



London Borough of Hammersmith & Fulham

Cabinet

Agenda

MONDAY
12 OCTOBER 2015
7.00 pm

COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU

Membership

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

Date Issued
01 October 2015

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

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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items (19 to 22) which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-15** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 7 October 2015.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 14 October 2015**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 19 October 2015 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 19 October 2015**.

Cabinet Agenda

12 October 2015

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<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
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	<p>The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.</p>	
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London Borough of Hammersmith & Fulham



Cabinet

Minutes

Monday 7 September 2015

PRESENT

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

41. MINUTES OF THE CABINET MEETING HELD ON 6 JULY 2015

RESOLVED:

That the minutes of the meeting of the Cabinet held on 6th July 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

42. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Max Schmid.

43. DECLARATION OF INTERESTS

There were no declarations of interest.

44. CORPORATE REVENUE MONITOR 2015/16 MONTH 2 - MAY

RESOLVED:

- 1.1. That the General Fund and HRA month 2 revenue outturn forecast be noted.
- 1.2. That the proposed virements of £1.853m as detailed in appendix 11 of the report, be agreed.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

45. CORPORATE REVENUE MONITOR 2014/15 OUTTURN

RESOLVED:

- 1.1. That the General Fund underspend of £11.346 million (including contingencies) and the HRA underspend of £2.643m, be noted.
- 1.2. That the transfer to earmarked reserves of £11.346 million, be noted.
- 1.3. That the increase in the HRA reserves of £5.673 million, be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

46. CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2014/15 (OUTTURN)

RESOLVED:

- 1.1. That the capital out-turn for the year, be noted.
- 1.2. That the reduction in Headline General Fund Capital Finance Requirement (CFR) debt by £29 million to £45.2 million be noted.
- 1.3. That the proposed technical budget variations to the capital programme as summarised in Table 1 and detailed in Appendix 2 of the report, be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

47. TREASURY REPORT 2014/15 OUTTURN

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

48. OFF-SITE RECORDS STORAGE SERVICE CONTRACT EXTENSION

RESOLVED:

- 1.1. That the extension of the Off-site Records Storage Service (ORSS) contract for a one-year extension from 1 April 2016 to 31 March 2017, be approved.
- 1.2. To award the Director of Finance delegated powers to award a second one-year extension to 31 March 2018 resulting in the ORSS contract terminating on 31 March 2018.
- 1.3. The Council to start the re-procurement process on 1 June 2016 in order to finalise contract award and move the service to a new provider by the deadline of 31 March 2018.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

49. PROCUREMENT OF ENERGY - FLEXIBLE 2016 - 2020 AND FTFP 2016 - 2018

RESOLVED:

- 1.1. To waive the provisions of Contract Standing Orders in relation to authority to award energy contracts.
- 1.2. To delegate to the Director of Finance and the Director for Building & Property Management the authority to enter into contracts with utility companies following the competitive procurement exercises via a Central Purchasing Body (currently LASER operated by Kent County Council) to take effect from October 2016 for 4 years. The procurement for the new framework has been carried out in accordance with EU procurement regulation.
- 1.3. To note that Members will receive an annual report on the contracts let by officers and proposals concerning the procurement of energy by the Council for the following year.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

50. AGREEMENT WITH BLUEPOINT LONDON FOR THE PROVISION OF ELECTRIC VEHICLE CHARGING POINTS

RESOLVED:

- 1.1 That authority be granted to enter into the Variation Agreement and the Supplementary Agreements with BluePoint London Ltd in relation to the Pan London Scheme Agreement.
- 1.2 That officers work with BluePoint London Ltd to identify suitable sites for on-street EV charging points, with each site to be approved by the Cabinet Member for Environment, Transport and Residents' Services.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

51. HOME CARE SERVICES - AWARD OF THREE CONTRACTS

In welcoming the report, Councillor Lukey noted that this was the beginning of the transformation of our Home Care Services. The new offer will address individual needs and provide compassionate care to our residents. She paid tribute to all the interest groups, residents and officers who contributed to the work. Councillor Fennimore expressed her delight that the Administration had secured this long overdue contract which would ensure social inclusion for the most vulnerable members of the community. The Leader thanked the officers for all their hard work in making this happen.

RESOLVED:

- 1.1 To award three Home Care Services Contracts, each for a period of five years from 1st January 2016 to 31st December 2020 with the option to extend for a further period of up to two years.
- 1.2 To award three contracts; one for Contract Area 1, Hammersmith & Fulham North; one for Contract Area 2, Hammersmith & Fulham Central and one for Contract Area 3 Hammersmith & Fulham South with an estimated contract value over five years of £11.7 million per contract.
- 1.3 To delegate the decision on whether to extend the three contracts to the Leader and the Cabinet Member for Health and Adult Social Care, if the financial value of the extensions is less than £5 million.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

52. YARROW HOUSING CONTRACT AWARD

RESOLVED:

- 1.1 To waive the Contract Standing Orders that require a minimum of five tenders to be sought for contracts of £172,514 or greater total estimated value to allow the Council to directly award a contract to Yarrow from 1st October 2015 to 30th September 2016.
- 1.2. To directly award a contract for 12 months with a maximum annual contract value of up to £2,664,019 to Yarrow, the incumbent provider, under the existing terms and conditions of the existing contract, with an option to extend, if approved, for a period of up to 3 months at a maximum contract value of £666,005.
- 1.3 That the authority to realise any additional contract efficiency savings during the term of the contract, as noted in section 1.5 of the report, be delegated to the Cabinet Member for Health and Adult Social Care, in consultation with the Executive Director of Adult Social Care.
- 1.4 To delegate the authority to the Cabinet Member to vary the interim contract should the 3 month additional period be required.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

53. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Key Decision List was noted.

54. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contain information relating to the financial or business affairs of a person (including the authority) as defined in paragraph 3 of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

[The following is a public summary of the exempt information under S.100C (2) of the Local Government Act 1972. Exempt minutes exist as a separate document.]

55. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 6 JULY 201 (E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 6th July 2015 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

56. OFF-SITE RECORDS STORAGE SERVICE CONTRACT EXTENSION: EXEMPT ASPECTS (E)

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

57. **PROCUREMENT OF ENERGY - FLEXIBLE 2016 - 2020 AND FTFP 2016 - 2018 : EXEMPT ASPECTS (E)**

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

58. **HOME CARE SERVICES - AWARD OF THREE CONTRACTS : EXEMPT ASPECTS (E)**

RESOLVED:

That the recommendations contained in the exempt report be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

59. **YARROW HOUSING CONTRACT AWARD : EXEMPT ASPECTS (E)**

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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


None.

Meeting started: 7.00 pm

Meeting ended: 7.04 pm

Chair

Agenda Item 4

	London Borough of Hammersmith & Fulham CABINET 12 OCTOBER 2015
FINANCIAL MANAGEMENT OF FULHAM PALACE TRUST	
Report of the Leader of the Council – Councillor Stephen Cowan	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Wards Affected: Palace Riverside	
Accountable Director: Mark Jones, Director for Finance & Resources	
Report Authors: Mark Jones – Director for Finance	Officer Contact Details: Tel: 020 8753 6700 E-mail: mark.jones@lbhf.gov.uk Tel: 020 8753 2358 E-mail: donna.pentelow@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. The Audit, Pensions and Standards Committee was asked to give its views on a case made by the Fulham Palace Trust (FPT) that the Council is obliged to fund a £388,000 deficit in the pension scheme for staff that had transferred to it from the Council in 2011.

2. RECOMMENDATIONS:

- 2.1. The Cabinet is asked to note:
 - The explanation given to the Audit, Pensions and Standards Committee by the Fulham Palace Trust was that their pensions' deficit of £388,000 was a recent discovery and that the Trustees had not fully explored the financial issues at the time the Trust was established nor taken independent financial advice.
 - FPT has therefore suggested that the Council has an obligation to cover this cost. However under the terms of the pension scheme Admission Agreement the Council has no obligation to fund the pension scheme for FPT.

- That officers revisited the arrangements because of FPT's demand but confirmed that it is explicit in Section 4 Obligations of the Trust in the Grant Funding Agreement (GFA) that: [4.1] that The Trust will: 'accept staff transferred on TUPE terms from the Council' and as the Admission Agreement to the pension scheme was signed off by FPT's Chairman, Tim Ingram, it remains FPT's responsibility.
- That in FPT's draft accounts for 2014/15 it has netted this £388,000 liability off its unrestricted funds, suggesting it is provided for.
- Council officers advise that in light of the FPT financial expertise and management available, FPT should be able to understand its liabilities and plot its income generation projections through the development of a robust business plan and fundraising strategy.

2.2. That Cabinet should not pay FPT the £388,000 demanded.

3. REASONS FOR DECISION

3.1. At its meeting on 17 June 2015 the Audit, Pensions and Standards Committee received an officer report on the finances of the FPT, and listened to, and explored, the views of the Chief Executive and a trustee of FPT. The Committee heard that:

- Fulham Palace had cultural and historical significance for the borough. The Council had already invested a significant amount of money to the Palace in the form of grants of £566,000, a repayable loan of £300,000, and a boiler replacement commitment worth over £200,000.
- The Trust argued that its pensions' deficit of £388,000 would harm their ability to apply for charitable grants.
- Fulham Palace was previously operated by the Council and the pension liability related to Council employees who transferred to the Trust when it was formed.
- At the time of the transfer there was a pensions' deficit of £500,000, but by 2013 it had reduced to £388,000. The recovery period was 22 years, in line with the Council's own recovery rate.
- The original admission agreement signed by FPT had specified a 29% contribution rate to the pension scheme and explicitly stated that the Trust would take on their share of the deficit. Councillors were surprised to hear that the FPT Chief Executive had not seen the original admission agreement.

3.2. One of the founding trustees said that the trustees had been appointed by the Council and were not aware of the deficit despite three of the trustees having a financial background. It was also reported that no independent financial advice was sought at the time. Members advised that they were shocked to hear this. They noted that in February 2011, the Chair of the Trust had welcomed the new Chairman's banking and investment skills (Fulham Palace Management Board minutes of 15 February 2011).

- 3.3. The FPT Chief Executive said she believed there was a shared responsibility between the Council and the Trust as the founding trustees had not fully explored the financial issues at the time.
- 3.4. The Chair stated that the Committee recognised the cultural significance and importance of Fulham Palace in the borough. However, FPT's future claims had to be seen alongside those of other organisations, especially at a time of acute pressure on local authority resources. FPT should present any case for more financial support from the Council based on a robust business plan.
- 3.5. Members also noted that many charitable organisations had pension liabilities and it did not affect their ability to fundraise.
- 3.6. The Council is also aware that the cash impact of the deficit on FPT is less than £10,000 extra per year (as the cost changed from 29% of staff pay to 17% plus £20,000 per year). This is not regarded as onerous.
- 3.7. FPT is a viable concern and has delivered surpluses on its income and expenditure since it was formed.

4. INTRODUCTION AND BACKGROUND

- 4.1. In April 2010, Cabinet took the decision to create an independent Fulham Palace via an arms-length charitable trust. FPT was established in April 2011 and a GFA was drawn up setting out the obligations of both the FPT and the Council.

5. FULHAM PALACE TRUST FINANCIAL RISKS AND ISSUES

- 5.1. In March 2014, FPT advised the Council that they had a pensions' deficit of up to £388,000. The advice given by the council's shared services finance officers has been that the deficit recovery period is equivalent to the Council's – i.e. 22 years. The commitment to pensions, including the deficit, to be met by FPT, is currently estimated at 17% of salary costs plus £20,000 per annum, although this could change in the future.
- 5.2. FPT has subsequently expressed concern to the council about their ability to fund the pension liability for staff transferred by TUPE from the Council to the trust. The Trust has specifically requested additional financial assistance to cover this sum on the grounds that it may jeopardise future funding bids to outside bodies if such a liability is shown in the FPT audited accounts.
- 5.3. In response officers revisited the arrangements and confirmed to FPT that within the GFA, the trust took on responsibility for Palace Management and accepted staff transferred on TUPE terms from the Council on the commencement date of April 2011. It is explicit in Section 4 Obligations of the Trust in the GFA that: [4.1] that The Trust will: 'accept staff transferred on TUPE terms from the Council'.

- 5.4. Officers have advised FPT that the pension costs are an integral part of the Grant Funding Agreement and as the Admission Agreement to the pension scheme was signed off by FPT's Chairman, Tim Ingram, it remains FPT's responsibility. In the draft accounts for 2014/15 FPT has netted this £388,000 liability off its unrestricted funds, suggesting it is provided for.
- 5.5. In addition the FPT has asked the Council to consider whether a sum of £1m could be made available from section 106 sums secured from land developments as a contribution to the next phase of the palace's physical renovation and uplift. Officers and the leadership have responded to the FPT directly that sums currently secured are committed to other priorities.

6. COUNCIL PROVIDED FINANCIAL ASSISTANCE TO FPT

- 6.1. When operated by the Council, the annual cost of running Fulham Palace was considerable at circa £500,000. One of the main drivers for establishing a new arms-length charitable trust was to reduce the Council subsidy whilst maintaining an excellent prestigious facility and services to the public. As a registered charity, FPT has been able to take advantage of charitable discounts (such as an 80% discount on business rates) and can apply for charitable grants that would not otherwise be available to the Council.
- 6.2. The Council views Fulham Palace as an important cultural and heritage site within the borough, and in order to support it, has already made a number of loans and grants to FPT which are detailed as follows:

Year	Annual In-house cost (average)	Non-repayable payments to FPT	LBHF Saving	Repayable payments to FPT
2011/12	£500,000	£148,000	£352,000	£50,000
2012/13	£500,000	£50,000	£450,000	£0,000
2013/14	£500,000	£368,000	£132,000	£250,000
2014/15	£500,000	£0	£500,000	£0
4 Year Total	£2,000k	£566k	£1,434k	£300k

- 6.3. The non-repayable payments to FPT in the first 2 years were agreed contributions towards early year running costs whilst FPT was establishing a balanced budget.
- 6.4. The £368,000 payment in 2013/14 was a one off grant to allow FPT to repay a loan from Architectural Heritage Fund (AHF), taken out to refurbish the two lodges within the palace grounds so that they could be commercially let and generate much needed income for FPT.
- 6.5. The Council has also made two repayable loans to FPT since its creation. In 2011/12, the Council agreed a £50,000 interest bearing cash flow loan to help the Trust manage its first year cash flow, allowing time for a cash

balance to be built up. The loan has now been repaid in full (including interest of £1.6k).

- 6.6. The grant funding agreement requires the Council to set aside up to £250,000 of its own funds to act as a reserve for the Trust in the case of a significant and unavoidable loss. In April 2013, the Council agreed to transfer this £250,000 to FPT for them to hold as a reserve, to be held in a separate bank account. This £250,000 is to be repaid to the Council once the Trust starts to make a surplus after contributing to their reserves. No payments have been received yet, given that year-end surpluses to date have been applied to the cash flow loan referred to previously.
- 6.7. £4.6m has been spent on an extensive capital project for the enhancement and restoration of Bishops Park and Fulham Palace grounds. The works included the installation of an education centre, high quality parks play equipment for a range of ages, an enhanced lake and beach area as well restoring a number of features (such as the decorative bridge) in and around the grounds. £3.6m of this was awarded by the Heritage Lottery Fund with the remainder coming from LBHF. Although there is not a direct funding agreement between the Council and FPT, these works provide investment in the grounds within and surrounding Fulham Palace and so will generate benefits for FPT.
- 6.8. In the next five years the Council must meet its obligations to the Heritage Lottery Fund for a total of £1,036,000 for running costs, and so far £746,000 has been set aside for that. The Council is also currently in discussion with FPT for an annual contribution (expected to be circa £150,000 over the five year period) towards the remaining gap.
- 6.9. The Council made no financial contribution to FPT in 2014/15, but has provided at least £200,000 for a replacement boiler in the 2015/16 planned maintenance programme. The legal agreement with FPT placed an obligation of the Council to replace the boiler when necessary.

