help deliver change.
- 1.2 **Theme One – Regenerating Places & Increasing Affordable Housing Supply**
- 1.3 The Council has appointed a Residents' Commission to explore how council housing can be kept affordable and protected by **securing affordable housing for the future by giving council tenants control over their homes**.
- 1.4 We intend to **deliver mixed tenure housing in the regeneration opportunity areas** where future housing capacity and potential for jobs creation is greatest.
- 1.5 We outline an **affordable housing standards statement** setting out the quality and type of housing focusing on issues such as tenure types, bedroom mixes, space standards that the Council wants to see delivered in the future. The Council wants to **deliver affordable housing outside the regeneration areas and work with housing associations** in order to increase the amount and quality of new affordable housing in the borough. We also want to **deliver more choice for affordable ownership and rented housing**. We believe a wider range of choices could be developed through innovative working between the Council and housing associations.
- 1.6 The Council will **lobby the Mayor of London and Government for more resources and choice in affordable housing** in order to maximise affordable housing delivery in the borough in a managed and sustainable fashion.
- 1.7 **Theme Two – Meeting Housing Need and Aspiration**
- 1.8 The Council will revise its **Housing Allocation Scheme** which sets out the 'rules' by which social housing accommodation is allocated in the borough. The revisions are intended to make the scheme fairer and more inclusive to applicants in housing need. We intend to adopt a new approach to **eradicating homelessness** through closer joint working with homelessness agencies, third sector organisations and housing associations. We intend to revise our **Home Buy Allocation Scheme** to ensure applicants and land developers have a clear understanding of the Council's affordability requirements. For **affordable housing tenancies**, we state our preference for secure 'lifetime' tenancies which are affordable to local people in our revised Tenancy Strategy. Within that framework, we also want to explore how larger accommodation which is under-occupied can be used for families in need.

- 1.9 The Council wants to see a fresh approach to **meeting older people's housing needs** given that housing choices are is unfairly limited and demographic changes indicate demand for better more affordable housing is likely to increase. We also want to adopt a new approach to **meeting the housing needs of disabled people, including those with learning disabilities** by working with partner organisations and interested parties to improve choice and access to the social housing system.
- 1.10 **Theme Three – Excellent Housing Services for All**
- 1.11 The Council wants to examine how it can improve the **housing and regeneration services** it provides by reviewing its current approach to residents' advice and representation; and, adopt a new approach that helps improve the services they receive.
- 1.12 **Greater resident involvement in housing management decision-making** will help ensure future service provision is resident-focused, with customer satisfaction increased.
- 1.13 The private rented sector has become the largest segment of the local housing market. Therefore, **improving the private rented sector** is a primary focus of this housing strategy, which will include reducing long-term empty homes and prosecuting rogue landlords.
- 1.14 **Personal and community safety** continue to be major issues of concern to our residents. We need to ensure that all agencies are working effectively together and that we deliver safer places for people to live.
- 1.15 **Equalities**
- 1.16 On **equalities**, we want to ensure that this Housing Strategy is socially and economically inclusive, with a particular focus on meeting the needs of the vulnerable, elderly and disabled in the communities that make up Hammersmith & Fulham's population.
- 1.17 **Annexes**
- 1.18 The Housing Strategy is completed with an Action Plan and Annexes featuring the Affordable Housing Standards Statement; Tenancy Strategy; Housing Allocation Scheme Summary; and Vulnerable People's Approach. The Strategy is also accompanied by an Equalities Impact Assessment and supporting evidence base documents.

## **2. Vision Statement**

- 2.1 This Housing Strategy aims to identify the change we need in housing and set out a plan to make this happen. Our vision is for more and better, well-managed affordable housing in mixed income, mixed tenure successful places. Implementing and sustaining that vision is dependent on a range of other factors and we seek to identify those connections in this document.
- 2.2 As set out in the Cabinet Member for Housing's foreword, this strategy is focused on changing the Council's approach to housing and the broader regeneration contribution. What is unique to the housing agenda is the manner in which it overlaps with, and on occasions is core to, delivering change in other policy and service delivery areas..
- 2.3 This means the links between housing and other agendas needs to be clear. Failure would lead to the strategic interventions across all policy and service delivery areas being less than the sum of their parts. It confirms that changes, need to be part of a wider, coherent approach to the economic, environmental and social challenges that local people are facing.
- 2.4 To translate that vision into reality we have identified three themes with actions for delivery:
- Regenerating places & increasing affordable housing supply
  - Meeting housing need and aspiration
  - Excellent housing services for all
- 2.5 Because of the scale of change that we are facing, some of the solutions we are proposing are radical and initially may be difficult for people to accept. But we are convinced that to achieve the radical scale of our ambition, we need to adopt radical solutions.

## **3. Theme One – Regenerating Places & Increasing Affordable Housing Supply**

### **3.1 Evidence Base Key Points**

Hammersmith & Fulham has:

- 83,390 homes accommodating 182,493 people
- Housing market segments as follows: 31.6% of households own their home/have a mortgage; 1.6% are shared owners; 15.7% are council rented homes; 15.4% are housing association homes; 33.2% are private rented (including 1-2% living rent free)
- Identified development capacity for over 10,000 additional homes during the 2015/25 period with many more to follow
- House Prices averaging £670,070

- Average household gross incomes of £44,065 per annum, with 27% of the Borough's residents dependent on less than £20,000

Source: Hammersmith & Fulham Borough Profile 2014

### **3.2 Securing affordable housing for the future: giving council tenants control over their homes**

The Council is the largest single landlord in the borough. With its other landholdings in parks, schools, leisure buildings, the Council is also the largest landowner in the borough. This puts the Council in a central place not just as the strategic authority and service provider in areas such as planning, housing, education, setting the strategies and plans to deliver, it is by default the key local agent for change..

However, the Council recognises that at present tenants have insufficient control over their homes. It is the Council which decides how housing is run; the level of rents and service charged; and whether to sell empty homes on the open market or to redevelop whole estates.

In addition, the Council's housing stock is becoming increasingly expensive to maintain to a decent standard and very difficult to raise to modern-day standards to meet residents' expectations and their changing needs. The Council must generate sufficient resources to continue repairing and improving our stock to a minimum 'decent' standard and ideally higher. The former 'Decent Homes' programme wasn't envisaged to address the fundamental challenge of ageing stock which is becoming increasingly expensive to repair. The business model to date has been based on funding a capital programme from rent income and through the sales (also called 'disposals') of newly vacant stock (also called 'voids') to buyers on the open market. The current administration has called a halt to the disposal programme, as it wants to maintain and increase the amount of affordable housing for rent. The Council now needs to assess the options for how the Council delivers its housing services, in order to provide the funding needed to ensure the council homes meet a good standard.

#### **Previous approaches to working with the private sector**

The previous administration put in place major redevelopment schemes, entering into a partnership with Capco (trading through E C Properties LP) to redevelop Earls Court and the West Kensington and Gibbs Green estates, and also into a Joint Venture (JV) with Stanhope PLC. This JV was intended to last at least fifteen years with the plan to start redevelopment on two key 'opportunity sites' at Watermeadow Court and Edith Summerskill House on Clem Attlee Estate (both in Fulham). At the time of writing, the Council is reviewing what scope of action we have to modify the arrangements to deliver different outcomes that prioritise housing for residents rather than overseas investors.

#### **A new approach**

The current administration recognises the huge regeneration opportunity that the Council's land and property holdings present. But the difference with the new approach will be that the Council wants current and future residents to be involved. To meet the challenge the Council is facing, it has established a Residents' Commission on Council Housing to consider options for empowering residents to take more control of their homes and maximise investment in existing and new council homes. This will involve the Commission fully exploring future stock options for Council housing, fully working through the advantages and disadvantages of particular models. Any governance and financial models proposed will need to be both robust and viable. Any stock transfer proposal will involve a ballot of tenants.

The Council will want to explore the wider impact and contribution that council housing and its residents can make to the broader regeneration agenda, improving education, health, employment and skills, as well as personal and community safety outcomes.

**Housing Strategy Action 1** : The Council has established a Residents' Commission which is considering options for empowering residents to take local control over their homes, maximise investment in existing and new council homes and achieve wider local regeneration . The Commission will make its recommendations to the Council and residents later in 2015.

### **3.3 Delivering mixed tenure housing in the regeneration opportunity areas**

For a small borough, the scale of housing and regeneration potential locally is enormous. In our five regeneration areas that we have, three of which are identified by the Mayor of London as priorities – called Opportunity Areas – which are expected to yield significant numbers of jobs and housing over the next 20 years. Below are abstracts from the Draft Local Plan (consultation in Jan/Feb 2015) which sets out the scale and location of the regeneration opportunities, but also the kind of affordable housing we want to see developed. The two draft policies set out below have a direct connection with the housing strategy approach we set out in the rest of this housing document.

#### **Strategic Regeneration Area Policy**

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 49,500 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.

The Council has identified five Regeneration Areas (see Table below), which are anticipated to be the key focus for growth in the borough over the next 20 years. Within the plan period the indicative targets are for 25,800 homes and 49,500 jobs. Including and beyond this time frame, these regeneration areas have the capacity to deliver approximately 37,800 homes and 79,500 jobs and have the potential to tackle physical barriers and social deprivation.

#### Regeneration areas and indicative homes and jobs targets 2015-2035

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 (SFRRRA)	4,000	500
<b>Total in the 2015-2035 Plan period</b>	<b>25,800</b>	<b>49,500</b>
<b>Total in the 2015-2035 Plan period and after</b>	<b>37,800</b>	<b>79,500</b>

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.

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 affordability's 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 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.

### **Housing 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.
- c) The Council will encourage the provision of affordable rented and social rented housing in ways that enable tenants to move into home ownership.
- d) 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.
- e) 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.

**Housing Strategy Action 2** : The Council will in its planning, housing and regeneration roles deliver the Local Plan Strategic Regeneration and Affordable Housing policy objectives. The Council will develop and implement an affordable housing delivery strategy designed to draw together all available resources to the Council to maximise affordable housing delivery over the 2015-2025 Local Plan period. Where the Council provides 'leverage' through land and/or funding, affordable housing requirements with the aim of exceeding the overall 40% affordable housing target set out in this section with an emphasis on increased provision of social rented housing.

**Please note:** The Council has recently consulted on an 'issues and options' version of its Draft Local Plan. Following further consultation in autumn 2015, the Local Plan

will eventually be the local development plan document for Hammersmith & Fulham, replacing the current Core Strategy and associated documents and is expected to be adopted in 2016. Housing and regeneration policies adopted in the final Local Plan may necessitate future changes to the Housing Strategy.

### **3.4 Delivering affordable housing outside the regeneration areas and working with housing associations**

In section 1.2, we highlighted the important role the five regeneration areas will play in delivering significantly more market and affordable housing over the next 20 years. However, focusing on the large numbers in the regeneration areas obscures the important role that small and medium sites play in contributing to our housing targets.

The Council believes there is scope for a 'mixed economy' approach to housing delivery whereby all sectors are contributing the private sector (with affordable housing secured through planning obligations) and housing associations who provide new affordable housing as their core business, and the council delivering affordable housing directly.

The Council wants Hammersmith & Fulham to attract housing developers, particularly housing associations to build genuinely affordable housing.. Collectively, housing associations have 12,450 rented affordable homes (15.4% of the total borough stock) compared to 12,683 affordable rented homes (15.7%) from the Council. This is a position of strength which housing associations should build from.

#### **Re-engaging with housing associations**

An important element of this strategy is re-engage with housing associations so that they initiate the delivery of more affordable homes and also generate more value through other initiatives offering social and economic inclusion. Housing associations have a wide range and rich history of initiatives that originated from 'Housing Plus' policies.. So we want to see more innovation in affordable housing delivery and a more holistic offer to new and existing tenants from housing associations, ensuring security of their tenancies throughout. We want associations to help boost affordable housing delivery, becoming the active development partners they once were, to reflect the stock presence they have in the Borough. Housing associations may wish to work in partnership with private developers (and vice versa) to achieve the vision and actions that is set out in this document and the Council will welcome such partnership working.

The Council recognises that high land values are a disincentive to develop. But with the stock housing associations have and asset value that they hold, a good proportion of which has been generated from increasing land values in the borough, we want to see some renewed development interest. In return, we will review how our housing, planning and regeneration processes can be changed to deliver schemes more quickly, giving priority to schemes that deliver our objectives.

The Council will consider using identified or future commuted sums (this is money secured from developers as 'payment in lieu' to the Council for not delivering affordable housing onsite) or other sources of investment (such as public sector land) to assist with achieving the outcomes that we set out in this housing strategy document. The council wants to see a reasonable amount of affordable housing for families as part of any future arrangements. .

### **Housing association developers' panel**

We are proposing to establish an affordable housing association developers' panel which may be used for specific areas of the Borough to bring more certainty to both housing associations and the Greater London Authority in their investment approach. We also want to make clear to private developers who the Council's preferred partners are. They may wish to propose their own partners (or even their own affordable housing products), but we would base our approach on supporting those housing associations who have a significant presence in the borough; who are actively investing in the borough; and those who still investing in the borough (which means not selling on the open market a disproportionate amount of affordable housing to reinvest receipts outside the borough); have tenant representation on their boards; manage their housing stock in the borough to high standards; and, satisfactorily meet the regulatory standards of the Homes and Communities Agency. In the event that this proposal is adopted, details will be published on how this panel will be assembled later in 2015.

### **Affordable housing direct delivery**

In addition, the Council is delivering affordable housing directly on sites in its ownership and is seeking to maximise affordable housing – particularly social rented accommodation - through new homes on 'infill' sites. In such instances, the Council will consult with local residents to help ensure there is community support for affordable housing developments.

### **Modern methods of construction**

The Council is aware that there are potential gains to be made in both the reduced cost and quicker speed of construction by building homes using modern methods of construction. In recent years, the Council has adopted such approaches such as the 'Rational House' model which has led to the fast delivery of visually attractive buildings. The Council will be open to similar approaches from other providers providing they meet high design and environmental standards; are robust; and, deliver the affordable housing standards set out in Annex A of this document. .

### **Nominations to housing association stock**

Housing Associations' total stock is similar in number to what the Council has. The Council gains access to housing association new or empty homes through nomination agreements. The Council wants to make sure the nominations process is working efficiently and effectively. Working through the Housing Association

Forum, we want to review how the current process works and how it can be made to work better.

**Housing Strategy Action 3:** The Council will encourage housing associations to bring forward innovative housing solutions on small to medium sites; review how it can facilitate the work of housing associations more effectively and efficiently; proposes to create an approved panel of housing associations ; and review how the nomination process for new accommodation and re-lets can be made to work more effectively and efficiently.

### 3.5 Affordable housing standards statement

This next section focuses on the challenges for local authorities and the communities they represent to 'capture' some of the value that is generated from this growth. This is primarily intended for the advantage of current and future communities, particularly those who are on low to medium incomes. The value of individual homes can range from £500,000 to many millions of pounds. There is some degree of choice in the Borough with homes generally less expensive in the north and more expensive in the south, but the average price is £670,070 which is way beyond the means of a household on the Borough's average income of £44,065 p.a.

As house prices continue to rise the incentives for developers to minimise affordable housing provision (and on occasion. propose no affordable housing at all) are huge and the Council will use all powers at its disposal to challenge such proposals. The Council wants to work harder and more effectively to ensure we maximise affordable housing choices for people who need affordable rented homes and those who aspire to affordable low cost home ownership homes.

The objective of more affordable housing needs to be accompanied by a more refined set of requirements which address issues such as affordability itself – providing guidance on issues such as the price of affordable housing; space standards; tenure – what the split should be between affordable/social rented or low cost home ownership; and accessibility. Annex A sets out what affordable housing standards the Borough is seeking. The statement seeks to assemble existing housing and planning policy – local and regional (i.e., Mayor of London) - in one document so housing developers can review before making proposals to the Council. It may not be possible to deliver all of the standards all of the time. But we do expect the Mayor of London's Housing Design Guide Standards, set out in the Housing Supplementary Planning Guidance, to be met. We are aware of the Government's Housing Standards Design Review process and will revise its approach if the Housing SPG is revised also. Some, but not all, of the standards are set out below and highlight the key issues of importance to the Council. The headings in the Affordable Housing Standards document are as follows:

- **Market and Affordable Housing Tenure Mix** – the Borough's Core Strategy (i.e., the Local Plan) target for affordable housing is 40% of additional housing to be affordable. Of that 40% affordable housing, 60% should be affordable housing for affordable rent and 40% affordable housing for low cost home ownership

- **Market and Affordable Housing Bedroom Mix** – the Borough's Development Management Local Plan requires the following bedroom mixes:
  - where social rented housing is replacing existing social rented housing the new housing should meet the needs of the relocating tenants
  - for affordable rented 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
- **Affordable Rent Definitions** – The National Government's *Fairer Future for Social Housing* created a new affordable housing product called 'Affordable Rent' which should be charged at no more than 80% market rent (including service charges). But for many people, this product can be misleading because market rents are so high in the Borough: 80% of a local market rent is too high a price to pay for most people seeking affordable housing. The Council seeks to ensure that 'Affordable Rent' products are lower than the Local Housing Allowance (below average private rents for the area), but these rents will still be high for many prospective tenants. In the Standards document we set out our preference for lower priced rented housing, but in some instances it is possible we will not be able to enforce this requirement.

The Council is working within the context of a Mayor of London's regional housing strategy. This provides the statutory framework for the Council's approach through the London Housing Strategy; associated policy guidance; and funding initiatives. Where possible, housing association and (where applicable) their private sector partners should seek to deliver affordable homes that align with the 'Target Rents' for the housing association concerned. Ideally these rents should be similar to those charged by the Council for its own housing.

- **Intermediate Housing Definitions** – Intermediate housing is for people who are not eligible for social housing (as defined in the Housing Allocation Scheme) but not earning enough and/or having sufficient wealth to buy on the open market. There is a range of intermediate housing products that are available, but the Council's primary focus is to ensure that intermediate homes are affordable for people on low to medium incomes. The income caps will be no greater than the intermediate income caps set out in the Mayor of London's Annual Monitoring Report. The Council is keen to ensure that applicants at the lower end of the income ranges are able to access affordable housing, so the Council splits the income ranges into three bands – also known as the 'thirds model' – which is intended to lead to developers providing housing that is affordable to low, medium and high incomes within the income caps described above.
- **Accessible Housing** – Requirements for accessible housing are set out in this section, which requires 10% of all housing to be accessible, as required

by the London plan, for people who use wheelchairs or at least easily converted to being made accessible. The key issues to be addressed here are width of doorways; kitchen and bathroom fixtures and fittings; level thresholds; and lift access. Associated with this is a requirement to deliver the 16 lifetime homes standards. The Council will review annually what current and projected accessible housing needs it has. This may necessitate increasing the 10% provision, with regard paid to what bedroom size of homes and tenure (i.e., affordable rented or intermediate) are required.

- **Space Standards** – The space standards are based on the Mayor of London’s Housing Design Guide Standards set out in his Housing Supplementary Planning Guidance (SPG) document. There are a number of other design guide standards that the Council seeks in new developments, but adequate space for people to live in is considered one of the most important.
- **Sustainability** – All homes should satisfy London Plan policy on sustainable design and construction and make the fullest contribution to the mitigation of and adaptation to climate change.
- **Secure Housing in Safe Environments** – The reduction of crime and anti-social behaviour (ASB) is a key priority for Hammersmith & Fulham and its tenants, particular those who might be considered more vulnerable and building homes which are ‘Secured by Design’ is part of the solution. Secured by Design focuses on the principals of crime prevention and use of British security standards in the planning and construction of new built homes. The principles have been proven to achieve a reduction of crime risk by up to 75%by combining minimum standards of physical security and well-tested principles of natural surveillance and defensible space. By ensuring that homes built in Hammersmith & Fulham are designed in accordance with Secured by Design principals, as well as implementing both proactive and reactive local management services, the Council aims to significantly reduce the potential for crime and ASB occurring. Management services are referenced in Theme 3 of this Draft Strategy.
- **Supported Housing** – There are a number of people from the community that require more than a roof over their head. Such residents may have dependency issues (e.g. drugs, alcohol); be in danger of homelessness; or be victims of domestic violence. Supported housing seeks to provide additional services (sometimes provided onsite) to help ensure residents’ needs are catered for and ideally ‘moved on’ to general needs housing when they are capable. Any proposed Supported Housing scheme will need to be evidence based and accompanied by a robust business plan, with appropriate advice and approval from the Council’s Adult Social Care Directorate.

**Housing Strategy Action 4** : The Affordable Housing Standards described above and detailed in Annex A sets out the standards and pricing of affordable housing the Council wishes to see developed in the borough.

### **3.6 Delivering more choice for affordable ownership and rented housing**

Increasing the delivery of affordable housing in Hammersmith & Fulham is challenging for a range of reasons: land is in short supply; available public investment is low; housing associations are being increasingly cautious about how they intervene in the market; and higher 'affordable rents' mean 'bad debts' are likely to rise, complicated by downward pressures on the benefits regime. There is some evidence that housing associations who historically have been active in the borough are investing elsewhere, where land prices are lower and the economic conditions for affordable housing development greater. We wish to reverse this situation.

The Council is acutely aware of the demand from people for intermediate affordable housing. This is housing available to people on low to medium incomes who are not currently eligible for social housing but not able to afford homes to rent or buy in the private market. The income caps will be no greater than the intermediate income caps set out in the Mayor of London's latest Annual Monitoring Report. The Council will consider applicants on incomes lower than the Mayor of London's income 'floor', but applicants will need to demonstrate they are able to afford and sustain the costs associated with intermediate housing. The Council does not expect applicants to spend more than 40% of their disposable income (i.e., after tax) on housing costs which should include service charges. There are a number of products that are currently available, such as:

- Shared Ownership – where the applicant buys a share of the home, usually starting at 25%, and rents the remainder, with opportunities to buy an additional share, called 'staircasing', if the applicant is able to afford to
- Intermediate Rent – where the applicant is able to rent the property at a 'sub market' rent, usually 80% of local market levels
- Discount Market Sale – where the applicant buys the home at a discounted value and the Council covenants the free use of the remainder of the home to the applicant
- H&F Equity Home Share – the Council is investigating an alternative model which will draw the best features of the current products available to help ensure it is accessible to applicants on low incomes in the borough.

#### **Changing our approach**

The operating environment for developing new affordable housing continues to be challenging. However, the Council should still be able to express concerns and take action where proposed new affordable housing is considered not to be affordable to applicants from the Housing Register and Home Buy Register. The Council is mindful of the affordable rent guidelines set out in the Mayor's Housing Strategy which our local housing strategy should broadly fit with. Any local affordable rent policy will be difficult to enforce. Where GLA investment is applied, the price of Affordable Rents are likely to be between 50% (Capped Rent) and 80% (Discount

Rent) of local market rents (all inclusive of services charges). These rents can be twice what the Council charges their own tenants. Where the Council uses its own resources and/or influence, it will expect the price of the housing – rent (including service charge) – to be affordable to the Council's applicants. As a minimum, we would expect any proposed 'Affordable Rents' (inclusive of service charges) to be lower than the Local Housing Allowance for the area and closer to 'target rents'.

On Intermediate Housing costs, because of high house price inflation, products such as Shared Ownership (part rent, part buy) must be based on open market values. So 25% of a new one bedroom home would require a mortgage of approximately £125,000 but additional costs will come in the form of rent on the un-owned equity and service charges. For a one bedroom home, occupants can just about afford the housing costs based on 40% of disposable income. For a two bedroom home, the costs can become prohibitive for the applicant, particularly when additional cost of living factors are taken into account.

### **New partnerships with housing associations**

This strategy presents an opportunity for housing associations in partnership with the Borough to look at new ways for younger adult households – 'generation rent' households, often younger people in their 20s and 30s - who cannot afford to own a home.

The guiding principle for our approach will be affordability to the applicant. Our approach to affordability is set out in the Affordable Housing Standards Statement.

### **More choice for council tenants wanting to access home ownership**

As part of the overall objective of making the most efficient use of the housing stock, the Council also wishes to assist those tenants who have aspirations to move into home-ownership. This would have the additional benefit of freeing-up more accommodation for those in housing need. The Council will therefore explore a scheme in which tenants can use their rent payment to build up a notional 'share' in their home which they can cash in and 'sell' back to their landlord when they move out into home-ownership. The Council also intends to develop its own 'H&F Equity Home Share' model to allow local people on low to medium incomes to access home ownership. The Council is aware that some council housing tenants who wish to own their home are unable to because of the high purchase price, despite the discounts available.

**Housing Strategy Action 5** : The borough will invite housing associations to submit proposals to maximise the opportunities for new affordable housing locally ; the Council in its role as the strategic authority for the Borough and landlord will review what opportunities it can create through its own strategic review of its land and buildings to increase affordable housing choices and opportunities for local people.

### **3.7 Lobbying the Mayor of London and Government for more resources and choice in affordable housing**



In deliver new opportunities for affordable housing development will require additional investment resources. Innovation and the introduction of small amounts of money or land can create additional leverage, but often there are funding gaps which are either met through planning obligations from developers, or funding from the Greater London Authority's Affordable Housing Programme. However, available funding on a grant per unit basis is relatively limited compared to the open market value of homes being developed and sold in the borough. Where GLA funding is secured, there is a requirement a small percentage of new lettings should be available for the Mayor's Pan London Mobility Scheme, called *Housing Moves*, which arguably creates a disincentive to receive the investment that is available. Nonetheless, if the GLA in its strategic planning role advising the Mayor of London seeks to maximise affordable housing on major sites, then the 'loss' of affordable homes to the London Moves scheme should be relatively marginal. Indeed some applicants from Hammersmith & Fulham may wish to move out of the borough, evening out any possible loss of nominations.

