

Cabinet Members' Decisions

made between September and October 2014


Date Issued: 21 October 2014

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Agenda Item 1

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET MEMBER DECISION</p> <p>SEPTEMBER 2014</p>
<p>PROPOSAL TO SUBMIT A BID TO THE GREATER LONDON AUTHORITY (GLA) FOR HOUSING ZONE RESOURCES FOR THE WHITE CITY OPPORTUNITY AREA</p>	
<p>Report of the Cabinet Member for Economic Development & Regeneration</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Wards Affected: Wormholt & White City; Shepherd's Bush Green; College Park and Old Oak</p>	
<p>Accountable Executive Director: Melbourne Barrett, Executive Director for Housing and Regeneration</p>	
<p>Report Author: Aaron Cahill – Interim Housing Strategy Manager</p>	<p>Contact Details: Tel: 020 8753 1649 E-mail: aaron.cahill@lbhf.gov.uk</p>

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 29 September 2014

1. EXECUTIVE SUMMARY

- 1.1 This CMD relates to submitting a bid to the GLA for Housing Zone resources to assist with the uplift of affordable housing delivery in the White City Opportunity Area.
- 1.2 The Bid prepared has an over-arching objective of achieving a significant step change in affordable housing delivery projected for the area from currently minimum secured levels of c 12% to over 20%, towards the Borough's strategic target of 40% affordable housing.
- 1.3 A step change from 12% to 20% would equate to an additional 455 affordable homes. Officers consider this can be achieved through negotiation and returns generated from scheme review mechanisms designed to ensure rises in market values reflect rises in affordable housing provision. Officers are working on the basis that the 20% affordable housing will be secured without recourse to public grant. However, the scale of affordable housing demand is such that more homes are being sought, matching expectations set out in the administration's manifesto commitments.
- 1.4 The funding sought from the GLA - £10m – with match funding of £2.5m from the Borough secured from commuted sums, is intended to be a small contribution – to fund the delivery 160 affordable homes - towards a wider change in approach. This will include securing future GLA Affordable Housing Programme resources that can be dedicated to the area as part of a wider proactive approach to securing more affordable housing in the area. Officers see the approach as the creation of a funding facility that can be 'topped up' by the GLA and Borough to generate additional affordable housing towards the 40% policy target. If an additional 5% affordable housing were delivered in the Opportunity Area, this would equate to an additional 284 affordable homes.

2. RECOMMENDATIONS

- 2.1 That approval be given to the submission of a bid to the GLA for £10m of Housing Zone resources, matched by £2.5m commuted sums from the Borough.
- 2.2 That, in the event that the GLA wishes to support the Borough's submission, and any agreement between the GLA and the Borough is reached, such an agreement will need to be the subject of a Cabinet Report in Winter 2014/15.

3. REASONS FOR DECISION

- 3.1 To meet the GLA deadline of 30 September 2014 to submit a bid for Housing Zone resources.

4. INTRODUCTION AND BACKGROUND

- 4.1 The Mayor of London launched a Housing Zone Prospectus on 13 June 2014 with the objective of increasing and accelerating housing delivery in the capital. Prospectus conditions stipulated:
- Only Boroughs could bid
 - £400m investment (discounted loan/equity loan/grant) available for a total of 20 Zones
 - Mayoral Opportunity Areas to have preference
 - Housing Zones should deliver a minimum of 1,000 homes
- 4.2 The Prospectus makes clear that it will consider areas where there is 'identifiable and named development underway or ready to commence immediately that could be reasonably be accelerated / complemented.'
- 4.3 After consultation with officers from Housing and Regeneration; Planning Division, Transport & Technical Services; the Greater London Authority; and Council Members, a submission has been prepared for the White City Opportunity Area which is expected to host over c 5,700 homes.

5. PROPOSAL AND ISSUES

- 5.1. The section below is drawn from the Bid document executive summary.
- 5.2 *The Mayor of London and Hammersmith & Fulham's vision for White City as set out in the Opportunity Area Planning Framework is for the area to be a vibrant and creative place with a stimulating and high quality environment where people will want to live, work, shop and spend their leisure time. Since the publication of the Framework in October 2013, the Mayor of London published his Housing Zones Prospectus with the intention of accelerating housing delivery and build homes more affordable for working Londoners. This bid is about making that vision a reality in White City. The London Borough of Hammersmith & Fulham's response to the prospectus is to propose a Housing Zone for the White City Opportunity Area. This area is expected to host the development of over 5,000 homes and 10,000 jobs with a wide range of necessary accompanying social and physical infrastructure investment to realise the Framework vision. The core objectives of the White City Housing Zone bid proposal are to:*
- *Realise the housing-led regeneration vision set out in the White City Opportunity Area Planning Framework*
 - *Increase and accelerate market and affordable housing delivery across all sites in the area*
 - *Maximise affordable housing towards the 40% Core Strategy affordable housing target*
 - *Deliver a policy compliant mix of affordable family housing*
 - *Facilitate the delivery of a mixed economy of intermediate housing providers and products to maximise innovation in delivery*

- *Provide a programme management resource to help coordinate the delivery of additional affordable housing and wider socio-economic infrastructure, building on partnerships and networks currently in place*
- *Create a Registered Providers Panel for the White City Opportunity Area, ensuring their early involvement in design and affordability discussions*
- *Ensure that private sector agencies continue to see White City as a viable and attractive housing investment and regeneration proposition*
- *Significantly add to the availability of local employment and vocational skills opportunities to address high unemployment in this area*

To achieve these core objectives, Hammersmith & Fulham proposes to:

- *Create a Housing Zone Fund in conjunction with the GLA, drawing on the funding identified in the Mayor's Housing prospectus and funding available from the Council*
- *Agree a medium to long term approach that ring-fences future GLA Affordable Housing Programme resources to the White City Opportunity Area*
- *Agree a Delivery Framework with the GLA to crystallise additional affordable housing targets*
- *Deliver additional affordable housing for working households, meeting local and London-wide affordability criteria*

Through the interventions we identify in this document, we are seeking to:

- *Uplift the current baseline affordable housing provision from 12% to 20% with further additional housing sought through use of a scheme review mechanism*
- *Apply Housing Zone and future Affordable Housing Programme resources to increase affordable housing delivery over the 20% baseline provision*
- *Further uplift affordable housing delivery. Using a 5,687 baseline total number of homes for the area, we estimate that the uplift of affordable housing delivery from 12% to 20% would yield an additional 455 affordable homes (from 682 to 1,137 homes). The uplift from 20% in 5% tranches would yield a further 284 homes for each additional 5% achieved*
- *Housing Zone funding (with match funds) is intended to support the delivery of 160 affordable homes in the first instance with more homes delivered if more funding becomes available*

Housing Zone and future Affordable Housing Programme resources can provide the catalyst to help deliver a minimum of 20% affordable housing provision and additional housing towards the 40% Core Strategy target.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1 The Housing Zone prospectus placed a strong emphasis on increased and accelerated housing delivery in the capital's 33 Opportunity Areas (OAs). The prospectus does not exclude non-OA locations. These are areas designated by the Mayor of London in conjunction with the respective local authority (authorities in some instances) which should make 'particularly significant contributions towards meeting London's housing needs.' The Borough has three Opportunity Areas: Earls Court & West Kensington; Old Oak Common; and White City.
- 6.2 After some discussion, it was agreed that the most beneficial approach was likely to be realised in the White City Opportunity Area. There is significant developer interest in the area and officers are aware of at least three major sites totalling over 3,000 homes (one consented, two likely to be consented in the next twelve months) that are likely to come forward for development in the next five years, with some housing completions within that timeframe.
- 6.3 The overall timeframe for delivery is over 10 years for Housing Zone purposes, but the delivery timeframe for White City is more realistically 15 years, arguably longer.

7. CONSULTATION

- 7.1 The bid has been the subject of discussion with officers and Members as described in Section 4.3. In addition a 'soft consultation' session was held with (Affordable Housing) Registered Providers to discuss funding issues and how changes in approach could realise increased affordable housing in the White City Area.

8. EQUALITY IMPLICATIONS

- 8.1 The overall objective of this proposed bid is to increase the quantum of affordable housing in the White City Opportunity Area. Research has demonstrated that people from defined equality groups such as older people; people who have disabilities (physical and learning); women; people from black and Asian minority ethnic backgrounds are disproportionately highly represented on the Housing Register (i.e., people waiting for a social rented home or wish to move to a different rented home). A particular issue is the issue of overcrowding, which disproportionately impacts on households from black and Asian minority ethnic backgrounds. The Home Buy Register (i.e., for people who wish to enter low cost home ownership or other forms of intermediate tenures) also has a high proportion of people from 'equality groups'. A fuller assessment will be undertaken for any Cabinet Report required to approve the submission. Overall, officers expect the increased provision of affordable housing in the White City Opportunity Area to have a positive impact.
- 8.2 Implications completed by: Aaron Cahill, Interim Housing Strategy Manager, 0208 753 1649.

9. LEGAL IMPLICATIONS

- 9.1 As set out in the report this is a proposal to secure £10m capital funding to help increase affordable housing delivery in the White City Opportunity Area, with match funding of £2.5m from the Council. Legal services will give appropriate legal advice when required particularly on any subsequent agreement or contract with the Greater London Authority and a third party (likely to be a Registered Provider).
- 9.2 Implications verified/completed by: Janette Mullins. Principal Solicitor (Housing and Litigation) 020 8753 2744.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 As set out in the report this is a proposal to secure £10m capital funding to help increase affordable housing delivery in the White City Opportunity Area, with match funding of £2.5m coming from the Council from S106 commuted sums.
- 10.2 It should be noted that while the Council does currently have sufficient secured commuted sums available for this purpose, the receipt of the commuted monies by the Council has a variety of payment triggers within the respective Section 106s that follow the commencement of the developments on site. These projects have not yet currently started on site but are currently anticipated to do so.
- 10.3 It should also be noted that there are also a number of potential other calls on S106 commuted sums for affordable housing purposes, including the Council's Housing Development Programme and if allowed in the terms of the S106 agreement the HRA Capital Programme.
- 10.4 Further advice appropriate financial advice will be provided by the Finance Department on any subsequent agreement or contract with the Greater London Authority and a third party (likely to be a Registered Provider).
- 10.5 Implications verified/completed by: Kathleen Corbett, Director of Finance and Resources, 020 8753 3031.

11. RISK MANAGEMENT

- 11.1 Officers have identified a schedule of potential issues that will need to be addressed in the event a Housing Zone proposal is agreed with the GLA. In this event, the identified issues will need to be further examined and set out in a Risk Register, based on the Tri Borough model risk register.
- 11.2 Implications verified by Michael Sloniowski, BiBorough Risk Manager,

Tel 0208 753 2587

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1 The key procurement consideration relating to this bid is the means of creating an (Affordable Housing) Registered Provider panel for the White City area. It is quite common for local authorities to procure such panels and Hammersmith & Fulham did have one which fell into abeyance. In the event that the bid is approved, then officers will need to seek advice on how such partners should be procured including whether the OJEU procurement regulations are required to be followed.

12.2 Implications verified: Robert Hillman, Procurement Consultant x1538

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

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

LIST OF APPENDICES:

Appendix 1 – Bid & GLA Proforma

Proposal for a Housing Zone for the White City Opportunity Area

London Borough of Hammersmith & Fulham



September 2014

Executive Summary

The Mayor of London and Hammersmith & Fulham's vision for White City as set out in the Opportunity Area Planning Framework is for the area to be a vibrant and creative place with a stimulating and high quality environment where people will want to live, work, shop and spend their leisure time. Since the publication of the Framework in October 2013, the Mayor of London published his Housing Zones Prospectus with the intention of accelerating housing delivery and build homes more affordable for working Londoners. This bid is about making that vision a reality in White City. The London Borough of Hammersmith & Fulham's response to the prospectus is to propose a Housing Zone for the White City Opportunity Area. This area is expected to host the development of over 5,000 homes and 10,000 jobs with a wide range of necessary accompanying social and physical infrastructure investment to realise the Framework vision. The core objectives of the White City Housing Zone bid proposal are to:

- Realise the housing-led regeneration vision set out in the White City Opportunity Area Planning Framework
- Increase and accelerate market and affordable housing delivery across all sites in the area
- Maximise affordable housing towards the 40% Core Strategy affordable housing target
- Deliver a policy compliant mix of affordable family housing
- Facilitate the delivery of a mixed economy of intermediate housing providers and products to maximise innovation in delivery
- Provide a programme management resource to help coordinate the delivery of additional affordable housing and wider socio-economic infrastructure, building on partnerships and networks currently in place
- Create a Registered Providers Panel for the White City Opportunity Area, ensuring their early involvement in design and affordability discussions
- Ensure that private sector agencies continue to see White City as a viable and attractive housing investment and regeneration proposition
- Significantly add to the availability of local employment and vocational skills opportunities to address high unemployment in this area

To achieve these core objectives, Hammersmith & Fulham proposes to:

- Create a Housing Zone Fund in conjunction with the GLA, drawing on the funding identified in the Mayor's Housing prospectus and funding available from the Council
- Agree a medium to long term approach that ring-fences future GLA Affordable Housing Programme resources to the White City Opportunity Area
- Agree a Delivery Framework with the GLA to crystallise additional affordable housing targets
- Deliver additional affordable housing for working households, meeting local and London-wide affordability criteria

Through the interventions we identify in this document, we are seeking to:

- Uplift the current baseline affordable housing provision from 12% to 20% with further additional housing sought through use of a scheme review mechanism
- Apply Housing Zone and future Affordable Housing Programme resources to increase affordable housing delivery over the 20% baseline provision
- Further uplift affordable housing delivery. Using a 5,687 baseline total number of homes for the area, we estimate that the uplift of affordable housing delivery from 12% to 20% would yield an additional 455 affordable homes (from 682 to 1,137 homes). The uplift from 20% in 5% tranches would yield a further 284 homes for each additional 5% achieved.
- Housing Zone funding (with match funds) is intended to support the delivery of 160 affordable homes in the first instance with more homes delivered if more funding becomes available

Housing Zone and future Affordable Housing Programme resources can provide the catalyst to help deliver a minimum of 20% affordable housing provision and additional housing towards the 40% Core Strategy target.

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Annex A - GLA completed schedule

Section 1 - Vision Statement

White City – World City

White City will be a vibrant and creative place with a stimulating and high quality environment where people will want to live, work, shop and spend their leisure time.

Anchored by world leading institutions including the BBC and Imperial College London, and with one of London's best retail offers at Westfield in a reinvigorated and metropolitan town centre, the area will become a renowned hub for creative industries and innovation. Many creative, media and entertainment companies together with bio-tech and high-tech start-ups will be attracted to the area, where cutting edge business and academic research will be linked with schools and colleges to inspire young people, providing opportunities for training and skills development in the community. The area will contribute to meeting local employment and community needs, with a high proportion of new jobs filled by local people.

The area to the north of Westfield and including the former BBC television centre will become a new urban quarter with an enlarged, mixed community, through housing-led, mixed use development and refurbishment of some existing buildings. There will be a substantial increase in the number of homes for sale and rent at a range of prices and affordability, providing a local ladder of affordable housing opportunity, supported by new leisure, green space, schools and community facilities.

The existing community will expand over a wider area on both sides of Wood Lane, with a more varied, balanced and sustainable socio-economic mix. All existing residents will be able to continue living in the area, and will be benefitting from new local job opportunities. Many of the estates' existing residents, especially those suffering from inadequate conditions like over-crowding, will have been able to move into better, more suitable homes in the local area or to remain in and benefit from an improved environment.

The economic health of the historic Shepherds Bush Town Centre will be revived. It will be a thriving destination in its own right, with an invigorated market, theatre, refurbished common and focus on entertainment, leisure and other town centre attractions.

The Opportunity Area will be fully integrated within the wider local area. The area will be a model of high quality urban design, sustainable architecture and construction situated within a first class, permeable and inclusive public realm to encourage walking and cycling. Many people will choose to both live and work in the area, reducing the need for commuting and demand on the public transport and road network. The majority of new trips in and out of the area will be made by public transport, walking and cycling, to avoid adding to road congestion.

Outstanding environmental performance will be achieved by the use of low and zero carbon technologies, including renewable energy sources, a district heat network and combined heat and power.

Source: White City Opportunity Area Planning Framework (October 2013) p8

Following the adoption of the Opportunity Framework, Westfield, St James and Stanhope are set to deliver over 3,000 homes on sites featured in this document. We also believe that the continuing regeneration of the White City area will translate into developer confidence to help bring forward the Old Oak Common regeneration proposition, which is in relatively close proximity the White City area. This is the subject of its own Opportunity Area Planning Framework adopted by the Mayor of London and the respective Boroughs.

Section 2 – White City Area’s History

White City has seen great change over the years. For the Franco-British Exhibition of 1908, 20 palaces and 120 exhibition buildings were built on a 140-acre site by a workforce of 120,000. The exhibition was eight times the size of the 1851 Great Exhibition in Hyde Park and showcased the industrial and cultural achievements of England and France. It drew more than eight million visitors. Made of steel and concrete, the ornate buildings were whitewashed, hence the name White City. The site also played host to the 1908 Olympic Games. The event was originally to have taken place in Italy. However, when Rome failed to raise the finance to build a stadium, the Games were offered to London, and an Olympic stadium was added to the exhibition plans.

The White City stadium was opened by the Prince and Princess of Wales. It housed running and cycling tracks, a swimming pool and a pitch for football, hockey, rugby and lacrosse. The grandstands accommodated 93,000 spectators. The modern marathon distance was established at the 1908 Olympics when the starting line was moved to Windsor Castle to allow the royal family a good view: the distance between the castle and the White City stadium – 26 miles, 385 yards – was adopted as the standard. The site continued to be used for exhibitions and textile fairs until 1937.

During the First World War, some of the larger buildings were used for the manufacture of aeroplanes and, in the Second World War, to make parachutes. Later, film scenery was constructed in the huge spaces. The stadium fell into disuse after the Olympic Games but was taken over in 1927 by the Greyhound Racing Association. It was also the centre of British athletics from 1932 to 1971, when a new base for the sport was established in Crystal Palace. The stadium also hosted one of the 1966 Football World Cup games, Uruguay v France. Dog racing continued at White City for more than 50 years. The last event ever held in the stadium was a greyhound race September 1984, with demolition work beginning shortly after. The area includes Queens Park Rangers football stadium, currently located at Loftus Road (and previously a tenant at the White City Stadium) who have ambitions to move to a new site on Old Oak Common, one of the Borough’s other two Opportunity Areas.

The area is also famous for the White City Council Estate (principally five storey, balcony accessed brick built buildings, typical of their time) which was constructed during the late 1930s. Much of the development follows the original footprint of the original Exhibition Buildings with the new blocks and roads taking their names from the previous uses. There are a number of other small social housing estates in the area, hence the term ‘White City Estates’ used in this document, detailed in Section 3 & 5.

The main Council Estate itself suffered from a poor reputation for a number of years, but major investment in the buildings and environment have made a significant and improved impact on the area. However, deprivation scores remain high and social issues associated poor educational achievement; low employment; and consequent low incomes remain a challenge to be met.

White City’s more recent history centres on the opening of the Westfield Shopping Centre and its success as a retail destination for the capital. Significant investment in the transport infrastructure with a new underground and new overground station is playing a key part in assisting the area’s regeneration. Despite the impending departure of the BBC new activities from the TV Centre Site, BBC Media are expected to maintain a presence in the area and the TV Centre site itself is scheduled for development in the near future and feature in this document.

Source: http://www.bbc.co.uk/pressoffice/pressreleases/stories/2004/05_may/11/mv_history.pdf and [amendments/updates from other local sources.](#)

Section 3 - White City Area - Description

In the White City Opportunity Area (WCOA), the land use approach focuses on delivering mixed-use development in White City East, incorporating a substantial level of housing as well as employment, retail, public realm and social infrastructure.

The image to the right shows the current use of land in White City and the following sections describe the current housing, employment and retail conditions including opportunities for development as detailed in the White City Opportunity Area Planning Framework.

■ - Housing, commercial, creative & academic uses as part of a mixed use area
■ - Housing as part of mixed use schemes and existing housing area
■ - Metropolitan centre

Housing

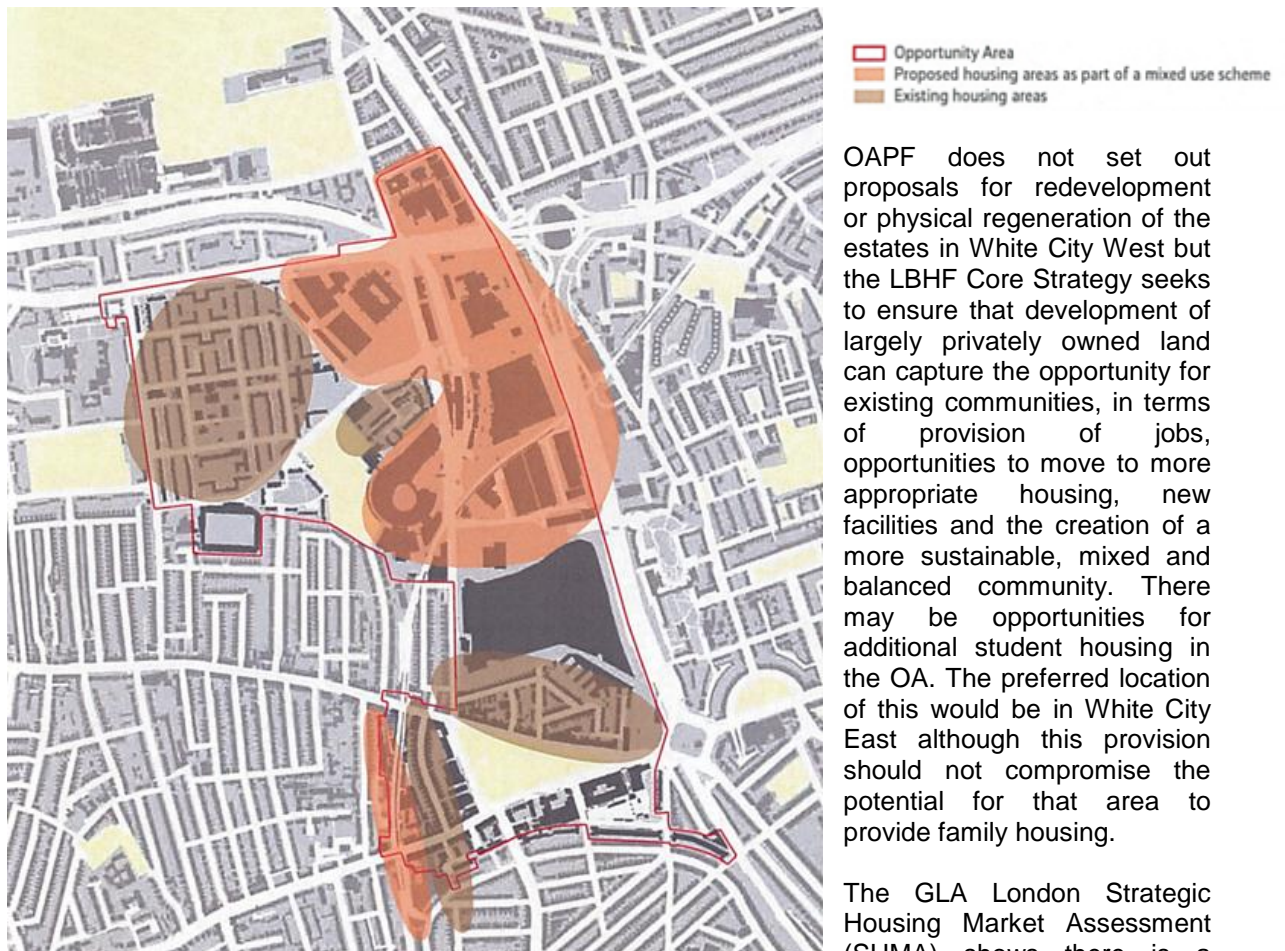
The area surrounding White City includes different forms of housing, charting the history of housing development in London with pre- and post-war estates at high and low density, Victorian terraces and mansion blocks. Immediately north of the OA are a number of streets with consistent 2 storey terrace dwellings. To the north-east are North Kensington and the Oxford Gardens Conservation Area which feature good quality terraced housing, while to the east and south of the Westway, the Stable Way gypsy and traveller site sits in a pocket of land between the roads of the Westway junction. Beyond the OA boundary to the east are several clusters of residential towers in the Lancaster West, Silchester and Edward Woods estates which comprise 21-24 storey blocks. To the south and south west of the opportunity area, the area comprises a mix of housing around the town centre, predominantly consisting of Victorian terraced housing.