7. FULHAM PALACE TRUST FINANCIAL CONTROL AND GOVERNANCE

- 7.1. The Chief Executive for the FPT is responsible for the Trust's financial management, supported by a dedicated finance trustee. Monthly management accounts are produced and are reviewed at the quarterly Finance, Risk and Audit Committee. This committee comprises of a small number of trustees with diverse financial, commercial and charities experience. It is chaired by the Finance trustee and attended by a Council Finance officer (as an observer, usually the Head of Finance for ELRS).
- 7.2. There have been two Finance trustees since FPT was created who have both been qualified accountants with substantial financial expertise and experience, which has been crucial in establishing the finances of the trust. FPT also employs an experienced book keeper who manages the day to day finances of the trust and prepares the management accounts and year end accounts.

- 7.3. FPT's management accounts are also reported to the quarterly Board of Trustees meeting, which is also attended by a council officer (usually the Head of Culture), as well as the Council nominated trustees.
- 7.4. Council officers advise that in light of the FPT financial expertise and management available, FPT should be able to understand its liabilities and plot its income generation projections through the development of a robust business plan and fundraising strategy. Officers have offered to assist FPT in the development of its plans and the board of trustees has recently been strengthened with the appointment of two Council-nominated trustees with strong marketing and commercial backgrounds.

8. FULHAM PALACE TRUST FINANCIAL PERFORMANCE

- 8.1. The restricted and non-restricted available funds as reported in the Trust's annual accounts show progress in delivering surpluses in most years:

	Balance Sheet	
	Restricted Funds	Unrestricted Funds
	£	£
2011/12	17943	10416
2012/13	53666	50536
2013/14	63326	30758

- 8.2. It is anticipated that the 2014/15 accounts, when finalised, will show a surplus on restricted and unrestricted funds. This will increase the balances shown in the table above.

9. EQUALITY IMPLICATIONS

- 9.1. There are no equalities implications resulting from the recommendations in this report.

10. LEGAL AND RISK IMPLICATIONS

- 10.1. The financial arrangements between the council and FPT must comply with, amongst other things the State aid rules. Whilst aid for the preservation of culture and heritage is subject to an exemption from the general prohibition against granting State aid, it is conceivable that any assistance that the Council were to give FPT towards paying off the pension deficit would not fall within the exemption and therefore may amount to unlawful State aid. If it was unlawful State aid the FPT would have to repay it plus interest.
- 10.2. The reason for the State aid issue arising is that FPT is active within various markets, e.g. commercial lettings; conferences, events, weddings,

etc, and that fact that the Admission Agreement was entered into on the basis that the pension fund was not fully funded.

- 10.3. Legal Implications were provided by Keith Simkins Head of Division Contracts and Employment 020 7361 2194

11. FINANCIAL AND RESOURCES IMPLICATIONS

- 11.1. The financial implications of establishing FPT are set out in section 6. By being present (as an observer) at the quarterly Finance Risk and Audit Committee, the Council is able to monitor the financial performance of FPT.


- 11.2. Implications completed by: Kellie Gooch, Head of Finance – ELRS, telephone: 0208 753 2203.

12. IMPLICATIONS FOR BUSINESS

- 12.1. FPT combines the role of a charity managing a heritage asset with that of being a small business within the borough. The Council wishes to see it thrive as it does all other businesses in the borough.

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</p> <p align="center">12 OCTOBER 2015</p>
<p>LEASING OF FORMER PETERBOROUGH SCHOOL BUILDING, CLANCARTY ROAD</p>	
<p>Report of the Cabinet Member for Children and Education – Councillor Sue Macmillan</p>	
<p>Open Report</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Wards Affected: Parson's Green and Walham</p>	
<p>Accountable Executive Director: Andrew Christie - Executive Director of Children's Services</p>	
<p>Report Authors: Ian Turner, Education Capital Projects Manager and David Jones, Valuer</p>	<p>Contact Details: Tel: 07739314756 E-mail address: ian.turner@rbkc.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. On the 14th July 2008 Cabinet approved the lease of part of the former Peterborough Primary School site to the French Government, initially for use as a primary school (the Ecole Marie d'Orliac), and shortly thereafter to include bilingual provision in conjunction with Holy Cross Roman Catholic (RC) Primary School.
- 1.2. This report seeks approval to vary that lease to reflect changing arrangements and to establish a supplemental lease to reflect the relocation of Queensmill School, the incremental growth of the bilingual provision and the need of Holy Cross to have exclusive access to certain rooms as it, too, grows to 2 forms of entry (FE).

2. RECOMMENDATIONS

- 2.1 To delegate authority to the Director of Children's Services in conjunction with the Director for Building & Property and the Head of Legal Services to complete the grant of a supplemental lease on the terms outlined in this report or on such other terms as officers deem necessary. This will reflect the changed and additional uses of the available accommodation given the growth and development of the bilingual provision ,now known as "Fulham Bilingual".
- 2.1. That officers negotiate a variation to the existing lease to reflect the mutually-agreed changes in allocation of the accommodation currently and imminently to be used by the Ecole;

3. REASONS FOR DECISION

- 3.1. The reason for the recommendation relates to the size of the transaction and the fact that it is proposed to offer the lease at a rate below market rent in order to reflect the operational and social benefits of the partnership with the Ecole.

4. INTRODUCTION AND BACKGROUND

- 4.1. Peterborough School was a one form entry primary school in Fulham that shared its site with Queensmill School, a special school for pupils with autistic spectrum disorder.
- 4.2. Peterborough Primary School closed at the end of the summer term of 2008, Queensmill special school remaining on part of the site. The French Government expressed an interest in leasing part or all of the site, and Cabinet on 14th July 2008 approved a report recommending that part of the site formerly occupied by Peterborough School be leased to the French, initially solely for use as an ecole with an option to take a lease of the remainder of the building after the relocation of Queensmill School.
- 4.3. The Council was keen to use this partnership as a catalyst to develop a Primary Bi-lingual offer in the Borough and subsequently in partnership with Holy Cross RC Primary School. The bi-lingual provision opened alongside the E'cole in 2010 with each school administering entry for 1 form of entry, although the education is provided in mixed classes of children admitted by each of the 2 schools.
- 4.4. The recommendations were seen, in summary, to offer the following benefits to the local community and its families:
 - The use of vacant facilities to continue to provide high quality teaching and learning and thus to manage assets effectively;
 - To support both the need for additional provision and to meet parental preference more nearly not only for French education but also both for bilingual education partly supported by the oversubscribed Holy Cross;
 - To strengthen community cohesion;

- To consolidate the local environmental, economic and social well-being of the area;
- To support the Council's value for money agenda, a prior study having demonstrated the cost effectiveness of leasing as opposed to site disposal.

4.5. In the interim period, as the bilingual provision has become embedded, successful and popular and the need for Holy Cross to complete its expansion to 2FE, significant discussion and public consultation has taken place about the most appropriate use of both the Peterborough and Basuto Road sites. Original proposals included both a site exchange and split site French and bilingual education, with substantial remodelling taking place on both sites.

4.6. That programme was ultimately shown not only to be complex and not universally popular; but also not to be financially viable. Further consultation revealed the appropriateness of Holy Cross remaining at Basuto Road, with remodelling on that site and exclusive use of a small number of rooms at the Peterborough site and shared use of others. It showed the benefits of both the Ecole and Fulham Bilingual remaining on the Peterborough site, with a smaller capital works requirement. It is on this basis that the proposals above are based.

5. PROPOSAL AND ISSUES

The Supplemental Lease Proposal

5.1 The broad heads of terms for a supplemental lease to the French Government for the Ecole, complementing and substantially mirroring its existing lease that was granted further to earlier Cabinet authority of 14 July 2008, have been virtually agreed and are attached at Appendix 1 (contained in the exempt report on the exempt Cabinet agenda). Both parties' lawyers have accordingly largely agreed a lease (subject to contract and Council authority). The lease term will be practically 18 years, to expire on the same date as the existing lease, subject to break clauses serving both parties. On lease expiry, the French Government will not have a statutory right to apply for a new lease. In accordance with the present lease, the Council will be responsible for structural and external repairs and decoration.

5.2 The initial rent (not yet agreed) will reflect market rental value without disregarding the existing lease. Thereafter, the rent will be increased yearly in proportion to increases in the Retail Price Index.

5.3 The French Government will also contribute to other property outgoings under a service charge.

6. OPTIONS AND ANALYSIS OF OPTIONS

School Place Planning and Site Alternatives

- 6.1. There is a demonstrable need in this area to supply sufficient school places, and the School Organisation Plan, approved by Cabinet, supports both the need to continue to deliver the incremental increase at Holy Cross of 1FE per annum. It also supports the increase in bilingual provision, meeting both demand and need. There are no known viable alternatives which would deliver the same outcomes.
- 6.2. The position reported in 2008, namely that leasing premises rather than disposal is cost effective, still pertains, and the Council's negotiations will seek to achieve the most appropriate terms for the supplemental lease.

Comments from Building and Property Management

- 6.3 The main terms of the proposed lease are outlined in section 5 above ("The Supplemental Lease Proposal") and in Appendix 1 (contained in the exempt report on the exempt Cabinet agenda). After varying the Lycee's existing lease and granting it a supplemental lease, approximately three quarters of the building's usable premises will be leased to the Ecole. The remainder will be retained by the Council albeit mostly for use for bi-lingual schooling.
- 6.4 As a result of varying the Ecole's existing lease (required to revise the rooms allocated to it), the reserved rent will be reduced in proportion to the reduction in floor area. The resulting loss of rent will be more than made up by the receipt of rent for the supplemental lease because more premises are being leased under the latter than are being surrendered under variation of the existing lease plus the rent (per sq ft) will be greater than the rent reserved (per sq ft) under the existing lease.

7. CONSULTATION

- 7.1 There has been ongoing dialogue with the 2 school communities through:
 - Twice termly strategic Management Committee meetings chaired by the Director of Schools, with the French Cultural Attache as Vice Chair. Attendees include the Heads of the Ecole, Holy Cross and the Lycee and representatives of the Roman Catholic Diocese;
 - Monthly meetings of the more operational Bilingual Working Group, Chaired by the Education Capital Projects Manager and attended by both Heads and the Diocese;
 - Community consultations such as that held at Holy Cross on 1st May 2015 to discuss possible developments at Basuto Road;
 - Updates to the Cabinet Member for Children and Families.

8. EQUALITY IMPLICATIONS

- 8.1. The above proposals, if agreed and implemented, would:
 - Improve children's access to popular, high quality education in accordance with parental preference;

- Lead to improvements to disabled access to both sites via the associated remodelling and refurbishments;
- Improve access by a significant proportion of the local community to appropriate local education;
- Support improved community cohesion as a result not only of simply making such provision available; but also by educating those of both French and English cultural heritages together.

9. LEGAL IMPLICATIONS

- 9.1. Grant of the supplemental lease would be pursuant to the general power to dispose of land under Section 123 Local Government Act 1972. That requires (for leases exceeding 7 years) that the Council secure the best consideration reasonably obtainable.
- 9.2. Consent for the disposal under the supplemental lease will not need to be sought from the Secretary of State for Education.
- 9.3. Implications verified/completed by: (Rachel Silverstone , Property Solicitor 0208 753 2210)

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. Whilst the final terms have not yet been finalised the proposals are to uplift the terms of the original lease and apply them to the supplemental area to be occupied as the Fulham Bilingual School continues to grow to its full-size. Once established income will increase year on year through the application of inflation.
- 10.2. The occupation of the site is complex and this is reflected in establishing the legal form by which the site will be managed but all negotiations have been intended to support the expansion of the state-maintained side of the Fulham bilingual, administered by Holy Cross, and to protect the Council's interest.
- 10.3. The Council will receive general fund income from E'cole whilst Holy Cross will contribute to the running costs of the site through the income that it receives through the Dedicated Schools Grant. Income that the Council receives will be used to discharge its landlord responsibilities and will be accounted for within Children's Services.
- 10.4. Implications verified/completed by: Dave McNamara Director of Finance & Resources (Children's Services) 020 8753 3404

11. IMPLICATIONS FOR BUSINESS

- 11.1 There are no implications for local business in regard to the recommendation of the report.

12. RISK MANAGEMENT

- 12.1 The Children’s Services Department identify, record and review risk following corporately established guidelines. Alternate models for the delivery of educational services are noted on the Council’s Strategic Risk Register, risk number 14.
- 12.2 Implications verified by: Michael Sloniowski, Shared Services Risk Manager.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS


- 13.1 There are no procurement or IT implications relating to the recommendations of this report.

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

None.

LIST OF APPENDICES (contained in the exempt report on the exempt Cabinet agenda)

Appendix 1: Draft Memorandum of Terms: Supplemental Lease

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>12 OCTOBER 2015</p>
<p>CORPORATE REVENUE MONITOR 2015/16 MONTH 4- JULY</p>	
<p>Report of the Cabinet Member for Finance: Councillor Max Schmid</p>	
<p>Open Report</p>	
<p>Classification: For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Hitesh Jolapara, Strategic Director for Financial Corporate Services</p>	
<p>Report Author: Gary Ironmonger, Finance Manager (Revenue Monitoring)</p>	<p>Contact Details: Gary Ironmonger Tel: 020 (8753 2109) E-mail: gary.ironmonger@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The General Fund outturn forecast is an overspend of £5.723m with budget risks of £7.145m.
- 1.2. The HRA is forecast to underspend by £0.905m with HRA general reserves of £16.544m at year end. The HRA budget risks are £1.419m.
- 1.3. General fund virements of £1.170m are requested.
- 1.4. Due to the on-going transition the CRM4 forecast is not based on data taken from Agresso. It is focused on high risk areas and reflects discussions with service managers and information taken from other systems (e.g. Adult Social Care framework-i care payments & management system). Whilst this provides some assurance to the forecast figures it does expose the authority to a higher than normal financial risk. The longer the transition takes the greater the financial risk.

2. RECOMMENDATIONS

- 2.1. To note the General Fund and HRA month 4 revenue outturn forecast.
- 2.2. To agree the proposed virements of £1.170m as detailed in appendix 11.
- 2.3. All overspending departments to agree proposals/action plans for bringing spend in line with budget.

3. REASONS FOR DECISION

3.1. The decision is required to comply with the financial regulations.

4. CORPORATE REVENUE MONITOR (CRM) 2015/16 MONTH 4 GENERAL FUND

Table 1: General Fund Projected Outturn – Period 4

Department	Revised Budget At Month 4 £000s	Forecast Year End Variance At Month 4 £000s	Forecast Year End Variance At Month 3 £000s
Adult Social Care	59,323	1,468	1,471
Centrally Managed Budgets	26,898	0	0
Children's Services	46,697	3,767	3,464
Environment, Leisure & Residents' Services	29,179	(58)	(55)
Finance and Corporate Services	16,156	690	534
Housing & Regeneration	6,613	(59)	(106)
Library Services (Tri- Borough)	3,221	0	0
Public Health Services	0	0	0
Transport & Technical Services	16,354	658	748
Controlled Parking Account	(21,318)	(743)	(497)
Net Operating Expenditure*	183,123	5,723	5,559
Key Risks		7,145	6,611

*note: figures in brackets represent underspends

- 4.1. Detailed variance and risk analysis by department can be found in Appendices 1 to 9.
- 4.2. The favourable variance for Centrally Managed Budgets excludes any unspent contingency funds. Currently £2.3m of contingency balances are uncommitted.