### **More housing investment**

The Council recognises the key strategic role the Mayor of London plays in the capital, with the support of the Greater London Authority, on planning, housing, transport and regeneration. There are key initiatives such as the regeneration proposals in the three Opportunity Areas – Old Oak Common; Earls Court and West Kensington; and White City – where effective joint working will be needed to maximise the opportunities. Where the Council is able to secure additional housing investment through the GLA, there will be conditions attached such as on nomination arrangements and rents which may mean the proposed schemes look less attractive than at first sight. Each scheme will be treated on its merits to ensure that local residents gain maximum advantage from future housing investment.

The Council is also concerned with how new and existing housing is being bought by 'buy to leave' investors and as well as those who purchase homes previously bought under Right to Buy. The Council will work with other local authorities who face the same challenges.

### **National agenda**

The Government's approach to housing is set out in its strategy, *Laying the Foundations: a Housing Strategy for England* published in 2011. The Council will lobby Ministers, on the next Comprehensive Spending Review to ensure the case for affordable housing is made and investment is increased for the regeneration areas identified in this document.

The Lyons Housing Review *Mobilising Across the Nation to Build the Homes Our Children Need* (Oct 2014) provided some analysis on why the country has not built enough homes and set out a 'roadmap' to how the housing crisis could be addressed. The Report makes reference to identifying Housing Growth Areas and creating New Homes Corporations to help deliver more housing to meet housing need, together with the opportunity to channel more institutional investment into

housing development. Given the Council's ambition for its own housing stock and realising the housing capacity in the borough, there is an opportunity to review how the development and regeneration process may need to change to deliver more quickly Housing Strategy objectives more quickly.

The Elphicke-House Report *From Statutory Provider to Housing Delivery Enabler: Review into the local authority role in housing supply* sets out a challenge that the Council would like to meet: to take on a leadership role in the borough for the delivery of affordable housing. To date, the role has been developer-led which inevitably will be subject to market forces and developers' priorities. Whilst the Council does not seek to control the market, the Council certainly wants to facilitate the creation of a 'mixed economy' where a range of agencies can work separately, and sometimes together, to deliver shared priorities set out in this strategy document.

**Housing Strategy Action 6** : Strategically engage and lobby the Mayor of London and the Government to maximise investment in affordable housing and ensure housing built is prioritised for the domestic market. The Council will also take on the 'Housing Delivery Enabler' role in the borough, as set out in the Elphicke-House report on housing supply.

## 4. Theme Two – Meeting Housing Need and Aspiration

### 4.1 Evidence Base Key Points

Hammersmith & Fulham has approximately:

- 850 applicants on its Housing Register (people needing accommodation)
- 1,200 households in temporary accommodation, which includes households in bed and breakfast
- 80 applicants who are wheelchair users or have mobility issues awaiting accommodation

Source: H&F Data (Oct 2014)

### 4.2 Housing Allocation Scheme

The Housing Allocation Scheme is a document that sets out the eligibility and qualifying criteria for people who are in housing need. Some but not all of these applicants will be applying as homeless, but there are other needs such as medical, overcrowding needs which also give people priority. In other words, they are not homeless but living in unsatisfactory housing conditions or are armed forces personnel returning from overseas.

In summary, the Housing Allocation Scheme sets out:

- How the Council will decide which applications qualify to join the register
- How the Council will decide relative priority for qualifying applicants
- How the Council will allocate accommodation

#### **Main features of the current scheme**

Currently, to qualify to join the housing register applicants must be a resident of the borough for a continuous period of five years and (outside of exceptional circumstances) must satisfy at least one of the following conditions:

- Overcrowded by at least two bedrooms against their defined housing need
- Suffering from a medical condition that is severely affected by existing living conditions (or worse)
- The Council has accepted a duty to accommodate under homelessness legislation and the applicant is residing in a Bed and Breakfast (B&B) hostel or accommodation that is otherwise unsuitable

Qualifying applicants are placed in one of four priority bands. Band 1 applicants have the highest priority and band 4 applicants the lowest. Within bands priority is determined by date order. Extra priority is awarded for households making a community contribution (e.g. working households, fosterers/adopters, volunteers and registered carers).

The Council will undertake a consultation on changes to the Housing Allocation Scheme.. Requalification of households owed the homelessness duty who are in

suitable long term temporary accommodation has now been made following a Court of Appeal judgment. Further changes that could be made include:

- the residence criteria
- needs thresholds on overcrowding
- needs thresholds for medical conditions
- the Community Contribution criteria

The Council also wants to hear how it can work more closely with veterans' charities to identify and prioritise ex-armed services personnel that are struggling to locate housing in the borough.

In its revised document, the Council will ensure that opportunities for tenants to move under the Mutual Exchange and Seaside and Country Homes initiatives are made clear.

More detail on possible changes can be found in Annex C of this Housing Strategy.

**Housing Strategy Action 7:** The Council will consult with interested parties on changes to the Housing Allocation Scheme.

### 4.3 Preventing homelessness

The Council's Housing Allocation Scheme (see Section 2.1 and consultation document) sets out the priority which homeless people receive under the Scheme. A quota for meeting such need is detailed in the Annual Lettings Plan. But a core element of the Council's homelessness obligations involves working with other organisations to help prevent homelessness. There are a range of scenarios in which people can become homeless or be threatened with it. Cases arise across a broad spectrum of society, beyond the obvious cases of rough sleepers. The Council is aware that rough sleeping in Hammersmith & Fulham continues to be a challenge and will work with homeless and partner organisations to ensure people sleeping rough are supported to find suitable accommodation.

Much of our work associated with preventing homelessness involves working with third sector agencies such as housing associations and agencies that specialise in providing support for specific need groups. Some of these services are funded through the Supporting People programme which is one of the links between the services provided by the Council's Housing & Regeneration Directorate and that provided by Adult Social Care. Ensuring officers from different parts of the Council work in concert, together with specialist providers is core to continuing the work undertaken to prevent and reduce homelessness.

The Homelessness Strategy adopted in October 2012 focused on four future work priorities which were:

- Preventative Action – Identifying and Helping Need Groups
- Housing Allocation Scheme and Flexible Tenancies
- New Housing Supply

- Future Service Delivery

. The manifesto commitments on homelessness are as follows:

- Work with homeless charities, faith communities and homelessness prevention professionals to provide safe, warm accommodation for homeless individuals and homeless families
- Act to help people in danger of homelessness
- Take action to support homeless children are provided with suitable homes and support
- Make sure that young homeless people have safe accommodation and access to Disclosure and Barring Service (DBS) checked mentors who will support their wellbeing and help them back into education or employment

Further commitments on the related issues of the bedroom tax, housing benefits and Local Housing Allowance:

- Mitigate the National Government's bedroom tax and support for those unfairly targeted
- Negotiate with private sector leaseholders to limit residents being forced out of the Borough
- Support those unfairly targeted by housing benefit and Local Housing Allowance cuts

The Council intends to take the opportunity to review, change and improve the way it works with other organisations to prevent and eradicate homelessness. There also needs to be a clear 'read across' to any changes to the Housing Allocation Scheme. Rather than produce a new Council-drafted Homelessness Strategy, the Council intends to create a more inclusive process. The Council recognises that significant experience and expertise in the homelessness field exists in the third sector, and we are keen to use this to improve our approach in the future. Working with others, our approach will be set out in a Homelessness Prevention Strategy, an integrated part of our wider housing strategy approach.

<p><b>Housing Strategy Action 8:</b> The Council will work with third sector agencies and clients to develop and adopt a Homelessness Prevention Strategy.</p>
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#### 4.4 Home Buy Allocation Scheme

Just as the Council has a Housing Allocation Scheme for applicants in housing need, (usually meaning rented accommodation), it also has an Allocation Scheme for people who have housing aspirations which can't be met from the local housing market. Such applicants are generally not eligible for accommodation under the Housing Allocation Scheme criteria because their income and/or wealth is too high, but not sufficient to buy on the open market or simply don't meet the Housing Allocation Scheme 'reasonable preference' criteria. Such applicants are often described as being from the 'squeezed middle' and more recently 'Generation Rent'. Such people – often younger professionals - are often unable to afford to access home ownership through lack of a substantial deposit, and end up paying high rental

costs to landlords rather than paying (and eventually reducing) their own mortgages. The Council in its strategic housing, planning and regeneration roles, secures affordable housing from developers as part of what is called 'planning obligations'. Much of what is in the development 'pipeline' – schemes with planning consent, but yet to be implemented will be for low cost home ownership (LCHO) purposes.

It should be noted that not all homes available through the Home Buy Allocation Scheme are for LCHO purposes, with some being rented accommodation charged at a sub-market, intermediate rent. But the majority of intermediate accommodation that becomes available is LCHO, as that has historically been applicants' preference. In tandem with the consultation on the Housing Allocation Scheme, we are also consulting on changes to the Home Buy Allocation Scheme. The changes we are proposed are relatively minor which involve aligning the Council's affordability criteria within that set by the Mayor of London, as set out in the Annual Monitoring Report. In this document the Mayor for London reports on progress on delivery on the London Plan, but it also provides guidance on what the income ranges should be defined as meeting an affordable criteria.

The Council will also continue to apply three lower, middle and upper affordability bands within the Mayor's ranges, so that a wide spectrum of households can access the intermediate housing ladder. The Council will consider applicants on incomes lower than the Mayor's current minimum criteria.

At the moment, the priority order for applicants seeking homes available under the Homebuy Allocation Scheme is as follows:

1. Social tenants (Council or housing association who are vacating a home for nomination to the Council)
2. Armed Services/Ex Armed Services Personnel
3. Police officers living or working in the Borough
4. Homeless working households in temporary accommodation
5. Disabled applicants
6. Households living for 12 consecutive months in the borough
7. Households working in the Borough for 12 consecutive months
8. Households living or working in the Borough with an income within the relevant limit
9. Households with an income above the maximum levels set out in the Mayor of London's Annual Monitoring Report

The Council is seeking views on whether people agree with these rankings and also whether other groups, such as 'key workers' should be given greater priority.

In Section 3.6, we are seeking alternative models of home ownership that make gaining access to the home ownership a possible for people on low to medium incomes. The Home Buy Allocation Scheme sets out definitions of products that are currently available. The council would also like to see alternative proposals from not just development partners, but also residents and people who work in the borough and finance institutions that can help increase affordable housing choice. This should include also reducing any onerous deposit requirements.

Reviewing the Home Buy Allocation Scheme is an opportunity to review the Discount Market Sale product the Council currently uses and reshape it to a 'H&F Equity Home Share' product that has better terms for the applicant.

**Housing Strategy Action 9 :** The Council will consult with interested parties on changes to the Home Buy Allocation Scheme.

#### **4.5 Tenancy Strategy (affordable housing tenancies)**

The 2011 Localism Act gave powers to social landlords, that is council landlords and housing associations, to issue what are called 'fixed term tenancies' (also known as 'flexible tenancies') to replace what most people call 'lifetime tenancies'. These fixed term tenancies were expected to last five years (but shorter in exceptional circumstances). Each local authority is required to produce a Tenancy Strategy which sets out its position on the kinds of affordable housing tenancies it wishes to support in its respective area. It may wish to promote fixed term tenancies or support the continuance of lifetime tenancies, sometimes a mix of the two.

The Council's general position is to support 'lifetime tenancies' as they give the best security that tenants should have. However, the Council wants to explore how tenancy agreements can ensure that council housing meets needs on an ongoing basis. The Council is particularly concerned about council homes that are under-occupied which can happen when a household's children leave home. The Council wishes to adopt an approach that better incentivises under-occupying tenants 'down size' to smaller accommodation. We also want to explore what other mechanisms can be used to ensure that the small amount of large family accommodation that we have available is used to maximum effect.

Housing associations will need to demonstrate that they have had 'regard' to (i.e., having considered) the Council's policies set out in its Tenancy Strategy. However, they are not required to change their own tenancy policies to reflect those set out in the Tenancy Strategy.

**Housing Strategy Action 10 :** The Council will seek views on the Tenancy Strategy approach set out Annex B and consult with council tenants on revisions to the Tenancy Agreement to improve security of tenure and help reduce under-occupation to meet housing need. We will also seek residents' views as to whether certain categories of applicant (e.g., those with a record of anti-social behaviour) should have fixed term tenancies granted in the first instance.

#### **4.6 Meeting older people's housing needs**

Current estimates indicate that over the next 20 years there could be a 40% increase in the over 65 population in the borough with the sharpest increase in the over 85 population. Whilst estimates on demand for services for older people is complex there is an indication that an upward trend is likely to continue and this would lead to increased demand for older people's care and accommodation.

Our approach is to support people within their own homes and to ensure that there are adequate housing options to help facilitate this. This includes provision of aids and adaptations and disabled facilities grants for private sector households. The effective delivery of this approach relies on good joint working practices between Housing, Health and Social Care exploring preventative options including options for pooling budgets. Older peoples housing need cannot be looked at from a housing perspective alone. In line with duties under the 2014 Care Act, future housing needs assessments will be undertaken through a joint approach between housing, health and adult social care taking into account relevant tri-borough evidence. We will work with stakeholders to determine what housing options are required to deliver on future demand and changing needs to support older people in their own homes and prevent unnecessary admissions to hospital or residential care.

The Greater London Authority (GLA) Strategic Market Housing Assessment indicates that there is insufficient supply of older people's housing in the capital, particularly in the market sector. The Mayor for London is seeking to encourage developers to build more housing suitable for older people. We are currently planning a Joint Strategic Needs Assessment (JSNA) with Westminster City Council and the Royal Borough of Kensington and Chelsea to better understand the future housing needs for people with health and disability needs. The findings will feed into our future planning process.

The overall demand for sheltered housing in the borough is relatively low and some schemes are not suitable for those with higher care needs and existing general needs stock is unlikely to be able to meet future needs. The Council is committed to improving sheltered housing and working with residents to explore options to deliver this, working with the NHS and others to deliver new types of private and social sheltered housing which will include on-site home and medical care. We will continue to focus on improving the management of existing adapted and accessible stock and working with adult social care to support independence. The Council will also need to be more innovative and proactive in its approach to identifying housing options for older people from existing social housing. Any such options will need to be accompanied with appropriate levels of management support for individual client groups.

**Housing Strategy Action 11** : The Council will:

- Build on the Joint Strategic Needs Assessment (JSNA) across LBHF, Westminster and Kensington and Chelsea on health and disability housing needs and undertake further detailed work with partners and stakeholders to examine what housing options are required to meet future demand and changing needs.
- Improve the recording , and matching, of adapted properties to ensure the best use of stock
- Seek to deliver new mixed use extra care units in borough including private for sale units for older people within 2015/18

#### **4.7 Meeting the housing needs of disabled people, including those with learning disabilities**

The Council is committed to improving housing options for vulnerable groups including those with learning disabilities, mental health needs and physical



disabilities and we are focusing support and resources on those with the highest and most complex needs.

There are a range of housing options available for vulnerable groups in the borough including residential and nursing care, supported housing and private sector accommodation. We work closely with the Council's Adult Social Care department to deliver a structured pathway which aims to support people towards independence addressing both care and housing needs. The majority of the borough's housing is not well suited for those with severe physical disability and placements in some areas can risk exposing some vulnerable groups to harassment and/or victimisation. Three quarters of existing housing stock is flats with nearly half having no ground floor entrance and many having no lift access. There is a lower proportion of two and three bed flats in the borough compared to the rest of London. The limitations of existing stock highlights the challenges to meeting the needs of those with physical disabilities and vulnerable groups and the importance of good matching processes for all accessible and adapted properties that become available to let.

We recognise the benefit to individual wellbeing in maintaining existing family links and social networks. So we have set targets in reducing the number of out of borough placements and will work with stakeholders towards increasing local housing options. We are currently working closely across the Council's Health, Housing and Adult Social Care department to deliver our responsibilities to meet the housing and care needs of adults in line with the 2014 Care Act.

**Housing Strategy Action 12 : The Council will:**

- Continue to implement the Learning Disability accommodation and support strategy and work with key stakeholders to deliver
- Undertake a review and reconfigure learning disabled supported housing provision
- Map the system for updating and maintaining the accessible housing register and make recommendations for improvements
- Review and improve the system for void notification and allocation of adapted properties
- Review affordability of social housing and options for those on disability benefits and who are unlikely to be able to work
- Work with stakeholders to improve access for vulnerable groups and ensure that Council staff have appropriate training to enable them to identify and respond to needs
- Explore with Adult Social Care and Health department initiatives that could provide any innovative preventative services
- Improve access to the social housing system, through staff training and changes to registration

## 5. Theme Three – Excellent Housing Services for All

### 5.1 Evidence Base Key Points

Hammersmith & Fulham has:

- 83,390 homes accommodating 182,493 people
- Housing market segments as follows: 31.6% of households own their home/have a mortgage; 1.6% are shared owners; 15.7% are council rented homes; 15.4% are housing association homes; 33.2% are private rented (of which c 2% live rent free)
- A Private Rented Sector that has grown from 23.4% of the housing market in 2001 to 33.2% in 2011

Source: Hammersmith & Fulham Borough Profile 2014

### 5.2 Residents' advice and representation

This section focuses on housing management and repairs services and how satisfied residents feel about the work that is done on their behalf. Residents, whilst expressing satisfaction at some levels of improvement in the service, are dissatisfied about other aspects and expect significant improvements. The Council, as landlord, needs to find the right balance to ensuring that residents receive an value for money and ensure that they are able to allow them to help shape and improve the services delivered.

Increased residents advice and representation and powers to terminate housing management contracts feature in the manifesto commitments. Section 1.1 of this Housing Strategy focused on the establishment of the Residents' Commission and the Stock Options Appraisal process. This provides an opportunity for a radically different way of engaging with residents and giving them a pivotal role in the future management and ownership of their stock. Also, we need to review how we improve the service to ensure residents get value for money..

<p><b>Housing Strategy Action 13</b> : The Council will review in consultation with residents the current approach to residents' advice and representation and adopt a new approach that helps improve the services they receive.</p>
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### 5.3 Greater resident involvement in housing management decision-making

The Council involves tenants and leaseholders in a number of ways with decision-making relating to way their homes are managed and maintained. There are periodic meetings of the respective Tenants and Residents Associations (TRAs) and Borough –level Tenant and Resident Forum meetings. These meetings allow officers of the respective TRAs to have the opportunity to receive reports from senior officers and scrutinise reports on 'key performance indicators' in relation to the Council's own service and those who are contracted to deliver services on their behalf. Other initiatives include involving tenants helping with 'mystery shopping' and shaping the repairs service for tenants to ensure it works effectively for tenants.

The Council is well placed to encourage environmental initiatives with locally based organisations to help deliver local change and make a real and lasting difference to residents' quality of life.

The Residents Commission and Strategic Housing Stock Options Appraisal process identified in Section 1.1 of this document will place some pressures on TRA representatives and Council staff to fully work through the appraisal process. In addition to this, the Council will need to ensure that the service to residents continues to improve to meet key performance requirements.

In that light, we need to review the mechanisms for engagement on an ongoing basis with TRAs and residents to ensure their views are taken into account. Implementing the Residents' Involvement Strategy will help and the Council will also work with leaseholders to ensure they are receiving value for money for the services that they pay for.

**Housing Strategy Action 14** : The Council will work with residents and other interested parties to develop and implement new and better approaches to engage with residents to improve the delivery of housing management services

### 5.3 Improving the Private Rented Sector

#### The backdrop

The Private Rented Sector (PRS) comprises a large section of the housing market – 33.3% in 2011 in the borough. This is an increase of , from 23.4% in 2001. The stock is provided from a range of sources such as ex-Right to Buy council housing which has been sold to investors; private landlords with a small to medium portfolio of stock; small-scale landlords who have one or more homes owned for investment or family reasons; and, buy to let landlords (sometimes from overseas) who have homes in new 'luxury' developments. Taken together, they provide an increasingly large proportion of housing which meets a very important need for people unable to buy their own home or just simply want somewhere to live somewhere temporarily for work or personal reasons. Some PRS housing is used to accommodate homeless households. Some of those who are unable to buy their own home are paying housing costs equal to mortgage costs. But because they don't have a significant deposit, they are paying market rents. Consequently, they are unable to save for the deposit needed to buy a home, meaning home ownership is increasingly not possible for residents in their 20s and 30s.

#### Rogue landlords and empty homes

There are instances of 'rogue' landlords who charge the market rent they can, but do not fulfil their landlord obligations and/or fail to keep the property in a safe and decent condition. There are instances where homes are overcrowded with individual households, called 'Homes in Multiple Occupation' (HMOs), which can create health and safety hazards which require action by the Council.

Separately, there are also some instances where homes are deliberately kept empty. Any home empty for longer than six months is wasteful and the Council wants to

consider options to reduce its occurrence. One solution would be to substantially increase council tax on homes empty for long periods.

### **Improving the private rented sector**

The Council wants to achieve better outcomes for our residents in private rented housing. To improve the private rented sector, there are a number of responses the Council is considering in what historically has been a difficult market to intervene in.

The Council has a statutory obligation to take action against unsatisfactory landlords in certain circumstances, especially where they are deliberately letting homes which are unfit to live in and not undertaking appropriate remedial action. We will meet our obligations and publicise enforcement action to dissuade others from doing the same.

The Council will work to identify and curtail illegal sub-letting. Some homes being rented privately are reported to be Council or housing association homes being illegally sub-let by their tenants. This is both an abuse of limited social housing stock, but also often results in very poor quality of service to those who are sub-letting the accommodation.

Lettings agents and property managers are now legally required to join one of three Government approved redress schemes. This now means that tenants and private sector leaseholders will be able to complain to an independent person about the service they have received. The Council will take enforcement action against those who are not members of an approved scheme and letting agents who do not display their fees in accordance with the regulations.

### **Accreditation and licensing**

The Council promotes landlord accreditation through the *London Landlord Accreditation Scheme*. This scheme provides training and support for private landlords. However, the Council recognises that private sector tenants and other interested parties want more to be done.

A broader issue lies in whether the Council should introduce a 'voluntary' accreditation scheme for landlords or compulsory selective or additional licensing for specific areas (e.g., specific neighbourhoods, wards) or particular types of housing across the Borough (e.g., homes above shops). Resourcing each of these approaches will require investment. In addition, the Council wishes to explore what steps can be undertaken to provide more security for long-term renters unable to buy their own home. The Council will promote the right to longer term tenancies in the private sector for those that want them and for rent increases to be kept at reasonable levels.

<b>Housing Strategy Action 15</b> : The Council will:
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Take steps to improve the Private Rented Sector by taking enforcement action against unsatisfactory landlords and those who are deliberately and illegally letting unfit homes

- Take enforcement action where letting agents or property managers have not signed up to a redress scheme
- Continue to promote landlord accreditation
- Investigate the advantages and disadvantages of licensing schemes within the borough
- Consider means to prevent homes being kept empty for longer than six months
- Promote the right to longer term tenancies in the private sector for those that want them and for rent increases to be kept at reasonable levels
- Formulate an 'H&F Private Landlords' Charter which will include reference to conditions and standards in the private rented sector.
- Promote improved energy efficiency in the Private Rented Sector and take steps to help those at risk from excess cold.

## 5.5 Personal and community safety

In Section 3.5 of this Strategy, we highlighted the importance of well-designed new environments for new communities that reduce and ideally eradicate the potential for crime and anti-social behaviour (ASB). However, most residents will already be living in environments where the potential for such behaviour already exists. In order to best manage these problem areas, local Environmental Visual Audits shall be undertaken with a view to 'target-hardening' these locations, and consideration to altering the local environment to reduce crime/ASB given. This approach shall be a combination of local crime-reduction initiatives (in conjunction with both the Council and Metropolitan Police); and of visual deterrents (i.e. CCTV, better lighting, street signage); and alteration the local landscape to make these 'problem areas' less appealing to criminals. By undertaking target-hardening in these areas, we want to reduce the likeliness of crime being committed whilst at the same time increasing resident's confidence and perception of the local area.

### **Housing Strategy Action 16** : The Council will:

- Meet its statutory obligations under the Crime and Disorder Act 1998 to prevent, reduce and consider crime and disorder in the delivery of its many services and functions.
- Continue to address reductions in Police resource and staffing, by funding an additional 36 Enhanced Town Centre Police Officers, to patrol our busiest wards (Shepherds Bush, Hammersmith Broadway and Fulham Broadway).
- Increase visibility, resident engagement and social inclusion in our wards, parks and estates by funding an addition eight Neighbourhood Police Officers as well as front-line services such as the Parks Police and Neighbourhood Wardens.
- Deliver a continuous programme of CCTV development and installation in our housing estates.
- Deliver the annual Strategic Assessment to guide and prioritise the work of the Crime and Disorder Reduction Partnership (CDRP).

## 6. Equalities Statement

The 2010 Equalities Act places an equality duty on local authorities (and other public bodies) to protect people from discrimination in the workplace and in wider society. To meet this duty, the Council needs to consider all individuals when carrying out their day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies to:

- have due regard to the need to eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

The adoption of a new Housing Strategy (and associated documents) requires the Council to undertake an Equalities Impact Assessment (EqIA) to fully assess what the positive and negative impacts of adopting the Housing Strategy will be on defined 'equality groups'. The EqIA for this Housing Strategy forms Annex C to the Cabinet Report. The equality groups are:

- women
- black, Asian and ethnic-minority people
- young people and children
- older people
- disabled people
- Lesbian people, gay people, bisexual people and transsexual people
- people from different faith groups

Reviewing population data set out in the Hammersmith & Fulham Borough Profile (2014) it is clear that the large majority of the population is drawn from the groups identified above. Overall, the Council is confident that the equality impacts of the proposed interventions will be positive on the groups identified above. For example:

- More wheelchair accessible homes and those that meet the sixteen lifetime standards will have positive impacts on disabled people
- More family-sized accommodation for social/affordable rent will alleviate overcrowding and will have positive impacts on children
- Better designed housing and their environments should reduce anti-social behaviour and crime which will have positive impacts on those who suffer from hate crime and racial harassment

More broadly, if the number of jobs that are created through our regeneration interventions, then there is a significant opportunity to deliver training, skills and work opportunities for young people. Our over-arching requirement for the EqIA process is to fully consider what positive and negative impacts might occur through the changes we are proposing. It is not the case that we avoid interventions if they may lead to lead to negative impacts on some groups as they may lead to positive impacts for others. But we are required to understand them and have due regard and monitor them accordingly. This is set out in the Equalities Impact Assessment which forms part of the Housing Strategy suite of documents.