Council estates make up a significant part of the housing stock within the Opportunity Area. The Wood Lane estate is a tightly packed development of two to four storey townhouses with integral porches, terraces and balconies, ramps and stairs, with an emphasis on private entrances in a generally pedestrianised environment. The White City Estate is characterised by larger 5/6 storey blocks of flats set to a regular perpendicular plan with external corridor access. Mature trees line the grid of streets in the estate with generous open spaces provided between the buildings. The estate also features several community facilities and local shops, churches and schools, which all form a strong central focal point for residents. The nearby Batman Close Estate features buildings of 3-5 storeys around a large area of central open space.

The OA has a considerable amount of residential accommodation in White City West (the White City, Batman Close and Wood Lane estates) and the town centre (the Charecroft estate, buildings around the Common and streets in the north, west and south of the centre). Some new residential housing has been built more recently as part of the Westfield shopping centre development. Imperial College London has been granted planning permission for 201 dwellings (in addition to post graduate accommodation), Westfield has gained outline planning permission for a further 1,347 dwellings as part of their extension which is a mixed use scheme. Helical Bar/ Aviva have a resolution to grant planning permission for a scheme that includes 1,150 dwellings although the site has now been sold to Imperial College London. In the south of the OA, the Core Strategy promotes the regeneration of Shepherds Bush Market with a mix of uses including residential. Planning permission has been granted on this site to include 197 residential units. Development sites in White City East provide the



opportunity to build new high quality housing as part of mixed use developments. These sites are BBC Media Village, Loftus Road Stadium and the Territorial Army Centre. The working total of homes that can be accommodated in the White City area for the purposes of this bid is 5,687 homes, but we expect that figure to rise.



OAPF does not set out proposals for redevelopment or physical regeneration of the estates in White City West but the LBHF Core Strategy seeks to ensure that development of largely privately owned land can capture the opportunity for existing communities, in terms of provision of jobs, opportunities to move to more appropriate housing, new facilities and the creation of a more sustainable, mixed and balanced community. There may be opportunities for additional student housing in the OA. The preferred location of this would be in White City East although this provision should not compromise the potential for that area to provide family housing.

The GLA London Strategic Housing Market Assessment (SHMA) shows there is a considerable need to increase the stock of family sized affordable homes. The Mayor's draft revised London Housing Strategy (2011) sets out that 36% of affordable rented homes allocated funding in 2011-15 will have three or more bedrooms, and sets out a long-term aim for half of affordable homes to be family-sized. The early alterations to the London Plan also give much stronger priority to the delivery of affordable family-sized homes. The Council's Development Management Local Plan policy DMA3 seeks 15% of intermediate as 3 or more bedroom dwellings. The table below shows the tenure mix in White City, based on the 2011 Census.

Tenure in 2011 Census	London	H&F	White City Opportunity Area	
	%	%	Number	%
Owned	49.5%	35.6%	839	19.5%
Rented from Council	13.5%	15.7%	1,870	43.3%
Other social rented (e.g. RSL)	10.6%	15.4%	399	9.2%
Total Social Rented Housing	24.1%	31.2%	2,269	52.5%
Private rented or living rent free	26.4%	33.3%	1,206	28%
Total	100%	100%	4314	100%

The housing mix on the existing estates does not match the needs of residents as well as it could; 18% of residents are living in overcrowded conditions and there is a general need to improve the dwelling mix in favour of family dwellings. New social rented housing should be provided in a range of sizes to provide opportunities for residents to re-house, in accordance with the LBHF Development Management Local Plan policy DMA3. The development taking place in White City East could provide

an opportunity for White City West estate residents to move to a home in any of the new developments, especially those who consider themselves to be living in less than ideal circumstances or environmental conditions.

Development within White City East could provide:

- New social rented housing of the right sizes and types which would provide opportunities for transfers to alleviate overcrowding or to obtain housing more suited to a tenant's needs.
- Intermediate housing (e.g. shared ownership, shared equity, discounted market sale) at the right price levels which would enable existing tenants who can afford to move into home ownership to do so while remaining in the same area. It would also provide opportunities for owner occupier leaseholders who need or wish to move.

The benefits of regeneration will be complemented by the establishment of a neighbourhood level community budget in the area. White City is one of 10 pilot areas chosen by the Government in December 2011 to develop a small scale community budget, in 2012/13, that gives residents a local level say over the services they want and use. The aim of community budgeting is to pool central and local government spending into a single budget pot, involve residents far more in how that money is spent and ensure that spending is focused on improving the life chances of the people living in the area, helping to tackle unemployment, relatively low educational attainment and high levels of crime. The local community are playing a leading role, working with the local council and other services, to shape services so they work from the community's perspective. A package of support will be agreed with the Government.

Retail

The image below shows the three retail anchors (W12 Centre, Shepherds Bush Market, Westfield Shopping Centre) with which the intention it to help establish the long term viability of Shepherds Bush town centre as a Metropolitan Centre.



Retail frontages along Goldhawk and Uxbridge Road connect the W12 Centre, Shepherds Bush Market and Westfield Shopping Centre. Each anchor and retail frontage provides a unique offer that is attractive to many different communities and cultures and helps the town centre to remain vibrant. This diversity of the retail offer is an inherent strength of the town centre.

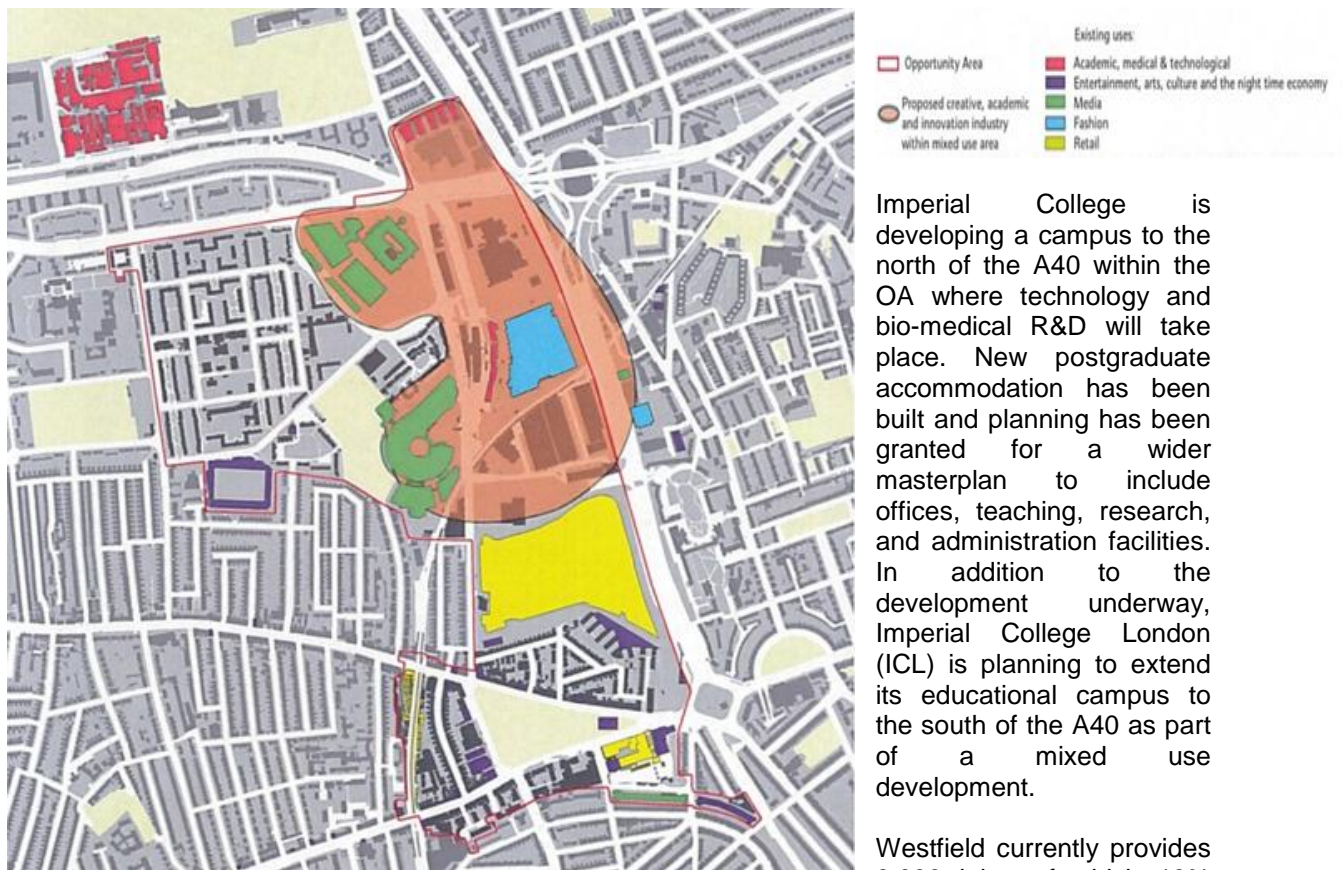
Shepherd's Bush Market has long been considered a valuable asset to the town centre for stocking a wide range of goods and services and providing an attraction London-wide, both for its goods and for exemplifying a traditional London market with a distinct character for its cultural diversity. Plans to regenerate and enhance the market land through refurbishment, repair and diversification of the retail offer are set out in the Core Strategy policy for Strategic Site WCOA3.

The town centre is the key location for arts, cultural and leisure facilities in the OA, as well as for related hospitality and tourism. It has a longstanding reputation for a vibrant night time economy, with venues such as the Shepherds Bush Empire, Bush Theatre, two cinemas, the Ginglyk, and numerous other pubs, restaurants and bars. The promotion of the night-time economy must strike an appropriate balance with the residential uses in and around the town centre. LBHF DMLP policy DM B2 states that permission will be granted for new visitor accommodation and other facilities in the town centre subject to certain criteria being met; and any proposals must have regard, in particular, to Policy DM D2.

The extension of retail and town centre uses (especially major leisure) north of Westfield would also support the proposed commercial uses in White City East and could help improve the planning of the entire area, allowing for a gradual transition from the town centre and retail uses to more community, leisure and residential uses. Planning permission was granted in 2012 for Westfield to extend the Town Centre retail and leisure offer to the north of Westfield towards the Hammersmith and City London Underground line viaduct.

Employment

The Opportunity Area today is home to world-class institutions, companies and facilities, many of which have created a local market for creative and industrial uses, providing opportunities for small and entrepreneurial businesses. The BBC will continue to be a key presence for programme-making and research and development (R&D) in the BBC TV Centre and Media Village.



Imperial College is developing a campus to the north of the A40 within the OA where technology and bio-medical R&D will take place. New postgraduate accommodation has been built and planning has been granted for a wider masterplan to include offices, teaching, research, and administration facilities. In addition to the development underway, Imperial College London (ICL) is planning to extend its educational campus to the south of the A40 as part of a mixed use development.

Westfield currently provides 8,000 jobs, of which 13% (1,040) are filled by H&F residents and 26% are occupied by residents from neighbouring boroughs. 61% of jobs are in retail, the remainder are in leisure, restaurants and facilities management. The recent planning consent for the Westfield extension has secured s106 obligations to provide further employment opportunities for local residents.

There is also a strong fashion industry presence in and around the OA with Net-A-Porter, Monsoon Accessorize and the London College of Fashion in close proximity, as well as the Shepherd's Bush Market fabric shops within the town centre, which remain a rich resource for young designers.

The London Plan and Core Strategy policies indicate potential for up to approximately 10,000 new permanent jobs in the OA as a result of its regeneration. White City has an established employment base. New employment should build on this presence, capitalising on the presence of enabling existing businesses to thrive and expand and providing opportunities for new businesses to locate to the area.

White City East would be ideally positioned to deliver on the key criteria needed to attract office-based creative industries and academic uses because it offers:

- A potential mixed-use setting with local amenities, including cafes, restaurants, hotels and leisure
- Homes and jobs in one area to reduce the need for commuting
- Quality public realm and physical environment
- Links with educational institutions
- Proximity to Park Royal
- Key transport links to the Central Activities Zone (CAZ) and Heathrow Airport

Source: White City Opportunity Area Planning Framework (Oct 2013)

Section 4 - Mayoral and Borough Strategies

The White City area covering 110 hectares with the potential to host 6,000 homes, has been designated an Opportunity Area by the Mayor of London. They are defined as follows: *“Opportunity areas are the capital’s major reservoir of brownfield land with significant capacity to accommodate new housing, commercial and other development linked to existing or potential improvements to public transport accessibility. Typically they can accommodate at least 5,000 jobs or 2,500 new homes or a combination of the two, along with other supporting facilities and infrastructure.”*

In his Draft Further Alterations to the London Plan (Jan 2014), the Mayor expects Opportunity Areas (and Intensifications Areas) as “to make particularly significant contributions towards meeting London’s housing needs.” The FALPs document also states that in the White City Opportunity, *“Housing-led intensification should support local regeneration, enable estate renewal and seek a mixed and balanced community.”*

Hammersmith & Fulham’s Core Strategy and Housing Strategy both highlight the White City area as a strategic priority for the Borough. Delivery of the proposed revised Annual Monitoring Target of 1,031 homes for the 2015/25 period relies on strategic opportunities presented by opportunity areas and other regeneration opportunities to deliver new housing, particularly new affordable housing.

Key objectives for achieving the vision for the White City Opportunity Area are as follows:

- 1. Provide mixed use commercial development:** Encourage offices, hotels and flexible work spaces to shape and continue the growth of the economic sector; Capitalise on existing activities in the area and encourage spaces that can offer creative, media, bio-medical research and development industries that build on the presence of the BBC, Imperial College London, Westfield and Hammersmith Hospital.
- 2. Reinforce and connect with the town centre:** Provide opportunities for the extension of town centre activities northwards to better connect the Westfield Development with the area to the north; Improve the public realm to provide north south connections to and from the town centre.
- 3. Creation of new housing and opportunities:** Capacity for over 5,000 new homes in White City East together with additional student housing; Encourage a broad range of tenures, house sizes and affordability, including housing that is affordable to young families, middle income earners who cannot afford to buy on the open market and key workers and households who are neither wealthy nor able to qualify for access to affordable rented; Explore opportunities for the regeneration of the estates if financial viability and funding improves and if developments can afford to provide sufficient amounts of social rented housing.
- 4. Maximise Connectivity:** Provide pedestrian and cycling connections under and over major transport infrastructure; Provide road access and circulation on key development sites; Respond to the increases in population with transport infrastructure improvements
- 5. Create high quality public realm and open space:** Ensure the provision for a large public open space, White City Green to be at the heart of the new mixed-use area; Encourage other smaller areas of open space that reflect the existing nearby urban context; that enhances local identity and contributes to secure, healthy and accessible environments. Provide a network of routes that improve permeability and connectivity between areas of open space, community, transport facilities, homes and jobs.
- 6. Increase employment opportunities:** Increase capacity for 10,000 new jobs to be provided across the OA and improve access to training initiatives and apprenticeships.
- 7. Provide social and community facilities:** Ensure sufficient access to a range of schools, health, leisure and community facilities to support the increased population and benefit local people where possible.
- 8. Provide innovative sustainable, energy solutions:** Explore the potential for a district energy masterplan that could be shared between major landowners and link with nearby areas. Explore opportunities for shared and co-ordinate approaches to waste and freight.

Source: *White City Opportunity Area Planning Framework (Oct 2013) with minor updates.*

Section 5 - White City Sites and States of Play

The diagram below sets out the scale of opportunity that the White City area represents. At least 5,000 homes will be built and 10,000 jobs created. Each of the numbered sites below is those that we expect to come forward for development in the next 20 years.

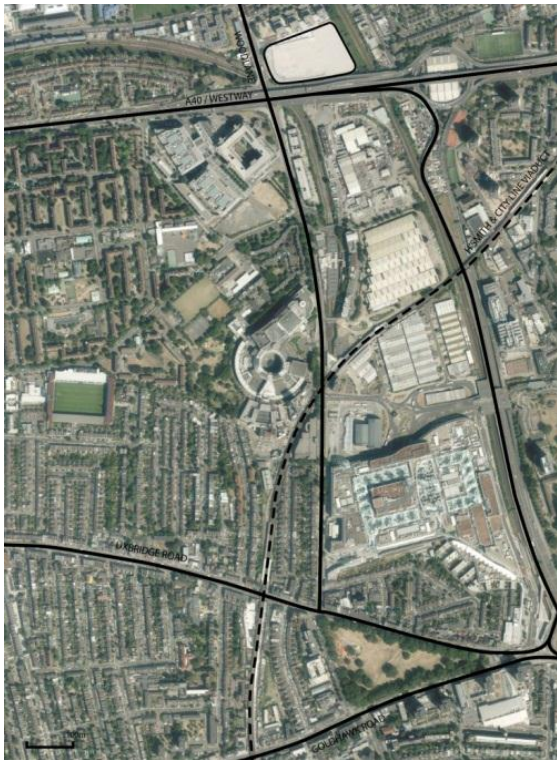
- Site 1 - Imperial College London
- Site 3 - BBC Media Village
- Site 4 - Former Dairy Crest Site / Imperial College London
- Site 5 - QPR Loftus Rd Stadium
- Site 8 - Territorial Army Centre
- Site 10 - Former M&S Site / St James
- Site 11 - BBC TV Centre / Stanhope
- Site 12 & 13 - Westfield Shopping Centre Extension and Residential (including DIMCO building)
- Site 15 - Shepherds Bush Market / Orion



The remaining sites (including the 'White City Estates') do not form part of this Housing Zone proposal. For reference the remaining sites are: Site 2 - White City Estate; Site 6 - Batman Close; Site 7 - Hammersmith Park; Site 9 - Wood Lane Estate; Site 12 - Ariel Way Industrial Estate; Site 14 - Westfield Retail Site; Site 16 - Shepherds Bush Common; Site 17 - W12 Shopping Centre. As part of the wider Housing Zone process, these sites, some of which may come forward for consideration, will

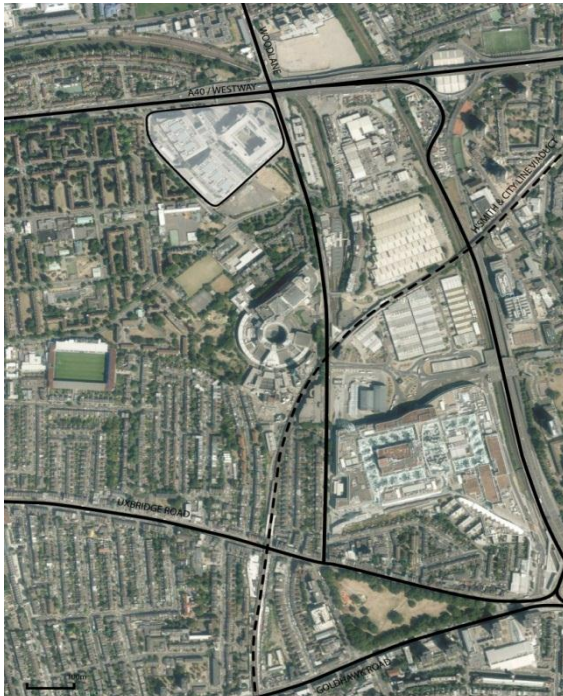
become part of the wider regeneration process envisaged in the Opportunity Area Planning Framework (OAPF) document.