CORPORATE REVENUE MONITOR 2015/16 HOUSING REVENUE ACCOUNT

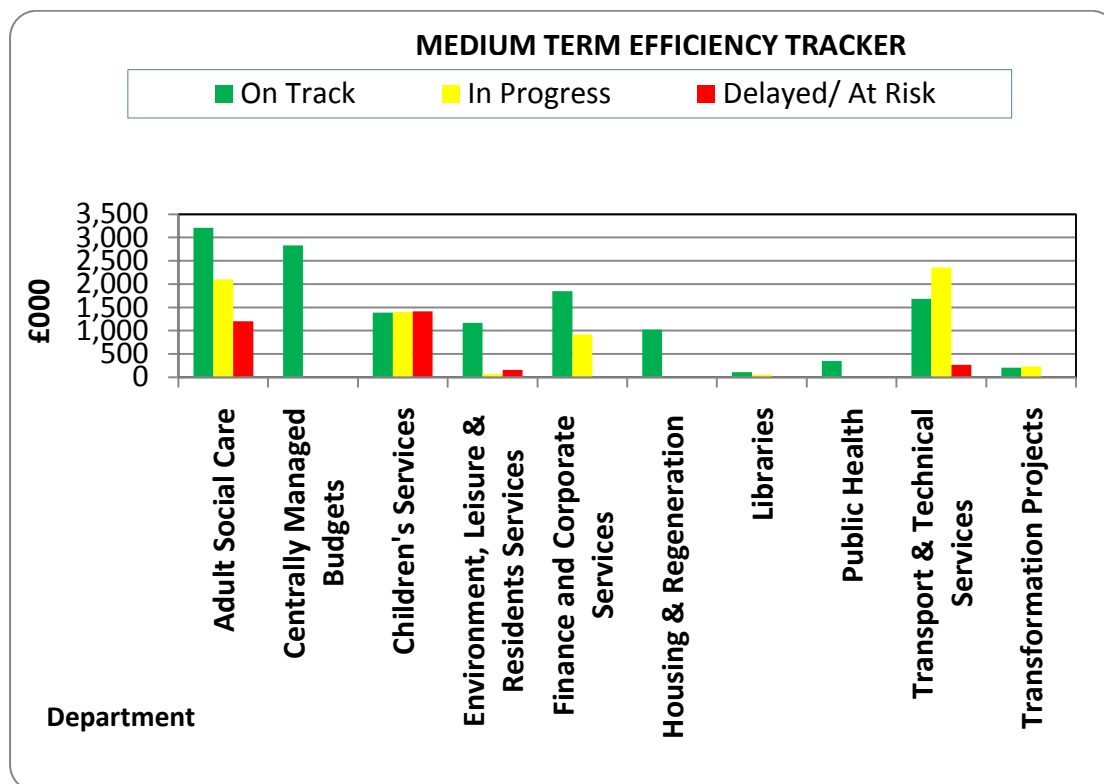
Table 2: Housing Revenue Account Projected Outturn - Period 4

Housing Revenue Account	£000s
Balance as at 31 March 2015	(13,165)
Add: Budgeted Contribution to Balances	(2,474)
Add: Forecast Underspend	(905)
Projected Balance as at 31st March 2016	(16,544)
Key Risks	1,419

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

5. MEDIUM TERM FINANCIAL STRATEGY EFFICIENCY TRACKER SUMMARY

5.1. The 2015/16 budget included efficiency proposals of £24m. Progress against these is summarised below and detailed in Appendices 1 to 9.



6. VIREMENTS & WRITE OFF REQUESTS

- 6.1. Cabinet is required to approve all budget virements that exceed £0.1m.
- 6.2. General fund virements of £1.170m are requested. These are for funding the Lead Local Flood Authority surface water drainage proposals (£0.057m), contribution to Operation Makesafe (child sex abuse awareness £0.050m), realignment of final funding settlement (£0.327), realignment of budgets for Independent Living grant determination (£0.671m), transfer of budget from waste disposal to street enforcement (£0.65m).
- 6.3. There are no write off requests at month 4.

7. CONSULTATION

7.1. N/A.

8. EQUALITY IMPLICATIONS

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

9. LEGAL IMPLICATIONS

9.1. There are no legal implications for this report.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The General Fund outturn forecast at Month 4 is for an overspend of £5.723m.
- 10.2. The HRA outturn forecast at Month 4 is an underspend of £0.905m.
- 10.3. Due to the on-going transition the CRM4 forecast is not based on data taken from Agresso. It is focused on high risk areas and reflects discussions with service managers and information taken from other systems (e.g. Adult Social Care framework-i care payments & management system). Whilst this provides some assurance to the forecast figures it does expose the authority to a higher than normal financial risk. The longer the transition takes the greater the financial risk.
- 10.4. Implications verified/completed by: Gary Ironmonger, Finance Manager (Revenue Monitoring), telephone 0208 753 2109

11. IMPLICATIONS FOR BUSINESSES

11.1. Nothing within this report impacts on local businesses.

12. RISK MANAGEMENT

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

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. N/A

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	Adult Social Care Revenue Monitor
Appendix 2	Centrally Managed Budgets
Appendix 3	Children's Services Revenue Monitor
Appendix 4	Environmental Leisure and Residents Services Revenue Monitor
Appendix 5	Finance and Corporate Services Revenue Monitor
Appendix 6	Housing and Regeneration Department Revenue Monitor
Appendix 7	Library Services (Tri-Borough) Monitor
Appendix 8	Public Health Services Monitor
Appendix 9	Transport and Technical Services Monitor
Appendix 9a	Controlled Parking Account Revenue Monitor
Appendix 10	Housing Revenue Account Monitor
Appendix 11	Virements

APPENDIX 1: ADULT SOCIAL CARE

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Integrated Care	41,442	2,378	2,131	<p>Similar to the previous year, there are continued pressures on the Home Care Packages and Direct Payments budgets as part of the out of hospital strategy, to support customers at home and avoid hospital admission or to enable early discharge. This has led to an increase in home care costs above that which would have normally occurred. There is a net projected overspend of £862,000. The department jointly with the Clinical Commissioning Groups (CCG) have commissioned a piece of work to understand the pressures on the health system leading to the overspend in homecare. There is likely to be cost pressures on the Homecare budget with the tendering of the new Home care contracts during 2015/16. This is currently being modelled to include an increase in prices to improve quality and a potential increase in demand and is excluded from the current projections. The modelling will also include mitigations such as negotiating a contribution from the CCG and potential economies from new ways of working. In 2015/16 any budget pressures will be funded from departmental pressures and demand balance sheet reserve. The main change since last month's projection is a £220,000 increase in the overspend due to the five Supported Living customers not factored into previous projections.</p> <p>There is an underspend in the PFI budget of (£365,000) in 2015/16 due to an out of court settlement reached with Care UK under the PFI contract in April 2015. This settlement resulted in significant one off savings for the Council and for Health and the Council saved £1.66m in 2014/15.</p> <p>Within the Learning Disability (LD) Service, there is a net projected overspend of £674,000. The main reasons for the overspend relate to the full year effect of transitions customers and a further five Social Care customers</p>

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
				<p>now staying for the full year, resulting in the net LD Placement projected overspend of £374,000. Included in the projections is £87,000 MTFS shortfall and in Day Care review, an additional pressure of £198,000 for 7 new day centre clients and £15,000 overspend in the LD Supported living service.</p> <p>Within Mental Health services, the projected underspend of (£150,000) is within the Placements budget with the continued reduction of customer numbers since the commencement of this year. Since last month's projection, there is a reduction in the underspend of £74,000 compared to period the three underspend of (£224,000) due to four new Supported Living customers not factored into the previous month's projection.</p> <p>There are pressures emerging in the Assistive Equipment Technology budget with a projected overspend of £120,000 due to the out of hospital strategy and the additional spending on the CIS to prevent entry into hospital. From 2015/16, there is CCG funding from the CIS model to assist with the budgetary pressure. There is an income shortfall of £280,000 on Careline services.</p> <p>There is a £2 million risk that Better Care Fund savings will not be fully realised. The majority of the savings are from the new Community Independence Service (CIS) enabling reductions in residential and nursing placements as well as a reduction in homecare from reablement. The early data shows that the CIS service is moving in the right direction, with some reduction in volumes of residential and nursing placements. The savings will be closely monitored during the year. Partly offset by this pressure is spending within the Physical Support, Sensory Support and Support with Memory and Cognition client groups, the Placement budget is projecting a net underspend of (£613,000) which is consistent with the departmental</p>

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
				strategy to reduce the number of customers in residential and nursing placements. In addition there is a projected underspend of (£650,000) from additional integrated care from health funding, leaving a net shortfall of £737,000.
Strategic Commissioning & Enterprise	9,679	247	258	There is a projected overspend of £164,000 from Supporting People procurement savings mainly resulting from three MTFS projects that cannot be progressed. There is £83,000 unachievable MTFS savings of Advocacy in the commissioning third sector payment services which can be funded from the pressures & reserve fund.
Finance & Resources	7,420	0	0	
Executive Directorate	782	0	0	
Total	59,323	2,625	2,389	
Funding from Pressures and Demand Reserve		(1,157)	(918)	An increase in the requested funding from reserves to reflect the increase in the projected overspend in month 4.
Variance Post Reserve Funding		1,468	1,471	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
There is an aging population as growth is expected to be 1% per annum. The budget has been set with no overall growth for this financial year.	0	450
Inflationary pressures for Older People, Physical Disabilities & Learning disabled people placements.	0	300
Increased Learning disabled transitions placements and care packages demand (no growth has been budgeted)	0	290
Total		1040

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Adult Social Care		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000s	£000s	£000s	£000s
Total MTFS Savings		6,514	3,209	2,105	1,200
Schèmes Delayed/ At Risk	£000s	Reason			
In Progress	2,105	Discussions are on-going with the service providers and at this stage are expected to be delivered			
Delayed / at Risk	1,200	Factored into the month 4 projections to be managed as part of the over all département budget.			

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

Adult Social Care (ASC) is projecting a net overspend of £1,468,000 as at end of period four, a decrease in the overspend of £3,000 compared to the period three projected overspend of £1,471,000. This is after funding from the pressures and demand balance sheet reserve of (£1,157,000) to mitigate on a one off basis the overall projected pressures of £2,625,000.

The department is expected to deliver savings of £6,514,000 in this financial year and at this stage of the year 30% are on track to be delivered.

The Department is proposing to drawdown the following balances from the carry forward of the 2014-15 underspend to arrive at the projected position of £1,468,000.

Learning Disabilities Service	£ 674,000
Careline Income Shortfall	£ 280,000
Equipment pressures	£ 120,000
Advocacy Services	<u>£ 83,000</u>
Total	<u>£1,157,000</u>

Similar to last month's report, the projections should be treated with caution due to difficulties experiencing of the introduction of the Agresso new Managed Services system.

5. Action Plan to Monitor Budget Overspend.

The Department has commenced work with budget managers to produce action plans to reduce overspends and bring the budget to break-even. In addition, the ASC Transformation Programme reviews progress of the projects and programmes which will bring about the savings on a two-weekly basis, with deep dives to check on progress.

The reviews will focus on the LD budget overspend, the emerging supported living customers, the review of homecare costs pressures and level of reserve funding that can be utilised on a one-off basis to bring the budget into balance.

6. Transfer of Independent Living Fund (ILF) to Local Authorities

Hammersmith and Fulham took responsibility for the payment of Independent Living Fund (ILF) to 48 customers on 1st July 2015. These customers have had annual reviews of their Adult Social Care needs by social workers and have been kept informed via a series of meetings and letters regarding the transfer of ILF. The grant determination issued by the Department of Communities and Local Government confirmed funding for LBHF of £671,292, which covers the ILF payments of the 48 ILF customers for the period 1st July 2015 to 31st March 2016. The department is proposing this grant is vired into the ASC budget to fund the financial requirement.

The grant determination also advises that funding beyond April 2016 will be decided as part of the next Government spending review. The financial commitments from 2016/17 is estimated at an annual figure of £894,458.

APPENDIX 2: CENTRALLY MANAGED BUDGETS

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Corporate & Democratic Core	5,857	0	0	
Housing and Council Tax Benefits	(91)	0	0	
Levies	1,570	0	0	
Net Cost of Borrowing	1,082	0	0	
Other Corporate Items (Includes Contingencies, Insurance, Land Charges)	8,644	0	0	
Pensions & Redundancy	9,836	0	0	
Total	26,898	0	0	

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2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Risk of additional borrowing costs due to interest rate rises.		1,000
Total		1,000

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Centrally Managed Budgets		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000s	£000s	£000s	£000s
Total MTFS Savings		2,833	2,833		
Schemes Delayed/ At Risk	£000s	Reason			

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The final grant settlement has resulted in additional funding of £0.249m of un-ringfenced grant funding and £0.078m of additional NNDR related funding compared to the budget position as agreed by full council. It is proposed that this funding is initially used to top up the unallocated contingency.

Due to continuing problems with Agresso this is a light touch monitor.

APPENDIX 3: CHILDREN'S SERVICES

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Schools Commissioning and Education Services	4,531	196	242	<p>As reported previously, a pressure of £359k is forecast as a result of the requirement for additional staffing posts in relation to support the conversion of Special Education Needs SEN Statements into the new Education, Health and Care Plan (EHCP) format. This pressure is partially offset by underspends in the school improvement service due to overachievement of income at the Professional Development Centre (£57k). There are also further projected underspends in the Attendance, Children employment and Elective home education (ACE) team (£41k), reduced levels of client expenditure in Pupil Travel (£29k) plus small underspends across the division (£36k),</p> <p>Movement from month 3 mainly as a result of reduced forecast spend on SEN support services and outreach (-£30k), a reduction of SEN team costs following a review by management (-£30k), offset by an increase in the SEN transport contract forecast of £20k.</p>
Family Services	30,023	2,975	2,842	<p>Following a review of placement numbers within the service, a number of high cost Looked After Children (LAC) residential placements are forecast to present themselves as other, cost-effective placement types (Semi Independent Living, Assessments), reducing the forecast spend in this area. The pressure on LAC residential placements is now forecast at £580k.</p> <p>The pressures in relation to Assessment placements are now</p>

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
				<p>forecast to be £222k, whilst Semi Independent Living placement pressures are anticipated to be £223k.</p> <p>There continues to be significant pressures in Fostering through the use of Independent Fostering Agencies (IFAs) as a result of cheaper, in-house options being exhausted and therefore are not available to the service. (£551k).</p> <p>Levels of support to those classed as Children in Need (Section 17) and those classified as Childcare LAC Support (section 23) are forecast to continue similar to that in 14/15, and present further forecast pressures in 15/16 of £346k.</p> <p>Although there are mitigations within Special Guardianship, Children With Disabilities placements and other placement areas (£-181k), the service is projecting a £1.74m pressure on its placements budgets in month 4.</p> <p>As previously reported, of these placement pressures, new burdens established by Government which have not been fully funded continue to present significant challenges for the service. These are outlined in the key concerns area below.</p> <p>There are also staffing cost pressures across the service (£634k), pressures on the Youth Offending Service as a result of a reduction in funding allocated from central Government (£153k), plus further pressures in relation to non-staffing costs (£305k).</p> <p>The movement from month 3 is mainly as a result of confirmation in the cut in Youth Offending grant funding which has led to a further</p>

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
				85k income budget pressure for month 4, plus an additional 70k pressure on Youth Offending team costs.
Children's Commissioning	5,290	200	(62)	An in year pressure is forecast as full delivery of some MTFS savings in relation to service restructure are anticipated to be delayed (200k), although there are potential opportunities that have been identified to mitigate this pressure through a review of services.
Safeguarding, Review and Quality Assurance	1,737	211	239	Projected overspend due to staffing costs pressures within the Safeguarding team (£170k), as a result of previous years MTFS target not being achieved. The service will look to move towards meeting current budget pressure through further service review. There are also underfunded staffing costs within the Local Safeguarding Childrens Board team (£43k)
Finance & Resources	5,116	185	203	The Finance and Resources projected overspend is mainly due to pressures in relation to delivery of savings within the Finance team due to the delay in full implementation of the Managed Services project (263k) Additional pressures are forecast for costs to support the development of major projects and service reviews within Family and Children's Services (£69k), although this forecast has reduced by £61k from month 3. These pressures are partially offset by additional rental income. Other movements in month 4 are due to an increase in the forecast of ICT costs (£43k).
Total	46,697	3,767	3,464	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
21+ Increase in Education	88	175
Staying Put	132	235
Consequential Costs of Staying Put Arrangements	17	30
18+ Children With Disabilities not meeting ASC criteria	80	160
Impact of Secure Remand on Leaving Care	85	100
Serious Case Review Costs	25	50
Unaccompanied Asylum Seeking Children 18+ (unfunded 25 FTEs)	180	250
No Recourse to Public Funds	20	50
Southwark Judgement	125	196
Delayed start to Assessment Contract	86	118
ICT Costs	30	100
New users to SEN Transport service	0	150
Total	868	1,614

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3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Children's Services		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000s	£000s	£000s	£000s
Total MTFS Savings		4,199	1,386	1,400	1,413
Schemes Delayed/ At Risk	£000s	Reason			
People Portfolio Savings	128				
Commissioning staff reduction	140				

Schemes Delayed/ At Risk	£000s	Reason
IFA Review	250	The profile of the current LAC population and the un-availability of suitable in-house foster carers has meant an over reliance on more expensive Independent Fostering Provider placements. Strategies to increase the pool of available in-house foster carers are currently being scoped.
Finance Restructure	250	Delay in the proposed restructure of the service as resources are retained for the full implementation of the Managed Services project.
Better support to foster carers to reduce residential need	250	There has been an increase in the number of children presenting with complex needs and requiring residential placement in 15/16, in some cases where fostering placements have proved to be unsustainable, there has been no other alternative available to the service.
Substitution funding (Education DSG, PHS, Troubled Families)	200	The strategy to deliver the £200k saving has not yet been defined. The strategy of using one off grant funding or Performance By Results will not result in long-term efficiencies and is uncertain.
10 more relative placements	70	The service will explore the availability and willingness of connected persons to care for LAC children in all appropriate cases, however may not be able to achieve this target.
New model for Respite overnight care	125	The strategy to deliver this saving has not yet been clearly defined.