## Action Plan

### Theme One - Regenerating Places & Increasing Affordable Housing Supply

**Housing Strategy Action 1** : The Council has established a Residents' Commission which is considering options for empowering residents to take local control over their homes, maximise investment in existing and new council homes and achieve wider local regeneration. The Commission will make its recommendations to the Council and residents later in 2015.

**Housing Strategy Action 2** : The Council will in its planning, housing and regeneration roles deliver the Local Plan Strategic Regeneration and Affordable Housing policy objectives. The Council will develop and implement an affordable housing delivery strategy designed to draw together all available resources to the Council to maximise affordable housing delivery over the 2015-2025 Local Plan period. Where the Council provides 'leverage' through land and/or funding, affordable housing requirements with the aim of exceeding the overall 40% affordable housing target set out in this section with an emphasis on increased provision of social rented housing.

**Housing Strategy Action 3**: The Council will encourage housing associations to bring forward innovative housing solutions on small to medium sites; review how it can facilitate the work of housing associations more effectively and efficiently; proposes to create an approved panel of housing associations ; and review how the nomination process for new accommodation and re-lets can be made to work more effectively and efficiently.

**Housing Strategy Action 4** : The Affordable Housing Standards described above and detailed in Annex A sets out the standards and pricing of affordable housing the Council wishes to see developed in the borough.

**Housing Strategy Action 5** : The borough will invite housing associations to submit proposals to maximise the opportunities for new affordable housing locally ; the Council in its role as the strategic authority for the Borough and landlord will review what opportunities it can create through its own strategic review of its land and buildings to increase affordable housing choices and opportunities for local people.

**Housing Strategy Action 6** : Strategically engage and lobby the Mayor of London and the Government to maximise investment in affordable housing and ensure housing built is prioritised for the domestic market. The Council will also take on the 'Housing Delivery Enabler' role in the borough, as set out in the Elphicke-House report on housing supply.

### Theme Two – Meeting Housing Need and Aspiration



**Housing Strategy Action 7:** The Council will consult with interested parties on changes to the Housing Allocation Scheme.

**Housing Strategy Action 8:** The Council will work with third sector agencies and clients to develop and adopt a Homelessness Prevention Strategy.

**Housing Strategy Action 9 :** The Council will consult with interested parties on changes to the Home Buy Allocation Scheme.

**Housing Strategy Action 10 :** The Council will seek views on the Tenancy Strategy approach set out Annex B and consult with council tenants on revisions to the Tenancy Agreement to improve security of tenure and help reduce under-occupation to meet housing need. We will also seek residents' views as to whether certain categories of applicant (e.g., those with a record of anti-social behaviour) should have fixed term tenancies granted in the first instance.

**Housing Strategy Action 11 :** The Council will:

- Build on the Joint Strategic Needs Assessment (JSNA) across LBHF, Westminster and Kensington and Chelsea on health and disability housing needs and undertake further detailed work with partners and stakeholders to examine what housing options are required to meet future demand and changing needs.
- Improve the recording , and matching, of adapted properties to ensure the best use of stock
- Seek to deliver new mixed use extra care units in borough including private for sale units for older people within 2015/18

**Housing Strategy Action 12 :** The Council will:

- Continue to implement the Learning Disability accommodation and support strategy and work with key stakeholders to deliver
- Undertake a review and reconfigure learning disabled supported housing provision
- Map the system for updating and maintaining the accessible housing register and make recommendations for improvements
- Review and improve the system for void notification and allocation of adapted properties
- Review affordability of social housing and options for those on disability benefits and who are unlikely to be able to work
- Work with stakeholders to improve access for vulnerable groups and ensure that council staff have appropriate training to enable them to identify and respond to needs
- Explore with Adult Social Care and Health department initiatives that could provide any innovative preventative services
- Improve access to the social housing system, through staff training and changes to registration

### Theme Three – Excellent Housing Services for All

**Housing Strategy Action 13** : The Council will review in consultation with residents the current approach to residents' advice and representation and adopt a new approach that helps improve the services they receive.

**Housing Strategy Action 14** : The Council will work with residents and other interested parties to develop and implement new and better approaches to engage with residents to improve the delivery of housing management services

**Housing Strategy Action 15** : The Council will:

Take steps to improve the Private Rented Sector by taking enforcement action against unsatisfactory landlords and those who are deliberately and illegally letting unfit homes

- Take enforcement action where letting agents or property managers have not signed up to a redress scheme
- Continue to promote landlord accreditation
- Investigate the advantages and disadvantages of licensing schemes within the borough
- Consider means to prevent homes being kept empty for longer than six months
- Promote the right to longer term tenancies in the private sector for those that want them and for rent increases to be kept at reasonable levels
- Formulate an 'H&F Private Landlords' Charter which will include reference to conditions and standards in the private rented sector.
- Promote improved energy efficiency in the Private Rented Sector and take steps to help those at risk from excess cold.

**Housing Strategy Action 16** : The Council will:

- Meet its statutory obligations under the Crime and Disorder Act 1998 to prevent, reduce and consider crime and disorder in the delivery of its many services and functions.
- Continue to address reductions in Police resource and staffing, by funding an additional 36 Enhanced Town Centre Police Officers, to patrol our busiest wards (Shepherds Bush, Hammersmith Broadway and Fulham Broadway).
- Increase visibility, resident engagement and social inclusion in our wards, parks and estates by funding an addition eight Neighbourhood Police Officers as well as front-line services such as the Parks Police and Neighbourhood Wardens.

- Deliver a continuous programme of CCTV development and installation in our housing estates.
- Deliver the annual Strategic Assessment to guide and prioritise the work of the Crime and Disorder Reduction Partnership (CDRP).

## Annex A – Affordable Housing Standards

Note: The boxed text below is drawn from the Housing Strategy document. The additional italicised text is intended to complement where necessary that set out in the main document.

**Market and Affordable Housing Tenure Mix** – the Borough’s Core Strategy (i.e., the Local Plan) target for affordable housing is 40% of additional housing to be affordable. Of that 40% affordable housing, 60% affordable housing for rent and 40% affordable housing for low cost home ownership

*Intermediate housing is generally for working households with a regular income and some savings. Applicants are in need of affordable housing, but not eligible for affordable rented housing (through the criteria set by the Housing Allocation Scheme) and unable to access market housing on the open market. Intermediate housing is often, but not exclusively, low cost home ownership housing. It can include sub market priced homes for rent. The eligibility and qualifying criteria is set out in the Council’s Home Buy Allocation Scheme (April 2013).*

*Affordable Rented housing is generally for those who are eligible and qualify for affordable housing (through the criteria set out in the Housing Allocation Scheme) and are in need due to their personal circumstances (e.g., single parent families; disability; age; homeless; supported housing needs, etc). The eligibility and qualifying criteria is set out in the Council’s Housing Allocation Scheme (December 2012).*

*The position of the administration will be to maintain the 40% affordable housing requirement, with the additional qualification that of the 40% affordable housing, 60% should be for affordable rented purposes, and 40% for intermediate purposes. By way of example, for a scheme of 100 homes, 60 homes should be for market purposes, 24 homes can be affordable rented purposes and 16 for intermediate purposes.*

*The Council will actively encourage schemes that deliver over the 40% affordable housing target and be flexible in its approach on how developers wish to calibrate the affordable housing mix to achieve scheme viability. The Council will work with other interested parties such as the Greater London Authority, to achieve acceptable outcomes.*

**Market and Affordable Housing Bedroom Mix** – the Borough’s Development Management Local Plan requires the following bedroom mixes:  
where social rented housing is replacing existing social rented housing the new housing should meet the needs of the relocating tenants  
for affordable rented 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

*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).*

**Affordable Rent Definitions** – The National Government’s *Fairer Future for Social Housing* created a new affordable housing product called ‘Affordable Rent’ which should be charged at no more than 80% market rent (including service charges). But for many people, this product can be misleading because market rents are so high in the Borough: 80% of a local market rent is too high a price to pay for most people seeking affordable housing. The Council seeks to ensure that ‘Affordable Rent’ products are lower than the Local Housing Allowance (below average private rents for the area), but these rents will still be high for many prospective tenants. In the Standards document we set out our preference for lower priced rented housing, but in some instances it is possible we will not be able to enforce this requirement.

The Council is working within the context of a Mayor of London’s regional housing strategy. This provides the statutory framework for the Council’s approach through the London Housing Strategy; associated policy guidance; and funding initiatives. Where possible, housing association and (where applicable) their private sector partners should seek to deliver affordable homes that align with the ‘Target Rents’ for the housing association concerned. Ideally these rents should be similar to those charged by the Council for its own housing.

*The Council recognises that the Mayor’s priority and associated funding where available centres on the **Affordable Rent** regime, which is more aligned with local market prices and the Local Housing Allowance. In that vein, the following **Affordable Rent** products (where funded by the Greater London Authority) are acknowledged by the Council:*

- *The rent level for **Capped Rent** homes is agreed to be no more than 50% of market rent (inclusive of service charge), noting that where this is below the target rent level (exclusive of service charge) for a given property the target rent level, plus service charge, shall apply.*
- *The rent level for **Discounted Rent** homes is agreed to be no more than 80% of market rent for that property (inclusive of service charge), noting that where this is above the Local Housing Allowance (inclusive of service charge) for a given property, the Local Housing Allowance level, shall apply.*

*Where possible, the Council would like Assured Tenancies (i.e., ‘lifetime’ tenancies) granted to tenants of new homes but recognise that grant requirements and/or policies of the Registered Provider may require a fixed term tenancy – an Assured Shorthold Tenancy – for 5 years be granted (plus one year starter/probationary tenancy). The Council will consider proposals on a scheme by scheme basis and will be flexible in its approach to tenancies proposed by Registered Providers.*

- **Intermediate Housing Definitions** – Intermediate housing is for people who are not eligible for social housing (as defined in the Housing Allocation Scheme) but not earning enough and/or have sufficient wealth to buy on the open market. There is a range of intermediate housing products that are available, but the Council's primary focus is to ensure that intermediate homes are affordable for people on low to medium incomes. The income caps will be no greater than the intermediate income caps set out in the Mayor of London's Annual Monitoring Report. The Council is keen to ensure that applicants at the lower end of the income ranges are able to access affordable housing, so the Council splits the income ranges into three bands – also known as the 'thirds model' – which is intended to lead to developers providing housing that is affordable to low, medium and high incomes within the income caps described above.

*The guiding principle to affordability that governs the intermediate housing regime is that housing costs (rental costs/mortgage payments and any associated services charges) and should not be greater than 40% of an applicant's (or applicants') disposable income, which should be considered 70% of gross income. The affordability of the intermediate home to the applicant is based on a mortgage multiplier of 3.5 x gross annual household income, which is drawn from the Mayor of London's Annual Monitoring Report.*

*To ensure that a sufficiently wide range of applicants have access to intermediate housing opportunities, the Council adopts a 'thirds' approach whereby applicants from the following income bands can afford one and two bedroom intermediate products on offer:*

1. *1/3 affordable to households on gross incomes of up to £29,000*
2. *1/3 affordable to households on gross incomes of up to £43,550*
3. *1/3 affordable to households on gross incomes of up to £50,550*

*In addition, the Council will seek the mid-point of these income bands when negotiating with developers and Private Registered Providers. These income bands will increase annually in line with the average weekly earnings index (AWEI). More detail on our approach will be set out in the Council's revised Home Buy Allocation Scheme. In line with the Mayor of London's approach to large family sized accommodation, the maximum gross annual income a household can earn to be eligible for a Home Buy product will be no greater than the income caps set out in the Mayor's London Plan Annual Monitoring Report. Intermediate Products include the following:*

- *Shared ownership*
- *Shared Equity/Loan*
- *Discount and other non-funded low cost home ownership schemes*
- *Intermediate Rent*
- *Discount Market Sale / H&F Shared Equity Home*

*The Council will be flexible in its approach to affordability, taking account of scheme viability. However, it is highly unlikely to depart from the core principle of housing costs being no greater than 40% of disposable income. The Council will also welcome developers' alternative approaches to intermediate housing which delivers more and better choices for applicants living and working in the borough.*

**Accessible Housing** – Requirements for accessible housing are set out in this section, which requires 10% of all housing to be accessible for people in wheelchairs or at least easily converted to being made accessible. The key issues to be addressed here are width of doorways; kitchen and bathroom fixtures and fittings; level thresholds; and lift access. Associated with this is a requirement to deliver the sixteen lifetime homes standards. The Council will review annually what current and projected accessible housing needs it has. This may necessitate increasing the 10% provision, with regard paid to what bedroom size of homes and tenure (i.e., affordable rented or intermediate) are required.

*Current policy set out in the Development Management Local Plan requires that all developments providing ten or more residential units 10% of all new housing should be designed to be wheelchair accessible or easily adaptable for residents who are wheelchair users. In addition, the Council requires that all new homes should be built to accessibility requirements set out in the Lifetime Homes Standards. Additional wheelchair accessible housing may be required.*

**Space Standards** – The space standards are based on the Mayor of London's Housing Design Guide Standards set out in his Housing Supplementary Planning Guidance (SPG) document. There are a number of other design guide standards that the Council seeks in new development, but adequate space for people to live in is considered one of the most important.

*All developments should meet the minimum space standards for new homes set out in the Mayor of London's Housing Supplementary Guidance (Nov 2012). Examples of the Mayor's space standards (for flats) are set out below:*

<b>Dwelling type (bedroom/persons)</b>	<b>Essential GIA (sq.m)</b>
1 bedroom (2 person)	50 sqm
2 bedroom (3 person)	61 sqm
2 bedroom (4 person)	70 sqm
3 bedroom (4 person)	74 sqm
3 bedroom (5 person)	86 sqm
3 bedroom (6 person)	95 sqm
4 bedroom (5 person)	90 sqm
4 bedroom (6 person)	99 sqm

**Sustainability** – All homes should satisfy London Plan policy on sustainability design and construction and make the fullest contribution to the mitigation and adaptation to climate change.

*The above text is drawn from London Plan Policy 5.3. The Government announced earlier in 2014 its intention to abolish the Code for Sustainable Homes and replace it with energy efficiency standards set out in Building Regulation standards. The Council will seek to ensure that new housing meets London Plan policies.*

**Secure Housing in Safe Environments** – The reduction of crime and anti-social behaviour (ASB) is a key priority for Hammersmith & Fulham and its tenants, particular those who might be considered more vulnerable (the elderly and those with children), and building homes which are ‘Secured by Design’ is part of the solution. Secured by Design focuses on the principals of crime prevention and use of British security standards in the planning and construction of newly built homes. The principles have been proven to achieve a reduction of crime risk by up to 75%, by combining minimum standards of physical security and well-tested principles of natural surveillance and defensible space. By ensuring that homes built in Hammersmith & Fulham are designed in accordance with Secured by Design principals, as well as implementing both proactive and reactive local management services, will help significantly reduce the potential for crime and ASB occurring. Management services are referenced in Theme 3 of this Draft Strategy.

*Further reference on secure homes in safe environments is set out in the housing Design Guide, part of the Mayor of London’s Housing Supplementary Guidance.*

**Supported Housing** – There are a number of people from the community that require more than a roof over their head. Such community members may have dependency issues (e.g., drugs, alcohol); be in danger of homelessness; or be victims of domestic violence. Supported housing seeks to provide additional services (sometimes provided onsite) to help ensure that these needs are catered for and ideally ‘moved on’ to general needs housing when they are able to. Any proposed Supported Housing scheme will need to be evidence based and accompanied by a robust business plan, with appropriate advice and approval from the Council’s Adult Social Care Directorate.

*There will be specific need groups (e.g., those with one or more dependency issues) where affordable housing provision requires additional management services. Such management services will normally require funding from the ‘Supporting People’ programme or other source. Registered Providers will need to consult with the Council’s Housing Options and Adult Social Care teams before submitting proposals for affordable housing development. As ‘rule of thumb’, the Council will expect at least 10% of new affordable housing to be for supported housing purposes which may be higher or lower in any given year.*



## **Annex B – Tenancy Strategy**

### **1. Summary**

- 1.1 The 2011 Localism Act places a statutory duty on local authorities to produce a Tenancy Strategy which should set out the local authority's approach to tenure reform in the social housing sector. Section 150 (1) and (2) states the following:
- (1) A local housing authority in England must prepare and publish a strategy (a "tenancy strategy") setting out the matters to which the registered providers of social housing for its district are to have regard in formulating policies relating to:
    - (a) the kinds of tenancies they grant
    - (b) the circumstances in which they will grant a tenancy of a certain kind
    - (c) where they grant tenancies for a term certain, the lengths of the terms, and
    - (d) the circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy
  - (2) The tenancy strategy must summarise those policies or explain where they may be found
- 1.2 In this document, we describe the current 'state of play' in respect to the Council's own stock as Registered Provider for its own stock and that owned and managed by our Private Registered Providers partners, for the purposes of this document described as Housing Associations.
- 1.3 Following consultation and any necessary revisions, this Tenancy Strategy will replace the Tenancy Strategy adopted in October 2012.

### **2. Hammersmith & Fulham's Tenancy Strategy Approach**

- 2.1 A key theme of the administration's manifesto commitments was to improve security of tenants and also help ensure housing costs could remain affordable.
- 2.2 Historically, tenancies issued by local authority registered providers and housing association registered providers are broadly similar, inasmuch they are 'lifetime' tenancies. This means if tenants pay their rent and service charges and meet all the other conditions of the tenancy, then tenants can stay in their homes for the rest of their lives. This must be their principal home (i.e., they must not have another home that they could live in) and not be subletting to other households, although allowing lodgers to stay can be permitted.
- 2.3 There are opportunities for succeeding the tenancy if the tenant dies, principally spouses/partners/civil partners and/or household members (any of whom will need to be registered as household members on the original

tenancy agreement). Details of succession rights will be set out in the individual tenancy agreement. Succession rules changed for tenancies granted after 1 April 2013 and individual tenants should check their tenancies as to what rules apply to them. The policy position on succession will also be set out in the latest Council Housing Allocation Scheme document which sets out the 'rules' by which affordable rented accommodation is allocated.

- 2.4 On security of tenure, the Council intends to return to issuing 'lifetime' secure tenancies for its council tenancies. But the Council is seeking views on whether certain categories of applicant (e.g., those with a record of anti-social behaviour) should have fixed term tenancies granted in the first instance. We also recommend to our housing association partners that their equivalent tenancy, the Assured Tenancy, should be adopted rather than adopting Assured Shorthold Tenancies. However, we recognise under the funding regime adopted by the Mayor of London and that policies adopted by both the Council and housing associations must be in 'general conformity' with his Housing Strategy, housing associations have changed their approach to both tenancies and rents. Some housing associations are now issuing five year fixed term Assured Shorthold Tenancies and are charging affordable rents that can be twice what they are charging their existing tenants. The Council recognises that the affordable rent regime and the more commonplace adoption of Assured Shorthold Tenancies is a result of a change in national policy, but nonetheless consider that some local discretion can be applied to improve affordability and security of tenure.
- 2.5 The Council has relatively limited powers to exert change on our housing association partners' work, but where the Council provides funding or land for development or other tangible support, in the absence of any GLA funding, it will seek additional value – through lower rents and lifetime tenancies - where appropriate.
- 2.6 For housing associations, the Council expects them to have regard to this Tenancy Strategy and issue tenancies according to their own policy regime. These are likely to be affected by the GLA grant conditions for new affordable housing broader changes applied following the 2011 Localism Act. Where the Council directly or indirectly facilitates the delivery of new housing through use of public land; commuted sums; or other intervention, then we would seek to ensure that the Registered Provider concerned, decisions on tenancy arrangements will be made on a scheme by scheme basis.

### **3. Affordable Rents**

- 3.1 One of the objectives of the National Government through its *Future for Social Housing* consultation paper and the 2011 Localism Act that followed it was to generate additional revenue from the rental stream of new affordable housing, with the intention of alleviating the capital cost of housing development. This meant rather than adopting rents which were generated from individual housing associations' policies – mostly 'target rents' - the intention was to link affordable rents to those of the local housing market.

- 3.2 The Council is not seeking to set a local affordable rent policy which all Registered Providers should adhere to. The Council's preference is that rents should be aligned as close as possible to 'target rents' set by individual Registered Providers and be affordable to people on low incomes in the Borough. The Council recognises that where schemes are funded by the Greater London Authority, rents charged may be either Discounted Rent (up to 80% of local market rents) or Capped Rent (up to 50% of local market rents).
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## Annex C – Housing Allocation Scheme Summary

### Main features of the current scheme

The Hammersmith & Fulham Housing Allocation Scheme was introduced in April 2013. The Scheme sets out:

- How the Council will decide which applications qualify to join the register
- How the Council will decide relative priority for qualifying applicants
- How the Council will allocate accommodation

To qualify to join the housing register applicants must be a current resident of the borough and have been resident for a continuous period of five years and (outside of exceptional circumstances) must satisfy at least one of the following conditions:

- Overcrowded by at least two bedrooms against their defined housing need
- Suffering from a medical condition that is severely affected by existing living conditions (or worse)
- The Council has accepted a duty to accommodate under homelessness legislation and the applicant is residing in a B&B, hostel or accommodation that is otherwise unsuitable

Qualifying applicants are placed in one of four priority bands. Band 1 applicants have the highest priority and band 4 applicants the lowest. Within bands priority is determined by date order. The table below highlights the main categories of applicant in each band

<b>Band</b>	<b>Main types of applicant</b>
Band 1	Applicants with life threatening medical conditions (exacerbated by existing housing conditions) Applicants who are overcrowded by 3 bedrooms
Band 2	Applicants who meet the needs thresholds for qualification at band 3 and who also satisfy community contribution criteria
Band 3	Applicants who are overcrowded by at least two bedrooms Applicants with severe medical conditions (exacerbated by existing housing conditions) Homeless duty households who are currently residing in a B&B, a hostel or accommodation that is otherwise unsuitable
Band 4	Homeless duty households who are currently residing in a B&B, a hostel or accommodation that is otherwise unsuitable but who do not satisfy the five year residence condition (will usually be offered some form of private sector accommodation)

Where applicants have sufficient priority to be considered for an offer the allocations team contacts them to discuss area preferences and to clarify how the process

works. The usual approach is to draw up a list of the top five applicants who are then invited to a multiple viewing. The property will usually be offered to the applicant with the highest priority but if for any reason it is refused it will then be offered to the applicant with the next highest priority (and so on). By discussing potential offers in advance we seek to minimise refusals but where applicants refuse two reasonable offers their priority will be reduced or in the case of a homeless household and where the offer is made in final discharge of the Council's housing duty then only one reasonable offer of accommodation is usually made.

## **Options for Change**

The scheme has been drafted in such a way that it could be relatively easily adapted and amended should a change of approach be required. This can be done by extending the range of qualifying conditions or conversely reducing the range of disqualifying conditions. Possible options include:

### **Changing the residence criteria**

The current condition is that applicants must have lived in the borough for more than five years. This has proved quite difficult to implement in practice. We were already considering making it more flexible e.g. currently resident + 5 out of last 7 years but other options are possible. The amount of households who would requalify would depend on the amendments adopted. The introduction of the current rule resulted in the disqualification of 3701 households from the register (although considerable numbers of those would not have had sufficiently high needs to qualify in any event)

### **Changing the needs thresholds on overcrowding**

Households who are only overcrowded by one bedroom do not currently qualify for the register. As above this has enabled a concentration of resources on those with the highest housing needs. The impact of allowing all households who were overcrowded by one bedroom or more back onto the register would be significant especially in relation to single households as this would have an especially marked impact on our ability to focus resources on those who need it most. The impact would be less marked in relation to families. A variation of this option therefore would be to allow families who are overcrowded by one bedroom back onto the register but not single applicants. In total 892 households were disqualified from the housing register because they were overcrowded by only one bedroom. Of these 346 also failed the residency test.

### **Changing the needs threshold for medical conditions**

The same considerations apply as above. Applicants with a medical condition that is only moderately impacted by current housing circumstances could be re-qualified. In total 99 households were disqualified from the housing register for this reason of whom 38 also failed the residence test

### **Changing the Community Contribution Criteria**

At present, where housing applicants have met the eligibility and qualifying criteria of the Housing Allocation Scheme, enhanced priority is given to applicants who meet at least one category of community contribution. These include applicants who are working; volunteering; in training and education; registered foster carers and adopters; carers; with disabilities and older residents; and certain categories of young people.

Priority is also given to individuals who served in the armed forces, though there has to date been a low level of take-up of this priority. Therefore, closer working with armed forces charities to identify former armed forces personnel with links to the Borough in need of accommodation could be pursued.

A key question of this consultation process is whether the Council should retain the Community Contribution criteria.

### **Costs and consequences**

The re-qualification of particular groups of applicant for the register would of necessity increase the administrative costs of running the service and the greater the number applicants who are re-qualified the greater that cost would be. Decisions would also be required on whether to make any amendments to the scheme retrospective. Whilst this would be fairly straightforward in the case of homeless duty applicants in long term temporary accommodation as we know who and critically where they are and in any event their disqualification is only for so long as the accommodation remains available, in other areas the challenge would be far greater.