Site 1 – Imperial College London



Planning Status
In November 2010, ICL had their application approved for 606 post-graduate student housing blocks and 9 key worker homes. This was in advance of the OAPF but in consultation with the Council and GLA who were developing a Masterplan for the site. In December 2012, ICL had their application approved to deliver a 9 storey building including a new health centre, day nursery and café, academic offices, a hotel and a gym, and a 34 storey building comprising 192 residential units including ground floor restaurants and cafés. As well as being the recipient of a government grant to support this project, ICL is the beneficiary of a £40m donation from Michael Uren OBE to build a Biomedical Engineering Hub.
Site Unit Capacity (Approx)
192 residential units including 59 key worker accommodation

Site 3 - BBC Media Village



Planning Status
No substantive pre-application received. Potential for negotiating on the envisaged affordable unit delivery. Meetings held to discuss options but no confirmation.
Site Unit Capacity (Approx)
1025

Site 4 – Former Dairy Crest Site / Imperial College London



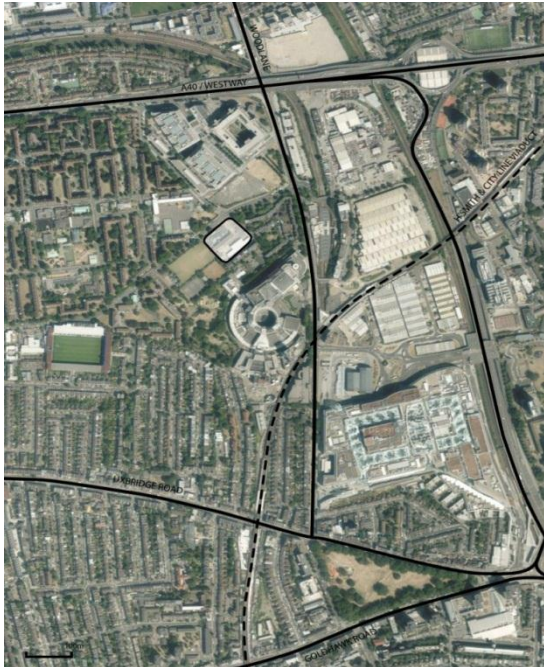
Planning Status
<p>The previous owners submitted a part outline; part detailed planning application for a residential led mixed use development including 1,150 homes. The scheme has resolution to grant planning permission and also sought to provide a new bridge link over the Central Line cutting, as suggested in the WCOAPF master plan. The land has since been purchased by ICL and It is likely that the housing to be provided might be reduced as ICL have aspirations for an educational campus as part of a mixed use development. Some housing is likely to be made available to Students and key workers. No pre-application yet received.</p>
Site Unit Capacity (Approx)
<p>N/A. Site sold to Imperial and plans in development.</p>

Site 5 – QPR Loftus Rd Stadium



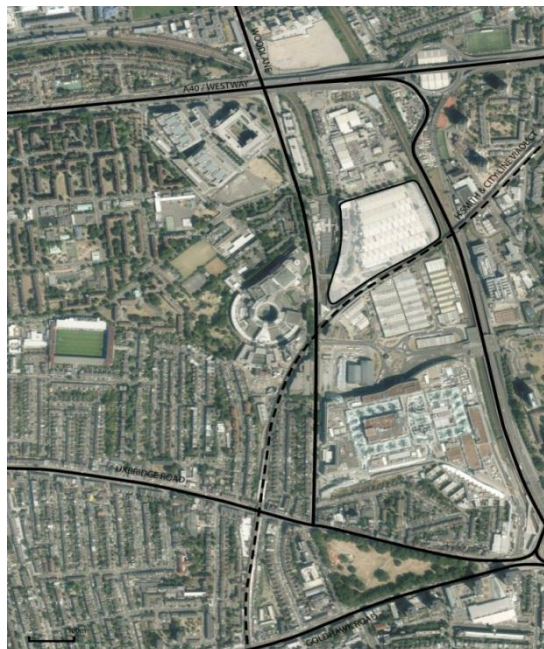
Planning Status
<p>No substantive pre-application received. Relocation of current occupiers of the Loftus Rd stadium will influenced by ongoing discussions regarding the regeneration of the Old Oak Common Opportunity Area. Potential for negotiating on the envisaged affordable unit delivery.</p>
Site Unit Capacity (Approx)
<p>380</p>

Site 8 – Territorial Army Centre



Planning Status
No substantive pre-application received.
Site Unit Capacity (Approx)
146

Site 10 – Former M&S Site / St James



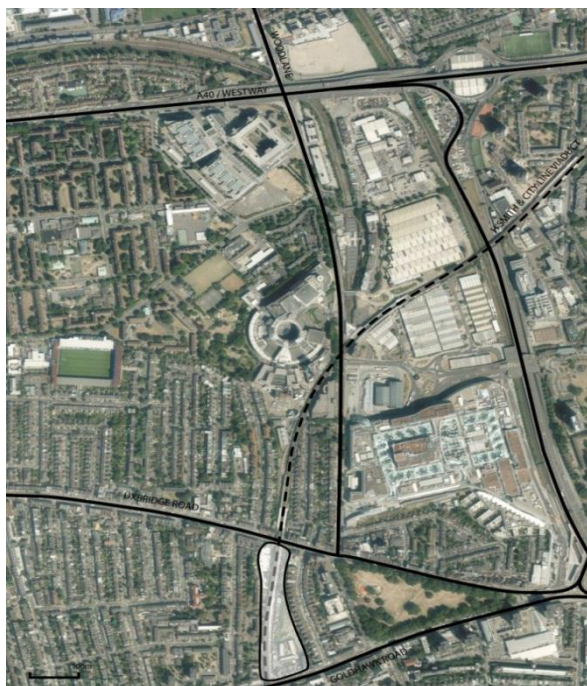
Planning Status
Planning application expected in Autumn 2014. Extra Care scheme being considered as part of the affordable offer.
Site Unit Capacity (Approx)
1400

Site 14 – Westfield Shopping Centre



Planning Status
On 5 September 2014, Westfield had their planning application approved for plans to provide 1,347 residential units and 50,000sqm of new retail, restaurant and café space, and some leisure, community and office use. There is a review mechanism in the Westfield Section 106 but it is unclear as to when it will be triggered as the phasing for delivery of the development plans has not yet been confirmed. There is however an agreed cap on the amount of affordable units that can be provided, set at 18.6% which equates to 250 units.
Site Unit Capacity (Approx)
1347 (+140 in a separate permission for phase E and F)

Site 15 – Shepherds Bush Market



Planning Status
Planning consent granted, with scheme currently being reviewed to increase affordable housing provision.
Site Unit Capacity (Approx)
197

Site 11 – BBC TV Centre



Planning Status
Revised planning application to be sought in 2014.
Site Unit Capacity (Approx)
1025

In Section 7, we deal more fully with how we envisage the delivery of homes on these sites rolling out. We do not expect them all to deliver in the 2015/25 timeline, but a completion of the batch of sites identified at the beginning of the section can reasonably be expected in 2015-2030, subject to a range of regional and national factors, not all of which are in the gift of the local and regional authorities for the area.

On the issue of the White City Estates, these sites are identified on the OAPF map on Page 12 that opens this section. The buildings and wider environment, subject to continuing effective asset management approaches, are considered to be in decent condition and at present no redevelopment of the Council Estates are proposed. This may be reviewed over time as the non-estates redevelopment opportunities identified in the Opportunity Area Planning Framework roll out. But for the purpose of this Housing Zone document, no estates redevelopment proposals feature.

Section 6 - Housing Zone Funding Approach

The simple overall objective of this Housing Zone Bid is to increase the amount of affordable housing delivered in the White City Opportunity Area. The sums that we are seeking are relatively small to assist the outcome we are seeking. A 'no intervention' approach would facilitate the delivery of at least 12% affordable housing in area that will eventually host over 5,687 homes. This would equate to c 682 homes, excluding any additional homes yielded from scheme review mechanisms in place. If a policy compliant quantum of some 40% affordable housing was delivered over the entire 5,687 home site, this would equate to 2,274 affordable homes. So the scale of the opportunity is enormous and accessing the funding we are seeking will help deliver a larger quantum of affordable housing, without an intervention. Achieving affordable housing delivery closer to the 40% policy target is the over-riding objective and will continue to be on schemes coming forward in the White City Opportunity Area. This would provide an example of how local authority and GLA interventions can arrest and reverse the trends of major new regeneration projects providing minimal amounts of affordable housing. As part of our new approach, we wish to engage more proactively with Affordable Housing Registered Providers to play their part and bring their expertise to build more affordable homes, but ensure they are well designed and well managed.

With the Section 106 review mechanisms along with the recent change in administration and consequent higher priority for provision of affordable housing; improving conditions in the housing economy; coupled with a changed approach, the Borough is confident that 20% affordable housing provision can be achieved on residential and residential-led mixed use developments in the White City area without recourse to public funds. Based on the most recent negotiated percentage of affordable housing (which involves the scheme review mechanism working to full effect), affordable housing provision could reach 22.5%. Where schemes are not residential-led, it may be harder to deliver the baseline target.

We are therefore confident that for future schemes, the 20% figure affordable housing provision can be secured without recourse to public grant. By applying additional resources whether through intention to apply Housing Zone resources (if required) and also Affordable Housing Programme resources, the GLA and the Council can proactively facilitate the delivery more affordable housing closer to the policy compliant figure of 40%.

The approach for funding is based on the following guiding principles:

- New affordable housing should be 60% social rent, 40% intermediate
- Any proposal for funding for affordable housing over the 20% quantum from developers (likely to be provided by Registered Providers) will need to be preceded by a viability study which establishes that funding is needed. This may establish that more than 20% can be provided without grant.
- The mix of affordable housing over and above the 20% should be a policy compliant mix of house types
- The Registered Provider concerned should be an approved partner of Hammersmith & Fulham Council for the White City Opportunity Area
- Funding provided from the Housing Zone Fund (plus private finance that can be raised matched with any other resources) is acknowledged to be not sufficient to purchase the open market value price of homes developed in White City. However, It should be considered an incentive from the to help meet the Council's requirement for an adequate affordable housing settlement
- This Housing Zone Fund proposal should be considered a 'Pilot' bid for resources, with the flexibility for the GLA (and Council) to 'top up' the fund at future points in time as the White City schemes roll out.
- Future GLA Affordable Housing Programme resources should be ring-fenced for White City
- Consider how the site at Loftus Rd and the wider regeneration proposition at Old Oak Common could be linked, accelerating the football club's relocation, accelerating the delivery of housing capacity in both the White City and old Oak Common Borough Opportunity Areas.

To help secure additional affordable housing, we will:

- Seek to ensure that the Developer's preferred Registered Provider is in place early on in the negotiation process to help ensure affordable housing requirements, e.g., tenure, bedroom mix; property types; service charge arrangements; and most critically – affordability - are discussed and understood by all parties at the earliest stages of discussions.
- Refine our approach to the Scheme Review Mechanism whereby additional surpluses (over and above a pre-agreed internal rate of return) created from development funds additional affordable housing. We will want to ensure that such additional surpluses are ploughed back into the scheme to generate social and economic value through more social and intermediate housing. We may also wish to convert proposed intermediate and affordable rent homes to social rent homes.
- Intensify our approach to programme managing the delivery of outcomes in the White City Opportunity Area to ensure commitments on jobs, housing and other socio-economic and other planning obligations are met. We wish to ensure that people from the local area gain full access to the opportunities created, which may include the adoption of a Local Lettings Plan which keeps open the opportunity for a discussion on how the White City Estates on the West side of the Opportunity Area can gain access to the opportunities on the East side.
- Invite Private and Affordable Housing Developers to propose innovative Intermediate Housing products that are attractive to applicants, gain some advantage of house price growth (and accepting the risk of house price deflation), allowing future occupiers to fulfil their wider lifetime ambitions.
- Ensure all parties are aware of the existence of the Housing Zone Fund and its purpose including the requirement for 20% affordable housing without grant. A more flexible approach to Affordable Housing Programme (i.e., ensuring that the continuous marketing engagement process is not subject to 'opening and closing times') will give the GLA and the Council greater flexibility to deliver desired outcomes.

The relatively small amounts of Housing Zone funding we are seeking from the GLA should be seen as a catalyst for a broader change of approach to the whole area. Two major applications expected in Strategic Sites WCOA1 are programmed for implementation during the 10 year period (subject to planning approval) of this proposal at the time of writing, so the timing of the bid should be considered advantageous.

Section 7 - Resources Sought and Trajectory Assumptions

The development values associated with the White City area are high. The current viable affordable housing provision in the White City area is emerging at 12%. However, the potential exists to increase this up to a range of between 15%-19% through the application of a scheme review mechanism which facilitates the capture of additional revenue generated from development to be ploughed back into the scheme to generate additional affordable housing. The principle of this approach is set out in Section 2.24 of the White City OAPF document.

The change in administration in May 2014 has led to expectations of significantly increased affordable housing from the development pipeline, with projects in the Opportunity Areas a particular priority. Secured levels of affordable housing provision to date have been impacted by the high costs of enabling infrastructure. Viability tests have demonstrated that 12% affordable housing provision is broadly viable. The consented schemes include review mechanisms which provide opportunities to increase affordable housing provision. This has provided the basis for developers being prepared to bring forward sites for development. We need now to explore what other measures there are to increasing the quantum of affordable housing delivered, hence this Housing Zone bid.

Open market values (OMVs) are expected to be in the region of £500k for a one bedroom home; £700k for a two bedroom home; and £900k for a three bedroom home. The OMVs identified are extremely challenging in affordability terms but unsurprising given the current market. It captures in 'micro terms' the challenges associated with delivering affordable housing in high value locations, which this bid is seeking to address. Indicative levels of grant that would be required to convert a private unit to affordable are prohibitively high. To a degree this encapsulates in micro terms the challenge of delivering affordable housing in high value, central London locations which White City is planned to become.

However, the challenge to be met by this Housing Zone proposal is to significantly increase the delivery of affordable housing and through the use of different approaches to increasing delivery set out in the previous section. The Borough needs to take a view on what grant it can reasonably seek given the total available to the capital's boroughs and also what itself can match fund.

The Borough is keen to progress this way of working with the caveats that the approach is:

- high risk in terms of success/failure, but limited financial risk to the Borough and GLA
- a first phase of funding for what could form the basis of a wider strategic approach involving Affordable Housing Programme resources
- a mechanism that can be used for different sources of funding
- limited to a reasonable and deliverable maximum number of homes
- using funding flexibly with relatively small amounts of grant to homes that are delivered through the scheme review mechanism, leaving potentially larger amounts of grant available for funding other housing tenures

In addition, it is predicated on an understanding by developers that the change in administration has prompted an expectation of an increased offer of affordable housing. Housing Zone funding, however modest, should be seen as an incentive for developers to engage.

In that vein, the Borough is seeking £10,000,000 (£10m) of GLA grant funding which will be matched (subject to Cabinet agreement) by £2,500,000 (£2.5m) of commuted sums from the Borough. We estimate that we would be able to deliver an additional 160 affordable homes during the 2015/25 financial years. We see this as a first phase of funding which could be enhanced (or 'topped up') with a view to making the approach work for later phases of White City (and potentially Old Oak Common), where the development potential is similarly significant, as identified in the respective Opportunity Area Planning Framework published by the Mayor of London and the Boroughs of Brent, Ealing and Hammersmith & Fulham in December 2013.

Regarding how the arrangements would work, the Council would enter into a Delivery Framework Agreement with the GLA. This would provide the basis for contractual agreements between the Registered Providers contracting with the GLA to deliver affordable homes in the current fashion. The

Council's grant arrangement to the Registered Provider concerned could be triggered at the same points through use of a pre-agreed standardised grant agreement. Such drafting could be agreed at the Delivery Framework stage. We do not propose to be the delivery agent.

The delivery trajectories overleaf indicate that there is clearly sufficient capacity for the White City area to accommodate an additional 160 homes over the current trajectory of 12% of affordable housing. If affordable housing delivery were raised from 12% to 20%, that would equate to an additional 455 affordable homes. Some additional housing above 12% should be generated from the successful operation of scheme review mechanism which will be dependent on a number of factors. A further increase from 20% to 25% would equate to 284 affordable homes.

We have intentionally sought not to earmark funding to particular projects. We see the Housing Zone Fund as a facility that can be accessed to realise additional affordable housing. Developers should be directed to the facility by the respective housing, regeneration and planning officers at the GLA and the local authority responsible for delivering affordable housing in the White City Area.

With the Housing Zone funding, we are seeking to effect a significant uplifting of affordable housing delivery in the White City area. The funding alone will not achieve that, but with other interventions it has the potential to deliver affordable housing towards the 40% policy target. As part of this bid (for the present, excluding Affordable Housing programme resources), we are adopting a cautious approach, also mindful of the limited level of funding is available from the GLA Housing Zone initiative.

Housing Trajectories

The delivery of housing in the White City area will be subject to a range of factors, an element of which is in the Council's and GLA's control. An over-arching requirement will be a national and regional economy that continues its climb out of recession, which appears to be influenced by a continuing historically low level of Bank of England base interest rate. How the housing market responds to relatively small uplifts in the interest rate is a matter for speculation, but it seems reasonable to assume that investors will become more cautious in that event. We are also advised that build cost inflation is likely to increase in the next few years which is another risk to be acknowledged.

What we have set out below are some assumptions, based on local knowledge of the sites and the organisations involved, we have set out how we feel the trajectory will play out. Forecasts are by nature speculative. But assuming that the Housing Zone proposition starts in 2015 we can be reasonably confident that construction and some delivery of new homes will occur in the first five years given the recent consent granted to Westfield to build 1,347 market and affordable homes. Revised and new planning applications for the BBC TVC and M&S sites respectively are expected within the next twelve months. It would be easy but misleading to forecast that all housing delivery will be completed in the 10 year Housing Zone timeframe. Whilst proposals to relocate QPRFC are in the public domain, any permanent relocation (or even temporary relocation or ground share should the need arise) will be subject to many factors including what approach to planning and development the respective planning authorities wish to adopt. Our forecast on delivery for this site may need to 'slip'. We are not aware of appetite on the part of the owners and occupiers on Territorial Army site to relocate from their current base. We must also be mindful of what quantum of housing developers are able to complete in any given year and also what quantum they may wish to market, avoiding the risks associated with 'flooding the market', notwithstanding the advantages of overseas marketing which we do not want to encourage. We must also be mindful of not seeking an affordable housing quantum that makes the development of individual sites unviable.

On the four tables that follow, we set out a number of figures which feature 'Without Housing Zone' and 'With Housing Zone' scenarios. On assumptions, we believe the quantum of development proposed for each site are reasonable. Forecast trajectories are based on discussions with officers familiar with the schemes, which will be by nature subject to change. We have not made allowance for redevelopment of sites on the White City Estates (see note at the end of Section 5). We are aware of the possibility of homes proposed for the Dairy Crest site, but have chosen to treat this as having no homes proposed until otherwise advised. On the Westfield site, an additional c 150 homes are likely to be realised from the development of sites E and F, currently outside the 2014 consent. There are

other small to medium sites that may be introduced in later stages of this process, so the sites identified below and in Section 5 should not be treated as exhaustive.

Table 1 Total Housing Delivery Trajectory below illustrates the overall market and affordable housing trajectory we are forecasting for the ten year timeline. The current overall capacity of the area is considered to be just under c 5,700 homes, but we expect this figure to rise.

Year	Dairy Crest	BBC TV	Westfield	Imp College	M&S	QPR	TA Centre	BBC Media	SBM	Total
2015/16	0	0	0	0	0	0	0	0	0	0
2016/17	0	0	0	0	0	0	0	0	0	0
2017/18	0	0	0	192	0	0	0	0	97	289
2018/19	0	125	47	0	0	0	0	0	100	272
2019/20	0	125	102	0	0	0	0	0	0	227
2020/21	0	125	255	0	250	0	0	0	0	630
2021/22	0	125	255	0	250	0	0	200	0	830
2022/23	0	125	255	0	250	190	0	200	0	1020
2023/24	0	125	255	0	250	190	0	200	0	1020
2024/25	0	125	0	0	250	0	0	200	0	575
2025+	0	150	178	0	150	0	146	200	0	824
Total	0	1025	1347	192	1400	380	146	1000	197	5687
Grand Total of White City Projects				5687						

Table 2 – Affordable Housing Delivery ‘No Housing Zone Intervention below illustrates what may occur if no interventions are undertaken to uplift affordable housing delivery. There may well be increases due to improving market conditions; a change in negotiating approach etc, but we believe that a Housing Zone approach will provide the necessary impetus to achieve the step change above what we set out below. This table excludes potential gains from the successful operation of the scheme review mechanism, as per the principle set out in the White City Framework.

Year	Dairy Crest	BBC TV	Westfield	Imp College	M&S	QPR	TA Centre	BBC Media	SBM	Total
2015/16	0	0	0	0	0	0	0	0	0	0
2016/17	0	0	0	0	0	0	0	0	0	0
2017/18	0	0	0	59	0	0	0	0	8	67
2018/19	0	71	0	0	0	0	0	0	9	80
2019/20	0	0	0	0	0	20	9	0	0	29
2020/21	0	0	0	0	95	20	9	20	0	144
2021/22	0	50	80	0	0	0	0	20	0	150
2022/23	0	0	80	0	0	0	0	20	0	100
2023/24	0	0	0	0	95	0	0	20	0	115
2024/25	0	0	0	0	0	0	0	25	0	25
2025+	0	0	0	0	0	0	0	0	0	0
Total	0	121	160	59	190	40	18	105	17	710
% AH	0	12	12	31	14	11	12	11	9	12
Grand AH Total of White City Projects				710						
Overall AH %				12%						

Table 3 – Affordable Housing Delivery at 20% illustrates a 20% position without recourse to public funding and some impact from a Housing Zone approach. This illustrates the scheme review mechanism working to full impact on some schemes. Whilst this table is not contingent on Housing Zone funding, it does necessitate a more intensive negotiating approach to yield the housing numbers described.

Year	Dairy Crest	BBC TV	Westfield	Imp College	M&S	QPR	TA Centre	BBC Media	SBM	Total
2015/16	0	0	0	0	0	0	0	0	0	0
2016/17	0	0	0	0	0	0	0	0	0	0
2017/18	0	0	0	77	0	0	0	0	18	95
2018/19	0	121	0	0	0	0	0	0	21	142
2019/20	0	0	0	0	0	54	20	0	0	74
2020/21	0	0	0	0	187	22	9	50	0	268
2021/22	0	53	169	0	0	0	0	50	0	272
2022/23	0	0	82	0	0	0	0	50	0	132
2023/24	0	0	0	0	93	0	0	50	0	143
2024/25	0	0	0	0	0	0	0	0	0	0
2025+	0	0	0	0	0	0	0	0	0	0
Total	0	174	251	77	280	76	29	200	39	1126
% AH		17%	19%	40%	20%	20%	20%	20%	20%	20%
Grand AH Total of White City Projects				1126						
Overall AH %				20%						

Table 4 – Affordable Housing Delivery at 25% ‘With Housing Zone’ gives an indication of what could be achieved if an additional 5% affordable housing were yielded to that described in Table 3. Housing Zone funding in exclusion could deliver an additional 3% (i.e., 60%) of the 5% identified, but excludes the potential impact of additional Affordable Housing Programme resources and any additional impact from adopted scheme review mechanisms. The number of additional affordable homes delivered will be dependent also on what tenure is sought, as smaller intermediate homes are less expensive to deliver than family affordable/social rented homes.

Year	Dairy Crest	BBC TV	Westfield	Imp College	M&S	QPR	TA Centre	BBC Media	SBM	Total
2015/16	0	0	0	0	0	0	0	0	0	0
2016/17	0	0	0	0	0	0	0	0	0	0
2017/18	0	0	0	77	0	0	0	0	18	95
2018/19	0	121	0	0	0	0	0	0	21	142
2019/20	0	0	0	0	0	80	30	0	0	109
2020/21	0	0	0	0	276	32	13	74	0	395
2021/22	0	53	169	0	0	0	0	74	0	296
2022/23	0	0	82	0	0	0	0	74	0	156
2023/24	0	0	0	0	137	0	0	74	0	211
2024/25	0	0	0	0	0	0	0	0	0	0
2025+	0	0	0	0	0	0	0	0	0	0
Total	0	174	251	77	413	112	43	295	39	1404
% AH		17%	19%	40%	30%	30%	29%	30%	20%	25%
Grand AH Total of White City Projects				1404						
Overall AH %				25%						

Further forecasts of what additional affordable housing could be yielded up to 40% can be extrapolated, but what we are seeking to demonstrate is that an additional 284 affordable homes could be delivered using a Housing Zone approach from the 20% to 25% scenario, leaving aside the gain c 455 affordable homes from the 12% to 20% uplift. If the forecast of affordable housing were increased further to 30%, then the increase in affordable would be a further 284 homes, based on the 5,687 home quantum of development assumed. Clearly, if that quantum figure were to rise, then the affordable housing figure would rise also, contributing to a larger quantum.

In conclusion, we are confident that an uplift in affordable housing can be achieved. The introduction of a Housing Zone Fund that we are proposing can significantly increase the certainty of that outcome and deliver more affordable housing in the process as outlined above. By securing a modest commitment of Housing Zone resources, matched by the Council with relatively modest commuted sums from the Borough and changes in approach, we believe this offers a clear way forward for all concerned.

Section 8 – Meeting the Prospectus Requirements

In the text below, we set out how we are responding to the prospectus requirements. We are also setting out concluding points to this submission. The timing of the publication of the prospectus and our submission of this bid is advantageous. The Housing Zone funding is a small element of the interventions that are needed, but can nonetheless provide the catalyst for the change. Given the timing, it is unlikely that there will be a better opportunity to apply a more structured and strategic approach to significantly uplift the amount of affordable housing that is delivered in the White City area.

What the borough is willing to offer as part of a “something-for-something” deal to unlock or accelerate housing delivery in the proposed Housing Zone.

The Borough is willing to offer £2.5m (subject to Cabinet approval) in match funding to the £10m being sought from GLA grant funding. In addition we are confident of achieving a greater amount of affordable housing because of improved economic conditions and also a higher priority being given to affordable housing delivery following the change in administration. As a general point, the Council does not believe schemes need ‘unlocking’: the core purpose of the bid is to secure a significant increase in affordable housing delivery across all the OAPF area. Accelerating delivery is part of that objective. Any contractual arrangement will be subject to Cabinet approval in late 2014/early 2015, as advised in initial discussions.

Is there identifiable and named development already underway or ready to commence immediately that could be reasonably accelerated/ complemented?