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

Although the SEN transport contract is currently forecast to budget, there is a risk that high cost users could present at the beginning of the new academic year thus increasing the pressure on the service.

The department is projecting a net overspend of £3.7m at this early stage as a number of cost pressures highlighted in previous years continue to manifest themselves in the current financial year based on forecast models. Whilst the department continues to look at alternative models of service delivery to try and contain many of the pressures faced, changes in practice forced by legislative and regulatory changes introduced under the previous Government have resulted in inadequate funding being distributed to local authorities.

£1.74m of these pressures relate to placement costs. A number of these costs manifest themselves as a result of either Case Law requiring changes in our level of provision e.g. the Southwark Judgement that establishes the level of support including access to Leaving Care services that young people who are needed to be housed under this provision are entitled to; or changes in the role of the Corporate Parent, as determined by the previous Government but for which the level of additional funding provided does not equal the cost of the additional liability that the Council is incurring.

This additional pressure is contrary to the New Burdens doctrine whereby the Government is expected to provide additional funding equivalent to the level of liability incurred by the local authorities.

This is currently under review by the Senior Leadership Team within Children's services to see what measures can be introduced to contain this expenditure further.

The areas where particular placement pressures as a result of new burdens are relevant are:

- **UASC (Unaccompanied Asylum Seeking Children) - £180k.** Funding from the Home Office does not cover the costs of first 25 placements once they turn 18+.
- **NRPF (No Recourse to Public Funds) - £20k.** UASC over the age of 18 who have been refused Asylum & subsequently have All Rights Exhausted (ARE). These children may have a right to financial support from the LA (accommodation and subsistence), and no funding is received from Government as they deem these young people to be no longer Asylum Seekers and not entitled to Government Support.
- **Southwark Judgement - £125k.** Demand-growth change in our provision as a result of a 2009 court judgement that young people aged 16-17 were entitled to have a core assessment to determine their level of need and whether they met the criteria under Section 20 of the 1989 Children Act. This therefore requires the Local Authority to classify the child as looked after and provide appropriate support via semi-independent accommodation, with additional subsistence, travel and education top up.
- **Staying Put - £149k** - Support given to young people to continue to live with their former foster carers once they turn 18 as part of the Children's and Families Act 2014. The consequential cost of this is to accommodate younger children in external independent fostering placements as in-house fostering placements are blocked for new entrants.
- **18+ CWD not meeting ASC criteria - £80k.** The impact of 18+ Children With Disabilities (CWD) not meeting Adult Social Care criteria and therefore being classified as Children.

- **21+ increase in education - £80k.** This reflects the cost of young people who have been Looked After Children (LAC), returning and remaining in Education post 21 years of age. Where Children enter Further Education courses such as Medicine, the potential liability to the Local Authority may be over several years.
- **Impact of Secure Remand on Leaving Care - £85k.** The cost of subsequent Leaving Care services provided to Children who became Looked After following time spent on Remand. Whilst the Local Authority is partially funded for costs whilst on Remand, the subsequent Leaving Care costs remain the burden of the Local Authority.

The projected higher limits of these pressures are highlighted in the Key Risks table above

Virement Request

Operation Makesafe is a campaign led by the Metropolitan Police Service in partnership with London boroughs to raise awareness of Child Sexual Exploitation within the business community including hotels, taxi companies and licensed premises. The department has requested funding of £50k to contribute towards the funding of a shared strategic lead post, plus additional funds for sovereign operational work to enable the Local Authority to complement and contribute to this project.

APPENDIX 4: ENVIRONMENT, LEISURE & RESIDENTS SERVICES

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget £000s	Variance Month 4 £000s	Variance Month 3 £000s	Variance Analysis
Cleaner, Greener & Cultural Services	20,944	(934)	(997)	<p>(£999) Waste Disposal – Western Riverside Waste Authority (WRWA) has been able to freeze waste disposal tonnage prices for 2015/16 and as a result we are expecting to underspend by £440k on overall waste tonnages. Year to date total waste tonnages are broadly in line with last year, but recycle tonnages have reduced by an average 4%. No commodity income from the sale of recycle is now forecast (only £50k was achieved last year). An additional £634k one off rebate has also been received relating to the period 2011/2012 to 2014/15, arising from the treatment in the contract between WRWA and Cory of government payments to electricity generators. We do not know at this stage whether such payments will flow in the future.</p> <p>£65k Street Scene Enforcement – A £16k legal pressure is forecast. The council always prosecutes those who do not pay Fixed Penalty Notices (FPNs). Prosecutions for flytipping have also been stepped up, as FPNs cannot be used for this type of offence. FPNs are also reducing, mostly due to increased littering compliance in the borough’s transport hubs, which has a positive impact on the overall street scene but at the same time is expected to give rise to a £49k income pressure. Given the targeted approach to tackling this type of waste enforcement, it is proposed that a permanent budget virement is made from the waste disposal budget to re-base the ongoing budget requirement.</p>
Safer Neighbourhoods	7,757	539	569	<p>£90k Cemeteries Income – Income was £120k less than budget in 2014/15 and a downward trend has been observed in recent years. However, there has been a positive upturn in quarter 1, with sales up 17%/£30k compared to the same period last year. This has allowed for a small favourable movement on</p>

Departmental Division	Revised Budget £000s	Variance Month 4 £000s	Variance Month 3 £000s	Variance Analysis
				the forecast overspend. £100k Transport – The Transport budgets are set on the assumption that the Passenger Transport service would be brought back in house for 2015/16, meaning £100k p.a. additional management and repair income for ELRS. This is still being reviewed and so the full year shortfall is included in the forecast. £70k Hammersmith All Weather Pitch – the arrangements for the leisure facility have been reviewed and it is not expected that the prior year saving in this area will now be achieved. A growth item is included in the 2016/17 MTFS. £279k Phoenix Fitness Centre – invest to save. The £319k one off investment required to deliver ongoing annual savings of £350k is included in the forecast. This is also the subject of a separate cabinet report.
Customer & Business Development	631	184	220	£60k Registrars – There was a £70k shortfall in income in 2014/15 which was largely due to temporary capacity issues in the team. Managers are working to resolve this and close the budget gap before year end. £195k Ducting contract - Risk that underground ducting concession contract will not achieve the income target in full. The guaranteed element is £87k in 2015/16 compared to the overall target of £282k. (£71k) Commercial Waste – waste disposal charges attributable to commercial waste are expected to be less than budget for the reasons set out above.
Director & Resources	(153)	153	153	£153k People Portfolio Saving – the savings target is not expected to be met, both in this year and in future years.
Total	29,179	(58)	(55)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Due to the delay in the sales to cash module in Agresso becoming operational the department is not up to date with sales invoicing, which increases the likelihood of bad debts. This is a particular risk where services have already been provided but not yet invoiced (e.g. events and filming).	0	300
Risk that central government funding will not be secured for the additional Coroner and Mortuary costs associated with the terror attacks in Tunisia (LBHF share of the West London costs).	0	100
Total	0	400

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Environment, Leisure & Residents Services		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000s	£000s	£000s	£000s
Total MTFS Savings		1,395	1,170	65	160
Schemes Delayed/ At Risk		£000s	Reason		
Increased income from CCTV ducting contract		160	See table one		

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4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The department is expecting to end the year with a small surplus. However, a number of pressure areas exist that are being offset by the one off waste disposal rebate from Western Riverside Waste Authority. With regard to the ongoing budget pressures, a £65k permanent budget virement is proposed from the waste disposal budget to re-base the ongoing budget requirement for street enforcement (see table one). Budget growth is being requested for both Hammersmith All Weather pitch (ongoing) and the Phoenix Fitness Centre invest to save proposal (one off) as part of the 2016/17 MTFS process. It is expected that the People Portfolio target will be reviewed council wide to determine whether this is deliverable in the longer term. Cemeteries income and Passenger Transport income will continue to be reviewed and reported. The remaining pressures are expected to be one off for 2015/16.

APPENDIX 5: FINANCE AND CORPORATE SERVICES

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
H&F Direct	19,132	300	300	The main pressures remain a projected £150k shortfall in Collection Fund court costs recovery (due to an expected reduction in recovery resulting from Agresso delays and a shortfall against income and debt provision targets) and £150k projected overspend in Housing Benefits temporary staff (to prevent future backlogs and maintain target service standards).
Innovation & Change Management (ICM)	(209)	65	65	The overspend is forecast as the potential reduction in ICM headcount may mean there is insufficient capacity to generate external income and meet the division's external income target. However, work continues to mitigate this risk.
Legal and Electoral Services	(183)	(32)	(123)	Democratic Services have transferred to Delivery and Value.
Third Sector, Strategy & Communications	0	0	209	The majority of this service area has transferred to Delivery and Value.
Finance & Audit	259	0	0	
Procurement & IT Strategy	(2,630)	155	155	HFBP support costs have increased as a result of the requirement for additional support to facilitate working across the shared services Boroughs. Discussions continue with HFBP to see how this overspend can be mitigated.
Executive Services	(833)	(47)	(47)	
Human Resources	393	(25)	(25)	
Delivery and Value	227	274		Continuing pressure in historic budgets due to lack of income streams against past MTFS savings. Closing this income shortfall will be a priority for the incoming Commercial Director.

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Other				
Total	16,156	690	534	

2: Key Risks

None to report.

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Finance & Corporate Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000s	£000s	£000s	£000s
Total MTFS Savings	2,762	1,845	917	
Schemes Delayed/ At Risk	£000s	Reason		

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4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The key risks have been identified in the variance analysis above. The department continues to work to mitigate the risks and pressures in year.

APPENDIX 6: HOUSING & REGENERATION DEPARTMENT

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Housing Options, Skills & Economic Development	6,677	(59)	(106)	This relates mainly to a forecast reduction in procurement costs (£177k) following the expiry of an expensive lease for temporary accommodation, a forecast reduction in the net costs of Bed and Breakfast (B&B) accommodation of (£286k) due to a reduction in average client numbers from a budgeted figure of 175 to a forecast of 107, offset by inflationary cost pressures of £305k associated with procuring suitable temporary accommodation from private sector landlords. In addition, there are salary pressures of £99k as a result of long term sickness in the Reviews and Complex Cases team.
Housing Strategy & Regeneration	7	0	0	
Housing Services	43	0	0	
Strategic Housing Stock Options Appraisal - General Fund				
Finance & Resources	(114)	0	0	
Total	6,613	(59)	(106)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Temporary Accommodation Procurement Costs – recent months have seen increased difficulties in containing the inflationary cost pressures associated with procuring suitable temporary accommodation from private sector landlords. Officers are continuing to make use of incentive payments to private landlords in mitigating this risk. This cost pressure has been further exacerbated by the withdrawal of properties by some landlords due to late payments as a result of the Managed Services implementation. In the event that this risk crystallises, the resultant costs will be mitigated by the Temporary Accommodation reserve.	177	434
Managed Services – the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the Council.	Unknown	Unknown
Total	Unknown	Unknown

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3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Housing & Regeneration Department		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000s	£000s	£000s	£000s
Total MTFS Savings		1,023	1,023		
Schemes Delayed/ At Risk	£000s	Reason			

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The Housing and Regeneration department currently expects the overall outturn for the year 2015/16 to produce a favourable variance of (£59k).

The monthly movement mainly relates to a reduction in procurement costs (£22k) following the expiry of an expensive lease for temporary accommodation, a forecast reduction in the net cost of Bed and Breakfast (B&B) accommodation of (£44k), inflationary cost pressures of £14k associated with procuring suitable temporary accommodation from private sector landlords and salary pressures of £99k as a result of long term sickness in the Reviews and Complex Cases team.

It should be noted that it has not been possible to complete detailed budget monitoring via Agresso this month due to the delay on the roll out of key monitoring reports. However, finance officers have met with Heads of Service in order to identify significant variances from budget and to ensure that appropriate management action is taken in order to contain cost pressures. Nevertheless, there remains a significant risk to the accuracy of forecasts until Managed Services is fully implemented.

APPENDIX 7: LIBRARY SERVICES (Shared Services)

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s		£000s	
Libraries Shared Service	3,221	0	0	At this stage forecast is budget.
Total	3,221	0	0	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
Income from customer fees and charges due to less demand for increasingly obsolete product formats (DVDs, CDs etc.).	10	30
Premises and utility costs including Westfield	10	30
Total	20	60

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Libraries Shared Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000s	£000s	£000s	£000s
Total MTFS Savings :	162	107	55	
Schemes Delayed/ At Risk	£000s	Reason		

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

At this stage in the year, no significant financial issues causing an unmitigated pressure are foreseen.

APPENDIX 8: PUBLIC HEALTH SERVICES

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Sexual Health	6,410	0	0	
Substance Misuse	5,464	0	0	
Behaviour Change	2,753	(22)	(93)	Estimated underspends in Behaviour Change services, including health checks, smoking cessation and Community Champions.
Intelligence and Social Determinants	89	0	0	
Families and Children Services	5,135	163	163	Variance due to the 0-5 programme to be transferred to LBHF in October 2015, actual figures replacing the original estimates included the budgeted figures.
Public Health Investment Fund (PHIF)	2,185	226	226	Additional spend due to late started PHIF project funding being rolled forwards to 2015/16 (underspends in 14/15 taken to reserves).
Salaries and Overheads	1,435	0	0	
Drawdown from Reserves	(783)	(1,621)	(133)	Additional drawdown of reserves to cover rolled forward funding for PHIF and estimated grant cut based on Department of Health preferred calculation.
Public Health – Grant	(20,855)	1,417	0	Estimated grant cut based on Department of Health preferred calculation.
Public Health 0-5 Programme Grant (from Oct 2015)	(1,833)	(163)	(163)	Variance due to the 0-5 programme (see Families & Children's above).
Total	0	0	0	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
In-year Public Health Grant cut, based on Department of Health preferred calculation (per consultation paper)	1,417	1,417
Total	1,417	1,417

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Public Health Services	MTFS Target	On Track	In Progress	Delayed/ At Risk
	£000s	£000s	£000s	£000s
Total MTFS Savings	350	350	0	0

The £350,000 MTFS target is achieved by reducing the budgeted contribution from the General Fund from £350,000 in 2014/15 to zero in 2015/16.