The other main negative impact would be on waiting times. For those applicants who do qualify (i.e. those with the most severe and urgent housing needs) waiting times have dropped significantly. The average wait time for all classes of applicant who received an offer (measured on the basis of their priority date) was 3.9 years in 2012/13 (the final year of operation of the previous scheme). This dropped to 2.2 years in 2013/14. For those applicants who have joined the register since its introduction and who have been re-housed the average wait time is 3 months.

### **Increasing Affordable Housing Supply and Access to Private Rented Housing**

Core to the Housing Strategy is achieving a significant and sustained uplift in affordable housing delivery, particularly social rented accommodation. The Council will expect any short term increase in waiting times to reduce in the medium to long term as affordable housing delivery increases. In addition, increasing access through direct lettings to suitable private rented accommodation will help ensure any short term rise in waiting times are reduced.

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## Annex D - Vulnerable People's Approach

This document will form part of the revised housing strategy 2014 and sets out the Council's approach to meeting the housing needs of older and vulnerable people living in the borough.

### Older People

#### National and London context

The overall strategic approach at a national and regional level is to support people within their own homes and to ensure that adequate housing options are available to help facilitate this. This includes provision of aids and adaptations and disabled facilities grants for private sector households.

The GLA Strategic Market Housing Assessment indicates that at a London level there is insufficient supply of older people's housing, particularly in the private sector and the Mayor is seeking to encourage specialist and mainstream developers to build more housing suitable for older people. In response to this the Draft Further Alterations to the London Plan 2014 sets out for the first time specific requirements for purpose built homes for older people in the capital as: 2,600 market, 1000 shared ownership and 300 affordable per annum alongside 400 to 500 new bed spaces per annum in care homes

#### Local context

There is a Joint Strategic Needs Assessment 'deep dive' (JSNA) being planned with Westminster and Kensington & Chelsea on health and disability related housing. This follows a recent older people's housing strategy needs/gaps assessment (2014). Both these include population estimates that indicate a 40% increase in the over 65 population over the next 20 years with the sharpest increase in the over 85 population. Estimation on demand for services for older people is complex but the current indication is that the upward trend is set to continue and it is therefore reasonable to assume that this is likely to translate into an increase in demand for older people's care and accommodation. Improved life expectancy and a gradual shift towards longer periods of time spent with chronic and disabling conditions means that services are shifting from hospital into a more co-ordinated community based support which focuses on maintaining people within their own homes.

Hammersmith & Fulham are committed to supporting people within their homes and reducing the number of unnecessary admissions to hospital and residential care. This is done through offering a range of housing options, care packages and support to promote independence and choice for older people these include:

- 975 units of local authority run sheltered housing
- 464 units of Housing Association sheltered housing in the Borough
- Extra care/residential and nursing care beds
- Floating support service - a free, short time visiting service available across tenures to support residents aged 16 and over who are having difficulties managing their home and remaining independent in the community

- Aids and adaptations and Disabled Facilities Grant which aim to support people across all tenures to remain independent for as long as possible.
- Tailored care packages for eligible older people

There will be challenges in meeting changing needs and promoting independence within the bulk of existing stock. Whilst the provision of older peoples housing is relatively high much of the sheltered housing stock is not well suited to those with higher level care needs as a number do not have lift access and cannot accommodate wheelchair access or parking of motility scooters and demand levels for sheltered housing are relatively low. The majority of older people in social housing live in general needs housing however three quarters of the Council's general needs housing stock is flats with nearly half having no ground floor entrance and some having no lifts. Options for those in the private rented sector and owner occupiers are limited with very few downsizing specialist options available.

There are a number of strategies and policies at a local level in Hammersmith & Fulham that shape the provision and development of housing and support for older people. All of these focus on a preventative agenda working across housing, health and social care to promote independence and reduce unnecessary admissions into hospital. These include:

- Housing Policy 4 in the 2011 Hammersmith & Fulham Core Strategy – this policy states that housing for people with care and support needs must be protected, and, subject to continuing need, applications for new developments where there is an established local need will be supported.
- The Council's JSNA (2013 – 14) and Health and Wellbeing strategy (2013 – 15) 'Better access for vulnerable people to sheltered housing' - supporting people to live in suitable accommodation as they age which will allow them to manage their health at home rather than having to be admitted to hospital or needing to be placed in short or long term nursing care.
- The 2012 Housing Strategy includes an action to develop a strategic health and housing approach to meet the needs of older residents.
- The Care Act 2014 – Health, Adult Social Care and Housing will be working in an integrated way to deliver their duties under the new Care Act 2014.

### **Moving forward:**

Older peoples housing need cannot be looked at from a housing perspective alone. In line with duties under the Care Act 2014 - future housing needs assessments will be undertaken through a joint approach between housing, health and adult social care taking into account relevant tri-borough evidence. We will build on the existing and emerging evidence base and work with stakeholders to determine what housing options are required to deliver on future demand and changing needs and to support older people in their own homes preventing unnecessary admissions to hospital or residential care.



The Council is committed to improving sheltered housing and working with residents to explore options to deliver these improvements as well as working with the NHS and others to deliver new types of private and social sheltered housing which will include on-site home and medical care. Plans are in place to deliver new mixed use extra care beds in borough including private for sale units for older people

Hammersmith & Fulham are currently on target to deliver all new homes to the lifetime home standard with 10% wheelchair accessible which means that new housing stock going forward will be better suited to meet the needs of an ageing population. This target will remain and we expect to continue to deliver at this level. An important aspect of meeting current needs will be an ongoing focus on improving the management of existing adapted and accessible stock to help meet current and future demand. This will include maintaining the Accessible Housing Register to assist the housing allocation process by matching property to need.

The Council will continue to support older people in their own home and promote independence and prevention through the ongoing delivery of floating support and working closely with adult social care and health to ensure mechanisms are in place to support this objective.

## **Vulnerable groups**

### **National and strategic context**

The overall strategic direction is to promote independence, adopt a preventative approach and provide a range of housing options and support models to help deliver this with an emphasis, where possible, on maintaining family and local links. The Care Act 2014 emphasises the need for statutory agencies of Health, Housing and Adult Social Care to work together to meet the housing and care needs of adults with care and support needs and places new statutory duties on landlords of social housing to work with partner agencies to protect adults in their care. In Hammersmith and Fulham this will also mean working effectively across the tri-borough.

In London the GLA Mental Health report (January 2014) highlights the prevalence of long term physical health problems in the population with mental health. One of the main national policy drivers for people with mental health needs is, where possible, to support in primary care settings with an emphasis on linking housing and health needs assessments and improving the evidence to inform future planning and prevention.

### **Local context**

The Council is committed to improving housing options for vulnerable groups including those with learning disabilities, mental health needs and physical disabilities and we are focusing on targeting support and resources on those with the highest and most complex need. The Council's emphasis is supporting people to maintain their health and wellbeing, promote independence, and engaging with training and employment opportunities. Alongside our partners in Health and Adult Social Care we have put in place a structured care pathway which aims to support people towards independence addressing both care and housing needs. For those with the highest and most complex needs who may not be able to live independently we work with families and carers to put in place, where possible, appropriate local

housing and support packages. Support needs often do not fit neatly into one category and experience shows that many vulnerable people will often have complex overlapping needs sometimes known as 'dual diagnosis' and there is an increasing prevalence of people with complex needs being supported in the community. We recognise the benefit to individual wellbeing in maintaining existing family links and social networks and to this end we have set targets in reducing the number of out of borough placements and will work towards increasing local housing options and models available.

There are good examples of joint working and successes across the tri-borough in working with all vulnerable people with reductions in delayed discharge and better consideration of housing needs across the care pathway. These need to be built on and there a number of local strategies and plans in place that shape the provision of local services. These include:

- Accommodation and support strategy for people with learning disabilities which outlines the Council's vision and plan to improve the quality and choice of housing and support options for people with learning disabilities and includes an action plan for the first year of implementation.
- Housing Policy 4 in the 2011 Hammersmith & Fulham Core Strategy – this policy states that housing for people with care and support needs must be protected, and, subject to continuing need, applications for new developments where there is an established local need will be supported.
- The 2012 Housing Strategy includes an action to develop a strategic health and housing approach to meet the needs of vulnerable residents
- Health and Wellbeing Strategy – priorities include better access for vulnerable people to Sheltered Housing and improving mental health services for service users and carers to promote independence and effective preventative service
- LBHF JSNA includes reference to supporting vulnerable people and supporting good health into older age.

The current range of housing options available for vulnerable groups include residential and nursing care, supported housing, general needs housing and private sector accommodation. However the majority of the boroughs general needs housing is not well suited for those with severe physical disability and placements on large estates can risk exposing some vulnerable groups to harassment and/or victimisation. Three quarters of existing housing stock is flats with nearly half having no ground floor entrance and many having no lift access and there is a lower proportion of two and three bed flats when compared to greater London. The Council has an accessible housing register and data from this register shows very few local authority properties that are wheelchair accessible and a small number of adapted properties suitable. This highlights the importance of ensuring that the Council makes the best use of existing accessible and adapted properties by matching people's needs against available stock. Housing is working closely with Adult Social Care to better understand current need and demand across vulnerable groups and a

priority for the future will be to ensure that adequate provision is made in new housing developments for people with disabilities.

### Physical Disability

The rate of physical disability registration is 37.3 registrations per 1000 household and the number of residents claiming Disability Living Allowance (DLA) and/or Severe Disablement Allowance is 4.3% which is broadly similar to other London Boroughs. However the percentage on higher rate DLA components and therefore with a more severe disability and number of working age claimants is higher than the rest of London.

Given the nature of existing stock those on the housing register with mobility issues will face a longer wait for a suitable offer of accommodation. Recent needs assessments indicate that the majority of people with physical disabilities that come into contact with the local authority will either already be in social or private rented housing with only a small number in owner occupied properties. Of this need group, a relatively small proportion are likely to be in full time employment or earning to a level that would make intermediate home ownership a realistic option. This re-emphasises the need for the availability of accessible housing at an affordable rented housing for people drawn from this need group.

### Mental Health

Nationally around 40% of years life lost from a disability are from mental health, evidence shows that people with mental health needs suffer more physical health problems than other people and are likely to die younger. Hammersmith & Fulham has the 8<sup>th</sup> highest population with severe and enduring mental illness known to GP's in the country (2012/13) with high levels of referrals from the Borough's prison population around 50 to 70 referrals a month and several of the borough's wards fall into the 20% highest in London for incapacity benefit/ESA for mental health reasons. In line with national policy, responsibility for mental health patients has moved from secondary to primary mental services with people being supported in community based settings such as supported housing. There are an increasing number of people with complex high level needs being supported in community settings and this level is likely to continue. Over the next 3 years the Council plans to work in partnership to, where possible, bring people with mental health needs back into in-borough placements recognising the importance that family and existing networks can play in maintaining health and wellbeing. A recent review of supported housing completed by Adult Social Care led to a reconfiguring of mental health supported housing to increase the focus on those with high support needs. However a mental health housing needs assessment carried out by housing options indicates that it is currently hard to place people with dual diagnosis of serious physical and mental health needs in borough and more options are needed to support in borough those with complex and very high support needs.

### Learning disabilities

In 2012 Adult Social Care carried out an extensive needs assessment for the learning disabled population in Hammersmith & Fulham. From this an accommodation and support strategy and action plan was drafted, the implementation of which is being led by Adult Social Care. The Council's aim is to

move away from an over reliance on residential (registered) care models and out of borough placements and offer a wider housing and support options and models of service to offer real choice to meet the needs of learning disabled, including those with challenging needs. National data from the Learning Disability Observatory for 2011- 20130 show a 3.2% growth in terms of need for social care services for adults with learning disabilities which comes from increased life expectancy and as a result an increased population meeting the threshold for eligibility for adult social care services. Of these people over 55% will have severe learning disabilities and around 20% profound and multiple disabilities. It is also worth noting that by 2030 there is an estimated 14% increase in those aged 50+ using social care services and the number aged 70+ will more than double.

At 2013 there were 715 people listed as having a learning disability on the adult social care database and around 20 people per year transition from children's into adult services. There is of course a much wider community of people with a learning disability who may need access to mainstream housing or low level supported housing to support independence.

#### Preventing Homelessness and Single Homeless

The Council works with a range of agencies that provides support across needs groups to reduce and prevent homelessness and Hammersmith & Fulham's Housing Strategy (2012) focused on four priorities which were 1) preventative action identifying and helping needs groups, 2) housing allocation scheme and flexible tenancies 3) new housing supply 4) future service delivery.

The Placement and Assessment Team for Homeless singles (PATHS) team was established in 2007 and has two main functions, firstly to provide a centralised access 'gateway' into Hammersmith & Fulham, supported accommodation and floating support services. Secondly to support and enable people to move through and on from supported accommodation to more independent living.

#### Current provision:

Alongside general needs housing, sheltered housing provision, specialist residential and nursing provision there is also:

Specialist provision for residents with learning difficulties current provision which includes:

- 65 residential care home bed spaces in borough,
- 6 beds in residential respite,
- 3 nursing beds
- 28 beds in general needs with additional support.
- access to 55 supporting people quota of general needs

Supported Housing provision for vulnerable single homeless (currently excluding learning disability provision):

- over 350 beds of a range of high level and medium supported housing and step down provision across client groups including substance misuse, young people, mental health, offenders, domestic violence and refugees.
- access to 55 bed supporting people quota of general needs housing.
- access to part time Learning Disabled support officer based in the PATHS team this role has now been expanded to include supporting families.
- full time mental health support/liaison officer based in PATH's team.

## **Moving forward**

The Council is committed to working in partnership with providers, the NHS and other agencies to deliver our responsibilities under the Care Act 2014 and ensure that the most vulnerable in our community have access to suitable housing options and where necessary can live in a supported housing environment. We will continue to focus on those with the highest level of need and work with providers particularly the third sector, to deliver a supported housing pathway towards independent living offering increased choice and delivery models. We need to improve our evidence base and will work with other agencies and departments to improve data collection and recording to inform future planning processes

The Council will work with homeless charities, faith communities and homeless prevention professionals to provide suitable accommodation for homeless individuals and families. We have recently reviewed and committed to the continued delivery of our PATH's service providing a centralised access gateway for single homeless with complex needs including dedicated posts for mental health, learning disability and young people within the team.

The Council plans to review and re-model supported housing provision for people with learning disabilities to better meet existing and future needs as address problems in the existing provision and we will continue to work with stakeholders to understand how we can improve access to the system. A priority for the future will be to ensure that provision is made available in new housing developments for people with disabilities including learning disabilities a key challenge will be affordability of new housing.

There are a number of new developments in the current pipeline which will deliver additional extra care and specialist provision for those with disabilities and we will continue to deliver on our wheelchair accessible and lifetime home targets for new build which will increase the stock of accessible housing in the borough for future generations.

## **Reference Documents**

H&F Housing Strategy Evidence Base 1 of 3 - Hammersmith & Fulham Borough Profile 2014

H&F Housing Strategy Evidence Base 2 of 3 - H&F Housing Demand and Homelessness Data (October 2014)

H&F Housing Strategy Evidence Base 3 of 3 - H&F Joint Strategic Needs Assessment 2013-15

Mayor of London - Homes for London – The London Housing Strategy (June 2014)

Lyons Housing Review - Mobilising Across the Nation to Build the Homes Our Children Need (Oct 2014)

H&F Equalities Impact Assessment – Housing Strategy (2014)

## Annex B

# Housing Strategy Consultation 2015

## Summary Report

### Overview

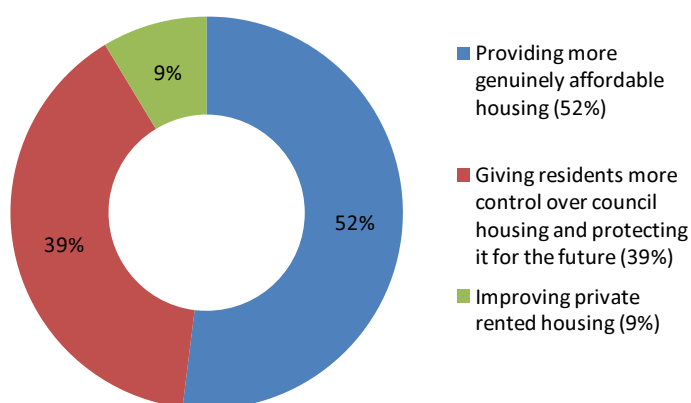
From 05/01/2015 to 09/03/2015, London Borough of Hammersmith and Fulham ran a consultation entitled 'Housing Strategy 2015'. 387 people responded to the consultation. This report covers the online element of the consultation process, which was run from <http://lbhf.citizenspace.com/housing-and-regeneration/housing-strategy-2015> and it summarises the main comments received during the consultation. Additional comments were made through consultation meetings; letter and email responses which have been considered separately.

### Questions summary

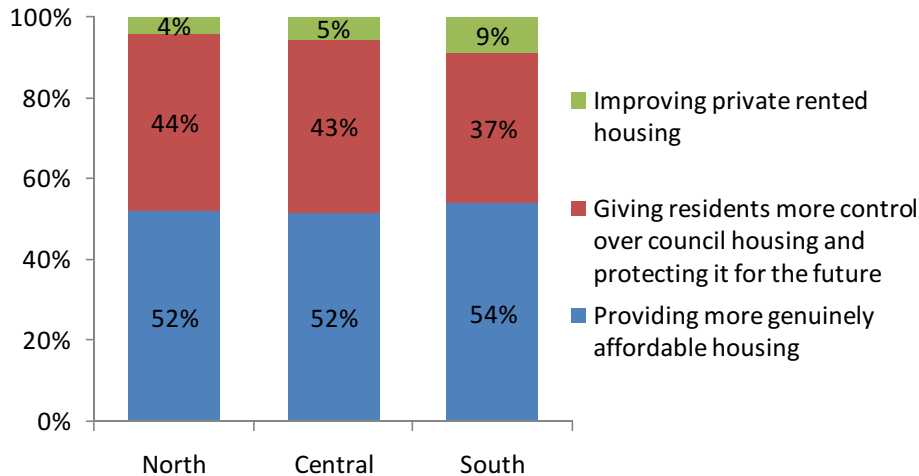
#### Q1: What is the most important improvement you want to see to housing in H&F?

Just over half (52%) of the respondents stated that provision of more genuinely affordable housing is the most important, followed by 39% who stated 'giving residents more control over council housing and protecting it for the future'. The remaining 9% of respondents stated 'improving private rented housing' as the most important.

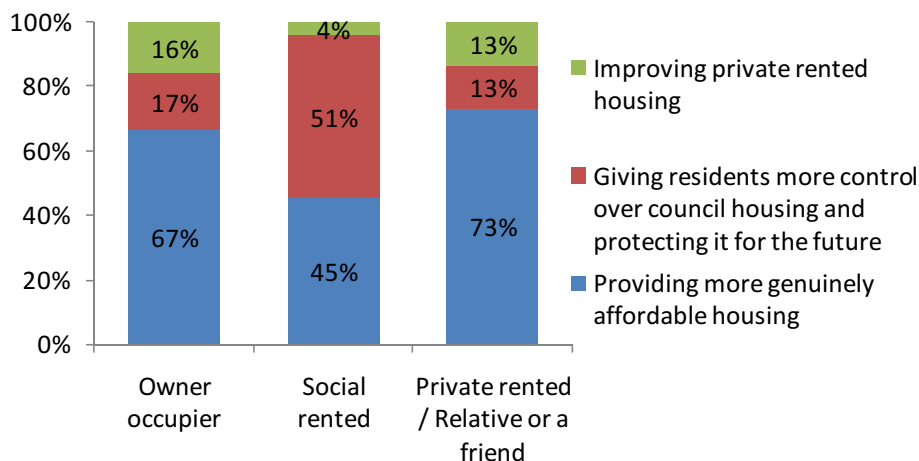
Q1: Most Important Improvement you want to see in housing



*Area* – 54% of respondents in the south and 52% in both the north and centre of the borough stated 'Providing more genuinely affordable housing' as the most important improvement they want to see. 44% of respondents in the north and 43% in the centre of the borough stated 'giving residents more control over council housing and protecting it for the future' as the most important; this compares to 37% of respondents in the south sub area.



*Tenure* – 73% of private renters and 67% of owner occupiers stated ‘Providing more genuinely affordable housing’ as the most important; this compares to 45% for social tenants. Conversely, over a half (51%) of social tenants want to see ‘giving residents more control over council housing and protecting it for the future’ compared to 17% for owner occupiers and 13% for private renters.



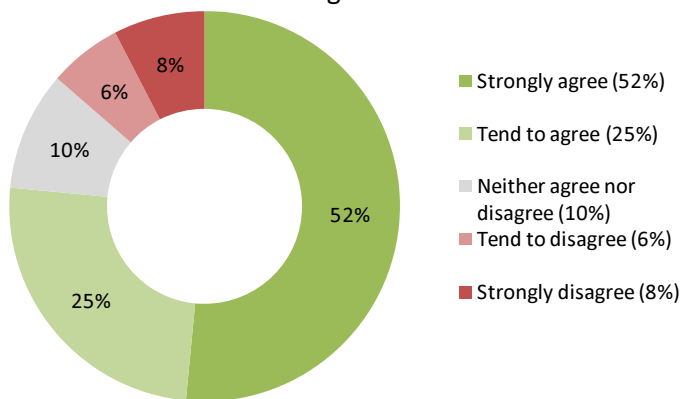
**Question 2** relates to whether respondents wished to complete the detailed questionnaire. 162 confirmed that they did, comprising 42 % of total respondents out of 387.

**Question 3: To what extent do you agree with the following vision for affordable housing in the borough? “What this vision is about is identifying the change we need in housing, then developing and implementing a plan to make this happen. Our vision in simple terms is more and better, well-managed affordable housing in mixed income, mixed tenure successful places.”**

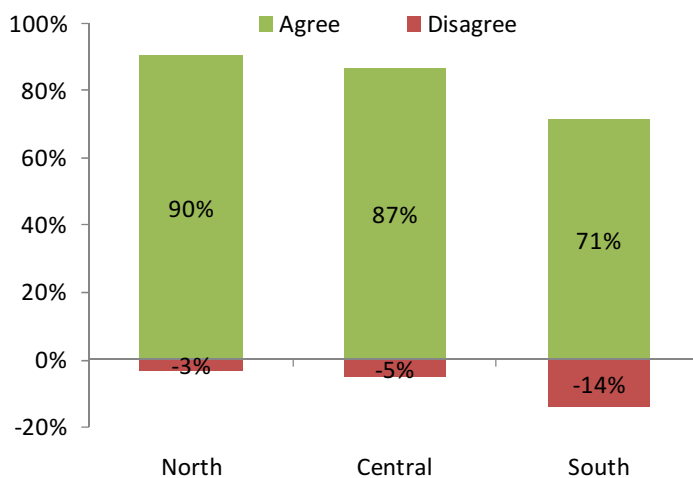


Roughly three out of four respondents (77%) agreed with the vision while 14% disagreed.

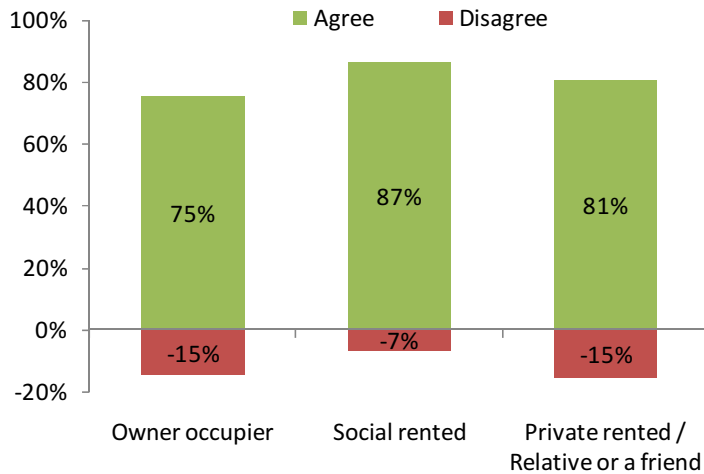
Q3: To what extent do you agree with the following vision for affordable housing in the borough?



*Area* – 90% of respondents in the north and 87% in the centre of the borough agreed with the vision for affordable housing. This is compared with 71% in the south of the borough.



*Tenure* – 87% of social rented tenants agreed with the vision; this is slightly higher than private renters (81%) and owner occupiers (75%).

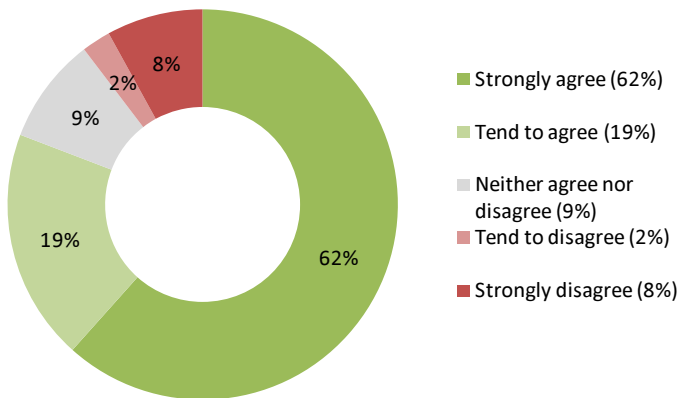


**Question 4: To what extent do you agree that the following themes are the right ones for organising the council's housing strategy?**

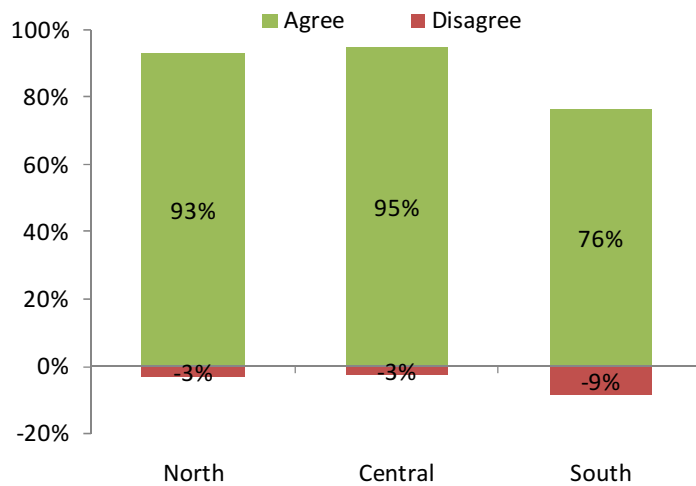
**Regenerating Places and Increasing the Supply of Genuinely Affordable Housing**

Over four out of five respondents (81%) agreed with the theme while 10% disagreed.