Yes. The S106 for the Westfield scheme (effectively the second phase of the retail development plus 1,347 homes) was recently signed. We also expect a planning application from St James for the ‘Marks & Spencer’ site. We also are expecting a revised planning application for the BBC TVC site from Stanhope PLC. Regarding Shepherds Bush Market, the developer Orion is keen to progress with their consented regeneration proposal for the current market area and environs. We would consider how the application of Housing Zone resources could be usefully applied to the above schemes, which do allow the use of grant to be applied to increase affordable housing numbers and/or change the tenure types.

How quickly could an increase in housing be delivered?

The premise of the bid is to generate affordable housing where it would not be delivered under a ‘business as usual’ approach. If a 25% quantum of affordable housing were delivered, across the whole site then from a 12% position, this would equate to 724 additional affordable homes.

Are there any physical constraints (e.g. infrastructure gaps, contamination, ground conditions etc.) to increased development?

We are of the view that there are no significant identified physical constraints that are limiting appetite for development, beyond standard enabling costs associated with the regeneration of an urban brownfield site. Where enabling costs are high (particularly with respect to decontamination costs) we would expect reasonable costs to be reflected in the scheme viability process.

Is there evidence of market capacity for the proposed increase in housing?

Yes, based on the planning applications that are coming forward. We are advised that interest from development partners remains strong. With the realisation of ‘signature’ developments, e.g., John Lewis PLC on the Westfield site and Imperial College London’s proposals, we expect the capacity for new development to be increased. The working assumption for capacity in the White City Opportunity Area Planning Framework area is 5,000 homes but our working assumption is the 5,687 figure previously identified. We expect capacity to rise further over time as planning applications are consented.

What strategies are proposed to accelerate housing delivery and overcome issues of market absorption (e.g. increased levels of shared ownership/long term private rented sector homes)?

As part of the Housing Zone approach we will consider how affordable housing delivery can be brought forward, using Zone funding. It should be borne in mind that developers tend to leave affordable housing delivery (which is not grant funded) to later phases on the basis that they need to generate revenue from early phases to pay for the later phase(s) of affordable homes. Discussions with individual developers will be needed to assess how acceleration can be achieved in practice.

What is the scale of supporting infrastructure (hard and soft), if any, that is required?

The full range of supporting infrastructure requirements are set out in the White City Opportunity Area Planning Framework document. We are seeking S106 contributions from developers to support the delivery of the supporting infrastructure identified for the area.

When is it required to be delivered and what can realistically be funded from other sources?

We would expect the 160 additional homes funded from Housing Zone and commuted sums resources to be delivered during the 2017-24 financial years. We are seeking to ring-fence future GLA Affordable Housing Programme for the area, but are not minded at this early stage to quantify the amount of sought or number of outputs to be achieved. We would expect to deliver 20% affordable without recourse to grant.

How will intervention increase aid developer confidence and certainty of delivery?

We are not aware that developer confidence needs to be aided. The core purpose of the bid is to secure an increased quantum of affordable housing across the Opportunity Area.

How can the Borough demonstrate its own commitment and willingness and that of the relevant partners to deliver the housing numbers in the bid proposal, and how much match-funding is being contributed by the borough or other delivery partners?

The Council's Core Strategy and the Mayoral/Council White City OAPF document both identify the capacity of the White City Area. Both documents also stipulate the strategic target of 40% affordable housing for the area. In addition to the Council's contribution to the initiative, we would expect Registered Providers to consider what additional resources they can apply to help deliver the affordable housing sought under this initiative. In light of the Council's intention to select a panel of Registered Providers to deliver affordable on the White City site, we would want a 'premium' in return from Providers to deliver more onsite, but also more offsite. We can work with the GLA to discuss how the 'something for something' approach can be replicated with Registered Providers.

What non-financial resources can the Borough and its partners identify to ensure there's enough capacity to deliver the proposed interventions and housing numbers?

We intend to apply more officer time to programme manage the outcomes that we wish to realise on White City. Selecting a panel will require resources. Under the terms of the Westfield S106 notice, we are required to propose a list of six Registered Providers to deliver the affordable rented housing (and potentially the low cost home ownership housing also). This does not preclude the developer from proposing their own preferred RPs which the Council will need to approve, which may not be unreasonably withheld.

Clearly evidencing how the planned interventions, will deliver the proposed outputs to the proposed timescales?

The Housing Zone resources are one element of the approach we are seeking to effect. We are seeking to ensure that baseline affordable housing delivery is raised to 20% and that Housing Zone and future Affordable Housing Programme resources raises that amount further. We also intend to ensure that the scheme review mechanism works to maximum effect, through turning increased development values into increased affordable housing across the whole site.

Is there a high level risk assessment of the proposals, including reference to the ability and capacity of borough, land owner and other involved partners?

Yes. We will supply this on request.

How will the GLA's investment be treated? Particularly in terms of returns, including any above the principal investment, and how this would be calculated.

Our proposed approach (as set out in the bid document) is that a Registered Provider would contract with the GLA in the normal way in order to develop new affordable housing. What we are offering to do is to 'shadow' that process and contract with the RP concerned to allow our grant funding to 'follow' the GLA's. This arrangement can be detailed in the Delivery Agreement, but we do not intend to be contractually responsible for the delivery of the affordable homes, beyond obligations set out in the S106 agreement. The RP concerned as delivery agent should take that risk.

What level of certainty is attached to the proposed funding repayment profile to the GLA?

The amount of money being sought from the GLA is relatively small compared to the open market value cost of those affordable homes that we are seeking to secure. Rather than enter into a grant repayment mechanism, it may be simpler to give the investment a notional value in the form of a 'credit' that should translate into the development of further affordable homes either in the White City area or elsewhere in the Borough.

Where a Borough wants some of the £200m recoverable investment fund to be applied in their Housing Zone they should clearly specify how the private sector organisation that will access it will be selected.

The Borough is not seeking finance from the recoverable investment fund.

London Borough of Hammersmith & Fulham

September 2014

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET MEMBER DECISION</p> <p align="center">SEPTEMBER2014</p>
<p>WEST LONDON MENTAL HEALTH AND EMPLOYMENT LEP PILOT – NATIONAL TRAILBLAZER</p>	
<p>Report of the Cabinet Member for Economic Development and Regeneration and the Cabinet Member for Health and Adult Social Care</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p>	
<p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Melbourne Barrett</p>	
<p>Report Author: Ingrid Hooley Employment Opportunities Officer Economic Development, Learning & Skills</p>	<p>Contact Details: Tel: 020 8753 6454 E-mail: Ingrid.hooley2@lbhf.gov.uk</p>

AUTHORISED BY:

The Cabinet Members have signed this report.

DATE:30 September 2014..

- 1. EXECUTIVE SUMMARY**
 - 1.1. As part of the Growth Deal (whereby local enterprise partners LEP can seek freedoms, flexibilities and influence over resources from government to achieve their identified growth priorities) the West London Alliance (WLA) and three LEPs outside of London have been asked to develop pilots which integrate mental health and employment support to help people with common mental health conditions return to work more quickly.
 - 1.2. By being part of the pilot, the London Borough of Hammersmith and Fulham (LBHF) and WLA will gain additional investment in the region, which would otherwise be allocated to

other regions of the UK. It will allow the seven boroughs to provide assistance to a group of residents who currently lack effective targeted support to find employment.

- 1.3. The project focusses on employment support to those people suffering from mental ill health and currently in receipt of support services. 1050 people will be supported. 299 of these are in Hammersmith and Fulham.
- 1.4. The pilot will be funded through the Transformation Challenge Award (TCA) for £1.2million. The pilot will run for three years from April 2015. It will also be funded through European Social Funding (ESF) for a matching £1.2million. This Cabinet Member Decision is for the bid developed by WLA for the TCA element. The bid for the ESF element will be developed in January. Workshops will take place in October and November to design the project detail and commissioning processes.

2. RECOMMENDATIONS

- 2.1. That the Council give in principle support to the bid and authorise the Executive Director of Finance and Corporate Governance to provide confirmation that the necessary resources will be applied to the project.

3. REASONS FOR DECISION

- 3.1. To confirm the Council's sign off of the bidding process.
- 3.2. This bidding process should ultimately allow us to be involved in how these services will be delivered in LBHF. If we do not give approval we will be excluded from this pilot.

4. INTRODUCTION AND BACKGROUND

- 4.1. The Transformation Challenge Award is a fund which makes £120 million grant available to support local authorities re-engineer their business practices and redesign service delivery.
- 4.2. The deadline for bids for 2015 to 2016 funding is 1 October 2014.
- 4.3. Last year's Transformation Challenge Award 2013 to 2014 saw 18 successful bidders, with 44 local authorities and 5 fire authorities, benefitting from funding. The Transformation Challenge Award 2014 to 2016 aims to build upon the successes of last year's Transformation Challenge Award and help councils take transformation even further forward.
- 4.4. The bid being submitted by WLA includes the six full WLA member boroughs, and LBHF.
- 4.5. The cohort will be Employment Support Allowance (ESA) claimants with common mental health conditions; and Job Seekers Allowance (JSA) claimants with Common

Mental Health conditions. Therefore the cohort will be made up of the following sub-cohorts:

- 4.5.1. ESA Claimants with primary or secondary Mental Health conditions
- 4.5.2. ESA Claimants in the Assessment Phase with Primary or Secondary Mental Health conditions
- 4.5.3. New ESA claimants
- 4.5.4. JSA claimants with Common Mental Health conditions

5. PROPOSAL AND ISSUES

- 5.1. At a high level, the designed intervention will develop an Individual Placement and Support (IPS) service, which will be rolled out in 3 phases across the 7 participating boroughs, targeting ESA claimants with Common Mental Health conditions.
- 5.2. The design will be refined for each borough to take the learning from those earlier in the roll out and to ensure it fits with existing local provision.
- 5.3. IPS is a proven intervention with good evidence that it is effective in getting job seekers back into work. It has previously been targeted at people with Mental Health conditions categorised as “Severe and Enduring” conditions – although provision varies geographically.
- 5.4. The WLA pilot is innovative in that the approach seeks to test the efficacy of IPS on people with common mental health problems on certain benefits. Claimants will be identified through a broad range of channels including Job Centre Plus, Social Care, GPs, and Secondary Mental Health providers. They will be referred to an IPS service, which will be procured from Mental Health and IPS providers.
- 5.5. Each of the three tranches will have a rollout period, followed by a 12 month referral window, allowing for the majority of claimants to receive IPS support through to a successful outcome.
- 5.6. Following the first roll-out, learning will be applied to subsequent rollouts to resolve any issues that were encountered.

Individual Placement and Support Service IPS

- 5.7. There are 8 IPS Principles:
 - 1) Universal access to IPS supported employment to people with mental illness who want to work.
 - 2) Employment services are integrated with mental health treatment services.
 - 3) Competitive employment is the goal.
 - 4) Personalized benefits counselling is provided.
 - 5) The job search starts soon after a person expresses interest in working.
 - 6) Employment specialists systematically develop relationships with employers based upon their client's preferences.
 - 7) Job supports are continuous.
 - 8) Client preferences are honoured.

- 5.8. Where it has been implemented, the evidence base points to a very good return on investment.

Bid Timetable

- 5.9. 13th August - First Co-design Workshop was held
28th August - Second Co-Design and Initial CBA Analysis Workshop
10th September - Final Co-Design and CBA Drafting Workshop
29th September - 30th September – S151 Officer (and equivalent in partner organisations) sign-off Business Case
1st October, CBA and Business Case Due - 5pm

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. By giving agreement in principle at this stage LBHF will gain additional investment in targeted employment support to around 300 disadvantaged residents. We will also have the opportunity to work on a practical project with the 6 West London boroughs that make up WLA.
- 6.2. We could not participate at this stage and consider findings of this pilot. If we then considered the pilot to be successful and appropriate for our residents, we could potentially bid for European Social Funding to pilot in LBHF at a future time. However we be very unsure of receiving ESF for this provision if we bid as a solo borough and the current ESF commissioning process is due to start in January 2015.

7. CONSULTATION

- 7.1. The bid was developed through a series of workshops involving a wide range of stakeholders, including the 7 boroughs, the Centre for Mental Health, MIND, Central North West London Mental Health Trust, the West London Mental Health Trust, the voluntary sector, Jobcentre Plus, Work Programme providers, the Cabinet Office, the Department of Work and Pensions and the Department of Health.
- 7.2. Colleagues have been consulted within Adult Social Care, Public Health and Economic Development, and colleagues from the West London Mental Ill Health Trust all of whom attended the workshops to develop proposals.
- 7.3. The early stage proposals were shared at the Adult Social Care, Mental Health & DWP Network & Executive groups, currently Chaired by Cllr Robathan, previously Chaired by Cllr D'Souza.

8. EQUALITY IMPLICATIONS

- 8.1. The cohort to be targeted has been defined by DWP. There are no expected equality implications.

9. LEGAL IMPLICATIONS

- 9.1. This Participation requires S151 officer sign off.
- 9.2. Be aware of the commitment to provide resources other than match funding, in particular officer time (see 'Non-monetised costs and benefits').
- 9.3. With regard to the procurement of the services, we are of course still awaiting new regulations to come in to force but we should be mindful that, depending when any ancillary procurement process commences, it may be governed by the new and not existing regime.
- 9.4. The London Borough of Harrow is the lead authority and will be accountable for ensuring that funding is spent responsibly to avoid clawback. DCLG provide the following advice note:

How will funding be administered and will it be ring-fenced?

Payments will be in the form of a Section 31 grant payment which is not ring-fenced. This kind of grant payment allows local authorities greater flexibility in how they go about providing services to their residents. DCLG will not clawback funding awarded under this Scheme in-year. The profile of payments and whether funds are paid in advance or arrears (within the financial year) will be agreed once successful bids have been identified. The Section 151 Officer in the lead bidding authority will be personally accountable for ensuring that funding is spent responsibly.

- 9.5. Relationships between the WLA authorities will proceed on the basis of existing WLA agreements; DCLG are not expecting us to sign-up to a formal legal agreement between the 7 boroughs.
- 9.6. Implications verified/completed by: Rachel Lansdowne, Senior Solicitor (Contracts), Bi-borough Legal Services London Borough of Hammersmith and Fulham, Tel: 020 8753 2774.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The bid sets out that the WLA requires £95,000 funding in 14/15 to ensure early implementation of the programme. The WLA have informed us the £95,000 is being applied for from Department of Communities and Local Government TCA funding for 2014 / 2015 and will not be requested from the WLA Boroughs.
- 10.2. The bid also sets out that each partner borough will be expected to commit officer time and access to their infrastructure to support the pilot. However the WLA have confirmed they do not envisage staff from Boroughs (or any agencies) producing deliverables, this will be done by the central WLA team. The borough contribution is limited to providing subject matter expertise, and reviewing designs etc. and is expected to be available from within existing resources.
- 10.3. The bid assumes match funding from ESF of £1.2m. The bid for the ESF element will be developed in January. If the ESF bid is unsuccessful then the programme will be reduced in size.

10.4. Implications verified/completed by: Kathleen Corbett, Director of Finance & Resources, Housing and Regeneration Department, Tel: 020 8753 3031


11. RISK MANAGEMENT

11.1. The key risk is in availability of staff resources and whether the existing team resources will be able to meet the requirements of project development, delivery and liaison.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

12.1. LBHF will not have responsibility for procurement of the services funded through this bid. West London Alliance and the London Borough of Harrow as accountable body, will control procurement which will be carried out to robust Local Authority standards.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Transformation Challenge Award 2015-16 Final Bid West London Alliance  Transformation Challenge Award 201	Ingrid Hooley x6454	Economic Development, Learning & Skills, THX 3 rd Floor.

Transformation Challenge Award

2015-16 Final Bid Form B

B. Encouraging places that have ambitious plans to work in partnership across the public sector and with the voluntary and community sector or private sector to re-design services.

Disclaimer

There shall be no expectation of grant until authorities have been formally notified in writing by the department. All the applicant's costs and charges incurred as a result of making this application shall be for the applicant's account and cannot be claimed as part of the project.

The Data Protection Act: Freedom of Information Act 2000

The Department for Communities and Local Government undertakes to use its best endeavours to hold confidential any information provided in any application form submitted, subject to our contracting obligations under law, including the Freedom of Information Act 2000. If you consider that any of the information submitted in the application form should not be disclosed because of its sensitivity, then this should be stated with the reason for considering it sensitive. The department will then consult with you in considering any request received under the Freedom of Information Act 2000 before replying to such a request.

Applicants should be aware that the following conditions will also apply to all bid applications:

- We may use your information for the purposes of research and statistical analysis and may share anonymised information with other government departments, agencies or third parties for research and statistical analysis and reporting purposes.
- Our policies and procedures in relation to the application and evaluation of grants are subject to audit and review by both internal and external auditors. Your information may be subject to such audit and review.
- We propose to include light touch monitoring by the department utilising publicly available information. We would encourage applicants to regularly publicise progress on their websites and disseminate good practice.
- The department will publish summaries of all successful bids.

2015-16 Transformation Challenge Award – Final Bid Form

Completed final bid forms should be approved and signed by the Section 151 officer of each local authority partner to the bid and authorised person for other partners. The form should be returned in electronic format to transformation@communities.gsi.gov.uk by no later than 5pm on 1 October 2014. Please also complete and send a complete [New Economy CBA Tool](#) with your application.

PART A: BID INFORMATION

Section A1: Bid information

Note: This bid is for the Transformation Challenge Award 2015-16 B.

Local authority name/Name of bidding organisation:	West London Alliance (WLA) (Lead Authority – London Borough of Harrow)
Name of contact(s):	David Lillicrap
Position in authority:	Head of Programme Management
Telephone number(s) of the contact(s):	0208 825 9646
Email address of the contact(s):	lillicrapd@ealing.gov.uk
Amount of grant bid for:	£1.2M
Amount of capital flexibility bid for:	N/A
Name of partner organisation(s):	London Borough of Barnet London Borough of Brent London Borough of Ealing London Borough of Hammersmith and Fulham London Borough of Harrow London Borough of Hillingdon London Borough of Hounslow West London JCP District North-West London JCP District West London Mental Healthcare Trust North-West London Mental Healthcare

	Trust
Short project title:	West London Mental Health and Employment London LEP Pilot – National Trailblazer
Short project summary <i>[max 150 words]</i> :	<p>This project will move people in receipt of benefits with common mental health problems into sustainable employment. Through integrating local employment and mental health services and providing tailored support to individuals, we will transform services across geographical and public sector boundaries to secure long term system change.</p> <p>The project is supported by multiple central government departments and local partners, led by seven West London Alliance (WLA) Boroughs. The approach helps deliver the WLA ‘vision for growth’ objectives, builds on recent ‘Rand’ research and learning from other places, has been co-designed by local partners and founded on service user insights.</p> <p>1050 people will be supported. It’s hoped the project will be funded through TCA and ESF and it will be rigorously evaluated in line with the approach agreed for the four Trailblazers nationally. The Return on Investment ratio is 1.27 – 2.08 with a payback period of between 1 and 4 years.</p>

Section A2: Eligibility criteria

Note: This bid is for the Transformation Challenge Award 2015-16 B.

Please tick to confirm that the bid meets all the following eligibility criteria:

1. Savings must exceed the amount of grant / capital receipt flexibility sought. **YES**
2. The bid must have a positive impact on service users. **YES**
3. As a minimum, bids must be in partnership with at least one other partner. This could be another local authority, public authority, the Voluntary and Community Sector, or a private sector partner. **YES**
4. For capital flexibility only. That the value of the asset sale is genuinely additional to those disposals that would have happened anyway – tick or specify not applicable. **YES**
5. The proposal has been signed off by your Section 151 officer. **YES**

PART B: BUSINESS CASE

Section B1: Strategic Case

This section should cover:

Objectives and rationale

- a. Objectives - what are you trying to address/improve
- b. The reason for transformation - why the existing approach needs to change and the impact of not transforming services

Proposed transformation

- c. The new service model you are proposing *[high level description is fine]*
- d. Any other options have you considered and why is this is the best option *[this only needs to be covered at a high level – you are not required to cost other options]*
- e. How this transformation fits with wider priorities for you and your partners

[Please complete in the box below – maximum 3 pages]

a. Objectives

In the West London Vision for Growth, which all boroughs have signed up to one of the stated goals is to radically improve success rates for employment programmes for residents.

To further support this vision, groups of WLA boroughs are developing a place based approach to dealing with adult worklessness in specific areas of deprivation; and an early initiative focussed on dealing with young people. Specifically the proposed jobs teams in Barnet and Brent will have access to the Mental Health and Employment Trailblazer services to improve outcomes for their client base where relevant.

There are an increasing number of people with mental health problems claiming benefit for an extended period of time. People claiming benefit due to mental illness cost the UK around £105bn each year (including health, sickness absence, police, and welfare and employer costs). Employment support provided through the mandatory regimes for ESA work related activity groups (WRAG) and through the Work Programme are not demonstrating efficacy. In the WLA boroughs it is estimated that 28% of the people claiming ESA and JSA have a mental common health problem. 95 % will continue to be out of work for more than 12 months. 1 in 7 men develop clinical depression within 6 months of losing a job. The objectives of this project are to:

- Help ESA and JSA claimants with common mental health problems to obtain work more quickly than they would otherwise achieve and to sustain it for 6 months or more
- Test and evaluate non-medical interventions for claimants with common mental health problems
- Test and evaluate ways of integrating employment support and mental health services
- Contribute to a credible evidence base engaging a minimum of 1040 people between April 2015-March 2018.

b. The reason for transformation

Employment support and mental health services for people with mental health problems are generally provided separately. Evidence suggests very little emphasis is given to becoming work ready via mental health services and the employment support services rarely take account of health and wellbeing issues. Assessments are done separately, analysis is not shared and this leads to fragmented service provision. Frequently people with mental health problems are not well placed to co-ordinate their own services. If the services are not integrated they will continue to be unnecessarily

expensive and lack efficacy.

c. The new service model

Three high level co-design workshops have been held to inform this bid. They have included representatives of all the WLA boroughs, Cabinet Office, Department of Health, Department for Work and Pensions, Public Service Transformation Network, Central North West London Mental Health Trust, Centre for Mental Health, West London Mental Health Trust, Mind, Public Health Services IAPTS, Mind, UCL Partners, Jobcentre Plus and Work Programme providers.

Building on the evidence in the Rand Report and the feasibility testing being carried out by DWP, the intention is to introduce an Individual Personal Support (IPS) intervention into each borough which takes account of employment and mental health support services in their location.

IPS is an eight step intervention developed for people with severe and enduring mental health problems. It includes:

- Access to IPS supported employment for people with mental illness who want to work
- Employment support integrated with mental health treatment
- Competitive employment as a goal
- Access to personalised benefit counselling
- Job search soon after the person expresses an interest in working
- Employment specialists engaging systematically with employers
- Continuous job support
- Clients preferences are honoured

During roll out the IPS service will need to be shaped to meet the needs of the cohort with common mental health problems receiving relevant benefits. The full service offering will be limited to 12 months job search and a further 6 months support in work.