Other contributions from Public Health to the MTFS, take the form of replacement funding in other council departments who are contributing to Public Health outcomes. These savings are reported within those departments.

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

On the 31st July the Department of Health started a four week consultation process to determine how the £200M grant cut should be applied across local authorities. The DH preferred method of calculation is a flat rate across all Local Authorities, which represents a cut of £1.4M for Hammersmith and Fulham. This consultation finishes on the 28th August, and the outcome will follow in due course.

Re-procurement

A number of large contracts will come to an end during this financial year, this combined with the possible need to re-procure early following the announcement of cuts to the Public Health Grant, we will need to identify the necessary resources to achieve this in the given time frame.

APPENDIX 9: TRANSPORT AND TECHNICAL SERVICES

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget £000s	Variance Month 4 £000s	Variance Month 3 £000s	Variance Analysis
Building & Property Management (BPM)	(1,957)	693	730	<p>The adverse variance in BPM relates to the following</p> <ul style="list-style-type: none"> £710k in Advertising Hoardings – The advertising hoarding income forecast from the principal site on the A4 has remained at very low levels this month. The operator (Ocean) claims that competition and flyover closures are the reasons, but that does not explain why the reductions have happened suddenly since January 2015. A meeting has taken place with Ocean to discuss a recovery plan for the income on the Two Towers site on the A4. The Council has also asked Deloitte to undertake a one-off audit of Ocean’s books in August 2015. The Council is reviewing the options to secure recovery of the income for the Two Towers. This would include changing the rent payable from a profit sharing model to a fixed rent with possibly a profit sharing element; continuing with the current agreement and retendering the site in 2017; varying the planning conditions to permit moving images at specific times which may result in profits increasing. The aim of these negotiations is to rectify the adverse variance we are seeing in 2015/16. If negotiations do not succeed, we can expect a further deterioration instead of an improvement. £74k in Civic Accommodation – Due to a combination of

Departmental Division	Revised Budget £000s	Variance Month 4 £000s	Variance Month 3 £000s	Variance Analysis
				<p>unachievable rental income target of about £42k and anticipated overspend on utilities of £32k.</p> <ul style="list-style-type: none"> There is a risk that the Property Disposal section will overspend by £180k due to disposal costs exceeding the permitted levels. However, this will be offset by a drawdown from reserve of (£100k). <p>The above overspends will be offset mainly by the following:-</p> <ul style="list-style-type: none"> A favourable variance of (£127k) in Facilities Management section deriving from the EC Harris contract (£20k) and Carbon Reduction (£30k). In addition, there is an underspend of (£76k) in BPM Professional Services because of the July staffing restructure. A Favourable variance of (£64k) in Building Control –This is due to additional income from large building schemes.
Transport & Highways	12,684	(24)	1	This is due to additional external income from Land Surveys projects.
Planning	2,622	(61)	6	The favourable position is mainly from higher than expected levels of income recovered from Planning Regeneration projects.
Environmental Health	3,478	32	(7)	The overspend is mainly on staffing costs.
Support Services	(473)	18	18	
Total	16,354	658	748	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
If expenditure incurred on disposed assets cannot be met by disposal receipts and on properties not being sold, this would need to be funded from Corporate Reserves.		180
If there is a continuing shortfall for the rest of the year in advertising hoarding income on certain sites		500
Risk of increase in write off due to late billing (if bad debts were 20% of first quarter's income)		500
Total	0	1,180

3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Transport & Technical Services		MTFS Target	On Track	In Progress	Delayed/ At Risk
		£000s	£000s	£000s	£000s
Total MTFS Savings		4,307	1,685	2,358	264
Schemes Delayed/ At Risk	£000s	Reason			
Advertising Hoarding Income	200	Lower than expected income from Advertising Hoardings sites.			
LED lighting and Column replacement maintenance budgets	64	Street lighting LED pilots are running, and plans are in place to extend this. Currently, only 36% of the savings are expected to be achievable.			
Total	264				

4: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The overall position is an unfavourable variance of £658k against a net budget of £16,354k. Progress in all budget areas will be monitored closely by the Management Team. Where there are significant variances remedial actions and financial controls are being developed to contain actuals within Budget.

APPENDIX 9a: CONTROLLED PARKING ACCOUNTS (CPA)

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Pay & Display (P&D)	(12,229)	1,139	1,590	Pay and display receipts are lower in the first four months of 2015-16 than they were in the same period last year, but with some signs of improvement in July. This will be monitored closely over the coming months.
Permits	(4,690)	71	97	The amount received for parking permits to the end of July is similar to the previous year.
Civil Enforcement Officer (CEO) Issued Penalty Charge Notice (PCN)	(6,814)	798	877	The number of PCNs issued in the first four months of 2015-16 is 10% lower than in the same period last year. This has resulted in a forecast shortfall against budget.
Bus Lane PCNs	(915)	(637)	(649)	There has been an increase in the numbers of PCNs issued in the first four months of the year as compared with the same period in the previous year. This has lead to a forecast surplus against budget.
CCTV Parking PCNs	0	(64)	(70)	New legislation came into effect in 2015-16 to no longer allow the enforcement of parking through the use of CCTV, except in certain limited circumstances. The forecast variance assumes a virement takes place from the corporate contingency created for this purpose. This was requested in the CRM2 report.
Moving Traffic PCNs	(5,814)	(1,179)	(1,067)	The number of PCNs issued in the first four months of 2015-16 is higher than the same period in the previous year. This has resulted in a forecast above the budgeted amount.

Departmental Division	Revised Budget	Variance Month 4	Variance Month 3	Variance Analysis
	£000s	£000s	£000s	
Parking Bay Suspensions	(2,423)	(772)	(931)	Income from parking bay suspensions has continued at the level seen last year. The budget for income was increased by £863k for 2015-16.
Towaways and Removals	(352)	53	82	Receipts from towaways are at a similar level to the previous year.
Expenditure and Other Receipts	11,919	(152)	(425)	Staffing is forecast to underspend. The forecast is based on the actual spend in the first 4 months, with the assumption that the vacant posts in parking enforcement are filled for an average of 6 months in 2015-16.
Total	(21,318)	(743)	(497)	

2: Key Risks

Risk Description	Lower Limit	Upper Limit
	£000s	£000s
None to report		
Total		

3: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

APPENDIX 10: HOUSING REVENUE ACCOUNT

BUDGET REVENUE MONITORING REPORT – PERIOD 4

1: Variance by Departmental Division

Departmental Division	Revised Budget £000s	Variance Month 4 £000s	Variance Month 3 £000s	Variance Analysis
Housing Income	(77,484)	(500)	0	An underspend on the bad debt provision for rental income on Council homes is forecast, primarily as a prudent allowance was made for the impact of Welfare Reform, the full impact of which has not yet been felt.
Finance and Resources	15,164	(250)	0	Underspends on salaries (£75k) and IT projects (£175k) are expected.
Housing Services	9,578	0	0	
Commissioning and Quality Assurance	3,119	0	0	
Strategic Housing Stock Options Appraisal HRA	0	0	0	
Property Services	2,163	0	0	
Housing Repairs	13,748	0	0	
Housing Options	369	0	0	
HRA Central Costs	0	0	0	
Adult Social Care	48	0	0	
Regeneration	267	0	0	
Safer Neighbourhoods	578	0	0	
Housing Capital	29,976	(155)	(155)	This relates to additional interest receivable on HRA balances following a review of the average interest rate on short term investments and the forecast balances expected within the HRA general reserve, major repairs reserve and Decent Neighbourhoods Fund.
(Contribution to)/ Appropriation From HRA General Reserve	(2,474)	(905)	(155)	

2: Key Risks

Risk Description	Lower Limit £000s	Upper Limit £000s
Housing Development Programme: if the Council's housing development projects progress in accordance with approved plans, then the associated costs will be capitalised. However, if projects do not progress or there is a lack of certainty around plans at the year end, then an element of the costs incurred will need to be written off to revenue.	250	1,419
Managed Services – the general lack of data available from the system, the lack of systems assurance and reconciliation reporting, the time taken to resolve payment issues, the delay in implementing the system for leaseholder service charges, the delay in cash files preventing rent arrears from being managed and the associated bad debt risk, the opportunity cost of officer time in managing issues arising and other factors are expected to have both a financial and non-financial impact on the department.	unknown	unknown
Total	unknown	unknown

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3: MTFS Progress (with explanations of schemes Delayed or at Risk)

Housing Revenue Account	MTFS Target £000s	On Track £000s	In Progress £000s	Delayed/ At Risk £000s
Total MTFS Savings	2,187	2,187	0	0
Schemes Delayed/ At Risk	£000s	Reason		

4: HRA General Reserve

	B/Fwd	Budgeted (Contribution to)/Appropriation from General Reserve	HRA Variance (Surplus)/ Deficit	Forecast C/F
	£000s	£000s	£000s	£000s
HRA General Reserve	(13,165)	(2,474)	(905)	(16,544)

5: Supplementary Monitoring Information (Action Plans, Virement requests or key concerns)

The Housing Revenue Account currently forecasts an under-spend of (£905k) for 2015/16.

The monthly movement mainly relates to an underspend on the bad debt provision for rental income on Council homes (£500k) and on salaries (£75k) and IT projects (£175k) within Finance & Resources. It should be noted that the underspend on the bad debt provision for rental income on Council homes has arisen primarily as a prudent allowance has been made for the impact of Welfare Reform, the full impact of which has not yet been felt.

It should be noted that it has not been possible to complete detailed budget monitoring via Agresso this month due to the delay on the roll out of key monitoring reports. However, finance officers have met with Heads of Service in order to identify significant variances from budget and to ensure that appropriate management action is taken in order to contain cost pressures. **Nevertheless, there remains a significant risk to the accuracy of forecasts until Managed Services is fully implemented.**


APPENDIX 11 - VIREMENT REQUEST FORM

BUDGET REVENUE MONITORING REPORT – PERIOD 4

Details of Virement	Amount (£000)	Department
GENERAL FUND:		
Lead Local Flood Authorities - funding for technical advice on surface water drainage proposals	57.4/(57.4)	TTS/CMB
Increase in contingencies due to final funding settlement adjustments (see appendix 2 supplementary information)	327/(327)	CMB/CMB
Funding for the LBHF contribution to Operation Makesafe campaign targeting awareness of child sexual exploitation	50/ (50)	CHS/CMB
Transfer of budget from Waste Disposal to Street Enforcement to cover additional cost pressures due to increased prosecutions for fly tipping and litter compliance.	65/ (65)	ELRS/ELRS
Budget realignment for Independent Living Fund grant allocation (see appendix 1)	671/ (671)	ASC/CMB
Total General Fund Virements (Debits)	1,170.4	
HRA:	0	
Total HRA Virements (Debits)		

Departmental Name Abbreviations	
ASC	Adult Social Care
CMB	Centrally Managed Budgets
CHS	Children's Services
ELRS	Environment, Leisure and Residents' Services
TTS	Transport & Technical Services

Agenda Item 7

 hammersmith & fulham	London Borough of Hammersmith & Fulham CABINET 12 OCTOBER 2015
CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2015/16 (FIRST QUARTER)	
Report of the Cabinet Member for Finance: Councillor Max Schmid	
Open Report	
Classification: For Decision	
Key Decision: Yes	
Wards Affected: All	
Accountable Director: Hitesh Jolapara, Strategic Director for Financial Corporate Services	
Report Author: Christopher Harris, Head of Corporate Accountancy and Capital	Contact Details: Tel: 0208 753 6440 Email: christopher.harris@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the first quarter, 2015/16. A net decrease of **£9.5m** to the 2015/16 capital budget (as approved at the end of the fourth-quarter, 2014-15) is proposed.

2. RECOMMENDATIONS AND DECISIONS

- 2.1 To approve proposed technical budget variations to the capital programme totalling **£9.5m** (summarised in Table 1 and detailed in Appendix 2).

3. REASONS FOR DECISION

- 3.1 This report seeks revisions to the Capital Programme which require the approval of Cabinet in accordance with the Council's financial regulations.

4. CAPITAL PROGRAMME

4.1 The Council's capital programme as at the end of the first quarter 2015/16 – including proposed variations - is summarised in table 1 below. Further detail for each service can be found in Appendix 1. A full analysis of elements of the programme funded from internal Council resource is included in section 6.

Table 1 – LBHF Capital Programme 2015-19 with proposed 2015/16 Q1 Variations

	2015/16 Original Budget £'000	2015/16 Revised Budget £'000	Analysis of Movements (Revised budget to Q1)				Revised Budget 2015/16 (Q1) £'000	Indicative Future Years Analysis			
			Slippages from/(to) future years £'000	Addition/ (Reduction) £'000	Transfers £'000	Total Variations (Q1) £'000		2016/17 £'000	2017/18 £'000	2018/19 £'000	Total Budget (All years) £'000
CAPITAL EXPENDITURE											
Children's Services	21,897	52,246	(19,492)	18,581	-	(911)	51,335	12,238	7,451	-	71,024
Adult Social Care	1,948	2,902	-	811	-	811	3,713	450	450	450	5,063
Transport & Technical Services	7,183	15,378	-	593	85	678	16,056	9,101	7,231	7,231	39,619
Finance & Corporate Services	-	436	-	-	-	-	436	-	-	-	436
Environment, Leisure & Residents Services	711	2,064	-	-	(85)	(85)	1,979	500	500	500	3,479
Libraries	-	374	-	-	-	-	374	-	-	-	374
Sub-total (Non-Housing)	31,739	73,400	(19,492)	19,985	-	493	73,893	22,289	15,632	8,181	119,995
HRA Programme	57,548	55,366	87	-	-	87	55,453	43,127	36,068	32,959	167,607
Decent Neighbourhoods Programme	36,613	36,219	(9,324)	(702)	-	(10,026)	26,193	37,709	19,832	19,020	102,754
Sub-total (Housing)	94,161	91,585	(9,237)	(702)	-	(9,939)	81,646	80,836	55,900	51,979	270,361
Total Expenditure	125,900	164,985	(28,729)	19,283	-	(9,446)	155,539	103,125	71,532	60,160	390,356
CAPITAL FINANCING											
Specific/External Financing:											
Government/Public Body Grants	25,602	53,043	(3,359)	(178)	(117)	(3,654)	49,389	5,623	2,247	2,157	59,416
Developers Contributions (S106)	239	4,001	-	684	117	801	4,802	-	-	-	4,802
Leaseholder Contributions	5,693	6,534	-	(841)	-	(841)	5,693	5,525	5,011	5,000	21,229
Sub-total - Specific Financing	31,534	63,578	(3,359)	(335)	-	(3,694)	59,884	11,148	7,258	7,157	85,447
Mainstream Financing (Internal):											
Capital Receipts - General Fund	5,753	15,316	(2,800)	(443)	-	(3,243)	12,073	9,455	6,175	5,480	33,183
Capital Receipts - Housing*	66,617	65,967	(9,237)	1,613	-	(7,624)	58,343	11,318	23,947	21,698	115,306
Revenue funding - General Fund	544	799	-	(70)	-	(70)	729	544	544	544	2,361
Revenue Funding - HRA	2,300	2,300	-	(1,539)	-	(1,539)	761	2,300	5,500	11,574	20,135
Major Repairs Reserve (MRR) [Housing]	16,849	16,784	-	65	-	65	16,849	15,980	16,716	15,714	65,259
Earmarked Reserves (Revenue)	-	241	-	(8)	-	(8)	233	-	-	-	233
Sub-total - Mainstream Funding	92,063	101,407	(12,037)	(382)	-	(12,419)	88,988	39,597	52,882	55,010	236,477
Internal Borrowing	2,135	-	(13,333)	20,000	-	6,667	6,667	52,380	11,392	(2,007)	68,432
Funding to be identified	168	-	-	-	-	-	-	-	-	-	-
Total Capital Financing	125,900	164,985	(28,729)	19,283	-	(9,446)	155,539	103,125	71,532	60,160	390,356

*Capital Receipts include use of brought forward Housing receipts

4.2 A net variation to the 2015/16 programme of **£9.5m** is proposed, decreasing total budgeted expenditure from **£165m** to **£155.5m**. The proposed net variation comprises:

- A decrease of (£28.7m) in respect of slippages and re-profiling of budgets to future years, largely in respect of a number of major Schools' programmes;
- Growth of £19.3m to reflect projects approved since the previous monitor and also to reflect where external funding sources have now been confirmed or associated forecast funding has increased.