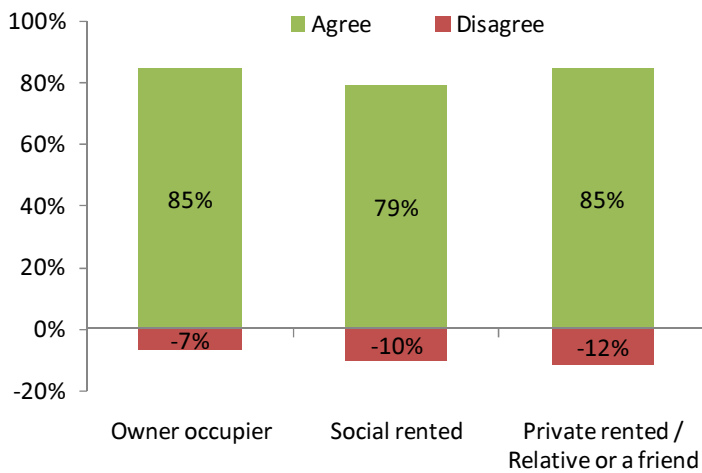
Q4: Regenerating Places and Increasing the Supply of Genuinely Affordable Housing



*Area* – 95% of respondents in the centre of the borough and 93% in the north agreed that regenerating places and increasing the supply of genuinely affordable housing is the right one. This is compared with 76% in the south of the borough.



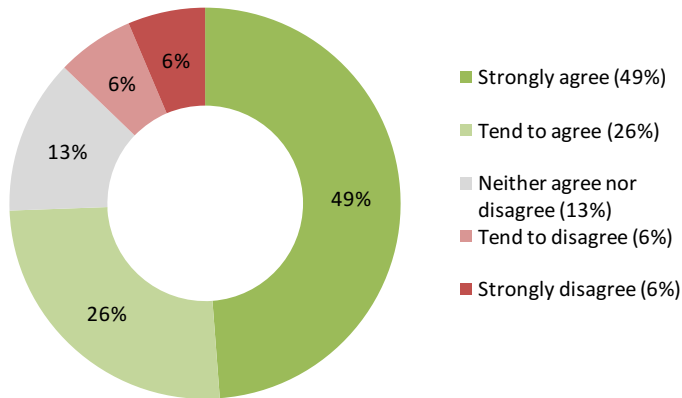
*Tenure* – 85% of both the owner occupiers and private renters agreed that regenerating places and increasing the supply of genuinely affordable housing is the right theme. This is compared with 79% for social tenants.



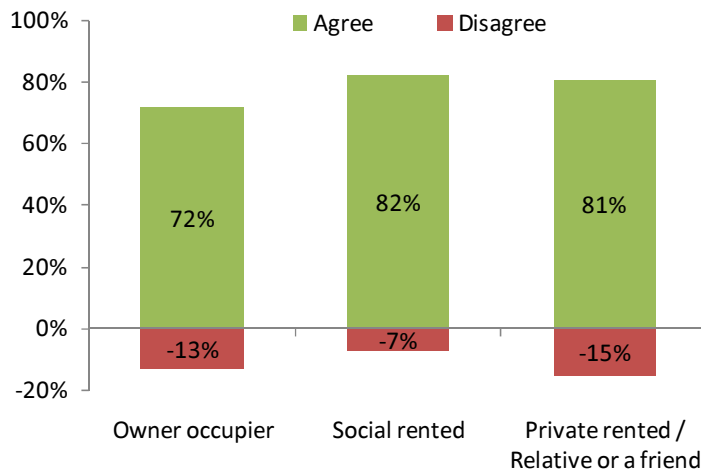
## Meeting Housing Need and Aspiration

Three out of four respondents (75%) agreed with the theme while 12% disagreed.

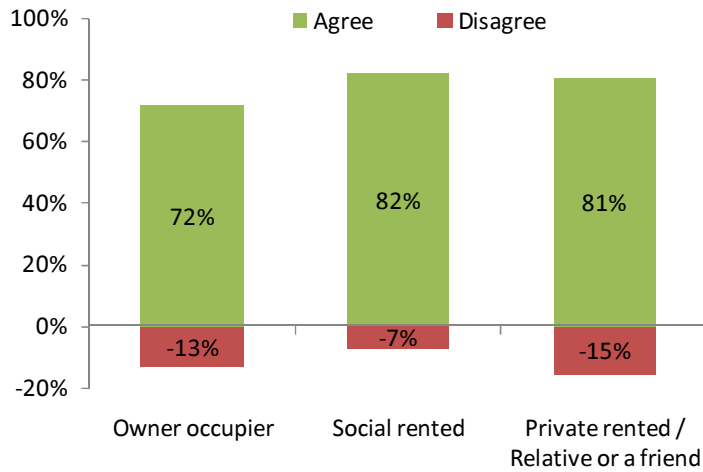
Q4: Meeting Housing Need and Aspiration



*Area* – 89% of respondents in the centre of the borough and 86% in the north agreed that meeting housing need and aspiration is the right one. This is compared with 60% in the south of the borough.



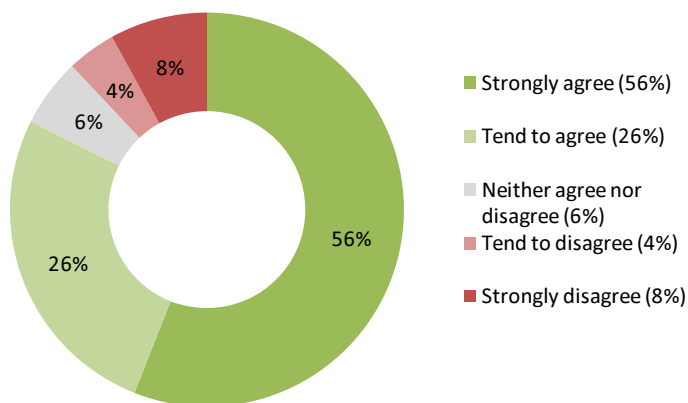
*Tenure* – 82% of social tenants and 81% of private renters agreed that meeting housing need and aspiration is the right theme. This is compared with 72% for owner occupiers.



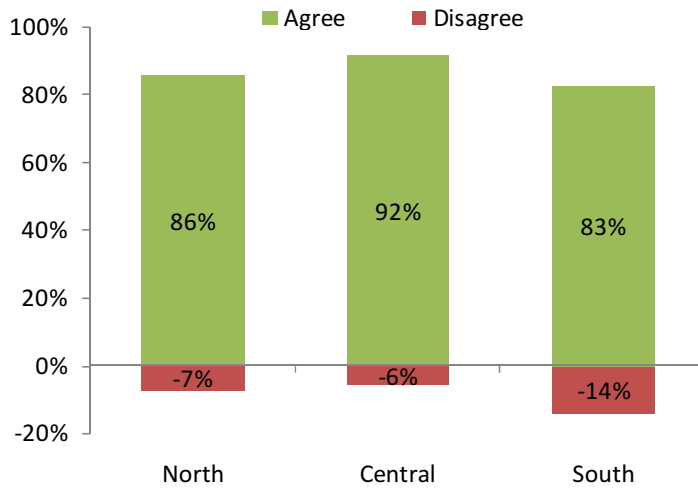
### Excellent Services for All

Over four out of five respondents (82%) agreed with the theme while 12% disagreed.

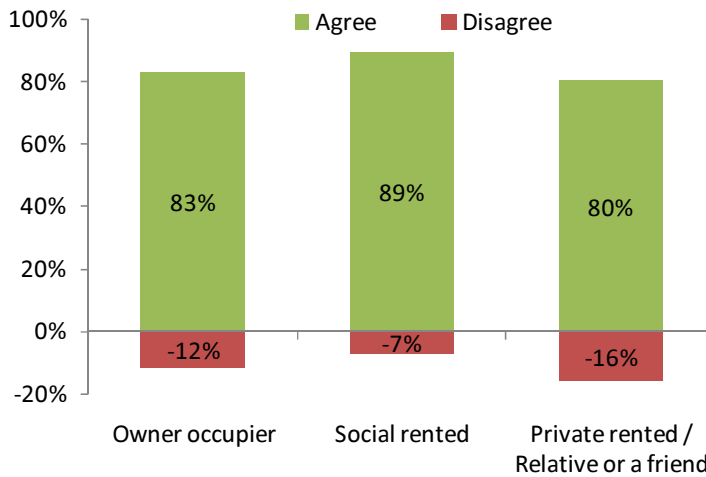
Q4: Excellent Services for All



*Area* – 92% of respondents in the centre of the borough agreed that ‘excellent services for all’ is the right theme. This is compared with 86% in the north of the borough and 83% in the south.



**Tenure** – 89% of social tenants agreed that ‘excellent services for all’ is the right theme. This is slightly higher than owner occupiers (83%) and private renters (80%).



**Question 5: What kind of issues and options should the Residents' Commission consider?**

Respondents could enter free text to comment on issues and options for the Residents’ Commission. There were 83 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“Improving existing council housing for tenants”*

*“Council houses to be well maintained and tenants should be permitted to make reasonable improvements”*

*“Finance, building maintenance and management”*

*“Protect tenancies and affordable rents”*

*“Build safeguards into any stock transfer”*

*“Supporting residents in finding employment; helping those who may need further education before they are ready to seek work”*

*“Consideration of elderly people, disabled and people with mental health conditions”*

*“No sub-let, no under-occupancy, no dogs”*

*“Firmer with ASB tenants”*

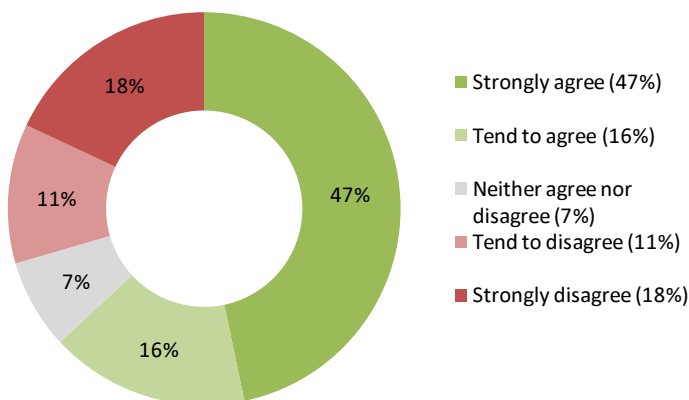
*“Disposal of properties that are not suitable”*

*“Energy saving technologies, using recyclable materials”*

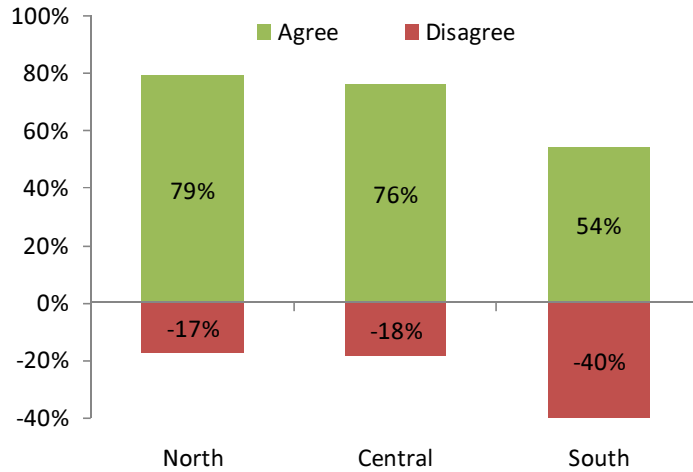
**Question 6: To what extent do you agree with the affordable homes target of 40%?**

63% of respondents agreed with the target while 29% disagreed.

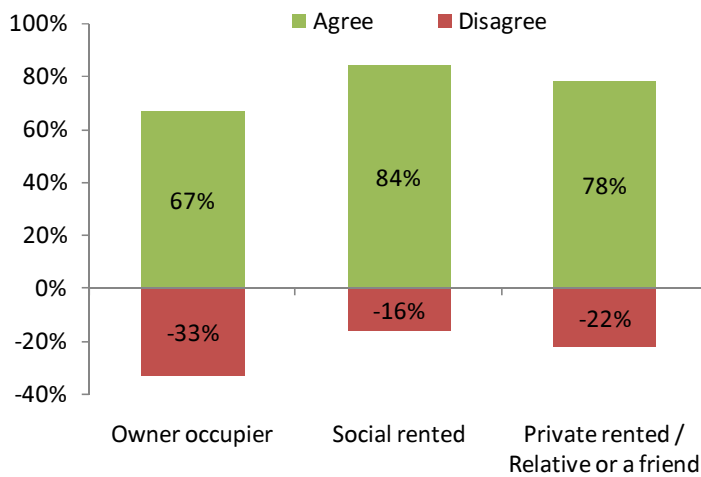
Q6: To what extent do you agree with the affordable homes target of 40%?



*Area* – 79% of respondents in the north and 76% in the centre of the borough agreed with the affordable homes target of 40%. This is compared with 54% in the south of the borough.



*Tenure* – 84% of social rented tenants agreed with the affordable homes target of 40%; this is slightly higher than private renters (78%). 67% of owner occupiers agreed with the target.

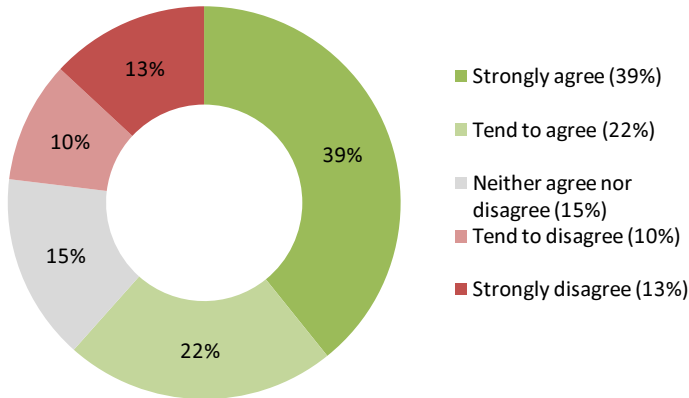


**Question 7: To what extent do you agree with an enhanced role for Housing Associations in delivering affordable housing in the borough?**

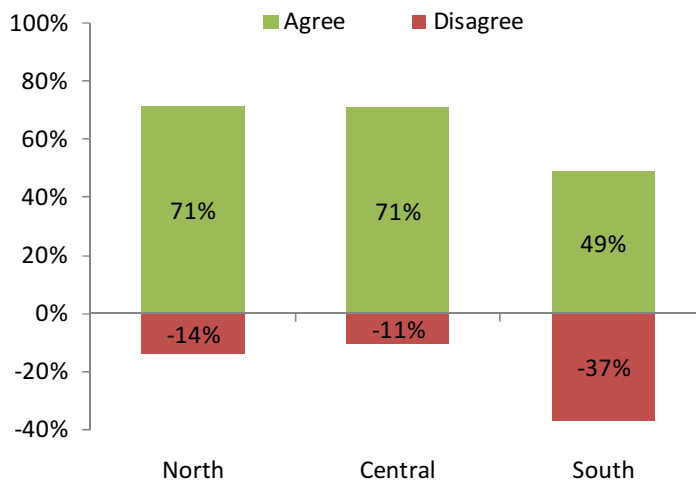
Over a half (55%) of respondents agreed with an enhanced role for Housing Associations in delivering affordable housing in the borough while 29% disagreed.



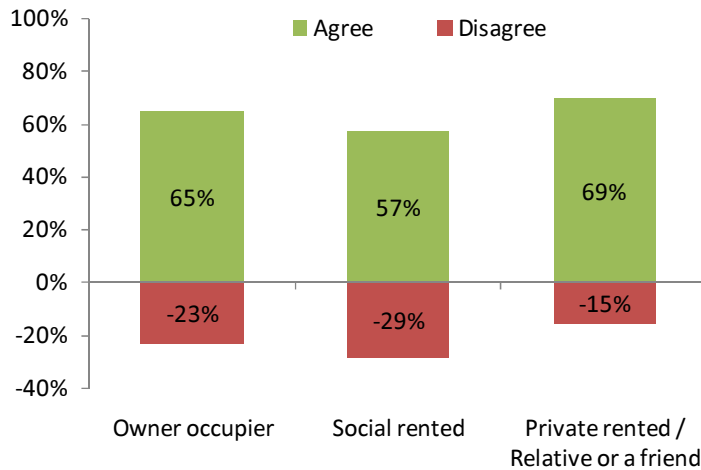
Q7: To what extent do you agree with an enhanced role for Housing Associations in delivering affordable housing in the borough?



*Area* – 71% of respondents in both the north and centre of the borough agreed with the role for Housing Associations. This is compared with 49% for the south sub area.



*Tenure* – 69% of private renters and 65% of owner occupiers agreed with the role for Housing Associations. 57% of social rented tenants agreed with the role.

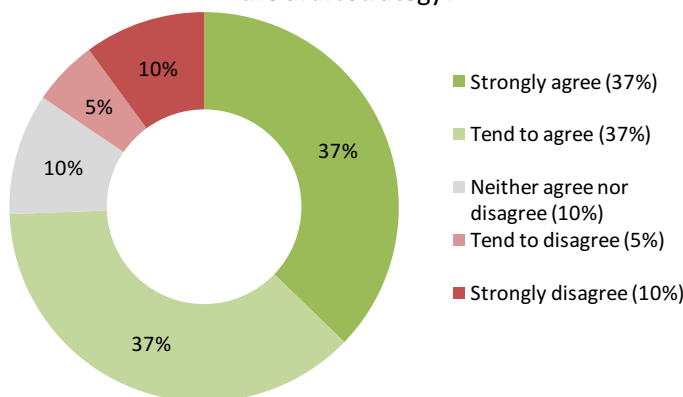


**Question 8: To what extent do you agree with the Affordable Housing Standards of the draft strategy?**

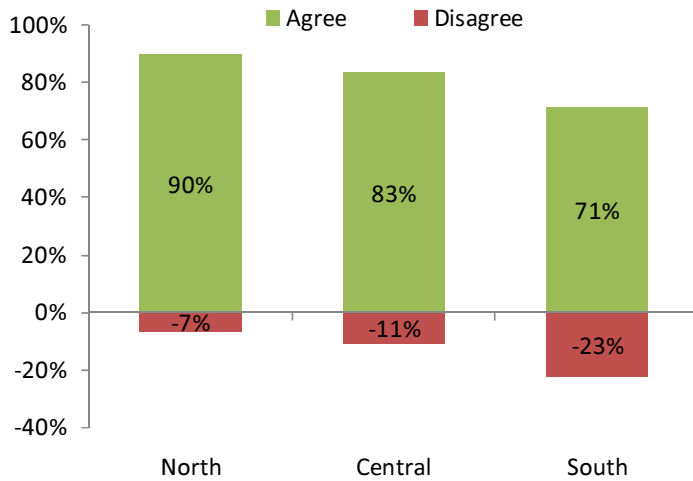
Standards included tenure mixes, i.e. what proportion of market rent, social/affordable rent & low cost home ownership housing there should be; Bedroom mixes (e.g., mix of 1 beds, 2 beds etc); what cost the social rented; space standards for new homes; how homes can be environmentally friendly; how much wheelchair accessible housing; levels of supported housing.

Nearly three out of four respondents (74%) agreed with the AH standards while 15% disagreed.

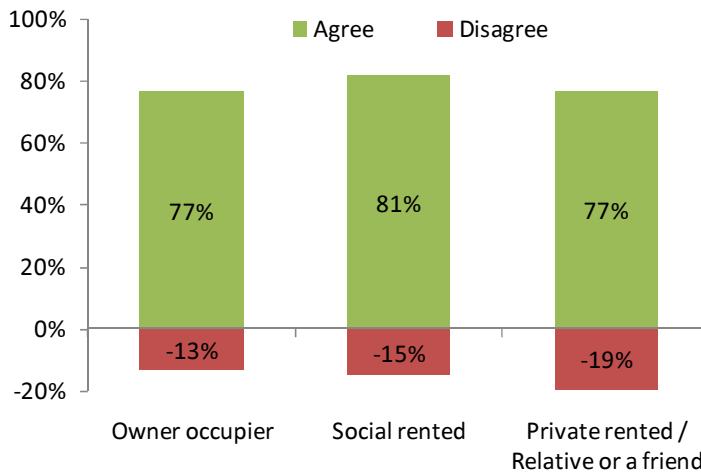
Q8: To what extent do you agree with the Affordable Housing Standards set out in Annex A of the draft strategy?



*Area* – 90% of respondents in the north and 83% in the centre of the borough agreed with the Affordable Housing Standards. This is compared with 71% in the south of the borough.



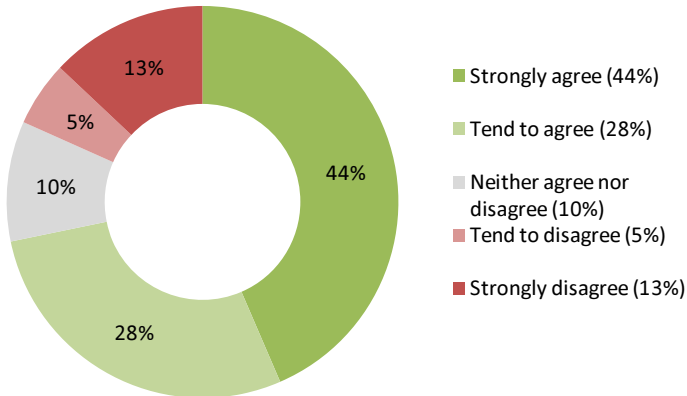
*Tenure* – 81% of social tenants agreed with the Affordable Housing Standards. This is compared with 77% for both the owner occupiers and private renters.



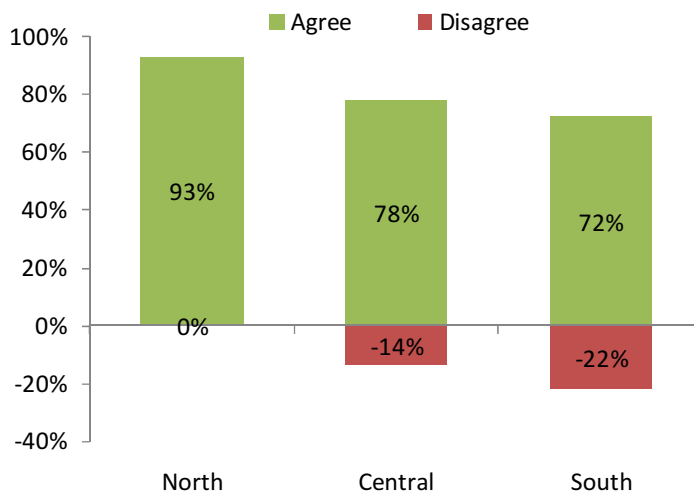
**Question 9: To what extent do you agree that the council should review its land and buildings to increase affordable housing choices and opportunities?**

The majority of respondents (72%) agreed with the statement while 18% disagreed.

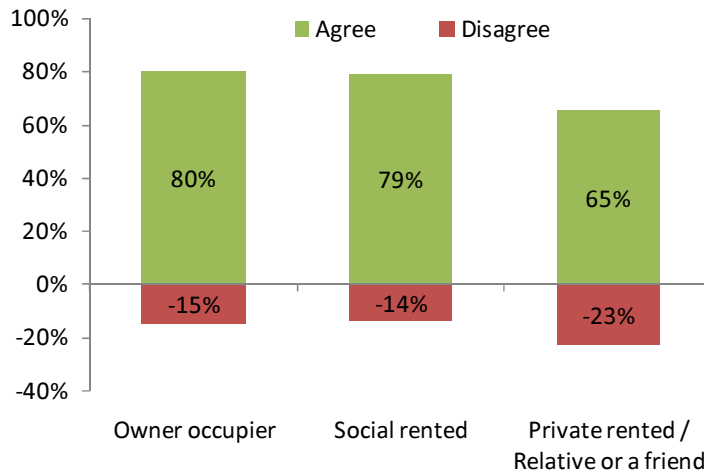
Q9: To what extent do you agree that the council should review its land and buildings to increase affordable housing?



*Area* – 93% of respondents in the north of the borough agreed that the council should review its land and buildings to increase affordable housing choices and opportunities. This is compared with 78% in the central sub area and 72% in the south sub area.



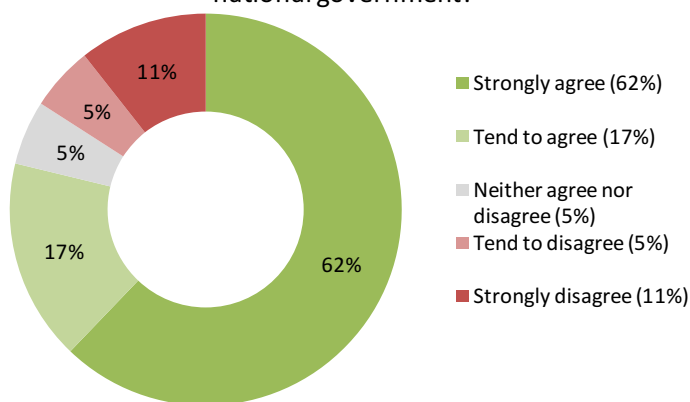
*Tenure* – 80% of owner occupiers and 79% of social renters agreed that the council should review its land and buildings to increase affordable housing choices and opportunities. This is compared with 65% for private renters.