The service integration principles across all WLA boroughs will be:

- Cross-training for mental health and employment support services
- Consistency of message about the importance of gaining employment from mental health and employment support service providers
- Early intervention
- Integrated service with clear pathways from primary and secondary care services, social workers and JCP
- Clear eligibility criteria (people with common mental health problems, claiming ESA as a new claim, pre WCA or WRAG or JSA)
- Customer engagement through information sharing sessions conducted at JCP or in health services
- Data sharing between JCP, mental health service and IPS providers by consent
- Delivered by people with the right capability, and
- Fully evaluated in line with the evaluation approach agreed across all the Mental Health and Employment Trailblazers

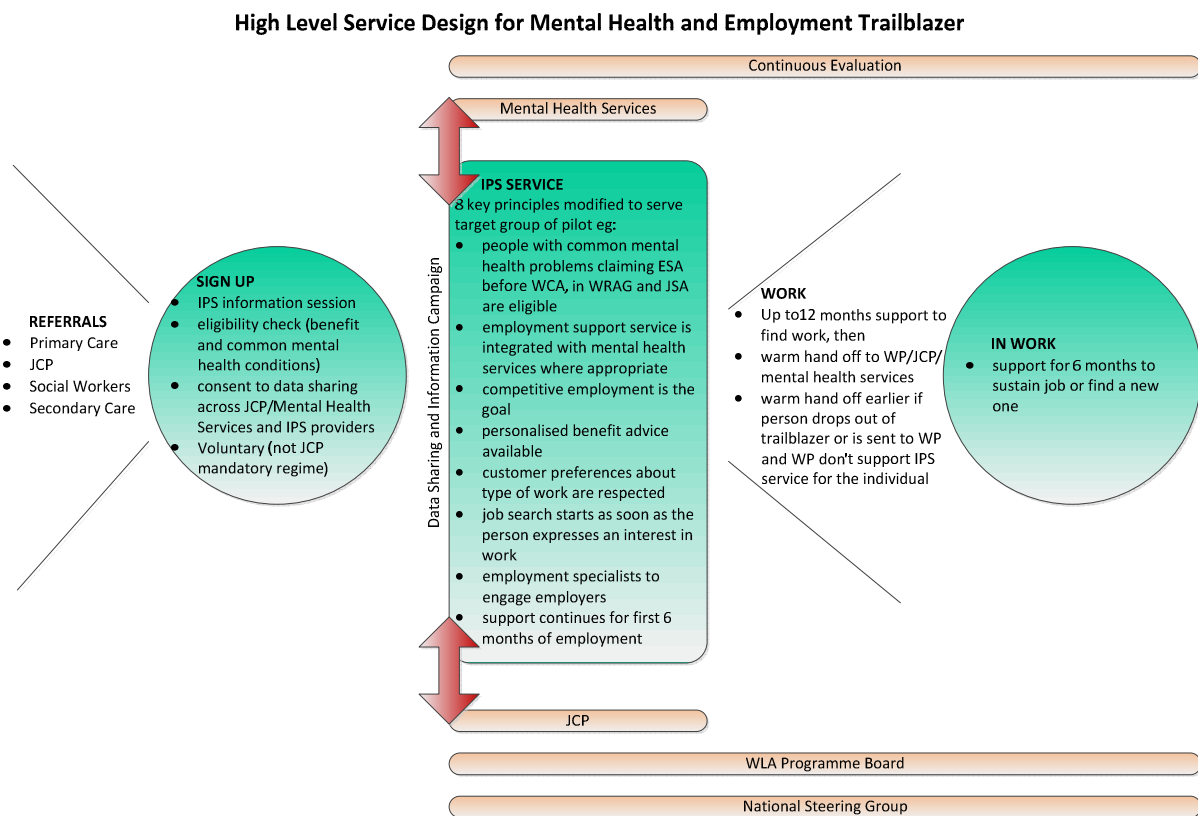
There will be a phased roll out across the boroughs during the first year which will provide a test and learn environment from which each borough can learn from earlier phases of the roll out. This learning is expected to inform the way services are provided and create an integration and convergence of the service models across WLA where this is sensible and meets local demand. Phased roll out will start 1st April 2015

The number of potential users in each borough are summarised in this table, these were downloaded from the NOMIS dataset on 4th September:

Local Authority	Cohort part i - ESA Assessment Phase with Mental and behavioural disorders	Cohort part ii - ESA Assessment phase with secondary mental health issues	Cohort part iii - ESA WRAG with Mental and behavioural disorders	Cohort part iv - ESA WRAG with secondary mental health issues	Cohort part v - ESA Assessment phase - On Flow (for 12 months) with Mental and behavioural disorders	Cohort part vi - ESA Assessment phase - On Flow (for 12 months) with secondary mental health issues	Cohort part vii - JSA Claimants	Cohort part viii - JSA Claimant - On Flow (Estimate for)	Total
Barnet	111	13	109	9	95	12	51	7	407
Brent	113	18	113	12	97	16	77	10	456
Ealing	101	16	100	10	102	17	71	9	426
Hammersmith and Fulham	74	7	91	6	70	8	39	4	299
Harrow	94	12	82	7	84	11	30	4	324
Hillingdon	90	11	77	7	86	11	38	6	326
Hounslow	59	8	63	5	53	7	40	6	241
7 Borough Total	642	85	635	56	587	82	346	46	2,479
WLA Total	568	78	544	50	517	74	307	42	2,180

This takes account of the likely need for a randomised control approach these numbers assume 15% attachment into the IPS programme, which is considered to be a conservative assumption.

Service Model Diagram



d. Any other options have you considered and why is this is the best option

We considered a range of models during the co-design workshops and concluded that an IPS approach had the strongest evidence base, could build on the DWP feasibility pilots, would be easier to specify and set up and could be introduced taking account of the existing service delivery landscape in each borough. In addition IPS is reasonably well understood in the mental health environment which would be persuasive in gaining the support of the mental health services. As an alternative we considered a model which focused initially on a separate and comprehensive assessment of lifestyle, behaviour change, employment and mental health needs and then sought to co-ordinate all the relevant services. We concluded this approach would be too wide ranging, more complex to set up, would dilute the evidence base on employment support and may create demand for increased mental health services.

e. How this transformation fits with wider priorities for you and your partners

As the economy improves in West London and more jobs become available our employment and skills agenda has moved to getting those traditionally further from the labour market into work or up-skilling them so they can reduce or end their benefit dependency. WLA boroughs are already involved

in a Jobs Team TCA project which seeks to develop intensive co-located hot spot services to address islands of entrenched worklessness. Our Skills Escalator project seeks to enable low earners in receipt of benefit to up-skill through short courses and earn more.

f. Evaluation

One of the key objectives of the Trailblazer is to test whether IPS has efficacy amongst people with common mental health problems and to explore whether and how its key principles might be modified to best serve this group.

The Trailblazer will be evaluated in line with the Meta Evaluation Framework developed by Cabinet Office for all four Mental Health and Employment Support Trailblazers. The detailed WLA Trailblazer evaluation will be developed with the support of DWP and will build on the learning from the RAND pilots. It is anticipated the methodology will include a random control group. The evaluation will be continuous, with interim reports ever 4 to 6 months to inform the test and learn approach as the Trailblazer is rolled out across the WLA Boroughs. The procurement will invite bids from independent experts to undertake the pilot evaluation.

Section B.2: Financial Case

This section should cover:

Financial impact

- a. Using the [New Economy CBA Tool](#) [to be submitted with bid] please provide the following information:
 - Net present budget impact
 - Payback period
 - Breakdown of cashable savings by each partner
 - What discussions have you had with partners to confirm these

Funding

- b. Any other sources of funding, setting out the extent to which these are confirmed and whether they are dependent on the Transformation Challenge Award

Risks and sustainability

- c. Any financial risks, for example the potential for costs to increase.
- d. The sustainability of savings in future years

Additionality:

- e. If you have agreed or are bidding for other funding, how will Transformation Challenge Award funding enable you to achieve additional benefits
- f. If bidding for capital receipt flexibility, how the asset sale is additional to what would have happened anyway

[Please complete in the box below – maximum 3 pages]

Financial impact

Introduction

To reach this CBA analysis two separate CBAs were developed, the first, a conservative one based solely on fiscal benefits from reduction in benefits claimants, which produces a compelling Net Value, a second was developed including “all public sector benefits”, which provides a significantly higher return.

We have predicated the Business Case on the more conservative model; and this is the version attached in support of this bid.

Based on the conservative model, the proposed programme has a Net Present Budget impact is £685k, with an ROI of 1.27 and a payback period of 4 years. Below, is the summary Financial case from the New Economy CBA tool:

Financial Case (Fiscal CBA)		Financial Year					Net Present Value (NPV)	
		2015	2016	2017	2018	2019		
Actual costs	Costs	£ 777,630.00	£ 1,205,610.00	£ 607,215.00	£ -	£ -		
	Benefits	£ 584,567.16	£ 1,052,220.88	£ 818,394.02	£ 584,567.16	£ 350,740.29		
Discounted costs	Costs	£ 777,630.00	£ 1,163,413.65	£ 565,453.79	£ -	£ -	£ 2,506,497.44	
	Benefits	£ 584,567.16	£ 1,015,393.15	£ 762,108.97	£ 525,310.83	£ 304,154.97	£ 3,191,535.07	
							-£ 685,037.63	Net Present Budget Impact
							1.27	Overall Financial Return on Investment
							4 years	Payback period

The alternate “all public sector benefits” model that was developed, taking account of a range of public services where there is a proven benefit from reduced unemployment. Due to complexities in translating these savings (to which a cash value can be ascribed) to an actual cashable saving; the Business Case is not predicated on these savings.

However, it is interesting to note, that taking these wider benefits into account the Net Present Budget impact increases to £2.692M, with an ROI of 2.08 and the payback period reduces to 1 year.

Financial Case (Fiscal CBA)		Financial Year					Net Present Value (NPV)	
		2015	2016	2017	2018	2019		
Actual costs	Costs	£ 774,165.00	£ 1,202,145.00	£ 603,750.00	£ -	£ -		
	Benefits	£ 950,473.55	£ 1,710,852.40	£ 1,330,662.98	£ 950,473.55	£ 570,284.13		
Discounted costs	Costs	£ 774,165.00	£ 1,160,069.93	£ 562,227.09	£ -	£ -	£ 2,496,462.02	
	Benefits	£ 950,473.55	£ 1,650,972.56	£ 1,239,146.63	£ 854,126.07	£ 494,538.99	£ 5,189,257.81	
							-£ 2,692,795.79	Net Present Budget Impact
							2.08	Overall Financial Return on Investment
							1 years	Payback period

As we have chosen not to take the wider benefits modelled as being cashable, they are discussed as non-monetised benefits in the Economic Case in section 3, below.

Benefits

In the conservative model chosen, cashable savings will mainly accrue to the DWP, through reduced benefits claims. DWP have been involved in the co-design process and have confirmed that any instances of ESA claimants returning to work will result in a reduction to the benefits being paid.

Timeframe

The model's analysis timeframe is a five year assessment reflecting the pilot nature of the programme. For the planned two pilot years, the impact has been phased to taking into account the following:

- The phased nature of the rollout
- The proportion of claimants by borough
- a normal distribution has been applied to the duration of time the IPS intervention is required for
- Where there is a successful employment outcome; the reduction in impact has been modelled using a Poisson distribution.

Intervention Effectiveness and Deadweight

The deadweight assumption and the assumption on effectiveness is based on research from the centre for Mental Health and the results of the EQOLISE study that showed that IPS participants were twice as likely to gain employment (55% v. 28%) compared with traditional vocational rehabilitation alternatives. This can be regarded as conservative, as to date, IPS has been targeted at claimants with Severe and Enduring Mental Health Conditions; who are regarded as being further away from the workforce.

Cohort Calculations

Analysis from NOMIS shows that in excess of 27,000 claimants who would meet the criteria for the

IPS intervention. The CBA uses an attachment rate of 3.8% in line with the available funding for this pilot; based on the mid-point of published costs for implementing IPS.

The detail of the cohort calculation is presented in section 1. In order to achieve a pilot that can produce an evidence base, a minimum of 1040 participants is required. The overall cohort number that could be achieved is over 2500; this higher figure was developed using conservative assumptions, presenting an opportunity to offer IPS to a greater number of claimants.

The CBA has assumed the lower 1040 number of participants; as the project budget will not be able to afford the intervention on the higher number.

Optimism Bias

The Optimism Bias has been set at 25%, despite the fact that the figures being used are acquired from similar pilots of IPS targeted at "severe and enduring"; and from available published Government data; we have taken a cautious approach reflecting the innovative nature of the proposal.

Funding

The main source of matched funding is expected to be a £1.2M European Social Fund bid to match the £1.2M being bid for from the TCA.

In addition to this, Barnet have committed £340k to fund 2 complementary interventions IPS for ESA claimants with severe and enduring Mental Health conditions and Psychological support in JCP.

In kind resources that boroughs are making available are outlined in section 3, below.

Funding for 2014 / 2015

To develop the TCA bid, WLA have drawn on resources across the boroughs and used the expertise and the goodwill of partners. However, WLA requires £95,000 funding in 14/15 to ensure early implementation. These funds would pay for a Programme Lead, Programme Manager, detailed co-design work, communication and engagement across the 19 agencies whose existing services need to align with the new service. The funds will also allow and early effective contracting with and evaluation partner.

Risks and sustainability

The nature of the commissioning contract will manage the risk of increasing costs; bidders will be expected to absorb inflation in their bids; and the unit costs approach will mean that when the budget cap is reached, no further claimants will be referred into the IPS programme.

The assumptions on the reductions in demand on other public services are likely to carry significant inaccuracies. However, this risk has been eliminated is by only basing the business case on the reductions in benefits claims.

From a sustainability perspective, It is anticipated that by the end of pilot period (2018), sufficient evidence of success will be available to build a compelling case for scaling the model; and funding the IPS intervention on an on-going basis; possibly through a different commissioning model for DWP Work Programme funding. Furthermore, the success of the programme will serve to increase partners' confidence in a sub-regional approach to tackling these issues.

Additionality:

The TCA funding will allow for additional ESA claimants to be offered the IPS support. The overheads for commissioning a £1.2M IPS programme are very similar to delivering a £2.4M IPS programme; as the work required e.g.: procurement, evaluation does not scale because twice as many claimants are being referred to the planned IPS programme.

The bid is not applying for Capital Flexibility.

Section B.3: Economic Case

This section should cover:

Economic case impact

- a. Using the [New Economy CBA Tool](#) [to be submitted with bid] please provide the following information:
 - Net present public value
 - Summary of costs and benefits (fiscal, economic and wider social) over life of project
 - Key assumptions made and how they have been tested, including any assumptions on optimism bias

Sensitivity analysis

- b. Any sensitivity analysis you have carried out on key assumptions

Non-monetised costs and benefits

- c. Any non-monetised costs
- d. Any non-monetised benefits
- e. The anticipated benefits to local people

[Please complete in the box below – maximum 3 pages]

Economic case impact

The Net present public value, from the conservative CBA model, of the pilot is £2.459M with a public value return on investment of 1.98. The summary Economic case from the New Economy CBA is shown, below:

Economic Case (Public Value CBA)		Financial Year					Net Present Value (NPV)
		2015	2016	2017	2018	2019	
Actual costs	Costs	£ 777,630.00	£ 1,205,610.00	£ 607,215.00	£ -	£ -	
	Benefits	£ 909,655.22	£ 1,637,379.39	£ 1,273,517.30	£ 909,655.22	£ 545,793.13	
Discounted costs	Costs	£ 777,630.00	£ 1,163,413.65	£ 565,453.79	£ -	£ -	£ 2,506,497.44
	Benefits	£ 909,655.22	£ 1,580,071.11	£ 1,185,931.15	£ 817,445.40	£ 473,300.89	£ 4,966,403.77

£ 2,459,906.33	Net Present Public Value
Not applicable	Public Value for Money BCR
1.98	Public Value Return on Investment

As with the Financial Case, it is worth noting the improvement to £29.22M of Net present public value, and a public value return on investment of 12.71. When the “all public sector benefits” model is used.

Economic Case (Public Value CBA)		Financial Year					Net Present Value (NPV)
		2015	2016	2017	2018	2019	
Actual costs	Costs	£ 774,165.00	£ 1,202,145.00	£ 603,750.00	£ -	£ -	
	Benefits	£ 5,809,648.99	£ 10,457,368.18	£ 8,133,508.59	£ 5,809,648.99	£ 3,485,789.39	
Discounted costs	Costs	£ 774,165.00	£ 1,160,069.93	£ 562,227.09	£ -	£ -	£ 2,496,462.02
	Benefits	£ 5,809,648.99	£ 10,091,360.30	£ 7,574,126.53	£ 5,220,737.22	£ 3,022,806.85	£ 31,718,679.89

£ 29,222,217.87	Net Present Public Value
Not applicable	Public Value for Money BCR
12.71	Public Value Return on Investment

Costs

The costs of the project are £2.4M, these are broken down as follows:

- IPS service for 1040 claimants, £2.08M, this has been estimated using the costs the DWP identified for the RAND pilot, where IPS was rolled out on a time limited basis to ESA claimants with “Severe and Enduring” mental health conditions. It is also supported by evidence emerging from the current Barnet procurement.
- Based on previous experience of rolling out similar programmes, a bottom up approach has been taken to identifying the costs of the supporting infrastructure around the project, in total these come to £320k. They breakdown to the following tasks:
 - Procurement and Legal support in placing contracts for IPS providers across the 7 boroughs
 - There is a training requirement to train GPs in understanding the IPS, this is
 - In order to develop a sound evidence base for future rollout, a recognised independent organisation will be commissioned to provide
 - Programme management providing contract management; management of the rollout phase; management of the running of the pilot; and checkpoint reviews of progress against targets

The optimism bias used is 10%, as the base data has been taken from the Rand pilot of IPS interventions; and informed locally by the experience from the Barnet pilot, that has implemented a coaching model for less severe mental health conditions.

Sensitivity analysis

The key assumptions have been run at various levels, from attachment rates of up to 50%. The main challenge reported from previous pilots of similar interventions is achieving the required cohort numbers to test the intervention. As a result, conservative assumptions have been made on attachment rate.

The model also tested various distributions for the duration of the impact; again conservative assumptions were used as the basis of the benefits case.

Non-monetised costs and benefits

In addition to the matched funding, each partner borough will be committing officer time and access to their infrastructure to support the pilot. Including working with the detailed design phase this will amount to c. 1.4 FTE for the duration of the pilot; from start of design in July 2014 to completion of evaluation in January 2018.

JCP will make available ESA advisors for training in referring claimants to the IPS service. GPs will need to familiarise themselves with the ESA process to be able to refer patients who are claiming ESA, into the programme.

As discussed, in section 2, above, we determined that the basis for the Business Case would be based on benefits claim reductions, only. As a result, we took a number of potentially monetised benefits as being non-monetised.

The “All Public Sector Benefits” Model

The additional benefits that were modelled in the “All Public Sector Benefits” Model, are as follows:

- Reduction in adults needing mental health interventions (leading to reduced health costs)
- Reduction in reoffending for all crime (leading to reduced police, other criminal justice, and

- health costs)
- Reduced housing evictions (leading to reduced costs of legal proceedings and repair of property)
 - Reduction in homelessness (reducing the costs of temporary housing)
 - Reduced number of children in care (reduced cost of safeguarding)
 - Drug abuse and alcohol dependency (reduced health and criminal justice costs)
 - Improved wellbeing of families; adults and children (leading to increased confidence and self-esteem)
 - Improved community well-being

For this model we used government statistics on the incidence of each of these events for an employed and an unemployed cohort; which are a set of assumptions commonly used to assess the fiscal benefit of increased employment.

The other non-monetised benefit is the increased life outcomes that are associated with being in sustained employment. The average life expectancy reduction from worklessness is estimated to cost the economy £0.34 bn a year.

Finally, while the WLA already has good working relationships with partner organisations outside the Local Authorities. The project has already led to increased cooperation between agencies locally; and embedding of the pilot will provide further integration between CCGs, JCP, secondary mental health providers and the Boroughs.

Section B.4: Commercial Case

This section should cover:

- a. How the new service model will be delivered and why is this the best way of doing it
- b. If external providers are required, provide a brief procurement strategy, including any assessment of market capacity
- c. Any key contractual arrangements required to implement and deliver the new service model
- d. If any payment mechanism will be applied, and why
- e. Risk transfer - provide information on any risk to be transferred to external providers and why the provider is best placed to manage these risks

[Please complete in the box below – maximum 3 pages]

How the new service model will be delivered

The New Service model has three distinct elements:

- Referral of candidates – this will be undertaken across a number of channels, including JCP, Social Workers, GPs and Secondary Mental Health providers. Training of the staff will be contracted
- The key IPS phase will be commissioned from providers
- The evaluation of the interventions, will be carried out by external researchers commissioned by DWP.

In order to test whether an in-house bid from one of the partner organisations represents best value, the procurement process will include an in house bid; for relevant lots.

Procurement Strategy, including any assessment of market capacity

The Services being procured are categorised as “Part B”, which allows for greater flexibility in the running of the procurement. However, learning from previous “Part B” procurements, has shown that following a known and understood process is more effective than designing a completely new procurement process from scratch.

The procurement will be run in line with the OJEU Competitive Dialogue (CD) process. In order to maintain pace, the timescales for the process will be compressed. The decision to use a CD process is to ensure that we are able to leverage innovation in the marketplace, as providers are able to contribute intellectual capital as part of the development of the bids.

The Market Capacity is relatively small, but the target of 1040 interventions over 3 years is realistic; and the duration of the pilot allows for capacity development. However, in order to mitigate the risks around market capacity, it is planned to procure the services on the basis of a matrix of geographical and specialism based “Lots”. The exact “lotting” is to be determined, but it is likely that Geographical “lotting” will be based on the coverage of the three Mental Healthcare Trusts in the WLA region. The benefits of offering procurement in Lots, allows both for selecting “Best of Breed” suppliers; while at the same time, not diluting the value that comes from procuring at scale.

The procurement will structured to encourage bids from VCS partner organisations, this is assisted by the Lotting process, as it allows VCS organisations to only bid for elements where they have geographic coverage. There are also planned engagement events in order to develop interest in bidding from VCS partners.

The Specialist Lots will be:

- IPS both delivery and running the service
- Training for JCP Advisors; and GPs in referral
- Independent evaluation of the pilot; which will be commissioned by DWP

Any key contractual arrangements required to implement and deliver the new service

The key contract will be with IPS providers.

Payment mechanism will be applied, and why

One of the programmes that the West London Mental Health and Employment trailblazer is using for Lessons Learned is Barnet's. Their research shows that a pure payment-by-results contract would not be effective. The rationale being, that because the work being procured is innovative, the providers would apply a significant risk premium to their bids. The commercial risk review that has been undertaken shows that the partnership of public sector partners is in a far better position to manage this risk, than the commercial partners would be. There is also anecdotal evidence that the payment by results framework could lead to unintended behaviours on the part of the contracted provider(s).

The contract will contain a Payment Mechanisms that incentivises the behaviours we would expect to see from the providers. These will be developed during the Competitive Dialogue phase, but would incentivise the following outcomes:

- Proportion of referred candidates starting the programme - Proactively working with candidates to encourage participation – learning from GP referral schemes for exercise, where providers are incentivised to follow-up referrals, there is a significantly higher rate of attendance at referrals; as the providers do not allow
- Incentives to ensure that the intervention is run as specified
- Targets around on-going participation – increase the proportion of candidates still using the service after 6, 12 and 18 months; or have found sustained employment and exited the service for positive reasons.

As part of the payment mechanism as part of the dialogue process we will consider proposals involving a small element of reward for outcomes, in the event of exceeding targets.

Risk Transfer

As discussed, above, the nature of the pilot is that it is innovative, in the event of a private sector partner being successful in the market testing, the commissioning-side will be the organisation best placed to absorb the commercial risks.