A detailed analysis of proposed variations for approval is included at Appendix 2.

4.3 The most significant revision to the mainstream programme (i.e. that which is funded from internal resource) is the introduction of the £20m School Windows Replacement programme. This was approved by Cabinet in July 2015. This project is being funded through prudential (internal) borrowing the cost of which

will be serviced and repaid through a mixture of DfE grants and a top-slice of the Dedicated Schools Grant (DSG) over the life of the asset.

- 4.4 All other variations in this report pertain to slippage due to re-profiling, the recognition of external ring-fenced resource being granted to the Council or the reflection of cabinet decisions already taken. These adjustments can be considered technical in nature.

5. CAPITAL FINANCE REQUIREMENT (CAPITAL DEBT)

- 5.1 The Capital Finance Requirement (CFR) measures the Council's long-term indebtedness. For the General Fund CFR, the Council is required to set-aside an annual provision from revenue, known as the Minimum Revenue Provision (MRP), which is designed to set aside resource to repay debt. There is no requirement to make MRP in respect of Housing debt. The CFR and MRP are explained in more detail in appendix 4.

- 5.2 General Fund Headline¹ CFR debt is forecast to be **£43.18m** by the end of 2015/16 year. Table 2 below shows the current CFR forecast based on the continued application of surplus receipts to debt.

Table 2 – Forecast General Fund CFR at Q1 2015-16

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Opening Capital Finance Requirement (CFR)	45.18	43.18	49.57	58.31
Revenue Repayment of Debt (MRP)	(0.08)	-	(0.26)	(0.61)
Internal Borrowing (Schools Window Replacement)	6.67	6.67	6.66	-
Application of Mainstream Programme (Surplus)	(9.21)	0.34	2.34	1.64
Excess' Surplus Reserved/(Utilised)*	0.62	(0.62)		
Closing Capital Finance Requirement (CFR)	43.18	49.57	58.31	59.35

Excess' Surplus b/f	-	0.62	-	-
Excess' Surplus c/f	0.62	-	-	-

- 5.3 The Council is not required to make MRP provisions once the CFR reaches £43.18m due to a floor in the MRP formula (known as 'Adjustment A'). Accordingly, it is not recommended to reduce the CFR below £43.18m (as current regulations stand) as this attains no revenue benefit. Any surplus capital resources attained having reached this point are therefore best reserved and used to off-set any future deficits. The projected increase in the CFR after 2016/17 is primarily associated with the Schools' Window Replacement Programme, approved in July 2015. The MRP cost associated with this increase will be recovered via a topslice of the Dedicated Schools' Grant (DSG).
- 5.4 The 2015/16 capital surplus, and therefore the CFR forecast, is heavily dependent on the realisation of a small number of high-value capital receipts. A summary and forecast of general fund receipts is included at Appendix 3. If one or a number of the receipts were not realised in 2015/16 this would significantly affect the surplus and the CFR forecast.

¹ Excludes items such as finance leases and PFIs, the MRP cost of which is funded through revenue budgets.

- 5.5 The Council is currently exploring investment alternatives to General Fund debt reduction.
- 5.6 The current HRA CFR forecast is shown in Table 3 below:

Table 3 – Forecast HRA CFR at Q1 2015-16

HRA CFR	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Opening HRA Capital Finance Requirement (CFR)	205,346	203,783	246,740	249,536
Net movement in external borrowing	(1,563)	(2,756)	(1,931)	(1,999)
Net movement in internal borrowing	0	45,713	4,727	(2,007)
Closing HRA Capital Finance Requirement (CFR)	203,783	246,740	249,536	245,530

6. GENERAL FUND – MAINSTREAM PROGRAMME AND CAPITAL RECEIPTS

- 6.1 The General Fund mainstream programme cuts across the departmental programmes and represents schemes which are funded from internal Council resource – primarily capital receipts. It is effectively the area of the programme where the Council has the greatest discretion. The receipts available to the mainstream programme come via the General Fund asset disposal strategy which sits as part of the Asset Management Plan. The mainstream programme is summarised in Table 4.

Table 4 – General Fund Mainstream Programme at 2015/16 Q1

	2015/16 Revised Budget £'000	Variations (Q1) £'000	Revised Budget 2015/16 (Q1) £'000	Indicative Budget 2016/17 £'000	Indicative Budget 2017/18 £'000	Indicative Budget 2018/19 £'000	Total Budget (All years) £'000
Approved Expenditure							
Ad Hoc Schemes:							
Schools Organisation Strategy [CHS] (mainstream element)*	3,673	(3,243)	430	2,105	695	-	3,230
Carnwath Road Receipt Set-aside [TTS]	1,200	-	1,200	1,870	-	-	3,070
Fulham Cemetery (Porta Cabins)	85		85	-	-	-	85
Rolling Programmes:							
Disabled Facilities Grant [ASC]	600	-	600	450	450	450	1,950
Planned Maintenance/DDA Programme [TTS]	7,233	-	7,233	2,500	2,500	2,500	14,733
Footways and Carriageways [TTS]	2,051	-	2,051	2,030	2,030	2,030	8,141
Controlled Parking Zones [TTS]	357	(57)	300	275	275	275	1,125
Column Replacement [TTS]	267	2	269	269	269	269	1,076
Parks Programme [ELRS]	704		704	500	500	500	2,204
Total Mainstream Programmes	16,170	(3,298)	12,872	9,999	6,719	6,024	35,614
Available and Approved Resource							
Capital Receipts (total available)	23,388	(1,876)	21,512	9,112	3,840	3,840	38,303
General Fund Revenue Account	799	(70)	729	544	544	544	2,361
Available Mainstream Resource	24,187	(1,946)	22,241	9,656	4,384	4,384	40,664
In-year surplus/(deficit)	8,017		9,369	(344)	(2,335)	(1,640)	
Surplus/(deficit) brought-forward	-		-	9,369	9,025	6,690	
Surplus/(deficit) carried forward	8,017		9,369	9,025	6,690	5,050	

- 6.2 Forecast capital receipts for the first quarter have decreased by £1.88m to **£21.5m**. As at August 2015 **£7.17m** of capital receipts have been realised (before an allowance for costs of disposal which cannot exceed 4%). A summary and forecast of general fund receipts is included at appendix 3. This schedule is based on approved disposals within the asset disposal programme.
- 6.3 As at the end of the first quarter, **£1.2m** of deferred disposal costs have been accrued in respect of anticipated General Fund disposals. These costs are netted against the receipt when received (subject to certain restrictions). In the event that a sale does not proceed these costs must be written back to revenue. A summary of deferred costs is included at Appendix 3.
- 6.4 The mainstream programme is currently showing an overall forecast surplus in 2015/16 of **£9.4m**. Over the next four years the programme is forecast to be in surplus by **£5.1m**. The surplus currently underpins the debt reduction forecast.

7. OTHER PROGRAMMES

7.1 Housing Capital Programme

7.1.1 The expenditure and resource analysis of the Housing Programme is summarised in Table 4 below:

Table 4 – Housing Capital Programme 2015-19 at Q1 2015-16

	2015/16 Revised Budget	Total Variations Q1	Revised Budget 2015/16 (Q1)	Indicative 2016/17 Budget	Indicative 2017/18 Budget	Indicative 2018/19 Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Approved Expenditure						
Decent Neighbourhood Schemes	36,219	(10,026)	26,193	37,709	19,833	19,020
HRA Schemes	55,366	87	55,453	43,127	36,068	32,959
Total Housing Programme - Approved Expenditure	91,585	(9,939)	81,646	80,836	55,901	51,979
Available and Approved Resource						
Capital Receipts realised in-year (net of allowance for def costs)	8,992	7,659	16,651	6,000	6,000	6,000
Sale of new build homes	7,727	(7,217)	510	187	20,015	-
Earls Court Receipts recognisable	-	-	-	-	-	5,065
Housing Revenue Account (revenue funding)	2,300	(1,539)	761	2,300	5,500	11,574
Major Repairs Reserve (MRR)	16,784	65	16,849	15,980	16,716	15,714
Contributions Developers (S106)	-	-	-	-	-	-
Contributions from leaseholders	6,534	(841)	5,693	5,525	5,011	5,000
Capital Grants and Contributions from GLA Bodies	567	(567)	-	-	-	-
Use of Reserves	-	-	-	-	-	12,750
Total Available Forecast Resource (In-year)	42,904	(2,440)	40,464	29,992	53,243	56,103
Internal Borrowing	-	-	-	45,713	4,727	(2,007)
Total Forecast Resource (In-year) [inc. Borrowing]	42,904	(2,440)	40,464	75,705	57,970	54,096
add/less: adjustment for deferred costs of disposal	-	1,141	1,141	5,437	3,559	3,445
In-year surplus/(deficit)	(48,681)	8,640	(40,041)	306	5,628	5,562
Surplus/(deficit) brought-forward	70,135	-	70,135	30,094	30,399	36,027
Surplus/(deficit) carried forward*	21,454	8,640	30,094	30,399	36,027	41,589
<i>*Earmarked from above to cover Earls Court Cost of Disposal & 1-4-1 Replacement under RTB agreement</i>	20,306	3,988	24,294	30,399	36,027	41,589
Surplus/(Deficit) after earmarked resources	1,148	4,652	5,800	0	0	0
Movement in earmarked receipts				6,105	5,628	5,562

7.1.2 The Decent Neighbourhoods Fund contains the Council's Housing Capital Receipts which in accordance with the change in capital regulations, effective from 1 April 2013 must be used for Housing or Regeneration purposes and shows how the Council plans to reinvest those receipts in Housing and Regeneration.

8. EQUALITY IMPLICATIONS

8.1 There are no direct equalities implications in relation to this report. This paper is concerned entirely with financial management issues and as such is not impacting directly on any protected group.

8.2 Implications verified/completed by: David Bennett, Head of Change Delivery (Acting) - 020 7361 1628.

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications in relation to this report.

9.2 Implications verified/completed by: David Walker, Principal Solicitor (Property) 020 7361 2211.

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1 This report is wholly of a finance nature

11. RISK MANAGEMENT

11.1 Large scale capital projects can operate in environments which are complex, turbulent and continually evolving. Effective risk identification and control within such a dynamic environment is more than just populating a project risk register or appointing a project risk officer. Amplifying the known risks so that they are not hidden or ignored, demystifying the complex risks into their more manageable sum of parts and anticipating the slow emerging risks which have the ability to escalate rapidly are all necessary components of good capital programme risk management.

11.2 Major capital projects can significantly enhance value based on how well they are executed. Considering their high impact nature, the levels of oversight, governance, risk management and assurance need to be in place. For this the standards for the Council are set out in the financial regulations and scheme of delegation along with the key controls. A clearly defined enterprise wide risk management framework is now established across the Council and Shared Services which considers all relevant risk classes and provides a common definition and approach to risk management. This will ensure that a common language and understanding is secured. Capital projects form part of the strategic risks and monitoring of the programme is noted as a key mitigating action.

11.3 Implications completed by: Michael Sloniowski, Shared Services Risk Manager ext. 2587

12. PROCUREMENT IMPLICATIONS

12.1 There are no direct procurement related implications in relation to this report.

12.2 Implications verified/completed by: Alan Parry, Procurement Consultant -
020 7361 2581.

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

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

LIST OF APPENDICES:

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

Appendix 2 – Analysis of Budget Variations

Appendix 3 – Capital Receipts Forecast

Appendix 4 – Capital Finance Requirement

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

Children's Services

	Current Year Programme							Indicative Future Years Analysis				
	Analysis of Movements (Revised budget to Q1)							2016/17 Budget	2017/18 Budget	2018/19 Budget	Total Budget (All years)	
	2015/16 Original Budget	2015/16 Revised Budget	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2015/16 (Q1)					£'000
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Scheme Expenditure Summary												
Lyric Theatre Development	380	2,426	-	-	-	-	2,426	-	-	-	2,426	-
Devolved Capital to Schools	-	-	-	-	-	-	-	-	-	-	-	-
Schools Organisational Strategy	21,517	49,613	(6,159)	(1,419)	-	(7,578)	42,035	5,571	785	-	48,391	-
Schools Window Replacement Project	-	-	(13,333)	20,000	-	6,667	6,667	6,667	6,666	-	20,000	-
Other Capital Schemes	-	207	-	-	-	-	207	-	-	-	207	-
Total Expenditure	21,897	52,246	(19,492)	18,581	-	(911)	51,335	12,238	7,451	-	71,024	
Capital Financing Summary												
Specific/External or Other Financing												
Capital Grants from Central Government	21,263	45,277	(3,359)	(976)	-	4,335	40,942	3,466	90	-	44,498	-
Grants and Contributions from Private Developers (includes S106)	-	-	-	-	-	-	-	-	-	-	-	-
Capital Grants/Contributions from Non-departmental public bodies	193	3,296	-	-	-	-	3,296	-	-	-	3,296	-
Capital Grants and Contributions from GLA Bodies	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total - Specific or Other Financing	21,456	48,573	- 3,359	- 976	-	- 4,335	44,238	3,466	90	-	47,794	
Mainstream Financing (Internal Council Resource)												
Capital Receipts	273	3,443	(2,800)	(443)	-	(3,243)	200	2,105	695	-	3,000	-
General Fund Revenue Account (revenue funding)	-	230	-	-	-	-	230	-	-	-	230	-
Use of Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total - Mainstream Funding	273	3,673	(2,800)	(443)	-	(3,243)	430	2,105	695	-	3,230	
Borrowing	-	-	(13,333)	20,000	-	6,667	6,667	6,667	6,666	-	20,000	
Funding to be identified/agreed	168	-	-	-	-	-	-	-	-	-	-	
Total Capital Financing	21,897	52,246	(19,492)	18,581	-	(911)	51,335	12,238	7,451	-	71,024	

Adult Social Care Services

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Revised budget to Q1)

2015/16 Original Budget	2015/16 Revised Budget	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2015/16 (Q1)	2016/17 Budget	2017/18 Budget	2018/19 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Extra Care New Build project (Adults' Personal Social Services Grant)	957	957	-	-	-	957	-	-	-	957
Community Capacity Grant	-	507	-	511	-	1,018	-	-	-	1,018
Parkview Project	-	223	-	-	-	223	-	-	-	223
Transforming Care (Winterbourne Grant)	-	-	-	300	-	300	-	-	-	300
Autism Capital Grant	-	4	-	-	-	4	-	-	-	4
Disabled Facilities Grant	991	1,211	-	-	-	1,211	450	450	450	2,561
Total Expenditure	1,948	2,902	-	811	-	3,713	450	450	450	5,063
Capital Financing Summary										
Specific/External or Other Financing										
Capital Grants from Central Government	1,498	2,079	-	511	-	2,590	-	-	-	2,590
Grants and Contributions from Private Developers (includes S106)	-	-	-	-	-	-	-	-	-	-
Capital Grants/Contributions from Non-departmental public bodies	-	-	-	300	-	300	-	-	-	300
Capital Grants and Contributions from GLA Bodies	-	-	-	-	-	-	-	-	-	-
Sub-total - Specific or Other Financing	1,498	2,079	-	811	-	2,890	-	-	-	2,890
Mainstream Financing (Internal Council Resource)										
Capital Receipts	450	600	-	-	-	600	450	450	450	1,950
General Fund Revenue Account (revenue funding)	-	-	-	-	-	-	-	-	-	-
Use of Reserves	-	223	-	-	-	223	-	-	-	223
Sub-total - Mainstream Funding	450	823	-	-	-	823	450	450	450	2,173
Borrowing	-	-	-	-	-	-	-	-	-	-
Total Capital Financing	1,948	2,902	-	811	-	3,713	450	450	450	5,063