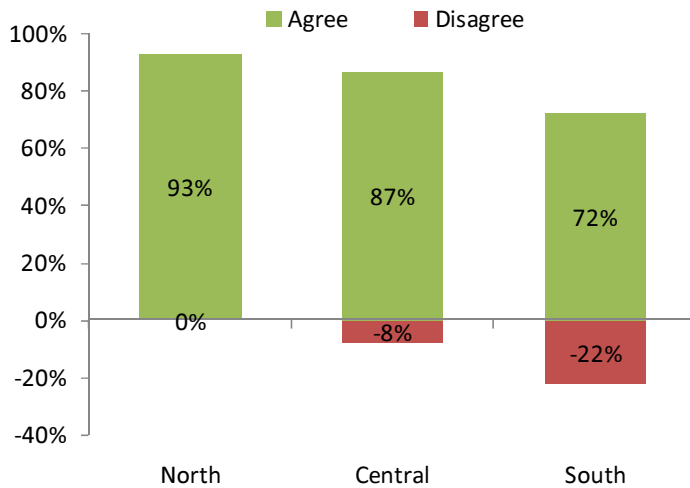
**Question 10: To what extent do you agree that the council should engage with, and lobby, the Mayor of London and the national government to provide more resources and choice for genuinely affordable housing?**

Nearly four out of five respondents (79%) agreed with the statement while 16% disagreed.

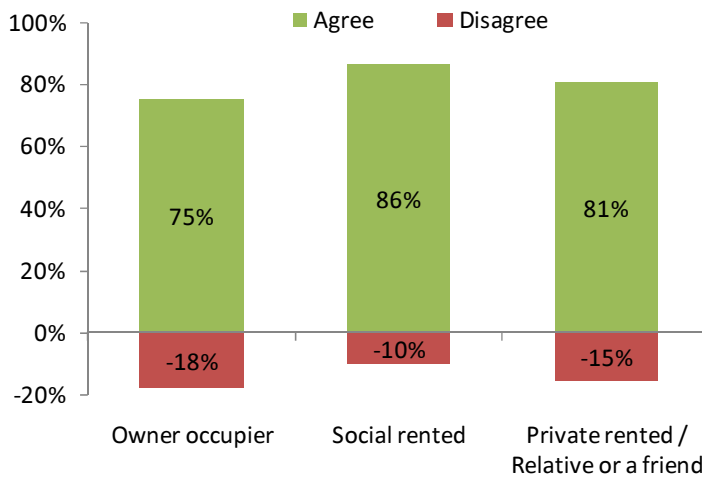
Q10: To what extent do you agree that the council should engage with the Mayor of London and the national government?



*Area* – 93% of respondents in the north and 87% in the centre of the borough agreed that the council should engage with the Mayor of London and the national government. This is compared with 72% in the south of the borough.



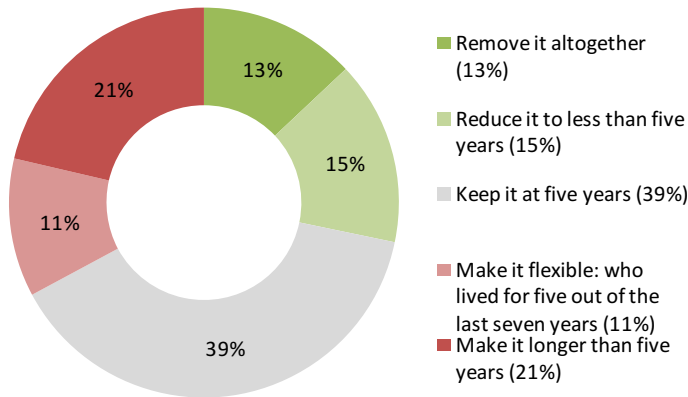
*Tenure* – 86% of social rented tenants agreed that the council should engage with the Mayor of London and the national government; this is slightly higher than private renters (81%) and owner occupiers (75%).



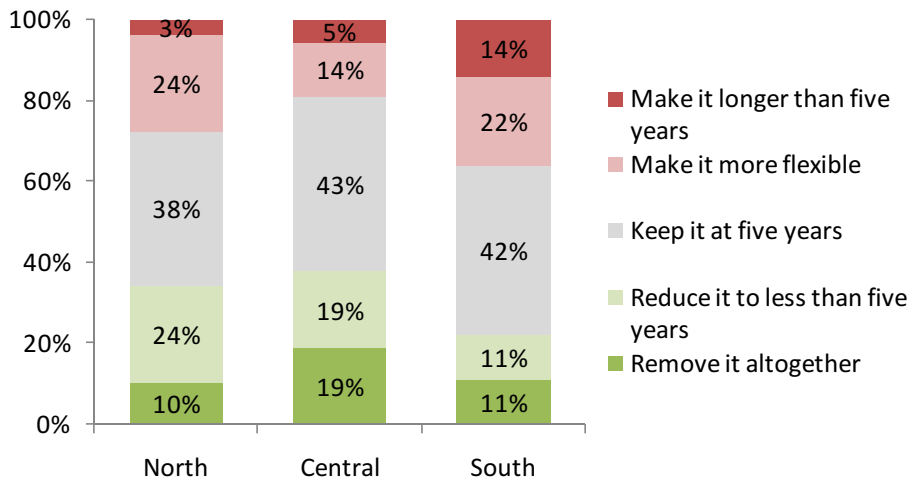
**Question 11: What do you think we should do about the Housing Allocation Scheme five-year residency test?**

39% of all respondents have stated ‘Keep it at five years’; this is followed by ‘Make it longer than five years’ (21%) and ‘Reduce it to less than five years’ (15%). 13% of the respondents would like to see it removed altogether while 11% would like to see it flexible.

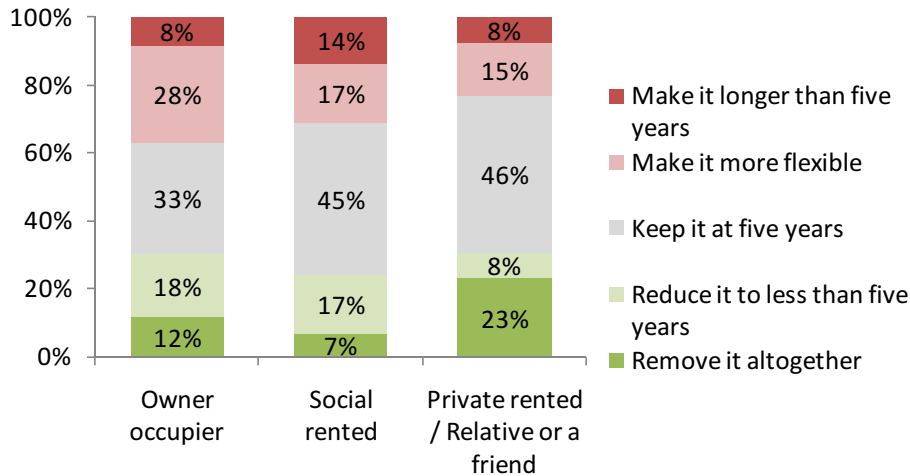
Q11: What do you think we should do about the housing allocation scheme five-year residency?



*Area* – 43% of respondents in the centre of the borough and 42% in the south would like to see the Housing Allocation Scheme kept at five years; this is slightly higher than in the north (38%). 19% of respondents in the central sub area would like to see it removed altogether (11% in south and 10% in north). Nearly a quarter (24%) of respondents from the north stated ‘Reduce it to less than five years’ (19% in central and 11% in south)



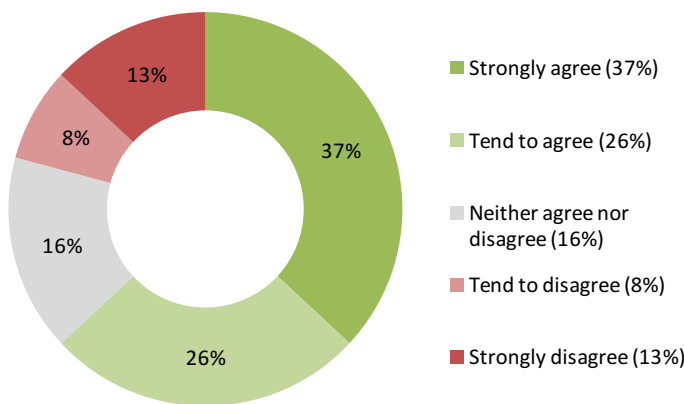
*Tenure* – 46% of private renters and 45% of social renters would like to see the Housing Allocation Scheme kept at five years; this is higher than for owner occupiers (33%). 23% of private renters would like to see it removed altogether (12% for owner occupiers and 7% for social renters). 18% of owner occupiers and 17% of social renters stated ‘Reduce it to less than five years’ (8% for private renters).



**Question 12: Currently, applicants must have a need for an additional two bedrooms to qualify for the housing register. The council is considering reducing this requirement to one extra bedroom. Do you agree?**

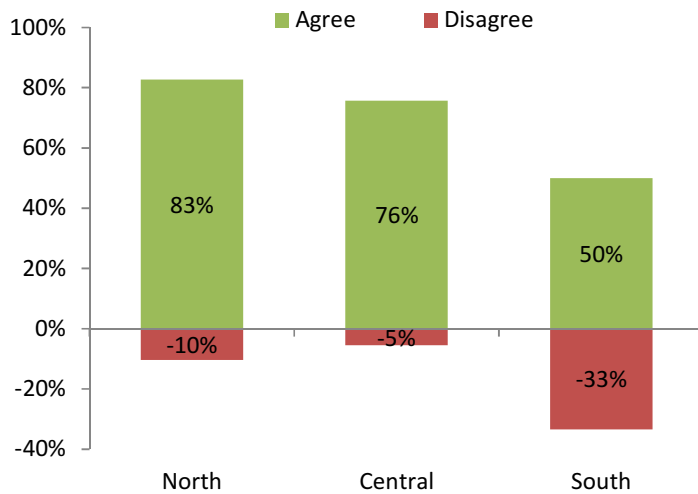
63% of respondents agreed with the proposal while 21% disagreed.

Q12: The council is considering reducing this requirement to one extra bedroom. Do you agree?

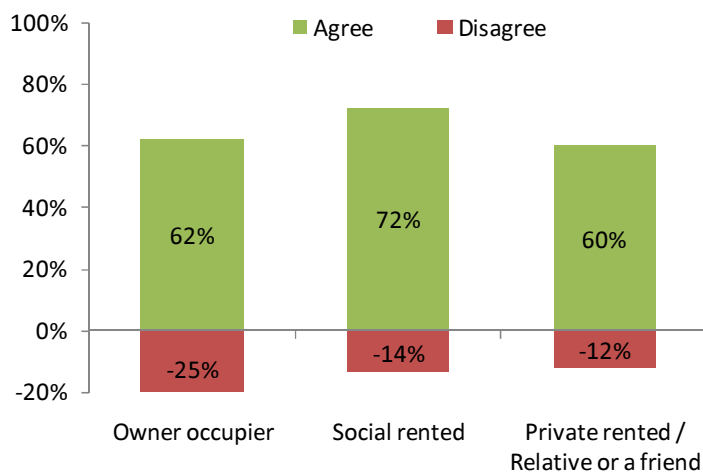


*Area* – 83% of respondents in the north and 76% in the centre of the borough agreed that the council should reduce requirement to one extra bedroom. This is compared with 50% in the south of the borough.





*Tenure* – 72% of social rented tenants agreed that the council should reduce requirement to one extra bedroom; this is higher than owner occupiers (62%) and private renters (60%).

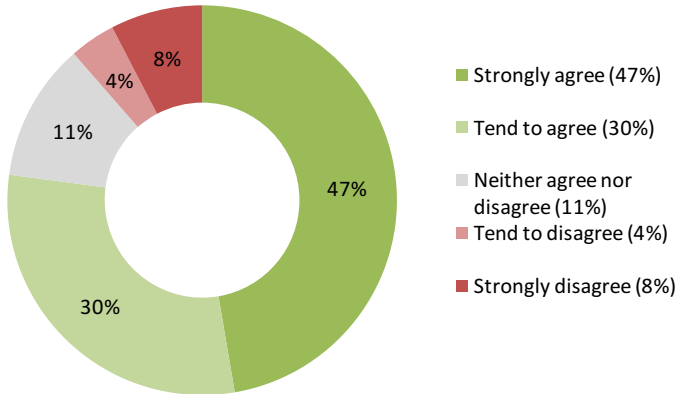


**Question 13: To what extent do you agree that that council should continue to give greater priority to eligible applicants if they are from one of the following groups?**

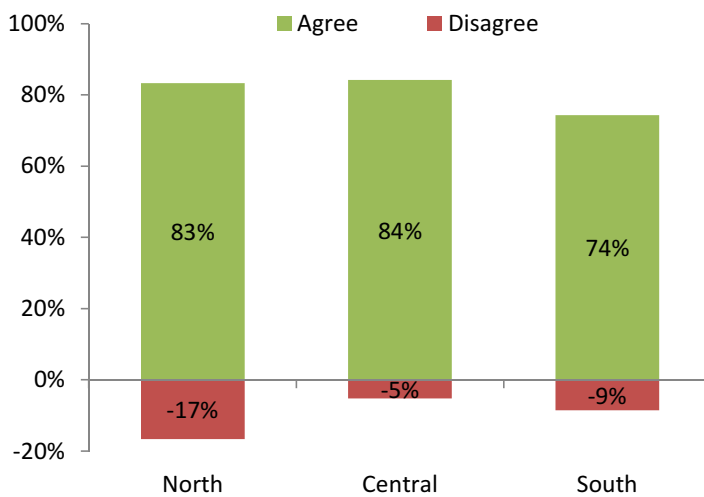
These are currently applicants who are working; volunteering; In training or education; ex-armed service personnel; registered foster carers and adopters; carers; people with disabilities; older residents; certain categories of young people 25 years old or under.

The majority of respondents (77%) agreed with the statement while 12% disagreed.

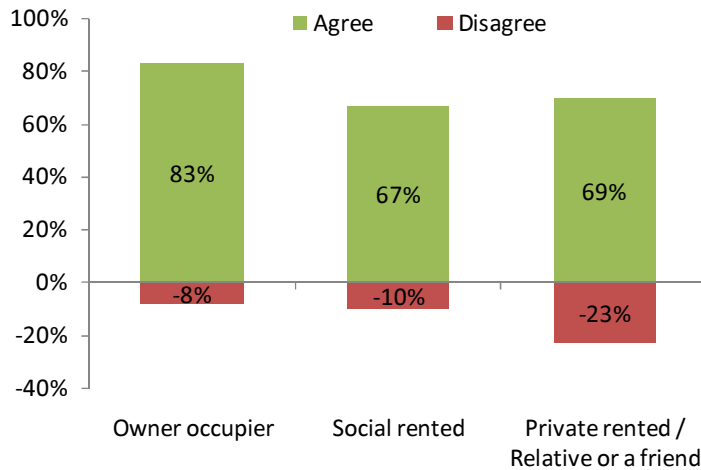
Q13: To what extent do you agree that that council should continue to give greater priority to eligible applicants?



*Area* – 84% of respondents in the centre of the borough and 83% in the north agreed that the council should continue to give greater priority to eligible applicants. This is compared with 74% in the south of the borough.



*Tenure* – 83% of owner occupiers agreed that the council should continue to give greater priority to eligible applicants; this is higher than private renters (69%) and social rented tenants (67%).



**Question 14: What do you think the council could do in partnership with others to reduce homelessness?**

There were 72 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“Swift and effective referrals process”*

*“Underlying socio-economic factors that result in homelessness”*

*“House share, use garages, unused office blocks to make homes”*

*“Gather homeless information and statistics from other councils and successful programs in other global cities”*

*“More hostels could be built for the homeless”*

*“Provide or facilitate shared accommodation”*

*“Work with private sector landlords to prevent evictions”*

*“Work with third sector agencies more”*

*“Collaboration with Money/debt advice, Health and Wellbeing support services, local/neighbourhood groups, schools”*

**Question 15: To what extent do you agree with the proposal to allocate homes for low-cost home ownership equally between three income bands in future?**

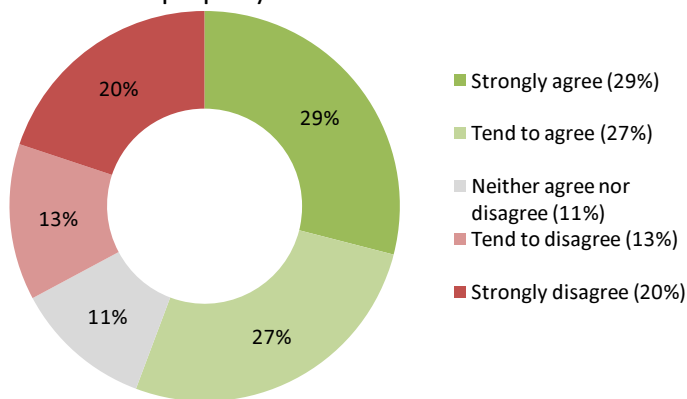
The Council intends to consult on changes to the Home Buy Allocation Scheme. This scheme allocates the homes available for low-cost ownership according to applicants’ income and priority ranking. The Mayor of London’s London Plan says

low-cost home ownership should be open to people earning between £21,100 and £66,000 (or £80,000 for 3-bed homes). In future, the council is proposing to allocate homes for low-cost ownership equally between three income bands:

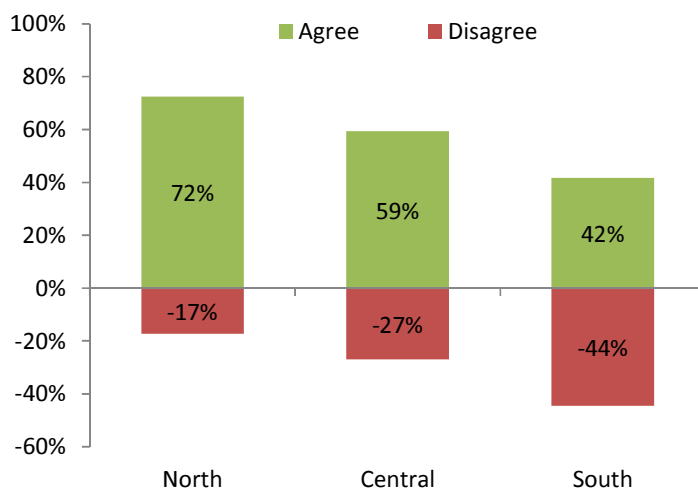
- Up to £29,000 gross income
- £29,001-£43,550 gross income
- £43,551-£50,550 gross income

Over a half (56%) of the respondents agreed with the proposal while a third (33%) disagreed.

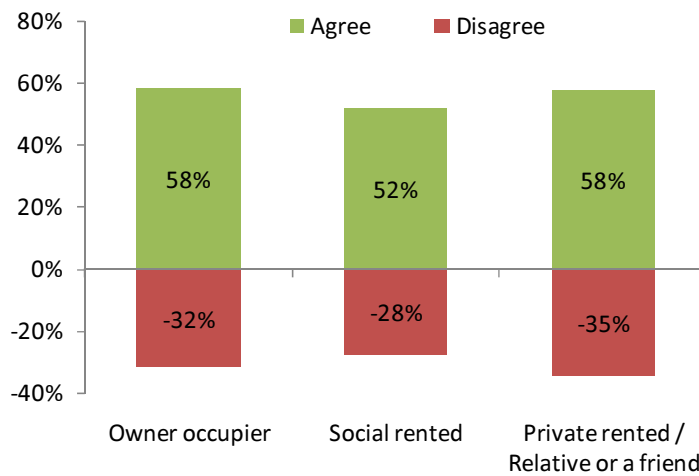
Q15: To what extent do you agree with the proposal to allocate homes for low-cost home ownership equally between three income bands?



Area – 72% of respondents in the north of the borough agreed with the proposal to allocate homes for low-cost home ownership equally between three income bands. This is compared with 59% in the central sub area and 42% in the south sub area.



*Tenure* – 58% of both the owner occupiers and private renters agreed with the proposal to allocate homes for low-cost home ownership equally between three income bands. This is compared with 52% for social renters.

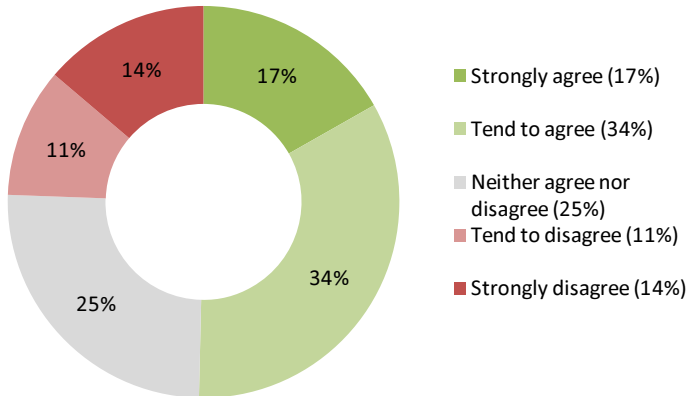


**Question 16: To what extent do you agree with the current priority order in which the council ranks people seeking low-cost home ownership?**

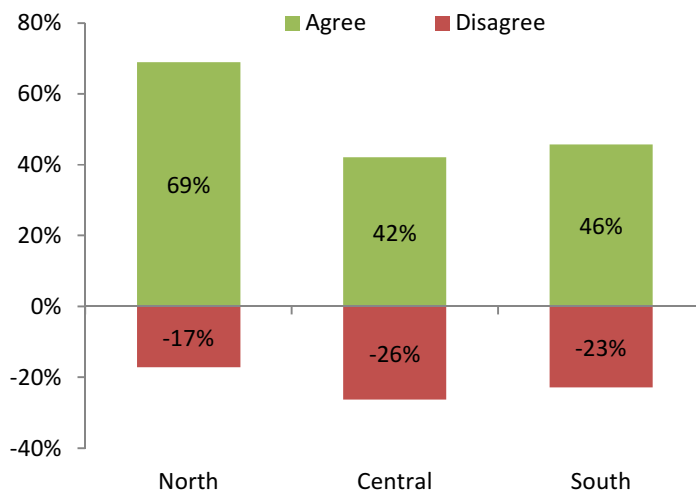
At the moment, the council ranks people seeking low cost home ownership in the following priority order: 1. social tenants (council or housing association who would be vacating their home); 2. armed services / (ex-armed services personnel; 3. police officers living or working in the borough; 4. homeless working households in temporary accommodation; 5. disabled applicants; 6. households living for 12 consecutive months in the borough; 7. households working for 12 consecutive months in the borough; 8. households living or working in the borough with an income within a certain limit; 9 households with an income above a certain limit.

Over a half (51%) of the respondents agreed with the current priority order while a quarter (25%) disagreed.

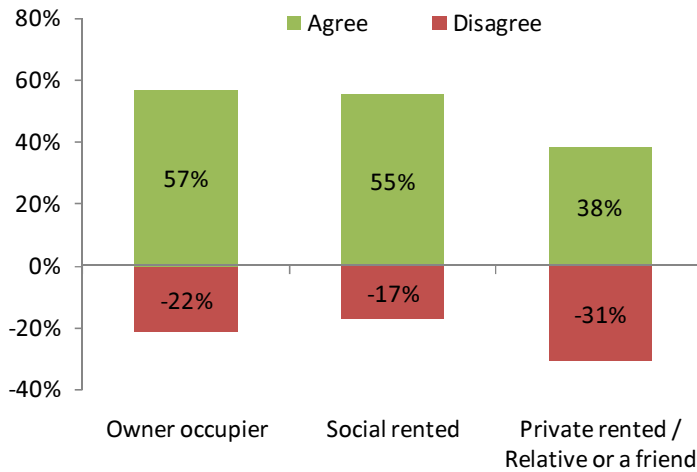
Q16: To what extent do you agree with the current priority order in which the council ranks people seeking low-cost home ownership?



*Area* – 69% of respondents in the north of the borough agree with the current priority order in which the council ranks people seeking low-cost home ownership. This is compared with 46% in the south sub area and 42% in the central sub area.



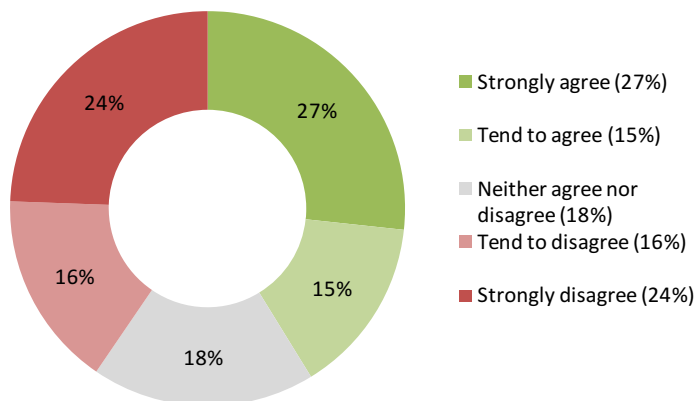
*Tenure* – 57% of owner occupiers and 55% of social renters agree with the current priority order in which the council ranks people seeking low-cost home ownership. This is compared with 38% for private renters.