While not all risks will be retained, it is planned to structure the contract so that the following risks are transferred to the provider organisations:

- The risk on the level of successful return to work will be retained by the Commissioning Partners; i.e.: the provider will not be on payment by results to hit, say, 30% employment rate. WLA experience is that bidders price in huge risk premiums when bidding for work with little evidence base.
- The risk of referred candidates failing to commence and complete the intervention will be held by the commissioned organisations – whether they are public or private sector.

Section B.5: Management Case

This section should cover:

Governance

- a. The governance arrangements and project management arrangements, necessary to deliver this proposal

Implementation

- b. How you will implement this new service model/project. Please include a high level project plan covering:
 - o the duration of the project and key milestones dates
 - o the key dependencies (for example with partners or suppliers)
 - o proposed checks / review points to monitor progress
- c. Any plans for evaluating the project

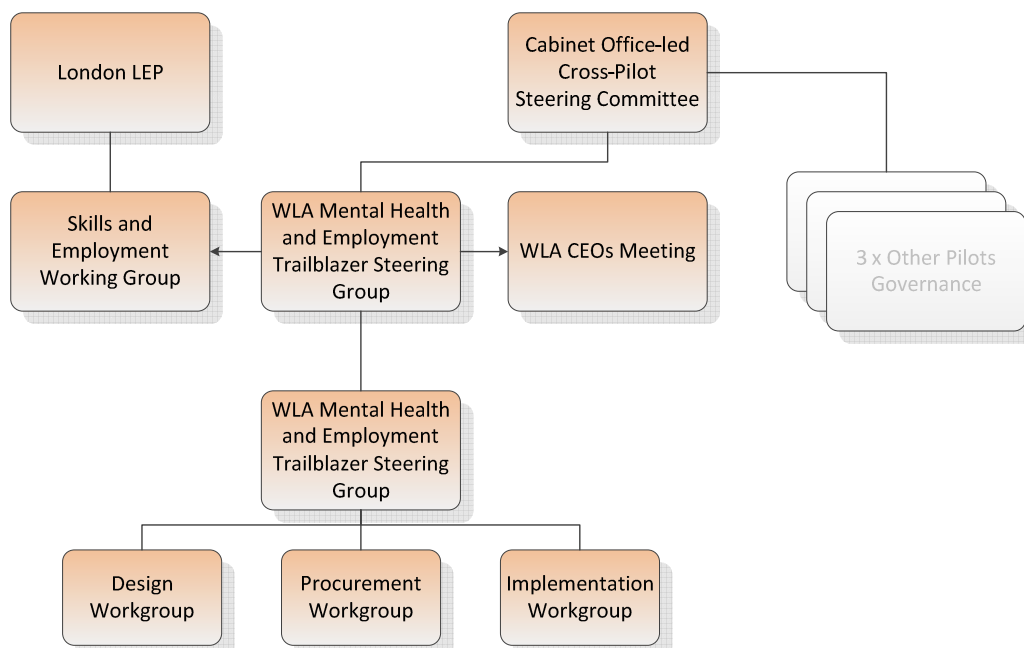
Risk Assessment

- d. The risks to the success of the proposal have been identified
- e. How identified risks have been adequately addressed through contingency/mitigation plans
- f. Why the proposed timetable is realistic

[Please complete in the box below – maximum 3 pages]

Governance

West London Mental Health and Employment London LEP Pilot – National Trailblazer project is one of four trailblazers across the country. The WLA are running the pilot for the London LEP. The governance model covers the over-sight of the Local Project; the London LEP oversight; and the national oversight of the four Trailblazers. The overall governance model is shown, below:



Body	Summary of Terms of Reference
National Steering Committee	Will provide oversight of the Project, and direction to manage overlap with across the 4 Trailblazer pilots. Advise on design and management to ensure consistency across the national programme
London LEP	The London LEP takes a strategic view of the regeneration, employment and skills agenda for London.
WLA Steering Committee	Is Chaired by a WLA CEO and Membership includes representation from IAPT providers, JCP, Mental Health Commissioners; and Cabinet Office. It will own and champion the project at a sub-regional level. It will provide strategic level advice and guidance to the WLA project
WLA Chief Executives Meeting	Provides input from across the WLA boroughs at an Executive level.
Skills and Employment Working Group (SWEG)	The SWEG provides oversight of the project on behalf of the London LEP
Cabinets and Executives	Where formal democratic decisions are required, these will be
Working Group (s)	Throughout the project, Working groups will be responsible for the completion of deliverables. As the project moves from stage to stage, the working group membership will evolve to reflect the different skillsets required. Design – procurement – rollout – running - evaluation

Project Management Approach

The project will be run in line with PRINCE2 Project Management standards, and all key staff have unexpired PRINCE2 practitioner qualifications. The overall project will also employ the Agile Project Management concepts of “Scrum” and “Sprints”, as this is a proven method for managing the risks inherent with a physically distributed project team.

The Project Management Team

The Project Team will be led by a Project Manager in the WLA, supported by a project Officer; other project resources will be provided by the partner organisations.

Implementation

Plan, milestones, duration and planning process

The project Stages are:

- Design
- Procurement
- Rollout
- Pilot Interventions
- Evaluation

The rollout and Pilot interventions will be phased in 3 Tranches, over a 9 month period. This will allow for lessons learned from Tranche 1 to fine-tune of the rollout to Tranche 2 and 3. The Phasing will be dictated by the overlap of JCP, CCG and Mental Healthcare Trusts. The Referral phase will last for 12 months after completion of training and roll-out, with the intervention window extending a further 12 months to allow for a minimum 12 month intervention for all referred claimants. The Key Milestones extracted from the project plan are as follows:

Milestone	Date
Procurement Process Starts	1 st November 2014
Start Roll-out Tranche 1	1 st April 2015
Tranche 1 start of referrals	1 st May 2015
Tranche 1 end of referral window	30 th April 2016
Tranche 1 Completes	30 th April 2017
Tranche 2 Rollout start	1 st Sep 2015

Tranche 2 end of Referral Window	31 st July 2016
Tranche 2 Completes	31 st July 2017
Tranche 3 Rollout start	1 st December 2016
Tranche 3 end of Referral Window	30 th December 2017
Tranche 3 Completes	30 th December 2017
End of Pilot	30 th December 2017
Completion of Evaluation	30 th January 2018

Monitoring of progress will be via Project reports and Steering committee challenge. Given that success for the pilot is MI driven, there will be monthly reviews of run-rates against plan; and a formal review half-way through the referral window to confirm whether enough candidates are being identified for the pilot intervention. The required cohort will be divided up proportionally to ESA claimant numbers across the 7 boroughs, and across the 12 month referral window, so precise testing of whether the pilot is ahead or behind schedule can be undertaken, meaning mitigating actions can be deployed very quickly. To achieve the cohort numbers, each borough area needs to be referring an average of 13 candidates per month.

Evaluation

Evaluation will be undertaken in line with the Meta Evaluation framework, and is explained in section 1 of this Business Case.

Risk Assessment

Risk assessment and the Key Risks

The project maintains a risk log that is maintained by the Project Manager. The risk log was populated following a risk assessment workshop; these are planned to be repeated at key stage boundaries through the project. Risks are reviewed at Working Group meetings; and key risks are presented to Steering Committee for strategic level advice and Guidance. The table, presented below, includes the key risks currently being tracked, together with the assessment, ownership, and the key mitigating actions:

Feasibility Assessment of Timescales

One of the key tools in assessing the achievability of the timescales for the project is the planning process. All tasks have been planned, and a summary MS Project plan for the full duration of the project is shown, above. In planning the project, two key stages are on the critical path for the project: Procurement and Pilot Running. The achievability of these two stages are discussed, below:

Procurement

The timescales for procurement, while demanding, have been reviewed with Procurement teams from the contributing boroughs. As the services being procured are categorised as “Part B” for EU procurement purposes, which means that some of the more time-consuming EU regulations can be managed. As discussed, above, in the commercial proposal, the procurement will largely follow a Competitive Dialogue process, with some stages fore-shortened to meet the timescales. The rollout will commence in Barnet, and a six month period until the second tranche of rollouts will allow for lessons to be learned. Part of the matched funding, outlined above is from the existing pilot in Barnet. These have already been procured, further mitigating the risks to the timescales.

Pilot Running

In order to meet the cohort numbers; the pilot is spread over three years, this makes the targets for Cohort numbers realistic, the total cohort, when spread over three years, with an assumed caseload of 25 per case-worker, this implies c. 3-4 caseworkers per borough. Despite the relative scarcity of skills, this is regarded as a realistic level of staff to access across the participating boroughs.

Short Description	Description of Risk - Cause & Consequence	Objective at Risk	Assessment of Uncontrolled Risk			Controls and Mitigating Actions	Assessment of Residual Risk			Date Identified	Date of Last Review	Date of Next Review
			Severity (1 Low - 4 High)	Likelihood (1 Low - 4 High)	Risk Rating		Severity (1 Low - 4 High)	Likelihood (1 Low - 4 High)	Risk Rating			
Political Risk	There may be lack of Borough alignment to a one-size fits all approach, resulting boroughs not agreeing to participate.	Delivery	4	2	8	Cross-borough briefings have been held. CEOs of the 6 WLA boroughs have been briefed on the benefits of the pilot	4	1	4	24-Aug-14	24-Aug-14	15-Oct-14
Procurement Resources	Lack of procurement resources to deliver the procurement element of the project risks delaying project delivery and implementation.	Procurement	4	2	8	WLA has access to procurement resources from across all 6 boroughs, in addition it has its own CIPs qualified procurement resources.	4	1	4	24-Aug-14	24-Aug-14	15-Oct-14
Failure to Detect impact of intervention	It may not be possible to select individuals for the cohort and the control sample who are not being targeted by other initiatives, meaning it is not possible to identify the impact of this intervention	Assessment	3	2	6	The Design of the pilot has taken into consideration the need to be able to assess the interventions. The interventions will be rolled out in a single borough initially to test the prototype and learning will be applied to subsequent rollouts. During the period of the pilot running checkpoint reviews are planned, so the approach can be fine-tuned, if necessary	3	1	3	24-Aug-14	24-Aug-14	15-Oct-14
Fail to achieve cohort numbers	Without having enough candidates going through the intervention, the pilot will not be successful	Delivery	3	3	9	There has been extensive research into cohort numbers. Assumptions are not overly optimistic in terms of levels of participation, the required cohort is 1000 to 1500 and it is estimated that over 2600 could realistically be achieved - though pilot numbers will be limited by available budgets. During the pilot, checkpoints will be held at key points to assess whether the programme is on track to hit the required number of participants	2	1	2	24-Aug-14	24-Aug-14	15-Oct-14
Scarcity of dual skillset	The pilot depends on being able to access enough specialists with the dual skillset of employment and psychological support expertise	Delivery	2	3	6	The procurement process will "lot" the work both for geography and skillset. This enables wider market access to smaller providers increasing the number of contractors	2	2	4	24-Aug-14	24-Aug-14	15-Oct-14
Failure to maintain multi-agency buy-in for duration of project		Delivery	2	4	8	The Steering group contains representation of all the key stakeholders In addition there has been executive level engagement to establish the degree of buy-in from each of the participating agencies.	2	2	4	24-Aug-14	24-Aug-14	15-Oct-14

PART C: APPROVAL

Note: This bid is for the Transformation Challenge Award 2015-16 B.

Approval: Bid approved and signed off by Section 151 officer (or authorised person in other public sector partners) for each partner to the bid.

Borough Approval – Section 151 Officers

Name	Simon George
Organisation	London Borough of Harrow
Date Approved	
Signature	

Name	Chris Naylor
Organisation	London Borough of Barnet
Date Approved	
Signature	

Name	Conrad Hall
Organisation	London Borough of Brent
Date Approved	
Signature	

Name	Ian O'Donnell
Organisation	London Borough of Ealing
Date Approved	
Signature	

Name	Paul Whaymand
Organisation	London Borough of Hillingdon
Date Approved	
Signature	

Name	Clive Palfreyman
Organisation	London Borough of Hounslow
Date Approved	
Signature	

Name	Jane West
Organisation	London Borough of Hammersmith and Fulham
Date Approved	
Signature	

WLA Approval – Director

Name	Dan Gascoyne
Organisation	West London Alliance
Date Approved	
Signature	

JCP Approval – District Managers

Name	Liz Cierebiej
Organisation	West London JCP District
Date Approved	
Signature	

Name	Micheal Morley
Organisation	North London JCP District
Date Approved	
Signature	

Mental Healthcare Trusts Approval – Finance Directors

Name	Jo Simpson
Organisation	West London Mental Healthcare Trust
Date Approved	
Signature	


Name	Trevor Shipman
Organisation	Central and North West London NHS Foundation Trust
Date Approved	
Signature	

CCG Approval – Finance Directors

Name	Jonathan Wise
Organisation	Barnet, Harrow and Hillingdon CCGs
Date Approved	
Signature	

Name	Clare Parker
Organisation	The CWHHE Collaboration (Central London, West London, Hammersmith & Fulham, Hounslow, and Ealing CCGs)
Date Approved	
Signature	

Name	Hugh McGarel-Groves
Organisation	Barnet CCG
Date Approved	
Signature	

		London Borough of Hammersmith & Fulham	
		CABINET MEMBER DECISION	
		OCTOBER 2014	
FUNDING FOR WORKING FROM ANYWHERE ACCELERATED PROJECTS			
Report of the Cabinet Member for Finance			
Open Report			
Classification - For Decision			
Key Decision: No			
Wards Affected: None			
Accountable Executive Director: Nigel Pallace, Senior Responsible Owner (SRO) for Working from Anywhere Programme			
Report Author: Keith Harper, Working from Anywhere Programme Manager; Kate Rich, Working from Anywhere Deputy Programme Manager		Contact Details: Tel: 020 7361 3079 E-mail: james.harper@rbkc.gov.uk	

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 5 October 2014.....

1. EXECUTIVE SUMMARY

- 1.1. The Working from Anywhere Programme will deliver an agile workforce, capable of working more productively across the Tri-borough geography and beyond. In the long term it will reduce the demand for office accommodation and deliver cashable and non-cashable benefits for all three boroughs, over a number of years. More immediately, it will also deliver a number of workstreams ('Accelerated Projects') designed to deliver benefits for employees who need to work flexibly or in a joined up way now.
- 1.2. The initial programme planning phase of Programme Identification is now complete and has informed a proposal to fund full Programme Definition, for

which a separate report will be prepared. Appendix B details the completed Identification work.

- 1.3. This report only seeks approval for the London Borough of Hammersmith and Fulham's (LBHF) contribution to funding for the programme's Accelerated Projects.
- 1.4. Requests are being made to the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) for identical contributions to fund the Accelerated Projects.
- 1.5. Each borough will individually realise benefits – outputs of the Programme are a critical enabler for the boroughs' individual property strategies and there are a number of service related benefits including increased productivity. Maximum benefit from Working from Anywhere would be achieved by delivering the required outputs through a Tri-borough programme.
- 1.6. The Accelerated Projects have been designed to deliver benefits for employees who need to work flexibly or in a joined up way now, when incompatibilities between systems, hardware and processes across the boroughs make this difficult. Benefits of the Accelerated Projects are not readily cashable but will provide much needed improvements and interim solutions in the circa 18 - 24 months before Working from Anywhere and dependent initiatives such as the Tri-borough ICT Programme deliver the significant changes to infrastructure, protocols and behaviours that are required to truly enable Working from Anywhere. In many cases the Accelerated Projects are essential enablers for savings that have already been committed to in current agreed budgets.
- 1.7. A separate request will be made for the LBHF contribution to funding for Programme Definition in due course. The Accelerated Projects work and the Programme Definition work have been costed and designed to be completed together. If the subsequent funding request for Programme Definition work is delayed or declined, some additional funding may be required to complete the Accelerated Projects work beyond the sum requested in this paper.
- 1.8. It is recommended that the Accelerated Projects be carried out immediately as the outputs are, in many cases, critical enablers for savings that have already been committed to. The associated recommendation for each borough is outlined below:
- 1.9. Ideally, Programme Definition should be progressed concurrently with Accelerated Projects, however, there is an appreciation that there may be reluctance to commit to Programme Definition in the absence of the outcome of the Tri-borough Review by the Critical Friends Board. As consensus to proceed with Programme Definition cannot be reached across the three boroughs at this juncture it is recommended that Programme Definition be reconsidered for approval following the outcome of the Critical Friends' Review. The potential implications of proceeding on this basis are set out in Section 6.

2. RECOMMENDATIONS

Part 1

- 2.1. That the Cabinet Member for Finance (LBHF) approves:
 - i. The release of £91,333 from the Efficiency Projects Reserve for completion of the Working from Anywhere Accelerated Projects; and
 - ii. the governance structure as outlined in section 4 and Appendix C of this paper
- 2.2. It is recommended that the Cabinet Member for Finance and Strategy at the RBKC approve:
 - i. The release of £91,333 from the Transformation Reserves for completion of the Working from Anywhere Accelerated Projects; and
 - ii. the governance as outlined in section 4 and Appendix C of this paper
- 2.3. It is recommended that the Strategic Director for Housing, Regeneration and Property at WCC approve:
 - i. The release of £91,333 from the Transformation Reserves for completion of the Working from Anywhere Accelerated Projects; and
 - ii. the governance as outlined in section 4 and Appendix C of this paper

Part 2

- 2.4. That Programme Definition be reconsidered for approval following the outcome of the Critical Friends Review as set out in para. 1.9 above.

Part 3

- 2.5. That Option B is progressed (proceed with Accelerated Project work and defer Programme Definition work until the outcome of the Critical Friends Review is known).

3. REASONS FOR DECISION

- 3.1. A decision is required to inform the way forward for the Working from Anywhere programme. There is an immediate need for the Accelerated Projects to resolve issues and better enable employees who need to work flexibly or in a joined up way now – employees who are regularly frustrated and whose time is wasted as a result of incompatible systems, hardware and processes.

4. INTRODUCTION AND BACKGROUND

- 4.1. The purpose of this report is to present the outputs of the recently completed Identification phase of the Working from Anywhere Programme and to outline the proposed next phase of work, Programme Definition, as well as to seek approval and funding to proceed with a set of Accelerated Projects to minimise inefficiencies and frustration for employees who need to work flexibly and in a joined up way now.
- 4.2. In February 2014, funding was approved for the Identification phase, following presentation of an Executive Decision Report to the relevant decision maker in each of the Tri-Boroughs.

Programme Governance

- 4.3. The Identification phase included establishing an appropriate Governance structure for the Programme, which is described in detail in Appendix C.
- 4.4. The Programme Board consists of Senior Users and Senior Suppliers from a cross-section of departments across the three Boroughs.
- 4.5. The Sponsoring Group is the Tri-borough Corporate Services Portfolio Board (TBCSPB), acting on behalf of the Bi-borough Joint Transformation Board (JTB) and the Strategic Executive Board (SEB) at WCC.
- 4.6. The outputs of the Identification phase were presented to Working from Anywhere Programme Board Members and TBCSPB in May and June 2014 respectively.

Outline Vision

- 4.7. The Identification phase involved developing an outline vision for the Working from Anywhere Programme. The outline vision, as agreed by members of the Programme Board and TBCSPB, is:

To enable all staff to work how and where they are most productive – supported by great leaders who understand how to get the best out of their teams; and a collaborative culture where facilities, experiences and knowledge are readily shared

5. PROPOSAL AND ISSUES

Accelerated Projects: Delivering ‘early wins’ and increasing productivity for those who need to work flexibly now

- 5.1. The Identification work included engagement with stakeholders from all three boroughs. As a result of this engagement, a number of requirements and early wins have been identified and a group of Accelerated Projects defined to deliver them.

- 5.2. Benefits of the Accelerated Projects are difficult to monetise, however, the projects are designed to significantly reduce frustration and increase productivity and morale in the 18 – 24 month period before significant infrastructure changes will provide long term fixes. (Appendix D summarises responses from interviews with senior stakeholders, where a number of such frustrations and issues were raised). In many cases the Accelerated Projects are essential enablers for savings that have already been committed to in current agreed budgets.
- 5.3. Outputs of the Accelerated Projects will benefit employees from single, bi- and Tri-borough services across LBHF, RBKC and WCC. Appendix E outlines each Accelerated Project. Outputs include:
- i. Agreed solutions of workarounds to deal with incompatibilities in systems, hardware and policies across the boroughs, to increase productivity and reduce significant frustrations for those who need to work flexibly or in a joined up way now.
 - ii. Activity, including a de-cluttering exercise, to reduce reliance on paper storage and move staff to more agile ways of working in preparation for the way we want to work in the future
 - iii. An online information hub so staff can easily find the information they need to work effectively from any of the boroughs' main office sites – reducing frustration and wasted time.
 - iv. Value for money improvements to floor layouts and work settings in office sites with traditional layouts, to better enable effective activity based working prior to refurbishments. Examples include the creation of touchdown spaces; areas for informal meetings; and acoustically private spaces for confidential phone calls and meetings.
 - v. Teleconferencing, video conferencing and screen-sharing software along with 'best practice' guidance and training to enable effective virtual meetings and reduce the requirement to travel for meetings.
 - vi. Work to ensure existing Smart Boards are technically capable of being used by staff from all three boroughs and to establish effective processes for checking and maintaining existing Boards to increase reliability and minimise downtime.
 - vii. Cost effective training and support to further embed the use of existing Smart Boards and ensure benefits are realised by teams and departments from all three Boroughs.
 - viii. A transition process that prepares managers and teams when they are moving to shared, activity based office environments. The process includes physical storage reduction, ensuring suitable technology solutions

are in place and training and engagement to support the required behavioural changes.

Appendix G provides further detail of activities and outputs for each authority.

- 5.4. The Accelerated Projects will be delivered within 6 months once funding is available.
- 5.5. £274,000 (£91,333 per borough) is required to deliver the Accelerated Projects and associated benefits

Programme Definition: designing the delivery mechanisms for significant medium and long term cashable savings

- 5.6. It is proposed that Programme Definition work run concurrently with the Accelerated Projects. It will build upon work to date and result in a full Business Case and detailed delivery plan for the medium to longer term Working from Anywhere Programme which will likely incorporate changes to infrastructure, policies and processes.

Benefits of the Medium to Long Term Working from Anywhere Programme

- 5.7. The Programme is expected to deliver significant cashable and non-cashable benefits over a number of years.
- 5.8. The financial savings estimate is currently stated at £4.5M pa. There is a high level of confidence in this figure which is based on a property footprint reduction of only 3%.
- 5.9. We believe the footprint reduction will be significantly higher but have been deliberately conservative at this stage as the property information currently available is unverified and the Blueprint which sets out the future state and operating model is yet to be agreed.
- 5.10. We are working closely with the Tri-borough Property Programme and the virtual Property Information Team to get fully verified property information and the agreed Blueprint is an early deliverable during Definition. The signed-off Blueprint and verified property information will enable specific properties to be identified as 'in scope' which in turn will enable the expected financial savings, which in are thought to be in excess of the £4.5M pa currently suggested, to be stated with confidence.
- 5.11. The practical Programme deliverables that will enable cashable and non-cashable benefits are expected to include:
 - i. A reduction in the average Net Internal area (NIA) per officer across the operational estate, from a current range of approximately 7-10m² to circa 5m². The (unverified) estimated running cost of the office estate across

the three Boroughs is circa £30M pa. (Appendix F lists properties included in this calculation.)