Scheme Expenditure Summary

Extra Care New Build project (Adults' Personal Social Services Grant)
Community Capacity Grant
Parkview Project
Transforming Care (Winterbourne Grant)
Autism Capital Grant
Disabled Facilities Grant

Total Expenditure

Capital Financing Summary

Specific/External or Other Financing

Capital Grants from Central Government
Grants and Contributions from Private Developers (includes S106)
Capital Grants/Contributions from Non-departmental public bodies
Capital Grants and Contributions from GLA Bodies
Sub-total - Specific or Other Financing

Mainstream Financing (Internal Council Resource)

Capital Receipts
General Fund Revenue Account (revenue funding)
Use of Reserves
Sub-total - Mainstream Funding

Borrowing

Total Capital Financing

Transport and Technical Services

Scheme Expenditure Summary

Planned Maintenance/DDA Programme
Footways and Carriageways
Transport For London Schemes
Controlled Parking Zones
Column Replacement
Carnwath Road Receipt
Fulham Cemetery (Porta Cabin Facility)
Other Capital Schemes

Total Expenditure

Capital Financing Summary

Specific/External or Other Financing

Capital Grants from Central Government
Grants and Contributions from Private Developers (includes S106)
Capital Grants/Contributions from Non-departmental public bodies
Capital Grants and Contributions from GLA Bodies
Sub-total - Specific or Other Financing

Mainstream Financing (Internal Council Resource)

Capital Receipts
General Fund Revenue Account (revenue funding)
Use of Reserves
Sub-total - Mainstream Funding

Borrowing

Total Capital Financing

Current Year Programme

Analysis of Movements (Revised budget to Q1)

2015/16 Original Budget	2015/16 Revised Budget	Slippages from/(to) future years	Additions/(Reductions)	Transfers	Total Transfers/Virements	Revised Budget 2015/16 (Q1)
£'000	£'000	£'000	£'000	£'000	£'000	£'000
2,500	7,233				-	7,233
2,030	2,051				-	2,051
2,081	2,274		(13)		(13)	2,261
275	300			3	3	303
269	269	-	-	(3)	(3)	266
-	1,200	-	-	-	-	1,200
-	-	-	-	85	85	85
28	2,051	-	606	-	606	2,657
7,183	15,378	-	593	85	678	16,056
-	-	-	-	-	-	-
28	2,051	-	676	-	676	2,727
-	-	-	-	-	-	-
2,081	2,274	-	(13)	-	(13)	2,261
2,109	4,325	-	663	-	663	4,988
4,530	10,484	-	-	85	85	10,569
544	569	-	(70)	-	(70)	499
-	-	-	-	-	-	-
5,074	11,053	-	70	85	15	11,068
-	-	-	-	-	-	-
7,183	15,378	-	593	85	678	16,056

Indicative Future Years Analysis

2016/17 Budget	2017/18 Budget	2018/19 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000
2,500	2,500	2,500	14,733
2,030	2,030	2,030	8,141
2,157	2,157	2,157	8,732
275	275	275	1,128
269	269	269	1,073
1,870	-	-	3,070
-	-	-	85
-	-	-	2,657
9,101	7,231	7,231	39,619
-	-	-	-
-	-	-	2,727
-	-	-	-
2,157	2,157	2,157	8,732
2,157	2,157	2,157	11,459
6,400	4,530	4,530	26,029
544	544	544	2,131
-	-	-	-
6,944	5,074	5,074	28,160
-	-	-	-
9,101	7,231	7,231	39,619

Finance & Corporate Governance

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Revised budget to Q1)

Scheme Expenditure Summary

Relocation of HAFAD to Edward Woods Community Centre and Related Refurbishment Requirements

Contribution to Invest to Save Fund

Total Expenditure

Capital Financing Summary

Specific/External or Other Financing

Capital Grants from Central Government

Grants and Contributions from Private Developers (includes S106)

Capital Grants/Contributions from Non-departmental public bodies

Capital Grants and Contributions from GLA Bodies

Sub-total - Specific or Other Financing

Mainstream Financing (Internal Council Resource)

Capital Receipts

General Fund Revenue Account (revenue funding)

Use of Reserves

Sub-total - Mainstream Funding

Borrowing

Total Capital Financing

2015/16 Original Budget £'000	2015/16 Revised Budget £'000	Analysis of Movements (Revised budget to Q1)				Revised Budget 2015/16 (Q1) £'000	2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	Total Budget (All years) £'000
		Slippages from/(to) future years £'000	Additions/ (Reductions) £'000	Transfers £'000	Total Transfers/ Virements £'000					
-	436	-	-	-	-	436	-	-	-	436
-	-	-	-	-	-	-	-	-	-	-
-	436	-	-	-	-	436	-	-	-	436
-	-	-	-	-	-	-	-	-	-	-
-	436	-	-	-	-	436	-	-	-	436
-	-	-	-	-	-	-	-	-	-	-
-	436	-	-	-	-	436	-	-	-	436
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	436	-	-	-	-	436	-	-	-	436

Environment, Leisure and Residents Services

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Revised budget to Q1)

Scheme Expenditure Summary

Parks Expenditure
Bishops Park
Shepherds Bush Common Improvements
Recycling
CCTV
Fulham Cemetery (Porta Cabin Facility)
Linford Christie Stadium Refurbishment

Total Expenditure

Capital Financing Summary

Specific/External or Other Financing

Capital Grants from Central Government
Grants and Contributions from Private Developers (includes S106)
Capital Grants/Contributions from Non-departmental public bodies
Capital Grants and Contributions from GLA Bodies
Sub-total - Specific or Other Financing

Mainstream Financing (Internal Council Resource)

Capital Receipts
General Fund Revenue Account (revenue funding)
Use of Reserves
Sub-total - Mainstream Funding

Borrowing

Total Capital Financing

2015/16 Original Budget £'000	2015/16 Revised Budget £'000	Slippages from/(to) future years £'000	Additions/(Reductions) £'000	Transfers £'000	Total Transfers/Virements £'000	Revised Budget 2015/16 (Q1) £'000
500	753	-	-	10	10	763
-	10	-	-	(10)	(10)	-
-	688	-	-	-	-	688
19	19	-	-	-	-	19
192	366	-	-	-	-	366
-	85	-	-	(85)	(85)	-
-	143	-	-	-	-	143
711	2,064	-	-	(85)	(85)	1,979
-	50	-	-	(50)	(50)	-
211	1,140	-	8	117	125	1,265
-	17	-	-	(17)	(17)	-
-	50	-	-	(50)	(50)	-
211	1,257	-	8	-	8	1,265
500	789	-	-	(85)	(85)	704
-	-	-	-	-	-	-
-	18	-	(8)	-	(8)	10
500	807	-	(8)	(85)	(93)	714
-	-	-	-	-	-	-
711	2,064	-	-	(85)	(85)	1,979

2016/17 Budget £'000	2017/18 Budget £'000	2018/19 Budget £'000	Total Budget (All years) £'000
500	500	500	2,263
-	-	-	-
-	-	-	688
-	-	-	19
-	-	-	366
-	-	-	-
-	-	-	143
500	500	500	3,479
-	-	-	-
-	-	-	1,265
-	-	-	-
-	-	-	-
-	-	-	1,265
500	500	500	2,204
-	-	-	-
-	-	-	10
500	500	500	2,214
-	-	-	-
500	500	500	3,479

Housing Capital Programme

Current Year Programme

Indicative Future Years Analysis

Analysis of Movements (Revised budget to Q1)

2015/16 Original Budget	2015/16 Revised Budget	Slippages from/(to) future years	Additions/ (Reductions)	Transfers	Total Transfers/ Virements	Revised Budget 2015/16 (Q1)	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Supply Initiatives (Major Voids)	2,621	3,334	-	-	(1,644)	(1,644)	1,690
Energy Schemes	3,411	3,120	500	-	(300)	200	3,320
Lift Schemes	6,704	6,317	(783)	-	615	(168)	6,149
Internal Modernisation	3,551	3,056	-	-	944	944	4,000
Major Refurbishments	9,695	10,701	(2,651)	-	7,321	4,670	15,371
Planned Maintenance Framework	25,758	23,330	454	-	(5,198)	(4,744)	18,586
Minor Programmes	8,995	11,261	(72)	-	(707)	(779)	10,482
ASC/ELRS Managed	1,250	1,475	37	-	-	37	1,512
Rephasing & Reprogramming	(4,437)	(7,228)	2,602	-	(1,031)	1,571	(5,657)
Subtotal HRA	57,548	55,366	87	-	-	87	55,453
Decent Neighbourhood Schemes:							
HRA Debt Repayment	1,563	1,563	-	-	-	-	1,563
Earls Court Buy Back Costs	9,541	5,642	-	3,345	-	3,345	8,987
Earls Court Project Team Costs	3,115	3,594	(2,453)	-	-	(2,453)	1,141
Housing Development Project	18,744	20,482	(6,871)	(4,047)	-	(10,918)	9,564
Other DNP projects	3,650	4,938	-	-	-	-	4,938
Subtotal Decent Neighbourhoods	36,613	36,219	(9,324)	(702)	-	(10,026)	26,193
Total Expenditure	94,161	91,585	(9,237)	(702)	-	(9,939)	81,646
Capital Financing Summary							
Specific/External or Other Financing							
Capital Grants from Central Government	-	-	-	-	-	-	-
Contributions from leaseholders	5,693	6,534	-	(841)	-	(841)	5,693
Capital Grants and Contributions from GLA Bodies	567	-	-	-	-	-	-
Sub-total - Specific or Other Financing	6,260	6,534	-	(841)	-	(841)	5,693
Mainstream Financing (Internal Council Resource)							
Capital Receipts	66,617	65,967	(9,237)	1,613	-	(7,624)	58,343
Housing Revenue Account (revenue funding)	2,300	2,300	-	(1,539)	-	(1,539)	761
Major Repairs Reserve (MRR) / Major Repairs	16,849	16,784	-	65	-	65	16,849
Sub-total - Mainstream Funding	85,766	85,051	(9,237)	139	-	(9,098)	75,953
Borrowing (Internal Borrowing)	2,135	-	-	-	-	-	-
Total Capital Financing	94,161	91,585	(9,237)	(702)	-	(9,939)	81,646

2016/17 Budget	2017/18 Budget	2018/19 Budget	Total Budget (All years)
£'000	£'000	£'000	£'000
2,000	2,000	2,000	7,690
4,008	3,130	3,130	13,588
6,435	5,800	2,000	20,384
4,000	4,000	3,000	15,000
17,694	23,550	20,248	76,863
5,688	-	-	24,274
6,702	6,990	6,990	31,164
1,250	1,250	1,250	5,262
(4,650)	(10,652)	(5,659)	(26,618)
43,127	36,068	32,959	167,607
2,756	1,931	1,999	8,249
14,508	13,169	13,576	50,240
5,436	3,559	3,445	13,581
16,309	1,173	-	27,046
(1,300)	-	-	3,638
37,709	19,832	19,020	102,754
80,836	55,900	51,979	270,361
-	-	-	-
5,525	5,011	5,000	21,229
-	-	-	-
5,525	5,011	5,000	21,229
11,318	23,947	21,698	115,306
2,300	5,500	11,574	20,135
15,980	16,716	15,714	65,259
29,598	46,163	48,986	200,700
45,713	4,726	(2,007)	48,432
80,836	55,900	51,979	270,361

Appendix 2 – Analysis of Budget Variations

Variation by Service	Amount £'000
Children's Services	
School's Organisation Strategy – recognition of allocations devolved directly to schools	(1,419)
School's Organisation Strategy – Slippage £6.2m due to re-profiling of budgets to future years in respect of the following projects: <ul style="list-style-type: none"> • Holy Cross Expansion £3,936k • Pope John £2,060k • St Peters £30k • William Morris £133k 	(6,159)
Schools Windows Replacement Project- new scheme approved by Cabinet on 6 th July 2015. Total budget of £20m profiled across three years.	6,667
Total CHS variations	(911)
Adult Social Care	
Community Capacity Grant – new funding received in 2015/16	511
Transforming Care (Winterbourne Grant)- new funding from Department of Health received in 2014/15	300
Total ASC variations	811
Transport and Technical Services	
Adjustment to TFL funding to reflect the actual funding received	(13)
Fulham Cemetery (Porta Cabin Facility)- transfer of project from ELRS capital programme	85
Other Capital Schemes - £676k of additional S106 funding and £70k of reduction in revenue contributions	606
Total TTS variations	678
Environment, Leisure and Resident's Services	
Fulham Cemetery (Porta Cabin Facility)- transfer of project to TTS capital programme	(85)
Total ELRS variations	(85)
Housing Capital Programme	
HRA schemes-net slippages from/to future years as a result of budget re-profiling	87
Earls Court Buyback Costs - transfer from Housing Development to report the budget b/f correctly	3,345
Earls Court Project Team Costs- slippage to future years due to uncertainty and delay in project.	(2,453)
Housing Development Project- slippages due to delay in starting number of schemes	(8,385)
Housing Development Project- increase in budget approved under 06/07/15 Cabinet for 4 schemes - 23 Baron's Court, Spring Vale, Barclay Close & Becklow Gardens.	812
Housing Development Project-£3.3m transfer to Earls Court Buyback costs to report the budget b/f correctly.	(3,345)
Total Housing variations	(9,939)

Appendix 3 – General Fund – Forecast Capital Receipts

Year/Property	Previous Forecast	Movement/Slippage	Forecast Outturn at Quarter 1	Deposit received to date	Full sales proceeds @ Q1	Deferred Costs of Disposal reserved
2015/16						
Total 2015/16	23,388	(1,876)	21,512	250	7,172	1,182
2016/17						
Total 2016/17	9,738	(626)	9,112	-	-	37
2017/18						
Total 2017/18	3,840	-	3,840	-	-	-
2018/19						
Total 2018/19	3,840	-	3,840	-	-	-
Total All Years	40,805	(2,502)	38,303	250	7,172	1,219

Appendix 4 – The Capital Finance Requirement (CFR) and the Minimum Revenue Provision (MRP)

The Capital Finance Requirement (CFR) measures an authority's underlying need to borrow for a capital purpose. It replaced the 'credit ceiling' regime in 2004 as is the measure of debt in all local authorities.

The CFR is the difference between capital expenditure incurred and the resources set aside to fund this expenditure. It serves as a measure of an authority's indebtedness.


The CFR does not necessarily equal the outstanding loans of the authority. A council may – at a given point in time - be 'cash rich' and pay for a new asset in full without entering into new loans. However, unless the Council simultaneously sets aside reserves, this purchase remains 'unfunded' – accordingly the CFR will increase. In this example the Council has 'borrowed internally'. Put another way, if all of its other liabilities were called-in tomorrow, the Council would need to go out and borrow. This is known as an 'underlying need to borrow'.

The CFR can be thought of as the amalgam of actual borrowing (loans) and internal borrowing.

In order to keep the CFR 'in check', Local Authorities are required to recognise an annual revenue cost – known as the Minimum revenue Provision (MRP). The MRP will, over time, reduce the CFR. There are a number of options for selecting MRP, although traditionally this has been 4% of the CFR.

The MRP formula contains a 'floor' - known as 'Adjustment A' - which has been individually fixed for all authorities. When the CFR drops below this level, MRP is no longer payable. For Hammersmith and Fulham the floor has been set at £43.2m. In short, there is no revenue incentive to reduce the CFR below this level.

In addition to MRP, authorities are able to make voluntary provisions to reduce the CFR. These provisions can be made from capital or revenue resources. Voluntary reduction of the CFR will result in a lower MRP cost in the following year.