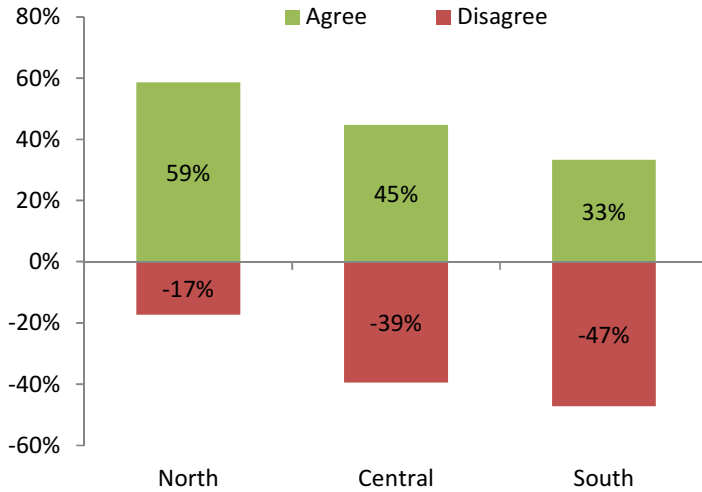
**Question 17: To what extent do you agree that the council should return from fixed term tenancies to lifetime tenancies?**

42% of the respondents agreed with the change while 40% disagreed.

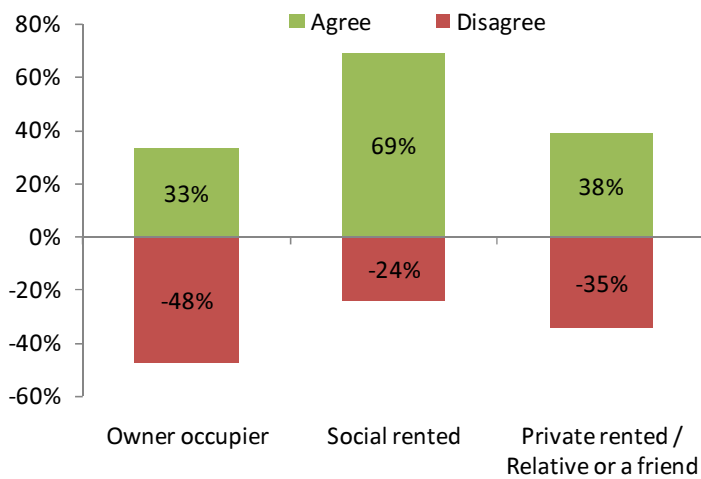
Q17: To what extent do you agree that the council should return from fixed term tenancies to lifetime tenancies?



*Area* – 59% of respondents in the north of the borough agree that the council should return from fixed term tenancies to lifetime tenancies. This is compared with 45% in the central sub area and 33% in the south sub area.



*Tenure* – 69% of social renters agree that the council should return from fixed term tenancies to lifetime tenancies. This is compared with 38% for private renters and 33% for owner occupiers.

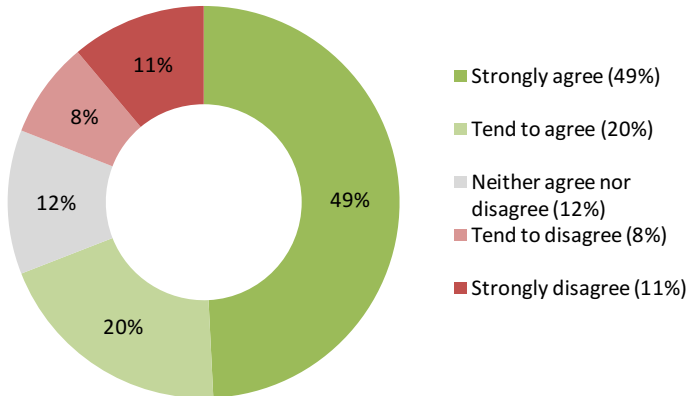


**Question 18: To what extent do you agree that the council should keep fixed-term tenancies for certain categories of applicant?**

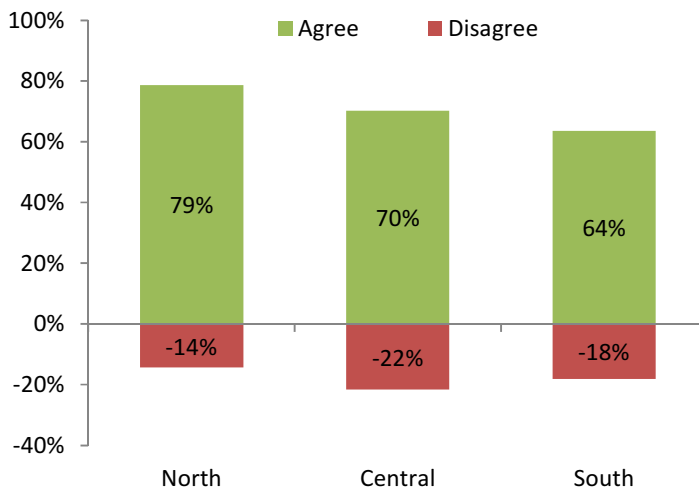
69% of the respondents agreed with the statement change while 19% disagreed.



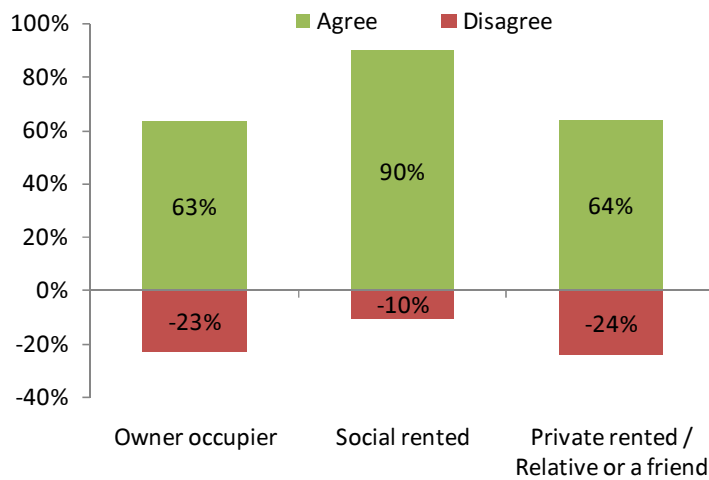
Q18: To what extent do you agree that the council should keep fixed-term tenancies for certain categories of applicant?



*Area* – 79% of respondents in the north of the borough agree that the council should keep fixed-term tenancies for certain categories of applicant. This is compared with 70% in the central sub area and 64% in the south sub area.



*Tenure* – 90% of social renters agree that the council should keep fixed-term tenancies for certain categories of applicant. This is compared with 64% for private renters and 63% for owner occupiers.



**Question 19: How can greater housing choice for older people best be achieved?**

There were 56 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“Building bridges between the Council and the local NHS”*

*“Decanting all sheltered housing residents to housing associations or transfer them to a cooperative”*

*“Look for any “best practice” around the UK it could adapt”*

*“House-sharing for 65+ residents”*

*“Build new low rise small unit housing for elderly tenants to downsize into”*

*“Decent sheltered accommodation with wardens and good care homes for those who are in need”*

*“Volunteers could be sought from those not working to gain experience in care work”*

*“Give preference to ground floor or adapted accommodations to the elderly for existing and new accommodation”*

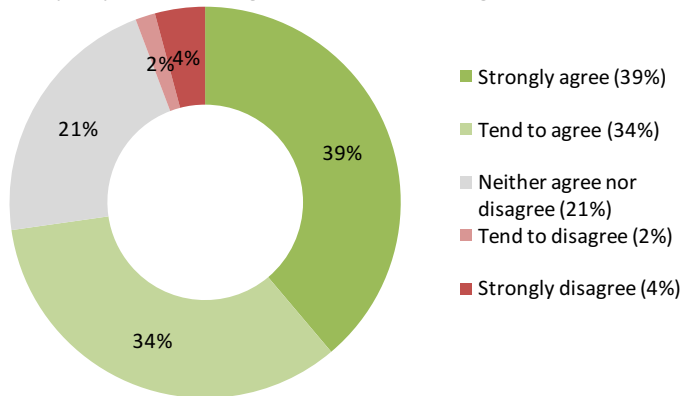
*“Model for developing extra care housing for the frail elderly”*

*“Encourage the building of flexible homes that can be adapted as people's needs change”*

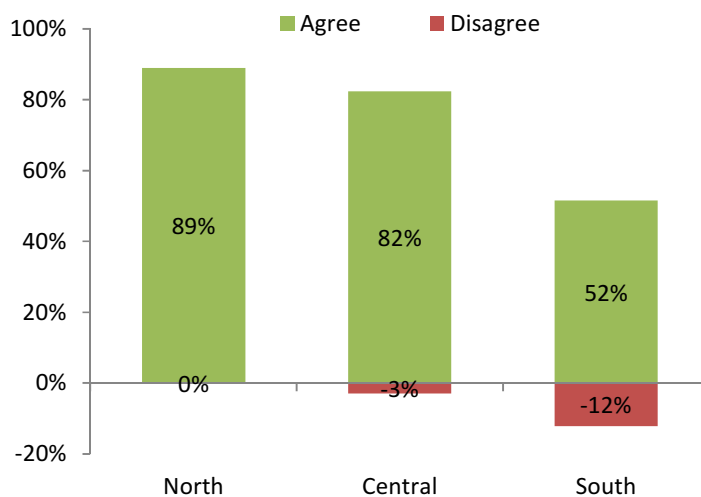
**Question 20: To what extent do you agree with the actions the council proposes to take to meets needs of disabled people, including those with learning disabilities?**

The majority of respondents (73%) agreed with the proposal while 6% disagreed.

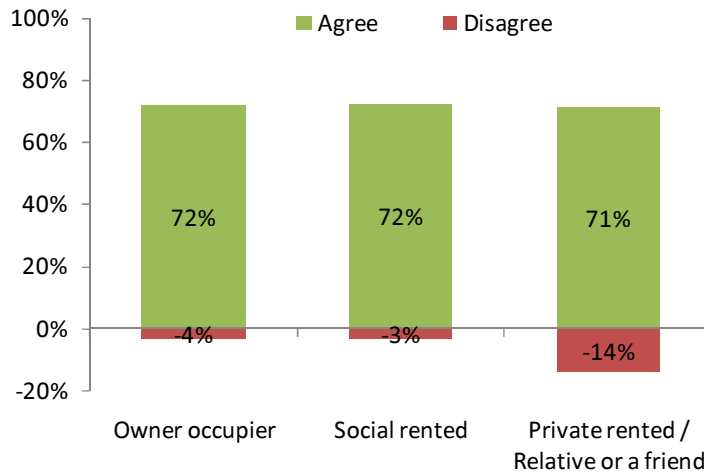
Q20: To what extent do you agree with the actions proposes to meets the needs of disabled people, including those with learning disabilities?



*Area* – 89% of respondents in the north and 82% in the centre of the borough agree with the actions the council proposes to meets needs of disabled people, including those with learning disabilities. This is compared with 52% in the south sub area.



*Tenure* – There was very little difference between tenures; 72% of both the owner occupiers and social renters and 71% of private renters agreed with the actions the council proposes to meets needs of disabled people.



**Question 21: How could we improve advice and representation for council housing residents?**

There were 69 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“Residents scrutiny /monitoring panel working alongside the equivalent Cllr/officer panel”*

*“By advertising items thru twitter, email and a local radio station”*

*“Co-opt representatives onto management boards”*

*“Investing in a web based tenant portal”*

*“Form resident’s advisory boards that work closely with the borough”*

*“Letters, leaflets and news sheets - most information is shared with TRAs”*

*“More on the ground consultation where people feel comfortable about sharing their views”*

*“Engage with residents via panels and forums”*

*“Providing training for participation in forums”*

*“Polite friendly staff”*

## Question 22: How can we involve residents more in decision-making?

There were 72 comments to this question and a broad analysis of the free text answers is shown below.

### Comments included:

*“Regular email communication, and meetings”*

*“With a questionnaires and e-mails”*

*“Ask them by interview - face to face”*

*“Council members need to act as facilitators to establish feedback and review policy”*

*“Use flyers through doors with pre-paid envelope to return answers”*

*“By setting up workshops & meetings with them”*

*“Organising day activity; Plan focus groups”*

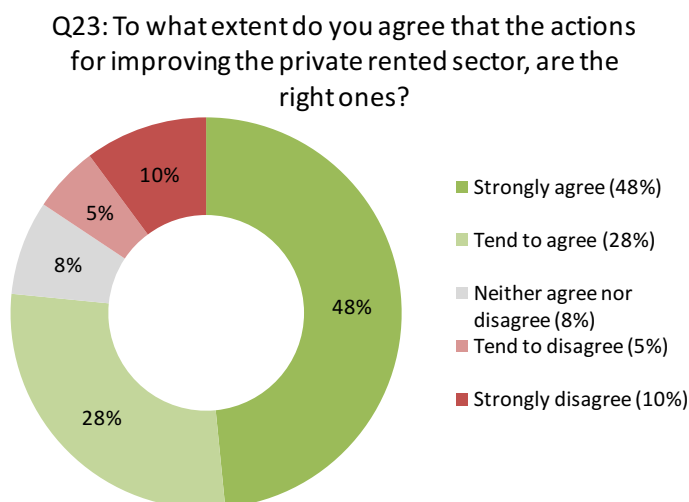
*“Hold meetings with residents outside working hours”*

*“Recruit, select and train the right residents for this important role”*

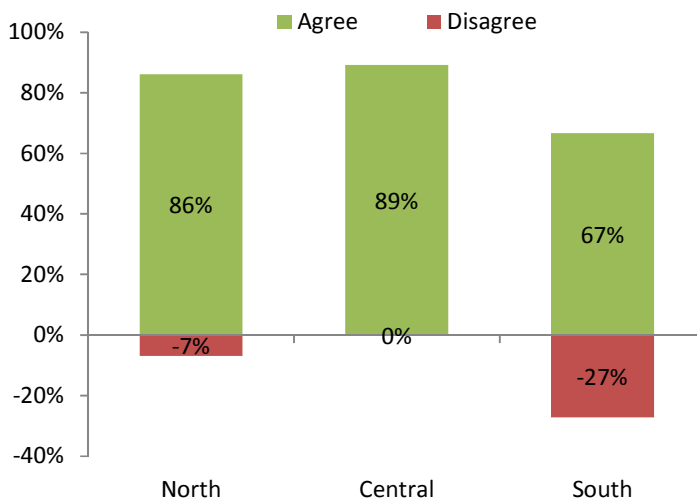
*“Written feedback (both online and by post) and hosting more outreach events”*

## Question 23: To what extent do you agree that the actions we are proposing below, for improving the private rented sector, are the right ones?

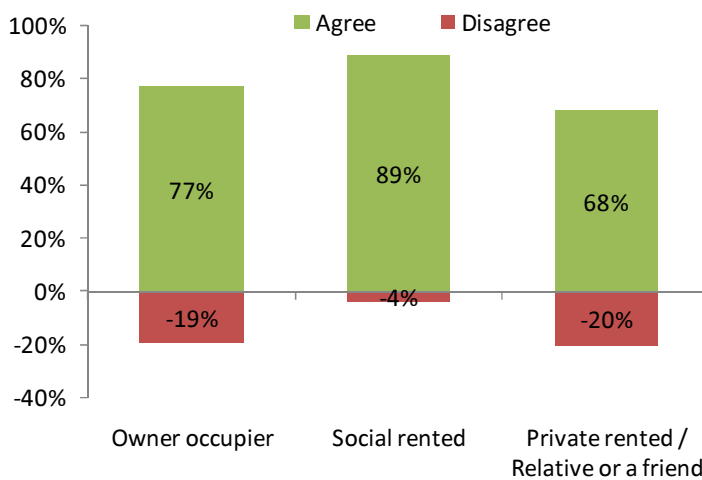
Roughly three out of four respondents (76%) agreed that the actions are right while 15% disagreed.



**Area** – 89% of respondents in the centre of the borough and 86% in the north agreed that the actions for improving the private rented sector are the right ones. This is compared with 67% in the south of the borough.



**Tenure** – 89% of social rented tenants agreed that the actions for improving the private rented sector are the right ones; this is higher than owner occupiers (77%) and private renters (68%).



**Question 24: What actions should the council take to improve personal and community safety in the borough?**

There were 70 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“More local Policing and improved CCTV”*

*“Better quality street lighting, friendlier landscaping”*

*“Regenerate run-down public spaces”*

*“Youth provision and support for young people to keep them off the streets”*

*“Neighbourhood policing”*

*“24 hour anti-social behaviour helpline”*

*“Zero tolerance of anti-social behaviour”*

*“Harsher punishments for offenders”*

**Question 25: Have we missed anything out? What else could the council do to improve current and future housing in the borough?**

There were 70 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“Discourage rogue landlords”*

*“Improve efficient delivery of repair and routine maintenance services”*

*“Offer incentives to prospective tenants for modernising properties”*

*“Rent controls”*

*“Encourage people to make choices about looking after their own needs”*

*“Enforce existing shops to utilise those floors above the ground floor”*

*“Encourage small house-builders over the PLCs or split sites”*

*“Schools need outside space - facilities for schools should be factored in to all development”*

*“More affordable parking for residents”*

**Question 26: Equalities Impact Assessment**

There were 39 comments to this question and a broad analysis of the free text answers is shown below.

**Comments included:**

*“Fairness requires all groups to be considered”*

*“Disabled and elderly yes but otherwise all others should be treated equally”*

*“Promote fairness and fight against racism and discrimination”*

*“Religion, sexual orientation, and ethnicity should not be relevant”*

*“Helping young people into work/ training and supporting them”*

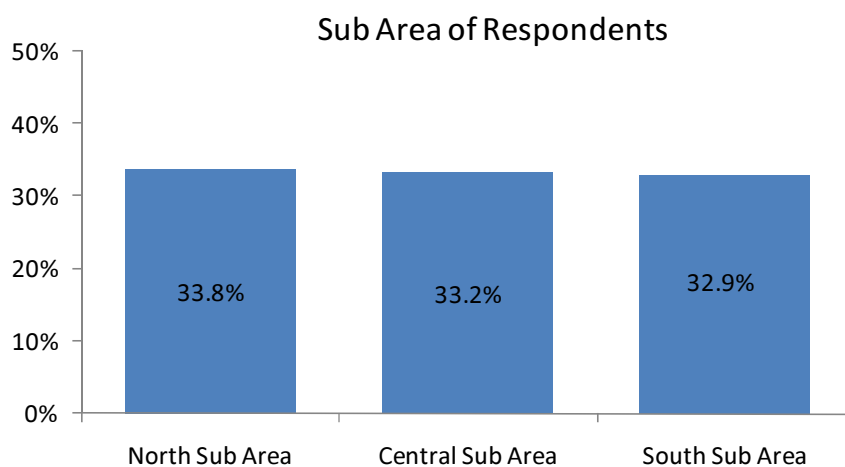
**About you**

**Question 27: What is your name?**

There were 329 responses to this question.

**Question 28: What is your full postcode?**

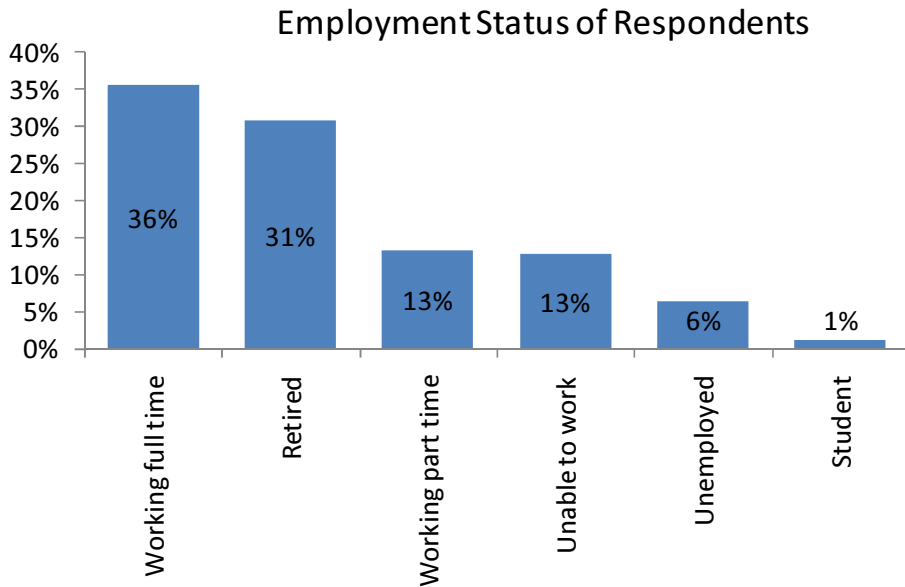
There were 340 responses to this question.



**Question 29: Are you currently in employment?**

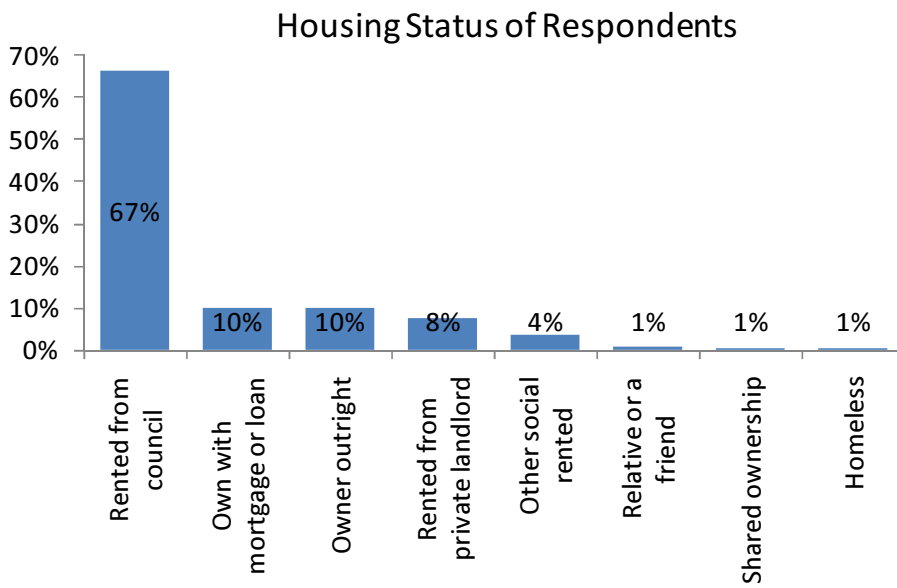
There were 354 responses to this question.





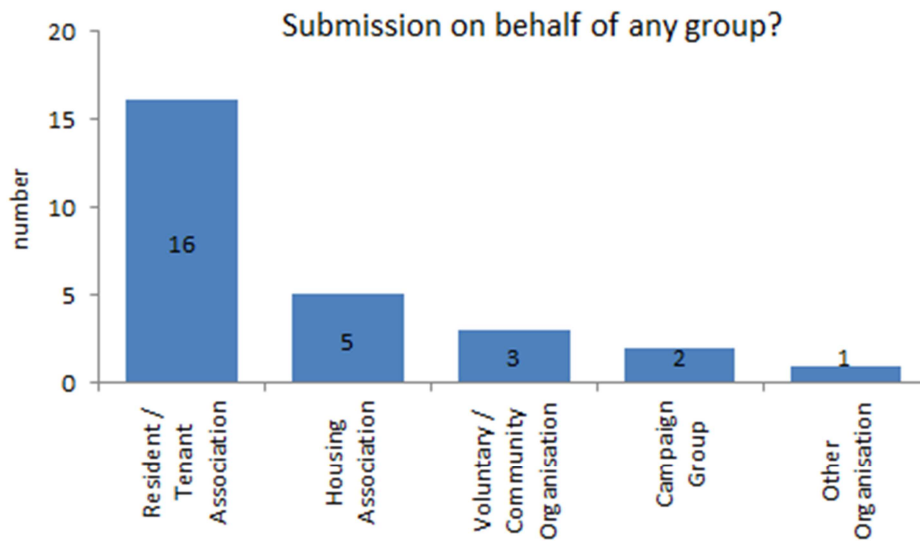
**Question 30: Which of the following best describe your tenure type...?**

There were 354 responses to this question.



**Question 31: Are you making this submission on behalf of any group?**

There were 27 responses to this question.



**END**

**31<sup>st</sup> March 2015**

**Performance and Information Team (FCS, LBHF)**



**LBHF Equality Impact Analysis Tool**

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Overall Information	Details of Equality Impact Analysis
<b>Financial Year and Quarter</b>	2015/16 quarter 1
<b>Name and details of policy, strategy, function, project, activity, or programme</b>	<p>Delivering the Change We Need in Housing</p> <p>Short summary: The purpose of 'Delivering the Change We Need in Housing' is to review and update the Housing Strategy 2012 and associated documents as a result of the administration change in May 2014. There are additional housing strategy annexes which include references and evidence to support the housing strategy, these include an 'Older and Vulnerable People's Approach' which sets out the Council's approach to working with older people and people with additional support needs. The Housing Strategy sets the overall 'direction of travel' and the development and regeneration objectives of the Housing Strategy reflect the council's local planning objectives. Consultation will follow on the detail of proposed changes to the associated documents referenced below.</p>
<b>Date of completion of final EIA</b>	14 April 2015

Section 02	Scoping of Full EIA
<b>Plan for completion</b>	<p>Timing: The Consultation on Housing Strategy began in early January 2015 and closed on 9 March 2015. Following this there has been a consideration of the responses and amendments made where appropriate with Cabinet approval of a revised strategy planned for 19 May 2015.</p> <p>Resources: The consultation process will be led by the Interim Housing Strategy Manager.</p>

**Analyse the impact of the policy, strategy, function, project, activity, or programme**

The Council is seeking to achieve a number of objectives through its revised housing strategy. The overall intention is to increase the range and number of housing choices that applicants are able to make, both for working and non-working households. This will be through a process of re-stating existing policy and additional refinements to better reflect the new administration's priorities. These priorities are to give council tenants local control over their homes, provide new opportunities for secure tenants and to improve private rented housing.

Within these priorities the Council wishes to: strengthen criteria for affordable housing, work with reputable Registered Providers and developers to provide more rental and low cost home ownership housing, maximise use of Borough's landholdings for new affordable housing, adopt planning policies to encourage the delivery of more larger homes to alleviate overcrowding, explore new affordable housing models and reduce long term empty homes and prosecuting rogue landlords.