- ii. A network of hub spaces that could be shared by officers; partner or voluntary organisations; and if there is an appetite, by local businesses and residents on a membership basis - in effect, a revenue generating office estate that can flex, relatively quickly and at minimal cost, as the Councils' requirements and strategic priorities change over time.
- iii. A workforce that is more productive, agile, adaptable and innovative, and more able to work effectively away from the office, for example, from where residents and businesses are, from coffee shops, from home and from libraries.

5.12. In practical terms, some of the outputs the programme will deliver to help achieve this include:

- Tools and training for managers so they can effectively lead distributed teams
- Training and engagement events to foster greater networks and a culture of knowledge and information sharing – for the benefit of individuals and the organisations
- Inputs to relevant initiatives to ensure appropriate ICT and information management solutions
- Design principles and/or work spaces and facilities management solutions that support new ways of working
- HR policies and procedures that support the workforce to work from anywhere
- Consistent and coordinated Programme Communications
- A comprehensive and coordinated transition process for employees, to ensure effective engagement and significantly reduce the risk of disruption to service delivery

5.13. A full list of confirmed deliverables and the associated benefits, along with the detailed plan for delivering them will be produced during Definition and presented along with full business case.

Managing Dependencies

5.14. There are various interdependent initiatives underway in a Tri-borough, Bi-borough and in some cases a single borough capacity, each at varying stages of design or delivery. The Working from Anywhere Definition work includes coordination with related initiatives and agreeing appropriate governance arrangements to effectively manage any dependencies. Without this, there is a significant risk of:

- Duplication, resulting in wasted cost and effort at a time when costs need to be minimised and efforts focussed on service delivery

- Inconsistent communications and a confusing transition for employees, leading to a negative impact on service delivery
- A reduction in the potential cashable and non-cashable benefits for all boroughs

An Agile and Adaptable Approach to Delivery

- 5.15. It is understood that the Working from Anywhere Programme must remain agile and adaptable as strategic objectives, organisational requirements and capabilities may change throughout delivery.
- 5.16. Working from Anywhere will be delivered in Tranches, with Lessons Learnt exercises and Gateway Reviews at appropriate junctures to ensure the Programme remains aligned with the organisations strategic objectives.

Single borough, Bi-borough and Tri-borough Implications

- 5.17. Many of the Working from Anywhere Programme deliverables are critical enablers for each boroughs' individual Property Strategy. Each borough will also gain service related benefits as a result of a more flexible, agile and adaptable workforce that can 'work from anywhere'. The work proposed as part of Programme Definition will therefore be beneficial to each authority, whether the Programme is delivered on a single, bi- or Tri-borough basis.
- 5.18. It is believed that a Tri-borough approach to Working from Anywhere will deliver the greatest benefit for each borough and the Definition work will enable us to identify in which areas this is the case. However, the proposed Definition work does not preclude bespoke benefits being delivered for the boroughs individually and the Programme will simultaneously be seeking to determine where benefits can be delivered for each Borough based on their individual priorities.
- 5.19. The Business Case at the end of Definition will ultimately set out the options and the associated benefits and costs for each Borough to enable an informed decision to be made by each.
- 5.20. Time spent on activities that are beneficial to only one or two boroughs will be identified and charged against the relevant borough/s so as to avoid cross-borough subsidisation.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. A number of options for the next steps have been considered. Details and implications of the most relevant options are as follows.

Option A: Proceed with Accelerated Projects and Programme Definition

- 6.2. Option A is to proceed with Accelerated Projects at a cost of £274,000 (£91,333 per borough) and with Programme Definition work at a cost of

£330,000 (£110,000 per borough). The total cost per Borough of Option A is £201,333.

- 6.3. Through carrying out the Accelerated Projects and Definition work concurrently and in a coordinated way there is an opportunity to share resources and knowledge across the pieces of work and to coordinate communication and engagement activities for greater benefit.
- 6.4. Option A will deliver, a maximum of six months after funding is available:
 - i. All outputs and benefits associated with the Accelerated Projects
 - ii. A full business case for Working from Anywhere - with options, costs and benefits set out per borough
 - iii. A detailed Programme delivery plan to allow work to commence immediately upon approval of the business case and provision of delivery funding
- 6.5. Option A will enable the programme to provide inputs at the design and procurement stage of dependent initiatives including the Tri-borough ICT Programme, to avoid future costs of change.
- 6.6. There is a risk of a small amount of abortive work dependent on the outcome of the Critical Friends' Review, though the Definition work can be carried out in such a way that a Working from Anywhere programme and benefits could be delivered on a single, bi or Tri-borough basis. In any case the priorities of each individual borough will be considered throughout Definition.

Option B: Proceed with Accelerated Projects and defer decision on Programme Definition, pending outcome of Critical Friends' Review

- 6.7. Option B is to proceed with Accelerated Projects at a cost of £274,000 (£91,333 per borough) and delay Programme Definition work pending the outcome of the Tri-borough review by the Critical Friends Board.
- 6.8. Option B will deliver, a maximum of 6 months after funding is available:
 - i. All outputs and benefits associated with the Accelerated Projects
- 6.9. Option B presents a number of potential risks to each borough including:
 - i. A reduction or delay in realising cashable benefits relating to each respective property strategy. In some cases, the benefits at risk with this option have already been accounted for in financial planning.
 - ii. Significant future costs, as the Working from Anywhere Blueprint will not be available to inform the design and procurement of solutions that sit under dependent initiatives and which will need to proceed in accordance with their existing schedules.

- 6.10. In addition, opportunities to iteratively share learning across Accelerated Projects, Definition activity and dependent initiatives, for the benefit of all pieces of work, may be lost.

7. CONSULTATION

- 7.1. This report will be circulated to the relevant Cabinet Member at each authority:

H&F: Cllr Max Schmid

RBKC: Cllr Joanna Gardner, Cllr Rock Fielding-Mellon, Cllr Warwick Lightfoot

WCC: Cllr Melvyn Caplan

8. EQUALITY IMPLICATIONS

- 8.1. There are no negative equalities implications are expected.

9. LEGAL IMPLICATIONS

- 9.1. There are no legal implications for this report.
- 9.2. [Comment provided by Tasnim Shawkat, Bi-borough Director for Law (x2700)].

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. For LBHF the funding will come from the Efficiency Projects Reserve .
[Comment provided by Mark Jones, Director for Resources, TTS, x6700].
- 10.2. RBKC Corporate Services Group Finance comment; For RBKC, approval is required for the release of £201,333 from the Transformation Reserves to meet the costs outlined in this report.
- 10.3. WCC Finance comment and confirmation of funding source is awaited.
- 10.4. The budget and resources will be managed by the WfA Programme Manager.

11. RISK MANAGEMENT

- 11.1. A risk and Issue Management Strategy will be developed as part of programme definition work and an initial Risks and Issues register has been established. The programme will set the risk and issue management

standards for the Accelerated Projects and then give the Project Managers the authority to manage their risks within those parameters.

- 11.2. The SRO for the programme will own strategic risks and issues and authorise the programme risk and issue strategy. The Programme Manager will design and manage the risk and issue management cycle and owns the programme level risks and issues.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. There are no procurement and IT strategy implications for this report. Verified by Mark Cottis, e-Procurement Consultant, 020 8753 2757.

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

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Initial Paper for Discussion at amended TAMPB, October, 2012	Working from Anywhere Programme Team (020 7341 5792)	Kensington Town Hall
2.	Mandate+, October 2013	Working from Anywhere Programme Team (020 7341 5792)	Kensington Town Hall
3.	Programme Proposal, December 2013	Working from Anywhere Programme Team (020 7341 5792)	Kensington Town Hall
4.	Presentation to Tri-borough Corporate Services Portfolio Board, June 2014	Working from Anywhere Programme Team (020 7341 5792)	Kensington Town Hall
5.	Programme Brief, June 2014	Working from Anywhere Programme Team (020 7341 5792)	Kensington Town Hall
6.	Programme Preparation Plan, June 2014	Working from Anywhere Programme Team (020 7341 5792)	Kensington Town Hall

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 Tel: 0207 341 5792

LIST OF APPENDICES:

Appendix

- A Other Implications
- B Excerpt from Presentation to Tri-borough Corporate Services Portfolio Board, 26 June 2014, showing Identification work completed
- C Proposed Governance Process and Structure – Working from Anywhere
- D Issues requiring resolution, as raised by senior stakeholders through a series of interviews conducted by the programme team
- E Accelerated Projects and their outputs (extracts from presentation to Tri-borough Corporate Services Portfolio Board, 26 June 2014)
- F Properties included in calculation of running costs of Tri-borough estate
- G Accelerated Projects: Activities and Outcomes Matrix : Draft

Other Implications

Risk Management

A Risks and Issues Log has been established for The Programme. Risks and issues are being actively managed and will continue to be managed throughout the Definition phase and during delivery of the Accelerated Projects.

Communications

The Programme Communications Manager will be responsible for ensuring communications are effective, engaging and coordinated. This is particularly important in the complex Tri-borough environment and will be a key factor in the successful delivery of the Accelerated Projects and for the completion of the Definition work.

**Excerpt from Presentation to Tri-borough Corporate Services Portfolio Board,
26 June 2014, showing Identification work completed**

WORKING FROM ANYWHERE
Outputs: February 2014 (commencement) - Now

Next steps - deliverables by end April, 2014

Understanding the Current Landscape

- IT
- People
- Property

- Decision making processes
- Cllrs / Committees
- Boards
- Projects - current & proposed
- Organisation structures
- Governance
- Plans / Budgets
- Key decision dates
- Policies and strategies

How?

- Engage with heads of departments and key players
- Meet with and gather information from key stakeholders for existing initiatives
- Stakeholder workshops – engagement and input to Blueprint

Understanding the required future state

- 1 Governance in place**
Detailed on upcoming slide
- 2 Vision**
SRO to author
Endorsed by Sponsoring Group
Inspirational
Includes key features
Sufficient detail
Underpins communication
- 3 Blueprint for Future State**
PM to author
Developed with input from senior suppliers
Detailed
Communicated
- 4 Programme Preparation Plan**
Timeline and resource for full business case

Including utilisation Study and Report

Formal confirmation of Sponsoring Group required (see Programme Brief)

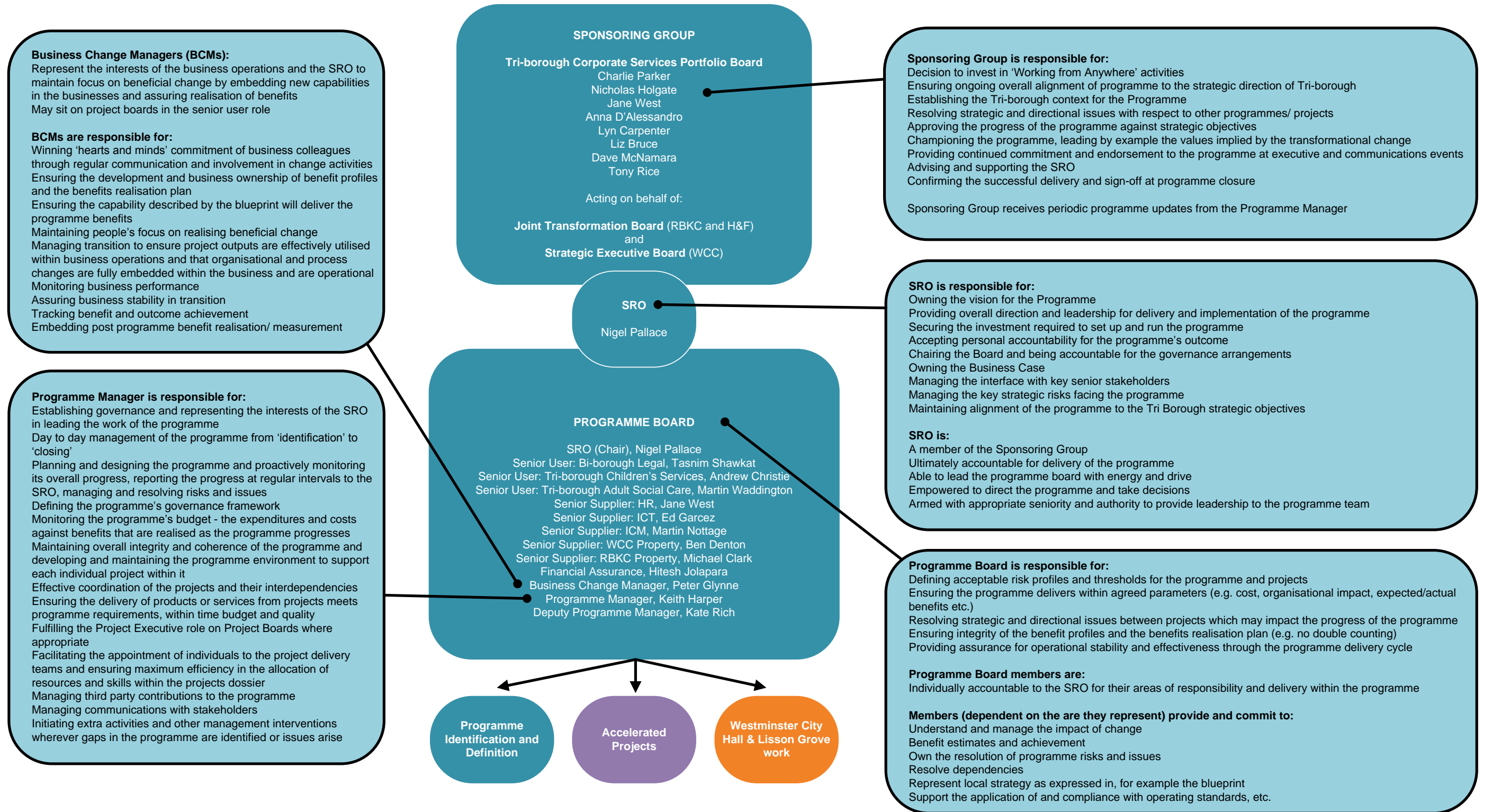
Outline vision work ongoing

- Staff workshop complete
- See dossier
- detailed design sessions underway – iterative process

+ Programme Brief and supporting documents (see docs circulated separately)

PROPOSED GOVERNANCE PROCESS AND STRUCTURE

Working from Anywhere



Issues requiring resolution, as raised by senior stakeholders through a series of interviews conducted by the programme team

A series of interviews were held with senior stakeholders to seek their views and gain an understanding of the wider vision and appetite for this work.

A number of key themes emerged from the interviews and have been taken into account when developing the programme, including the Accelerated Projects.

Key themes included a desire for the programme to enable:

- Technology and systems that are consistent and joined up across boroughs and better enable remote working and increased productivity (mobile PC devices / smart devices, telephony, video conferencing, document sharing/ collaboration tools)
- Access to systems, documents and people 'on the go' / from anywhere
- Managers who manage by outputs, not presenteeism – staff and teams who are not dependent on being collocated or in a specific place to do their jobs productively
- Effective performance management as the norm
- A workforce of people who; can think for themselves; are given the freedom to make decisions and be confident in those decisions; think beyond the mould to come up with innovative ways to improve productivity, efficiency and service delivery
- A culture where the default is continuous improvement, standstill is the exception
- Clear policies on the management of electronic documents, including the storage and sharing thereof (e.g. share documents as SharePoint links (or similar) rather than as email attachments)
- Less reliance on email as a communication channel (i.e. because emails create more work, waste time and reduce productivity and efficiency)
- A greater work life balance, to the benefit of individuals and the organisation
- Access to real time data from internal and external parties to enable quicker and more informed decision making

Accelerated Projects and their outputs (extracts from presentation to Tri-borough Corporate Services Portfolio Board, 26 June 2014)

Accelerated Projects – expected outputs
Better enabling those who need to work from multiple locations now

1 Enabling Flexible Working Now
 Better support for those who need to work from multiple locations now

- Common Glossary
- Online resource with key information about how to work effectively from different Council sites and beyond
- Improved touchdown and alternative work settings in non-refurbished offices e.g. spaces for confidential phonecalls
- Common protocols for building use across Tri-borough
- Better support in shared buildings

2 Meetings Now
 Tools and guidance for better virtual meetings with existing infrastructure

- Common software solution for virtual meetings across Tri-borough e.g. for teleconferencing, video conferencing and screen sharing
- Practical Guidance e.g. When are virtual meetings appropriate? How to hold an effective virtual meeting
- Effective processes for checking and maintaining Smart Boards to increase reliability and minimise downtime
- Smart Board Training and Support

3 Property and Moves Now
 Clear process for moves requiring input from WfA team

- Map and timeline of moves requiring engagement from WfA team
- Clear governance, process and protocols for moves requiring WfA engagement e.g. for moves that require teams to change from occupying space territorially at a 1:1 desk:person ratio, to sharing space at ratios closer to 7:10

4 Information Management Now
 Reducing hard copy storage for in scope teams

- Updated retention schedules
- Raising the profile of information management
- Less Physical Storage

5 Creating a workforce that can work from anywhere now
 Support for those moving into shared offices. Engaging events for all.

- Practical support for managers and teams e.g. Training modules to help teams work effectively when not in the same location
- Engagement to begin culture and behaviour change

6 Mobile Working Now
 Better visibility between existing mobile initiatives; sharing of knowledge and learning; and avoiding duplication

- Map of existing mobile working initiatives
- network / forum for people leading mobile working initiatives
- mechanism for connecting to WfA support if/as required

Properties included in calculation of running cost of Tri-borough estate

- Hammersmith Town Hall
- Hammersmith Town Hall Extension
- Chelsea Old Town Hall
- Kensington Town Hall
- Westminster City Hall
- 215 Lisson Grove
- 145 King Street
- Macbeth Street
- New Zealand Way
- Lila Huset
- Canalside
- Clement Attlee
- Francis Street
- Mund Street
- 101 Orchardson Street
- 181 King Street
- 182 Hammersmith Road
- Beatrice Place
- Fulham Old Town Hall
- Bagley's Lane Depot
- Normand Park Depot
- Denyer Street Depot
- Elkstone Road Depot
- Pembroke Road Depot
- 72 Tavistock Road
- Carlyle Building
- 145 Hammersmith Road
- Cobbs Hall

			LBHF	RBKC	WCC
<p>Accelerated Projects ●</p> <p>This work is to address immediate issues to assist flexible and shared working across our estate now.</p>	<p>Information Management</p>	<p>Activities:</p>	<ul style="list-style-type: none"> • Complete storage survey • Analysis of storage issues, develop new team storage targets in line with plans for HTH • Review existing data retention policies • De-cluttering work with teams, including 'black bag days' • Helping teams transition to electronic document management systems (e.g. SharePoint?) 	<ul style="list-style-type: none"> • Review of use of existing storage space • Engage with building users to eradicate bad habits that limit sharing ratio 	<ul style="list-style-type: none"> • Initiate the de-clutter work at City Hall • Helping teams transition to electronic document management systems (e.g. SharePoint?)
		<p>Outcomes:</p>	<ul style="list-style-type: none"> • The organisation understands better the cost of using premium office space for storing papers and the value of good information management in terms of an effective workplace and the ability to work from anywhere. • Reduced hard copy storage • Up to date retention policies 	<ul style="list-style-type: none"> • Good information management practice is reinforced • Tackling examples of poor information management that is limiting effective shared use of space • Ensure teams have minimum required team storage to better facilitate forthcoming office moves 	<ul style="list-style-type: none"> • The organisation understands better the cost of using premium office space for storing papers and the value of good information management in terms of an effective workplace and the ability to work from anywhere. • Significantly reduced hard copy storage • Up to date retention policies
	<p>Meetings Now –</p>	<p>Activities:</p>	<ul style="list-style-type: none"> • Inventory of meeting 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

	<p>tools and guidance for better meetings (including virtual meetings) with existing infrastructure</p>		<p>facilities, equipment and software</p> <ul style="list-style-type: none"> • Understanding travel patterns • Create and/or refine training modules in meeting room technologies • Create quick reference guides for meeting technologies • Comms to promote virtual meetings • Create a meeting technology 'super user' network • Agree management and maintenance regimes for meeting room technologies that supports the intensive nature of their shared use 		
		<p>Outcomes:</p>	<ul style="list-style-type: none"> • Tools to support virtual meetings • Guidance material • Training modules • Reliable, managed and maintained Smart technology that works every time, with support • Ability for staff working in a mobile way to book meeting rooms at key in-scope locations (5 locations?) • More productive use of 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

			SmartBoards (where they exist)		
	<p>Great Places to Work – supporting those new to shared offices and working in distributed ways</p>	<p>Activities:</p>	<ul style="list-style-type: none"> • Design and delivery of training and development for managers and teams moving to flexible working and/or working from anywhere • Source suite of tools to support staff who are working in distributed ways (e.g. promoting and training with existing software such as Bridgit video-conferencing, or Dropbox, Slack, Evernote), and share with staff • Design and delivery of range of informal engagement events, changing mindsets and building workplace communities • Create and launch a network of workplace communities that will support each other in effective working • For all shared office accommodation, ensure FM support meets enhanced requirements for maintaining shared environments • Plan, manage and deliver staff office moves 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

			relating to Pembroke Road, Malton Road, Glenthorne Road* and Legal move into KTH *These moves have separate funding		
		Outcomes:	<ul style="list-style-type: none"> • Staff better understand how to work in distributed ways and are supported in doing so, allowing sharing ratios to be implemented • Networks and communities in place ensure staff feel connected to the organisations, but less dependent on physical locations • When staff need to use an office location they have access to the work settings they require, and facilities and equipment in full working order • Staff office moves are completed successfully with good feedback from teams moved 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column
	Mobile Working Now – better visibility between existing mobile initiatives; sharing of knowledge and learning; and	Activities:	<ul style="list-style-type: none"> • Map existing mobile working initiatives across the three councils, including close liaison with ICT colleagues • Research external initiatives – what are other organisations 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

	avoiding duplication		<p>doing?</p> <ul style="list-style-type: none"> • Create a forum to share mobile working experiences (lessons learned and best practice) • Connect existing initiatives with appropriate from all WfA Accelerated Projects • Develop 'top tips' for working away from the office 		
		Outcomes:	<ul style="list-style-type: none"> • A set of recommendations for the organisation as to any changes required to existing initiatives, initiatives that should not proceed, that require better support, or that should be delivered collaboratively • Ability to identify any WfA opportunities in relation to existing mobile working initiatives 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column
	Moves Process Now	Activities:	<ul style="list-style-type: none"> • Use lessons learned from recent moves to inform the development of a robust Tri-borough moves planning and delivery process • Develop a more rigorous test for move business cases, that takes account of the more agile 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

			<p>workforce moving forward</p> <ul style="list-style-type: none"> • Create a live map of upcoming moves 		
		Outcomes:	<ul style="list-style-type: none"> • Moves are lower cost, less disruptive and less frequent • Live map enables better coordination and sequencing of office moves 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column
	Touchdown Refresh – better support for those who need to work from multiple locations now	Activities:	<ul style="list-style-type: none"> • Limited cost exercise to ensure existing Touchdown facilities are uncluttered, sharable, reliable, have right ICT and are accessible to all those who need to use them • Some new furniture, information management work • Develop central point that provides all information users require for using Touchdown facilities across the three boroughs • Develop and agree brief for building management and FM support staff to ensure ‘guest’ building can access the facilities they need and receive consistent messages and support to ensure they can work effectively, 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

			easily		
		Outcomes:	<ul style="list-style-type: none"> • Touchdown spaces are consistent, reliable and user-friendly • Staff feel 'welcome' and that they 'belong' in other buildings, and can work as effectively and efficiently from any of the three Town Halls • Greater range of alternative work settings now available at all sites and users understand when to use them 	<ul style="list-style-type: none"> • As LBHF column 	<ul style="list-style-type: none"> • As LBHF column

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET MEMBER DECISION</p> <p>OCTOBER 2014</p>
<p>UPGRADE OF PARKING SERVICES' CALL CENTRE SYSTEM</p>	
<p>Report of the Cabinet Member for Environment, Transport and Residents Services</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: No</p>	
<p>Wards Affected: None</p>	
<p>Accountable Executive Director: Nigel Pallace, Executive Director for Transport and Technical Services</p>	
<p>Report Author: Matt Caswell, Transport and Technical Services Departmental Project Manager</p>	<p>Contact Details: Tel: 020 753 2708 E-mail: matt.caswell@lbhf.gov.uk</p>

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 13 October 2014.....

1. EXECUTIVE SUMMARY

- 1.1. Parking Services operate a Call Centre dealing with approximately 60,000 enquiries from the public per year relating to Penalty Charge Notices, permits, suspensions, pay and display and other general parking enquiries. Calls are managed through automated call distribution system called Speakeasy which goes out of support with the supplier in December 2014. This means that any faults that develop are highly likely to be irresolvable.
- 1.2. In order to maintain support for the services and mitigate the increased risk of system failure and consequent impact on the public, it is proposed that the Speakeasy system is upgraded to Netcall 59R which is used

corporately across H&F and the Royal Borough of Kensington and Chelsea.

2. RECOMMENDATIONS

- 2.1. That funding of £24,141 is approved for HFBP to upgrade the Parking Call Centre software from Speakeasy to Netcall 59R.

3. REASONS FOR DECISION

- 3.1. The upgrade is required to keep the Parking Call Centre's telephony service supported by the supplier and minimise the risk of system failure leading to unanswered calls from the public.

4. INTRODUCTION AND BACKGROUND

- 4.1. The H&F Parking Services' contact centre in the Transport & Technical Services department handles around 60,000 calls per year relating to Penalty Charge Notice (PCN), permits, pay and display and suspensions matters.
- 4.2. The team are currently using a call queuing and management system called Speakeasy which automatically distributes incoming calls to officers. H&F Parking Services are required to upgrade to Netcall's new system, 59R, as Speakeasy goes out of support at the end of 2014. Without an upgrade there is a significant risk of the system failing. This upgrade will also bring the division on to the same platform as other teams, including those at RBKC, already using Netcall 59R.
- 4.3. Netcall 59R provides business continuity and more resilience than the current Speakeasy system as it runs on a dual node server compared to the current single node system. This means that if there is an issue with one of the nodes, the system will fail over to the other node and continue to allow the Service to take customer calls without disruption.

5. PROPOSAL AND ISSUES

- 5.1. There are currently 90 Netcall 59R physical communications lines available on the telecoms switch in Hammersmith Town Hall used by H&F Direct. The proposal is to install and configure an additional 30 lines to allow the H&F Parking Call Centre to be migrated over. Without making the additional capacity available there will not be enough communication lines to allow H&F Parking team to have their calls routed to them.
- 5.2. Once the 30 additional communication lines have been installed, HFBP Telecoms will commence system testing utilising a pilot extension number to confirm calls can be forwarded to any telephone number. Upon

successful completion of system testing, Parking Services officers will carry out acceptance tests to ensure that all scenarios are catered for and they system performs as required. Once testing has been successfully completed, the HFBP Telecoms Manager will confirm a go live date with Parking Services.

- 5.3. On the morning of the go live, the HFBP Telecoms Manager will point the H&F Parking Services extensions to the Netcall 59R platform. This will be executed during non-business hours to avoid disruption to the public.
- 5.4. HFBP will provide one day of training to key Parking Call Centre staff on the administrative functions of Netcall 59R. A Netcall User Support Guide which will provide H&F Parking Services staff with guidance on how to use the Netcall 59R system will also be produced.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. Parking Services are required to upgrade in order to keep their telephony system in support with Netcall. If the upgrade does not take place, then any issues or faults that develop with the current system will not be supported by the supplier which will directly impact the public.
- 6.2. Upgrading to 59R brings the Parking Call Centre in line with other H&F services (including H&F Direct) and also the RBKC Suspensions team and Customer Services Centre.

7. CONSULTATION

- 7.1. The proposal from HFBP has been reviewed by the Head of Parking Services and the H&F Contract Monitoring Office.

8. EQUALITY IMPLICATIONS

- 8.1. There are no equalities implications as a result of the proposal in this report.
- 8.2. Implications verified/completed by: Matt Caswell, Departmental Project Manager, ext 2708

9. LEGAL IMPLICATIONS

- 9.1. HFBP are authorised to procure this telephony equipment as part of their contractual relationship with the Council. The recommendation is accordingly endorsed by the Director of Law.
- 9.2. Implications verified/completed by: Babul Mukherjee, Solicitor (Contracts), 02073613410

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. The charges to upgrade are outlines below (there are no increased annual support costs):

Payment Description	Forecast Time and Materials Charge
HFBP Staff Time to be charged in the period incurred	£ 6,516
Time and Materials from 3rd party	£17,625
Total	£24,141

10.2. This one off implementation cost will be funded by the surplus on the parking account in 2014-15, which is expected to be larger than budgeted.

10.3. Implications verified/completed by: Gary Hannaway, Head of TTS Finance, ext 6071

11. PROCUREMENT AND IT STRATEGY IMPLICATIONS

11.1. The Director of Procurement and IT Strategy agrees with the recommendation using the agreement with HFBP

11.2. Implications verified/completed by: Mark Cottis, e-Procurement Consultant, 020 8753 2757

LOCAL GOVERNMENT ACT 2000


LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.			

[Note: Please list only those that are not already in the public domain, i.e. you do not need to include Government publications, previous public reports etc.] Do not list exempt documents. Background Papers must be retained for public inspection for four years after the date of the meeting.

LIST OF APPENDICES:

(Please submit appendices with the main report. Appendices should be numbered clearly and consecutively on the top right hand corner of the page, i.e. Appendix 1, Appendix 2, etc. There needs to be a clear reference to the appendix in the body of the report.)

 <p>h&f the low tax borough</p>	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET MEMBER DECISION</p> <p>SEPTEMBER 2014</p>
<p>APPOINTMENT OF LA GOVERNOR – FULHAM PRIMARY SCHOOL</p>	
<p>REPORT OF THE CABINET MEMBER FOR CHILDREN AND EDUCATION – COUNCILLOR SUE MACMILLAN</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance</p>	
<p>Report Author Kayode Adewumi Head of Governance and Scrutiny</p>	<p>Contact Details: Tel: 0208 753 2499 E-mail: kayode.adewumi@lbhf.gov.uk</p>

AUTHORISED BY:

The Cabinet Member has signed this report

DATE: 23 September 2014

1. EXECUTIVE SUMMARY

- 1.1 This report records the Cabinet Member's decision to appoint LA Governors which falls within the scope of her executive portfolio.

2. RECOMMENDATIONS

- 2.1. That the following LA Governor appointment be made:

That Councillor Alan De'Ath be appointed as LA Governor for Fulham Primary School for a four year term with effect from date of signature.

3. REASONS FOR DECISION

3.1 The Cabinet Member gives the following reasons for the following appointments:

Councillor Alan De'Ath lives in Fulham and was recently elected as a councillor for Fulham Broadway Ward. He is a member of the Children and Education Committee and has a particular interest in child and adolescent mental health. He has worked in secondary education for 5 years, initially supporting Autistic children and visually impaired children, he now is a non-teaching Head of Year, focussing on the pastoral and behavioural issues, and academic intervention. Alan also has a responsibility over secondary transition. Alan has managed basketball and cricket clubs for young people, and is currently managing the school's football team. He has volunteered for the Scouts and, as part of the National Citizenship Service, has mentored 16-17 year olds. He has also volunteered for the charity Mind. Based on his professional experience and close community ties he would make a positive contribution to the work of the Governing Body of Fulham Primary School.

4. INTRODUCTION AND BACKGROUND

4.1 The Council is entitled to appoint governors to school governing bodies. This power is delegated to the Cabinet Member.

5. PROPOSAL AND ISSUES

5.1 As above

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. Not applicable

7. LEGAL IMPLICATIONS

7.1 The Council Constitution gives the Cabinet Member for Children and Education the power to appoint LEA governors. Item 3.9 ('Educations functions') states the following: "Appointments to school governing bodies".


7.2 Implications completed by: Tasnim Shawkat, Bi-Borough Director of Law tel 020 8753 2088.

8. FINANCIAL AND RESOURCES IMPLICATIONS

8.1. Not applicable.

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

N o.	Description of Background Papers	Name/Ext of holder of file/copy	Departmen t/ Location
1.	None		

 the low tax borough	London Borough of Hammersmith & Fulham CABINET MEMBER DECISION SEPTEMBER 2014
APPOINTMENT OF LA GOVERNOR – GREENSIDE PRIMARY SCHOOL	
REPORT OF THE CABINET MEMBER FOR CHILDREN AND EDUCATION – COUNCILLOR SUE MACMILLAN	
Open Report	
Classification - For Decision	
Key Decision: No	
Wards Affected: ALL	
Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance	
Report Author Kayode Adewumi Head of Governance and Scrutiny	Contact Details: Tel: 0208 753 2499 E-mail: kayode.adewumi@lbhf.gov.uk

AUTHORISED BY:

The Cabinet Member has signed this report

DATE: 23 September 2014

1. EXECUTIVE SUMMARY

- 1.1 This report records the Cabinet Member's decision to appoint LA Governors which falls within the scope of her executive portfolio.

2. RECOMMENDATIONS

- 2.1. That the following LA Governor appointment be made:

That Ms Kamini Sanghani be appointed as LA Governor for Greenside Primary School for a four year term with effect from 10 October 2014.

3. REASONS FOR DECISION

3.1 The Cabinet Member gives the following reasons for the following appointments:

Ms Kamini Sanghani has lived in Shepherd's Bush for four years, and has previously lived and worked in Hammersmith and Fulham for two years. She is passionate about reducing social and economic exclusion through effective careers guidance and employment, and has worked in this field for the last twelve years. She has also developed rehabilitation solutions for people on community and prison sentences, to help improve their chances of gaining employment and desisting from crime. Whilst volunteering at a Youth Offending Team, Kamini helped young people to identify positive activities and aspirations to reduce their chances of re-offending. She is an active campaigner locally and supported the 'Save the Hospitals' campaign. Based on her professional experience and contributions to the social wellbeing of children in the Borough, she would make a positive contribution to the work of the Governing Body of Greenside Primary School, and should therefore be appointed.

4. INTRODUCTION AND BACKGROUND

4.1 The Council is entitled to appoint governors to school governing bodies. This power is delegated to the Cabinet Member.

5. PROPOSAL AND ISSUES

5.1 As above

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. Not applicable

7. LEGAL IMPLICATIONS

7.1 The Council Constitution gives the Cabinet Member for Children and Education the power to appoint LEA governors. Item 3.9 ('Educations functions') states the following: "Appointments to school governing bodies".


7.2 Implications completed by: Tasnim Shawkat, Bi-Borough Director of Law tel 020 8753 2088.

8. FINANCIAL AND RESOURCES IMPLICATIONS

8.1. Not applicable.

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

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

 the low tax borough	London Borough of Hammersmith & Fulham CABINET MEMBER DECISION SEPTEMBER 2014
APPOINTMENT OF LA GOVERNOR AND TRUSTEE – BURLINGTON DANES ACADEMY	
Report of the CABINET MEMBER FOR CHILDREN AND EDUCATION – COUNCILLOR SUE MACMILLAN	
Open Report	
Classification - For Decision Key Decision: No	
Wards Affected: ALL	
Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance	
Report Author Kayode Adewumi Head of Governance and Scrutiny	Contact Details: Tel: 0208 753 2499 E-mail: kayode.adewumi@lbhf.gov.uk

AUTHORISED BY:

The Cabinet Member has signed this report

DATE: 23 September 2014

1. EXECUTIVE SUMMARY

- 1.1 This report records the Cabinet Member's decision to appoint LA Governors which falls within the scope of her executive portfolio.

2. RECOMMENDATIONS

- 2.1. That the following LA Governor appointment be made:

That Mr William Hunter be appointed as LA Governor and Trustee for Burlington Danes Academy for a four year term with effect from date of signature.

3. REASONS FOR DECISION

- 3.1 The Cabinet Member gives the following reasons for the following appointments:

Mr. William Hunter has lived in Hammersmith and Fulham for 40 years. He is a barrister in private practice specialising in property work. He has considerable experience as a school governor. He is a foundation governor of Lady Margaret School and has been a governor there for about 20 years. He is presently the Chair of the Staffing and General Purposes Committee and has been a member of its Admission Committee for many years. He helped draft the school's current admissions policy. He was for many years been the Chair of the Riverside Trust which runs the well known arts centre in Hammersmith.

Based on his professional experience and contributions to the education and wellbeing of children in another school, he would make a positive contribution to the work of the Governing Body and Trust of The Burlington Danes Academy.

4. INTRODUCTION AND BACKGROUND

- 4.1 The Council is entitled to appoint governors to school governing bodies. This power is delegated to the Cabinet Member.

5. PROPOSAL AND ISSUES

- 5.1 As above

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. Not applicable

7. LEGAL IMPLICATIONS

- 7.1 The Council Constitution gives the Cabinet Member for Children and Education the power to appoint LEA governors. Item 3.9 ('Educations functions') states the following: "Appointments to school governing bodies".

- 7.2 Implications completed by: Tasnim Shawkat, Bi-Borough Director of Law tel 020 8753 2088.


8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. Not applicable.

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

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

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET MEMBER DECISION</p> <p align="center">OCTOBER 2014</p>
<p>APPOINTMENT OF LA GOVERNOR – MILES COVERDALE PRIMARY SCHOOL</p>	
<p>Report of the CABINET MEMBER FOR CHILDREN AND EDUCATION – Councillor Sue Macmillan</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: No</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance</p>	
<p>Report Author Kayode Adewumi Head of Governance and Scrutiny</p>	<p>Contact Details: Tel: 0208 753 2499 E-mail: kayode.adewumi@lbhf.gov.uk</p>

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 3 October 2014

1. EXECUTIVE SUMMARY

- 1.1 This report records the Cabinet Member's decision to appoint LA Governors which falls within the scope of her executive portfolio.

2. RECOMMENDATIONS

- 2.1. That the following LA Governor appointment be made:

That Clare White be appointed as LA Governor for Miles Coverdale Primary School for a four year term with effect from date of signature.

3. REASONS FOR DECISION

- 3.1 The Cabinet Member gives the following reasons for the following appointments:

Clare White has lived in Hammersmith and Fulham for three years but has continued to be a School Governor for a school in Southwark. She is now keen to work with a school in her local area. She works as an accountant in PricewaterhouseCoopers in their public sector department and has 8 years' experience of working in accounts, risk management and consulting.

Based on her professional and governorship experience, she would make a positive contribution to the work of the Governing Body of Miles Coverdale Primary School.

4. INTRODUCTION AND BACKGROUND

4.1 The Council is entitled to appoint governors to school governing bodies. This power is delegated to the Cabinet Member.

5. PROPOSAL AND ISSUES

5.1 As above

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1. Not applicable

7. LEGAL IMPLICATIONS

7.1 The Council Constitution gives the Cabinet Member for Education the power to appoint LEA governors. Item 3.6 ('Scope of portfolio') states the following: "Appointing or nominating and where appropriate removing the Authority's representatives on appropriate organisations (including school governing bodies) that fall within this portfolio".


7.2 Implications completed by: Tasnim Shawkat, Bi-Borough Director of Law tel 020 8753 2088.

8. FINANCIAL AND RESOURCES IMPLICATIONS

8.1. Not applicable.

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

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

	London Borough of Hammersmith & Fulham CABINET MEMBER DECISION OCTOBER 2014
CONSTITUTION OF THE GOVERNING BODY OF JOHN BETTS PRIMARY SCHOOL	
Report of the CABINET MEMBER FOR CHILDREN AND EDUCATION	
Open Report	
Classification - For Decision	
Key Decision: No	
Wards Affected:	
Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance	
Report Author Jackie Saddington Tri-Borough Head of School Governor Services	Contact Details: E-mail: Jackie.saddington@rbkc.gov.uk

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 3 October 2014

1. EXECUTIVE SUMMARY

The report recommends a variation in the Instrument of Government for the governing body of John Betts Primary School to bring them in line with the School Governance (Constitution) England) Regulations 2012.

2. RECOMMENDATIONS

That the Instrument of Government for the governing body of John Betts Primary School, as set out in Appendix 1 of this report, be made, coming into effect from the date of making.

3. REASONS FOR DECISION

The Council is required to make a new Instrument of Government.

4. BACKGROUND

The Education Act 2002 and the School Governance (Constitution) (England) Regulations 2012 require the governing bodies of all maintained schools to conform to a constitutional model.

The regulations set out the options available to schools in terms of the overall number of governors, the categories of governor and the guiding principles for the constitution.

The constitution of each governing body is laid down in a document known as the Instrument of Government. A governing body may at any time change their constitution, in accordance with the regulations, by varying their Instrument of Government.

5. UPDATE

At the Full Governing Body meeting of John Betts Primary School held on 3rd September 2014 the governors voted to reconstitute the Governing Body to bring it in line with the School Governance (Constitution) (England) Regulations 2012. The Governing Body had previously been constituted under the School Governance (England) (Constitution) Regulations 2003. The total number of governors will stay the same at 15 but the numbers in each category will be amended to reflect the latest Regulations. The number of governors in each category will change as follows:

- Parent Governors stay the same at 2
- LA Governors stay the same at 1
- Staff Governors from 3 to 1
- Headteacher
- Foundation Governors from 8 to 10.

Total = 15

6. INSTRUMENT OF GOVERNMENT

Accordingly, they have asked the Authority to vary their Instrument of Government to show the amended categories of governors.

Appendix 1 of this report sets out the constitution of the governing body in the form of an Instrument of Government, as requested by the governors of John Betts Primary School.

7. RISK MANAGEMENT

The subject of the report is not included on a departmental or corporate risk register.

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

There are no financial implications to the Council.

Comments supplied by Jackie Saddington

9. EQUALITY IMPLICATIONS

There are no equality implications.

10. LEGAL IMPLICATIONS

The School Governance (constitution) (England) Regulations 2012 set out the framework for the constitution of governing bodies and the process of making Instruments of Government. The Instrument of Government proposed in appendix 1 of this report complies with those regulations.

Comments supplied by Jackie Saddington

APPENDIX 1


LONDON BOROUGH OF HAMMERSMITH AND FULHAM

INSTRUMENT OF GOVERNMENT: JOHN BETTS PRIMARY SCHOOL

1. The name of the school is John Betts Primary School.
2. The school is a Voluntary-Aided school.
3. The name of the governing body is “The governing body of John Betts Primary School”.
4. The governing body shall consist of:
 - a. 2 parent governors
 - b. 1 staff governor
 - c. 1 Local Authority governor
 - d. The Head Teacher ex-officio
 - e. 10 Foundation governors
5. Total number of governors is 15.
6. This instrument of government comes into effect on the date of making.
7. This instrument was made by order of Hammersmith & Fulham Local Education Authority on
8. A copy of the instrument must be supplied to every member of the governing body (and the Head Teacher if not a governor).

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No .	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1.	Education Act 2002	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall
2.	The School Governance (Constitution) (England) Regulations 2012	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET MEMBER DECISION</p> <p align="center">OCTOBER 2014</p>
<p>CONSTITUTION OF THE GOVERNING BODY OF MILES COVERDALE PRIMARY SCHOOL</p>	
<p>Report of the CABINET MEMBER FOR CHILDREN AND EDUCATION</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: No</p>	
<p>Wards Affected:</p>	
<p>Accountable Executive Director: Jane West, Executive Director Finance and Corporate Governance</p>	
<p>Report Author Jackie Saddington Tri-Borough Head of School Governor Services</p>	<p>Contact Details: E-mail: Jackie.saddington@rbkc.gov.uk</p>

AUTHORISED BY:

The Cabinet Member has signed this report.

DATE: 3 October 2014

1. EXECUTIVE SUMMARY

The report recommends a variation in the Instrument of Government for the governing body of Miles Coverdale Primary School to bring them in line with the School Governance (Constitution) England) Regulations 2012.

2. RECOMMENDATIONS

That the Instrument of Government for the governing body of Miles Coverdale Primary School, as set out in Appendix 1 of this report, be made, coming into effect from the date of making.

3. REASONS FOR DECISION

The Council is required to make a new Instrument of Government.

4. BACKGROUND

The Education Act 2002 and the School Governance (Constitution) (England) Regulations 2012 require the governing bodies of all maintained schools to conform to a constitutional model.

The regulations set out the options available to schools in terms of the overall number of governors, the categories of governor and the guiding principles for the constitution.

The constitution of each governing body is laid down in a document known as the Instrument of Government. A governing body may at any time change their constitution, in accordance with the regulations, by varying their Instrument of Government.

5. UPDATE

At the Full Governing Body meeting of Miles Coverdale Primary School held on 21st May 2014 the governors voted to reconstitute the Governing Body to bring it in line with the School Governance (Constitution) (England) Regulations 2012. The Governing Body had previously been constituted under the School Governance (England) (Constitution) Regulations 2003. The total number of governors will reduce from 12 to 9 and the numbers in each category will be amended to reflect the latest Regulations. The number of governors in each category will change as follows:

- Parent Governors from 4 to 2
- LA Governors from 2 to 1
- Staff Governors from 2 to 1
- Headteacher
- Community Governors are renamed to Co-Opted Governors and will change from 3 to 4.

Total = 9

6. INSTRUMENT OF GOVERNMENT

Accordingly, they have asked the Authority to vary their Instrument of Government to show the amended categories of governors.

Appendix 1 of this report sets out the constitution of the governing body in the form of an Instrument of Government, as requested by the governors of Miles Coverdale Primary School.

7. RISK MANAGEMENT

The subject of the report is not included on a departmental or corporate risk register.

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

There are no financial implications to the Council.

Comments supplied by Jackie Saddington

9. EQUALITY IMPLICATIONS

There are no equality implications.

10. LEGAL IMPLICATIONS

The School Governance (constitution) (England) Regulations 2012 set out the framework for the constitution of governing bodies and the process of making Instruments of Government. The Instrument of Government proposed in appendix 1 of this report complies with those regulations.

Comments supplied by Jackie Saddington

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No	Description of Background Papers	Name/Ext of Holder of File/Copy	Department/Location
1.	Education Act 2002	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall
2.	The School Governance (Constitution) (England) Regulations 2012	Jackie Saddington 020 7598 4782	Tri-borough Children's Services Kensington Town Hall

APPENDIX 1

LONDON BOROUGH OF HAMMERSMITH AND FULHAM

INSTRUMENT OF GOVERNMENT: MILES COVERDALE PRIMARY SCHOOL

1. The name of the school is Miles Coverdale Primary School.
2. The school is a Community school.
3. The name of the governing body is “The governing body of Miles Coverdale Primary School”.
4. The governing body shall consist of:
 - a. 2 parent governors
 - b. 1 staff governor
 - c. 1 Local Authority governor
 - d. The Head Teacher ex-officio
 - e. 4 co-opted governors
5. Total number of governors is 9.
6. This instrument of government comes into effect on the date of making.
7. This instrument was made by order of Hammersmith & Fulham Local Education Authority on
8. A copy of the instrument must be supplied to every member of the governing body (and the Head Teacher if not a governor).