The Council has prepared and is consulting on one document and annexes that will constitute the revised housing strategy and these documents reflect a change in line with the above policy priorities. The **Housing Strategy** sets out the overall 'direction of travel' for the administration's housing approach and highlights the approach to deliver the new administration's housing objectives.

It should be noted that the existing **Homelessness Strategy** which forms part of the 2012 Housing strategy will be replaced by a Homelessness Prevention Action Plan which will be developed by a cross sector working group delivering the administration's commitment to work more closely with the third sector on homelessness and homelessness prevention.

The Council's HomeBuy Allocation Scheme will be updated to reflect the emphasis on affordability and increasing the range of products available and there will also be an associated review of the current priority list.

The Housing Strategy has been subject to a consultation process from interested parties in Hammersmith and Fulham and other parties such as the Mayor of London.

Assessments indicate the proposed changes contained within the revised housing strategy documents should have a positive impact across a number of equality groups. However any impacts will need to be monitored on an ongoing basis to assess whether there are any unintentional consequences resulting from policy changes and to allow any negative impacts to be mitigated where this is possible and assurance given that where this is not possible, negative impacts on protected group(s) are not unlawful

The remainder of this EIA reviews the equality impacts of the revised Housing Strategy and its annexes. Where

applicable specific EIA assessments will be carried out on the potential impacts of any specific projects that may arise from the revised strategy.

The **revised Housing Strategy** sets out the overall direction of travel for the new administration's housing approach and includes a number of proposed policy changes and changes in emphasis and these are reflected across three themes with actions for delivery identified within an attached action plan. The three revised housing strategy themes are:

- Regenerating Places and Increasing Affordable Housing Supply
- Meeting Housing Need and Aspiration
- Excellent Housing Services for All

Each of these themes includes a number of policy changes which are summarised below under the theme headings and for the purposes of this EIA it is the impact of these changes which are analysed.

#### Regenerating Places and Increasing Affordable Housing Supply

The Council is considering options for empowering residents to take control over their homes and for maximising investment in existing and new council homes. There is a greater emphasis on social and family housing, increasing availability and choice of affordable housing and a commitment to working more closely with Registered Providers including seeking innovative models of affordable housing.

#### Meeting Housing Need and Aspiration

The Council will review options for amending the existing housing allocation scheme and creating new forms of tenancies, work more closely with the third sector to develop a Homelessness Prevention Action Plan, seek to increase range of HomeBuy products and an emphasis on better meeting the needs of older and vulnerable groups including disabled and learning disabled people. The Council is committed to working in partnership across agencies to deliver its responsibilities under the Care Act 2014 and to ensure that the most vulnerable in society have access to suitable housing options and where necessary can live in a supported housing environment. The Council has stated its preference for secure 'lifetime' tenancies which are affordable to local people.

#### Excellent Housing Services for All

The Council will work with residents to develop greater levels of tenant participation and engagement to help deliver improved housing management services and will focus on tackling empty properties and improving the quality of private sector. We aim to work closely with all agencies to deliver safer places for people to live in.

It should be noted that following a Court of Appeal Judgement (Jakimaviciute -v- London Borough of Hammersmith

and Fulham Nov 14) LBHF will be initiating a policy change to the Housing Allocation Scheme which will lead to reinstating households in long term temporary accommodation back onto the housing register.

Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
Age	<p><u>Older people:</u>                      The new administration recognises the huge regeneration opportunity that the Council’s land and holdings present and wants current and future residents to be central to their approach. The Council is setting up a Resident’s Commission on Council Housing to consider the options for empowering residents to take control of their own homes and for maximising investment in existing and new council homes and the commission will take into account sheltered housing. The Council’s 2011 Core Strategy Housing Policy H4 currently states that housing for people who need care and support must be protected and subject to continuing need, applications, where there is an established local need, will be supported.</p> <p>Population estimates indicate a 40% increase in the over 65 population over the next 20 years with the sharpest increase in the over 85 population. The number of older people who cannot carry out one routine mobility activity of daily living is estimated to increase by over 19% by 2020 with an over 5% of older people using a wheelchair or mobility aid. (Source – LBHF Housing Market Assessment 2014). There will be challenges in meeting changing needs and promoting independence within the bulk of existing stock. Whilst the provision of older peoples housing is relatively high much of the sheltered housing stock is not well suited to those with higher level care needs as a number do not have lift access and cannot accommodate wheelchair access or parking of motility scooters and demand levels for sheltered housing are relatively low. The majority of older people in social housing live in general needs housing and the bulk of the council’s general needs housing stock is flats with nearly half having no ground floor entrance and some having no lifts. Options for those in the private rented sector and owner occupiers are limited with very few downsizing specialist options available.</p>	Positive

	<p>The delivery of around 25,800 new homes in the period 2015 – 35 means there will be a 10% increase of wheelchair accessible and Lifetime Standard Homes across tenures increasing the availability and meeting the future needs of a changing population. As well as this the delivery of additional extra care provision within the White City regeneration scheme will expand the range of options available for older people. Estimation on demand for services for older people is complex but the current indication is that the upward trend is set to continue and it is therefore reasonable to assume that this is likely to translate into an increase in demand for older peoples care and accommodation.</p>	Positive
	<p>There are 214 people aged 60 and over on the housing register and of those the majority will be eligible for and interested in sheltered housing. 35% of existing council tenants are aged over 60 of which over 20% live in sheltered accommodation. In 2013/14 just over 16% of housing allocations were into sheltered accommodation. 35% of all council tenants are aged 60 and over and the tenancies awarded for this age group has always been secure lifetime tenancies.</p>	Neutral
	<p>Alongside the Residents Commission on Council Housing there is a planned review of options for sheltered housing which will be carried out in partnership with Adult Social Care and Health and this offers an opportunity to link up to the proposed tri-borough JSNA deep dive proposal on Health and Disability Related Needs Housing to consider how best to meet changing population needs of existing and future tenants and explore how the Council's offer could be improved in light of responsibilities under the Care Act 2014.</p>	Positive
	<p>A snap shot from 2014 shows over 1/3 of applicants aged 60 and over, requiring adapted property, require 2 bed and over therefore any increase in the supply of larger affordable rented social housing will benefit this group. Conversely the remaining two thirds on the register requiring 1 bed only will be benefitted by increased availability of general needs housing due to the halting of vacant stock disposal</p> <p>Improvements in housing management and community safety will have a</p>	Positive

	beneficial impact on this protected group.	
	<p><u>Young people</u></p> <p>The profile of the borough is relatively young with 26% of the population aged 25 – 34. Current figures show 12% of applicants on the housing register and 14% of households in temporary accommodation are aged 24 years and under and 22% of HomeBuy applicants are aged 30 and under. Close to a third of residents under 24 require 1 bed property therefore the council’s policy to halt disposal of stock should positively impact this group through increased availability of properties. Any increase in availability of affordable rented provision and maximisation of existing stock will be beneficial to this group as the impact of high rents and lack of affordability of housing for young people have been well documented in London.</p>	Positive
	<p>13% of those currently in temporary accommodation are aged 25 and under therefore this group will be positively impacted by the council requalifying those who are owed the homeless duty who are in suitable long term accommodation. However the long term impact of this policy change will need to be fully monitored to examine the impact on waiting times and how this affects protected groups.</p>	Positive
	<p>The new administration has made a commitment to take measures to support homeless children and ensure that homeless young people and care leavers have safe accommodation and access to mentors. This will be taken forward in partnership with the third sector and will have a positive impact on vulnerable young people. A relaxation on the needs threshold on overcrowding will have a positive impact on families and the children within the households will be positively affected by this change.</p>	Positive
	<p>Increased availability of affordable rented properties and innovative HomeBuy products targeted at young renters will have a positive impact on the younger population within the borough as would any decision to re-instate ‘lifetime tenancies’ across all new tenancies .</p>	Positive
<p>33.3% of the borough tenure is comprised of private rented tenancies but the</p>	Positive	



		data on these households is limited however any focus on improving this sector and tackling empty properties will benefit younger residents who are more likely to live in the private rented sector.	
	Disability	<p>Information on existing tenants and physical disabilities does not provide an accurate picture of the tenant profile as information is captured at the point of tenancy signing but there isn't a systematic approach to keeping tenant information updated and information about those on the register gives only a partial pictures as it reflects demand only. Current figures for physical disability show 6.6% of those on the housing register are adults with a physical disability and 3.5% of all existing tenants report a physical disability. However three quarters of the Council's housing stock is flats with nearly half having no ground floor entrance and some having no lift access. The borough's accessible housing register shows a limited supply of step free, accessible housing. Given that over a third of council tenants are aged 60 and over it can also be assumed that a number of these residents will develop physical disability or mobility problems.</p> <p>70% of all disability claimants in LBHF are of working age which is higher than the London average and 24% of all claimants are receiving the higher care rate. It has been noted that in general disabled residents are proportionately less likely to be in employment and where they are earning levels may be low. The employment rate for those living with health conditions lasting 12 months or more is 60.1%. Within this figure those with learning disabilities and mental health needs have significantly lower employment levels at 33.1% (Source Disability Benefits Claimants – Borough Overview LBHF March 2012 and LBHF Housing Market Assessment 2014)</p> <p>The delivery of around 25,800 new homes in the period 2015 - 35 means there will be a 10% increase of wheelchair accessible and Lifetime Standard Homes across tenures increasing the availability of suitable accommodation and delivering a better stock of accommodation to meet disabled people's needs in</p>	Positive

	<p>the future. There are a number of new developments in the current pipeline which will deliver additional extra care and specialist provision for those with disabilities</p> <p>As well as this the new emphasis on affordable rent levels and range of products available in the social housing sector should have a positive impact on disabled residents as affordability of rent is a key issue for this protected group.</p>	
	<p>The Council plans to review and remodel existing supported housing for people with learning disabilities to better meet existing and future needs and address problems in existing provision. This will allow the council to improve the commissioning and delivery of support services and will have a positive impact for this protected group.</p>	Positive
	<p>The proposal for a relaxation of the needs threshold for applicants with medical conditions would mean that applicants who have a medical conditions, that is moderately impacted by current housing circumstances, could be eligible for re-qualification for the housing register . In total 99 households were disqualified from the housing register for this reason of whom 38 also failed the residence test. Whilst this would have an initial positive impact on those with less severe medical need the impact on overall waiting times will need to be monitored and the impact on those with greatest need will be monitored.</p>	Positive and negative
	<p>The Residents Commission on Council Housing will consider options for empowering residents to take control of their homes and maximise investment in existing and new council homes. This will provide an opportunity to give further consideration to the meeting the current and future needs of disabled residents.</p>	Positive
	<p>Any improvements to personal and community safety across estates will have a positive impact on disabled residents as the borough's last two annual residents surveys of people with disabilities reported that people with disabilities felt less safe outside both in the day and at night compared with people without disabilities.</p>	Positive

	Gender reassignment	The revised Housing Strategy is not expected to have a negative or positive impact on people who have transitioned or are transgender	Neutral
	Marriage and Civil Partnership	The revised Housing Strategy is not seeking to deliver a specific service for married people or people who are civil partners.	Neutral
	Pregnancy and maternity	<p>The Council’s revised Housing Strategy has placed a greater emphasis on social and family housing . The affordable housing statement indicates a target of at least 40% of all additional dwellings built between 2015 – 25 should be affordable with 60% of additional affordable housing should be for social or affordable renting and 40% affordable housing for low cost ownership. Within the affordable housing for rent there is a greater emphasis on provision of larger family units.</p> <p>The increased availability of family homes is likely to have a positive impact on this protected group. In 2013/14 just over 95 of all duty acceptances were pregnant women or pregnant women with dependent children but this group formed less than 1% of allocations. The majority of pregnant women or pregnant women with dependent children on the housing register have a 2 bed and above requirement and any relaxation to the needs threshold on overcrowding to allow families overcrowded by one 1 bedroom to qualify will have a positive impact on this protected group. However the limited supply of larger 3+ bed accommodation may disproportionately impact pregnant women with dependent children and the impact of changes to the allocation policies will need to be monitored. Only 18% of 2013/14 allocations across all groups were for properties of 3 beds and above reflecting the limited supply in the borough and of those only 2 went to pregnant households.</p> <p>Any change to the housing allocations scheme to re-instate homeless families where duty is accepted back on the register will have a positive impact for pregnant women as will relaxation on medical needs and overcrowding. This protected group would also benefit from the proposal to award all new tenants lifetime secure tenancies. As with other protected groups the long term impact of changes will need to be monitored in order to assess the impact on waiting times and how this effects protected groups</p>	<p>Positive &amp; Negative</p> <p>Positive</p>

		Given that around a third of Hammersmith and Fulham residents live in private rented accommodation it is likely that improvements in this sector will have a positive impact on this protected group.	
	Race	<p>2011 census figures found 55% of the population of Hammersmith and Fulham are from a population group other than White British and of these 31.9% of residents belong to an ethnic group other than White. The main ethnic minorities identifies in the borough are Black African (5.8%), Mixed (5.5%). 40% of all council tenants identify themselves as from Black and Minority Ethnic groups and the majority of these tenants live on Council Estates. 74.2% of the working age population are from white ethnic backgrounds compared to 59.4% for those from BME backgrounds with varying employment rates between ethnic groups. (Source: Annual Population Survey 12 months to June 2013). The high levels of deprivation that continues to be experienced by some ethnic minority households translates into an inevitable high level of representation with homeless and housing demand figures.</p> <p>In 2013/14 around 44% of homeless acceptances were from white or white other groups and acceptances from BME groups formed the majority of acceptances during this period. 60% of those in temporary accommodation are from BME or mixed backgrounds. The housing register currently constitutes 36.43% from White UK and Irish, 8.12% from Other White, 6.03% not stated, Other Ethnic – 5.68%, Mixed 4.99% and Black and Black British and Asian and Asian British 38.75%. Any changes to the housing allocation scheme in relation to reinstating homeless families on the housing register, relaxation of overcrowding requirement or medical needs threshold should have a positive impact on all race groups but the impact will be proportionately higher in BME in line with their presence in homelessness statistics as will a decision to award secure lifetime tenancies to all new tenants. There are currently 90 households on the housing register that have a housing need of 4 bedrooms and of those 54 are from Black or Asian backgrounds, any increase in availability of larger family properties is likely to have a positive impact on all races but the impact will be proportionately higher on BME groups in line with housing need. The long term impact of these policies will need to be monitored and in particular how they affect protected groups.</p>	Positive

	<p>The Housing Strategy highlights the Council's intention to deliver around 25,800 new homes in the period 2015 – 35 across a range of tenures. The strategy should have a positive impact on all race groups but the impact will be proportionately more on BME groups in line with their presence in the homelessness statistics.</p> <p>It should be noted that on the Homebuy Register only 21% of applicants are from BME communities and this will be reflected in disposals. Any increase in the availability and range of products will benefit those already on the register and offers an opportunity to increase the reach of the scheme.</p>	Positive
Religion/belief (including non-belief)	The revised Housing Strategy is not expected to have any impacts on people according to their religious beliefs	Neutral
Sex	<p>61% of council tenants are women and the majority live on estates. Over 72% of main applicants on the housing register are women, 81% of main applicants in temporary accommodation are women and over 82% of main applicants where a homeless duty was accepted were women. 64% of allocations in 2013/14 were households with women as the main applicant.</p> <p>There is a marked difference in employment rates by gender with 61% of women aged 16-64 in employment to 74.2% of men. (Source – LBHF Housing Market Assessment 2014) As well as the difference in employment rates women are more likely to be over-represented in low paid and part time employment. Therefore increasing the availability and quality of affordable rented accommodation in the borough will have a positive impact on both sexes but proportionately more on women in line with their representation in the statistics and economic status. 56.15% of HomeBuy applicants are women, increasing the options and models of HomeBuy available will have a positive impact on both sexes but particularly on women given their representation on the register.</p>	Positive
Sexual Orientation	The Housing Strategy is not expecting to have any impacts on lesbian, gay or bisexual people	Neutral

	<p><b>Human Rights or Children’s Rights</b>                  If your decision has the potential to affect Human Rights or Children’s Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?                  No</p> <p>Will it affect Children’s Rights, as defined by the UNCRC (1992)?                  No</p>

<b>Section 03</b>	<b>Analysis of relevant data</b> 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.
<b>Documents and data reviewed</b>	<p><b>Hammersmith and Fulham Borough Profile 2014</b>  <b>LBHF Housing MA 2014</b>                  LBHF equalities data on council tenants 2013/14, housing demand as at 3/11/11, temporary accommodation as at 3/11/11, allocations 2013/14, duty acceptances 2013/14  <b>Disability Benefit Claimants – Borough Overview 2012/13</b>                  LBHF Older People’s Housing Needs/Gaps analysis 2014                  LBHF Physical Disabilities Housing Needs/Gaps analysis 2014</p>
<b>New research</b>	No new research was required. Further research will be undertaken via the proposed JSNA deep-dive proposal on Health and Disability Related Needs Housing.

<b>Section 04</b>	<b>Consultation</b>
<b>Consultation</b>	The consultation on the draft strategy commenced in early January 2015 and closed on 9 March 2015.

<b>Analysis of consultation outcomes</b>	We received very few comments on the EIA and these were mainly textual amendments which have been addressed .
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<b>Section 05</b>	<b>Analysis of impact and outcomes</b>
<b>Analysis</b>	The Equalities Impact Assessment of the Draft Housing Strategy has found that in general there is unlikely to be any potential unlawful discrimination as a result of the strategy. The Draft Strategy was consulted on see section 4 above.

<b>Section 06</b>	<b>Reducing any adverse impacts and recommendations</b>
<b>Outcome of Analysis</b>	<p>Generally the Housing Strategy policies will have a positive or neutral impact upon all protected groups and characteristics. The protected characteristics of age, disability, pregnancy &amp; maternity and Race will be positively impacted upon by implementation. The Council will take the following action:</p> <ul style="list-style-type: none"> <li>• Monitor the impact of policies on an ongoing basis;</li> <li>• Consult on Housing Allocation Scheme and Tenancy Strategy;</li> <li>• Work across departments on the proposed JSNA deep-dive proposal on Health and Disability Related Needs Housing which should give a picture of need in the short, medium and long term</li> </ul>

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<b>Section 07</b>	<b>Action Plan</b>					
<b>Action Plan</b>	Note: You will only need to use this section if you have identified actions as a result of your analysis					
	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan
	Monitoring the effects of implementation	Ongoing monitoring of the impact of key	Ongoing	To be confirmed	Early identification of adverse impacts	To be confirmed

Annex C

	of the Housing Strategy on protected groups	policies			re implementation of housing strategy	
	Better understanding of housing needs of vulnerable groups	<p>Link up with deep dive JSNA on Health and Disability related Needs Housing</p> <p>Link up with Residents Commission and Stock Options Appraisal</p>	Quarter 1&2 2015/16	To be confirmed	Improved evidence base and options appraisal	To be confirmed

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<b>Section 08</b>	<b>Agreement, publication and monitoring</b>
<b>Chief Officers' sign-off</b>	Name: Mike England Position: Director Housing Options, Skills and Economic Development Email: mile.England@lbhf.gov.uk Telephone No: 020 8753 5344
<b>Key Decision Report (if relevant)</b>	Date of report to Cabinet/Cabinet Member: 19 /05 /2015 Key equalities issues have been included: Yes



## **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](mailto: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 JUNE 2015 AND AT FUTURE CABINET MEETINGS UNTIL JULY 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](mailto: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](http://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**

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

*Key Decisions List No. 33 (published 30 April 2015)*

## KEY DECISIONS LIST - CABINET ON 1 JUNE 2015

**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>
<b>1 June (date to be confirmed)</b>				
Cabinet	1 Jun 2015	<p><b>London Borough of Hammersmith &amp; Fulham Cycling Strategy</b></p> <p>The Cycling Strategy sets out how the London Borough of Hammersmith &amp; 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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	1 Jun 2015	<p><b>Property Asset Data Management Lot 3 pricing model - proposed call-off</b></p> <p>Seeking approval to a proposed call-off contract.</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
	Reason: Expenditure more than		Ward(s): All Wards	

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> )
	£100,000	<p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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>Contact officer: Maureen McDonald-Khan Tel: 020 8753 4701 maureen.mcdonald-khan@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>1 Jun 2015</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p><b>Request from Serco for novation of waste contract</b></p> <p>To enter into a novation and variation agreement for the Waste Collection and Street Cleansing Contract to Serco Environmental Services Limited, subject to the Council being no worse off</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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 Environment, Transport &amp; Residents Services</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Lyn Carpenter Tel: 0208 753 5710 lyn.carpenter@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>1 Jun 2015</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p><b>Approval to establish a framework for the provision of new temporary accommodation and enter into a Development Agreement to develop Lavender Court</b></p> <p>The report is aimed at improving services for homeless people. It seeks to establish a framework for</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Matin Miah Tel: 0208753 3480 matin.miah@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</p>

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		<p>the provision of new, good quality temporary accommodation and to award a contract for the redevelopment of Lavender Court.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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>		background papers to be considered.
Cabinet	<p>1 Jun 2015</p> <p>Reason: Income more than £100,000</p>	<p><b>Land adjoining 95 Goldhawk Road</b></p> <p>Disposal of surplus land.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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): Hammersmith Broadway</p> <p>Contact officer: James Adam Tel: 020 8753 2833 James.Adam@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>1 Jun 2015</p> <p>Reason: Expenditure more than £100,000</p>	<p><b>Agreement for direct award of contracts for the provision of day services for people with dementia</b></p> <p>The report requests authority from Cabinet (in accordance with paragraph 20.1.2 of Contract Standing Orders) to approve the direct award of two contracts for</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Steven Falvey Tel: 020 8753 5032 Steven.Falvey@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

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		<p>dementia day service provision for 18 month from 1 May 2015 to 31 October 2016.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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>		background papers to be considered.
Cabinet	<p>1 Jun 2015</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p><b>Carers Hub Hammersmith &amp; Fulham</b></p> <p>Report to extend the Carers Hub Service with Carers Network.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Selina Douglas Tel: 0208 753 6235 selina.douglas@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>1 Jun 2015</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p><b>Transition of the HFBP ICT Service Desk, Data Centres and distributed computing to new service providers</b></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,</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or

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		<p>H&amp;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 desk provider by calling off the Tri-borough framework contract which has the benefit of providing a consistent user experience for staff.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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>		background papers to be considered.
Cabinet	<p>1 Jun 2015</p> <p>Reason: Expenditure more than £100,000</p>	<p><b>Travel, Care and support arrangements</b></p> <p>Report summarising outcomes from consultation and recommendations for future passenger transport service arrangements.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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 Children and Education, Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mike Potter, Rachael Wright-Turner Tel: 020 7745 4112, Tel: 020 7745 6399 mpotter@westminster.gov.uk, Rachael.Wright-Turner@rbkc.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	1 Jun 2015	<p><b>Fulham Palace</b></p> <p>Boiler System Replacement .</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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	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	
Cabinet	1 Jun 2015	<p><b>Sexual and Reproductive Health Recommissioning</b></p> <p>Approval to proceed to recommissioning report to reprocore community sexual health services across H&amp;F, RBKC and WCC.</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	
Cabinet	1 Jun 2015	<p><b>Hammersmith &amp; Fulham Community Infrastructure Levy - CIL Regulation 123 list</b></p> <p>Cabinet approval is sought for the final 'CIL regulation 123 list.' ('the r123 list') needed for the implementation of the borough's Community Infrastructure Levy. Cabinet has previously approved a draft version of the r123 list in August 2014 as part of the wider public consultation on the draft Community Infrastructure Levy charging schedule.</p> <p>The r123 list is prepared under regulation 123 of the Community Infrastructure Levy Regulations</p>	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: Affects 2 or more wards		Ward(s): All Wards	



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		<p>2010 (as amended). The list details the infrastructure projects or types of infrastructure that the council intends can be funded wholly or partly by CIL.</p> <p>The r123 list forms an important part of the borough CIL. It enables S106 planning obligations to be sought in parallel with the borough Community Infrastructure Levy ('CIL'). S106 planning obligations cannot be sought for items that are listed in the r123 list as these items will be funded by CIL. This ensures that developers do not pay twice for the same infrastructure via both CIL and S016 obligations.</p> <p>If a r123 list is not approved and published, the council will not be able to use S106 planning obligations to secure any infrastructure.</p>		

**6 July (date to be confirmed)**

Cabinet	6 Jul 2015	<p><b>Corporate Plan 2015-18</b></p> <p>A new Corporate Plan for H&amp;F, setting seven key priorities and new corporate objectives to deliver on over the next three years.</p>	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.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	6 Jul 2015	<p><b>Procurement of a Homecare service for the London Borough of Hammersmith and Fulham (H&amp;F); Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC)</b></p> <p>Seeking Cabinet agreement to the awarding of three new contracts for the provision of Homecare services in the London Borough of</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
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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		<p>Hammersmith and Fulham.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		considered.
Cabinet	<p>6 Jul 2015</p> <p>Reason: Expenditure more than £100,000</p>	<p><b>Cardiovascular Disease Prevention Service Procurement</b></p> <p>Approval to proceed requested for the procurement of the Cardiovascular Disease Prevention Service.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> 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: Christine Mead Tel: 020 7641 4662 cmead@westminster.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>6 Jul 2015</p> <p>Reason: Expenditure more than £100,000</p>	<p><b>Pay &amp; Display Infrastructure</b></p> <p>A review of the current arrangement and justification for the upgrade of the current pay &amp; display arrangement across the borough.</p> <p><b>PART OPEN</b> <b>PART PRIVATE</b></p>	<p>Cabinet Member for Environment, Transport &amp; Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@lbhf.gov.</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

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		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.	uk	background papers to be considered.