London Borough of Hammersmith & Fulham	
 <p>hammersmith & fulham</p>	<p>CABINET</p> <p>12 OCTOBER 2015</p>
CARERS' HUB SERVICE – EXTENSION AND VARIATION OF CONTRACT	
Cabinet Member for Health and Adult Social Care - Councillor Vivienne Lukey	
Open Report	
Classification - For Decision	
Key Decision - Yes	
Wards Affected: All	
Accountable Executive Director: Liz Bruce – Executive Director of Adult Social Care	
Report Author: Janet Dawson - Procurement and Contracts Officer, Adult Social Care	Contact Details: Tel: 020 8361 3223 E-mail: janet.dawson@rbkc.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report seeks agreement to vary and extend the contract between London Borough of Hammersmith and Fulham (the Council) and Carers Network for the provision of a carers' hub service for a maximum period of up to 17 months from 1 December 2015 to 30 April 2017 with a three month termination clause. The total value of the contract with Carers Network for a carers' hub service, including the proposed seventeen month extension, is £784,453.
- 1.2. Officers' also seek approval to be able to vary the contract in the extension period, up to a maximum value of £80,000 per year, in the event that the Council requires the Carers' Hub Service to carry out additional work to ensure compliance with the requirements of the new Care Act 2014 which came into effect in April 2015.
- 1.3. Carers Network is a local/London based charity specialising in support and information for unpaid carers i.e. people who provide support to someone else who cannot manage on their own. Carers Network was awarded the contract for the provision of a carers' hub service in Hammersmith and Fulham, following a competitive tender, in 2013.

- 1.4. The Council's current contract with Carers Network for a carers' hub service started on 1 December 2013. The contract is for an initial period of two years ending on 30 November 2015, with provision in the contract terms and conditions to extend for a further 18 months. The annual value of the Carers Hub service is £229,596 per year.
- 3.1. Extending the contract will ensure service continuity whilst enabling the Council to undertake a comprehensive service review to design a future service model that can meet the changing needs of carers in particular in the light of the impact of the implementation of the Care Act from 1 April 2015, which has not yet been fully realised.
- 1.5. A 17 month extension to 30 April 2015 will also align the contract end with those for carers' services in neighbouring boroughs and allow time for a joint re-procurement or single borough procurement, whichever is the preferred option with a view to a new service being awarded from May 2017.

2. RECOMMENDATIONS

- 2.1. To agree to extend the Carers Hub contract with Carers Network from 1 December 2015 to 30 April 2017 on existing terms and conditions with a three month termination clause for the value of £325,261. The total value of the contract, including the recommended contract extension, will be £784,453.
- 2.2. To agree that the Cabinet Member for Health and Adult Social Care may vary the contract from the 1 December 2015 and during the extension period in the event that the Council requires additional carers assessment work to be carried out by the service in relation to the Care Act 2014 up to and not exceeding £80,000 per annum, subject to the necessary budget approvals. The pricing schedule will be based on national models for the costing of carers' assessments.
- 2.3. To agree to delegate the authority to the Cabinet Member for Health and Adult Social Care to extend the contract by a further one month (i.e. up to the maximum 18 months extension period allowed for in the terms of the contract) should an additional period be required to meet the timetable of a future re-procurement of the service.

4. REASONS FOR DECISION

- 4.1. These decisions will allow for the continued provision of a carers' hub service whilst allowing time for a comprehensive review of the service in consultation with carers, service providers and all relevant internal and external stakeholders. This will enable future service needs to be more accurately specified in order meet the needs of carers, as well as taking into account the impact of implementation of the Care Act 2014 from 1 April 2015 which is not yet known.
- 4.2. The contract extension will also allow time for the service to be re-procured, either jointly with neighbouring boroughs, or through single borough procurement, whichever is the preferred option. This would be with a view to a new service being awarded from May 2017.
- 4.3. Officers also recommend a three month termination clause to give the flexibility to re-let this service sooner if needed.

- 4.4. The implementation of the Care Act 2014 from April 2015 is expected to have the effect of significantly increasing the number of carers presenting to Adult Social Care for assessment and support, over time. The purpose of any variation will be for Carers Network to undertake additional carers' assessments in order to support the Council to comply with its obligations under the Care Act 2014. The decision will allow officers the flexibility to increase the number of carer assessments in the meantime if needed to meet any increasing demand before any new service model is procured.

5. BACKGROUND

National Picture for Carers

- 5.1. Carers undertake a significant amount of support to adults with social care needs. It is widely recognized that supporting carers to continue in their caring role reduces the cost of support for those they care for which would otherwise fall on health and social care services saving up to £119 billion per year
- 5.2. The role of carers has been increasingly recognised in legislation. The Carers (Recognition and Services) Act 1995 established the right of carers who provided substantial care on a regular basis to request an assessment of their ability to care. The Carers (Equal Opportunities) Act 2004, which came into effect in April 2005, built on legislation by placing a duty on Councils to inform carers of their right to request an assessment and to take into account their wishes regarding employment, leisure and life-long learning.
- 5.3. The Care Act 2014, much of which came into effect from 1 April 2015, replaces all previous legislation relating to adult social care including carers. It also includes new rights for carers and how local authorities support them. Whilst previous legislation states carers must be providing "a substantial amount of care on a regular basis" in order to qualify for an assessment, the Care Act gives local authorities a responsibility to assess a carer's needs for support, where the carer *appears* to have such needs. Over time this is likely to significantly increase the number of carers presenting for an assessment and support.

Number of Carers in Hammersmith and Fulham

- 5.4. According to the 2011 census there are 12,334 adult carers in the London Borough of Hammersmith and Fulham providing at least one hour of unpaid care a week, with 4,391 carers providing 20 hours or more of care a week.

Carer Hub Service in Hammersmith and Fulham

- 5.5. The Council recognises, and values, the crucial and demanding role that carers take on to support vulnerable adults and children with social care needs. It therefore has long-established local arrangements for a carers' service to support carers living in Hammersmith and Fulham to continue in their caring role.
- 5.6. Prior to the current contract starting in December 2013 the Council's carer support service was being provided in-house, as a temporary/interim arrangement, following an unsuccessful tender in 2010.
- 5.7. The advent of a shared Adult Social Care service in 2012 provided the opportunity for a joint tender for a range of services for adult and young carers

across the boroughs of the London Borough of Hammersmith and Fulham, Westminster City Council and the Royal Borough of Kensington and Chelsea. However, the adult carers' hub service was apportioned and awarded as a single borough contract as the Council wanted the service to maintain a local focus and give opportunity for smaller providers to bid.

- 5.8. Following the 2012/13 joint procurement, London Borough of Hammersmith and Fulham agreed to award a contract to Carers Network for a Carers Hub Service for a two year period from 1 December 2013 to 30 November 2015, with provision for a further extension of up to 18 months. The contract award involved two members of staff transferring under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) from the Council to Carers Network.
- 5.9. Carers Network is a Carers Network is a local/London based charitable organisation, affiliated to the Princess Royal Trust for Carers, which specialises in support for unpaid carers i.e. people who provide support to someone else who cannot manage on their own. The organisation was formed in 1991 in Westminster, and provides carers' advice, information, signposting and support. Following the award of the Hammersmith and Fulham contract in 2013 Carers Network also set up a local office in the Borough.
- 5.10. The services offered in the borough by Carers Network include:
- identifying new and hidden carers
 - providing telephone and one to one drop in advice sessions
 - running support groups
 - carrying out carers' assessments on behalf of the Council
 - administering the small grants scheme on behalf of the Council and assisting carers to apply for one-off small grants to help with caring duties
 - referring to other specialist organisations if it is needed
 - assisting carers to set up an emergency care plan producing quarterly newsletters
 - providing information about carers' rights and services locally
 - maintaining an up to date website for carers
 - raising awareness of carers' needs and services
- 5.11. Carers Network has also been successful in raising income from other sources to use for the benefit of carers in the borough. For example they are currently running an 'End of Life' project, using external charitable funding, which supports carers who are over 65 and caring for someone at the end of their life.

6. PROPOSAL AND ISSUES/RISKS

Impact of the Care Act 2014

- 6.1. Officers are unable to accurately specify the future requirements for carers' services because the full impact of the implementation of the Care Act from 1 April 2015 on carers' services is not yet known.
- 6.2. There are around 940 carers known to Adult Social Care and an additional number will also be known to Carers Network within the borough. The Care Act broadens the criteria for carers' assessments and it is anticipated that, over time, its implementation from 1 April 2015 may increase the number of carers

presenting to Adult Social Care for an assessment and personalized support by 800 to 900 carers per annum.

- 6.3. The Carers' Hub service currently provides significant support to Adult Social Care in carrying out carers' assessments and officers have reviewed and revised assessment tools and processes to conform to Care Act requirements. It is likely that that the Council will require more and different support from carers' hub services in future in terms of carrying out assessments.
- 6.4. There are ongoing discussions with care management and carers' services in relation to this. This will be a key consideration in the strategic review of existing services and any future service model.
- 6.5. In the meantime, the Council may require Carers Network to undertake additional work to help meet any increase in demand for assessments. Therefore officers are also requesting the flexibility to vary the contract to commission this work during the contract extension period in the event that it is needed.
- 6.6. The Association of Directors of Adult Social Services (ADASS) model notes the minimum cost of carrying out an assessment at £106. Officers propose that in the event that this funding be required that they will be able to present a detailed pricing schedule for any additional work to the relevant finance officer and the Director of Adult Social Care and Health. If additional funding is required, the cost would need to be met from additional money made available to Adult Social Care to implement the Care Act.

Procurement options appraisal and timetable

- 6.7. Using the initial data received from the 2014 national carers survey commissioners undertook an options appraisal as part of a joint Local Authority and NHS Community Commissioning Group's (CCG) process to review the procurement options for future carers' services for the London Borough of Hammersmith and Fulham for the 2015-16 and 2016-17 financial years.
- 6.8. A review of the existing service identified that there will be an increasingly high demand for carers assessment and support services within Hammersmith and Fulham as outlined in 5.2 above. The review also found that the service provided by Carers Network, in the main, responded to the needs of carers within Hammersmith and Fulham.
- 6.9. As a result the review concluded that in order to procure a service that comprehensively addresses the needs of a growing and diverse range of carers, a seventeen month contract extension was the best option to:
 - align the contract to carers' services in neighbouring boroughs
 - give the Council time to evaluate the impact of the statutory legislative changes required by the Care Act 2014
 - monitor the impact and implementation of internal and external service provision, referral pathways, and resource allocations which will help shape the future service redesign and contract specification.
- 6.10. A draft timetable for the proposed strategic review and re-procurement of the carers hub service is as follows:

Task	Target Completion
Work with existing services during the implication of the Care Act from 1 April 2015	April – September 2015
Review the impact of the Care Act on Carers Services and undertake a strategic review of Carers Hub services	September 2015 - March 2016
Commissioning and procurement strategy recommendations approved/authority to tender	April 2016
Prepare tender	July 2016
Issue tender	August 2016
Receive final submissions (tender closes)	October 2016
Evaluate tenders	November 2016
Contract award approved	January 2017
Implementation Period including 30 day TUPE consultation period	February – April 2017
Contract(s) start Date	1 May 2017

Contract performance

- 6.11. The contract is monitored on a quarterly basis by officers from Adult social Care Commissioning and Procurement teams. From a contract management perspective Carers Network is making steady progress in delivering upon the outcomes in the contract.
- 6.12. A survey of carers in July 2015 found that 89 per cent of respondents said they would rate the service they receive from Carers Network as good, very good or excellent. 85 per cent said that they would be likely to recommend Carers Network to another carer.
- 6.13. However, throughout the contract a small group of carers have raised repeated concerns relating to the service and the change in provider. These concerns have been addressed through detailed action plans developed in conjunction with the Cabinet Member, and where necessary the service has been reconfigured as expediently as possible to meet carers expressed needs (for example the outsourcing of specialist support group provision).
- 6.14. Continuous service improvements and robust performance management will therefore need to continue to be a key feature of this contract through the extension period to ensure that it meets carers' needs. More explicit key performance indicators are being developed relating to engagement, coproduction, consultation, and improved working with health and minority groups to ensure a wider cohort of carers are reached and supported. The contract monitoring is being extended to include officers and strategic leads from health and care management, and random quality audits are being introduced, to strengthen quality assurance.
- 6.15. Officers will continue to obtain the voice of carers through the regular meetings the Cabinet Member and senior officers hold with carers, as well as through the Carers Partnership Board and the Carers Forum.

Efficiencies and savings

- 6.16. Supporting carers to continue in their caring role is considered to reduce the cost of support for those people they care for. In terms of efficiencies and savings there has been no uplift to the contract value over the last two years and, based on current activity, there will not be any uplift in the proposed extension period.
- 6.17. In the new contract period there is likely to be a further increase in the volume of substantive work carried out by Carers Network as a result of the impact of the Care Act. This represents a saving to the department.
- 6.18. The strategic review of carers' services, to be undertaken during the extension period, will look at value for money and market rates, including addressing whether the budget can meet the needs of an increasing number of carers. Officers will also consider any opportunities for joint commissioning and funding of carers services with the Clinical Commissioning Group.

Other risks

- 6.19. The analysis of the options at section six sets out any risks associated with those options.
- 6.20. The legal and procurement comments at sections 9 and 10 respectively set out any risk associated with those aspects of this decision.

7. OPTIONS AND ANALYSIS

Option one: Decommission the service.

- 7.1. The Council could be in breach of its duty under the Care Act to support carers who meet the eligibility criteria for services, as the Carers Hub is the main vehicle for carer support in the Borough.

Option two: Extend the contract for a minimum period, for example six months, and re-let the service through competitive tender as soon as possible.

- 7.2. A quick re-procurement of the service would not allow time for a strategic review of the service. It is therefore unlikely that the service would be able to be accurately specified to meet future needs, for exemplifying in terms of the impact of the Care Act and increasing numbers of carers seeking support.
- 7.3. If this was done as an interim measure pending a full service review and further re-procurement this would be disruptive to the service and customers. Adult Social Care services do generally not benefit from frequent retender.

Option three: Extend the Carers Network contract for a carers' hub service for 17 months until 30 April 2017.

- 7.4. This is the recommended option as this extension meets all the objectives with regards to allowing time for the future service requirements in the light of the Care Act and the future needs of carers to be understood and accurately specified prior to a re-procurement, either shared or single borough.

8. CONSULTATION

- 8.1. Consultation with the market, service users and other stakeholders took place during the pre-procurement stage of the 2012/13 competitive tender.
- 8.2. Every two years there is a national requirement for local authorities to undertake a carers' survey. The survey is aimed at carers who have been assessed by the local authority in the previous year. The survey asks about carers' satisfaction and a number of questions about their quality of life. The latest survey took place between November 2014 and January 2015. The Council wrote to 455 carers and received responses from 39%. The results of the survey were reported to the Council's Health, Adults Social Care and Social Inclusion Policy and Accountability Committee on 29 April 2015.
- 8.3. A strategic review of carers' services will be carried out during the proposed contract extension period and will include consultation, engagement, and coproduction with carers groups, service providers and internal and external stakeholders.

9. EQUALITY IMPLICATIONS

- 9.1. Equalities have been given due consideration. Carers come from all groups and all walks of life and there will be a positive impact on groups of all protected characteristics (i.e. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation) by providing and continuing to improve access to information and support for carers through mainstream health and social care pathways.
- 9.2. Equality considerations are included in outcomes and contract monitoring for the Service. One of the aims of the Carers' Hub service is to provide an equitable service across the borough to all carers and to improve the identification of hidden carers. Hidden carers are those who are not receiving support to sustain their caring role.
- 9.3. In line with equalities legislation the equalities impact will be assessed throughout the life of the project in order to address any issues arising.

10. LEGAL IMPLICATIONS

- 10.1. It is noted that it is recommended to extend the Council's contract with Carers Network by a period of 17 months from 1 December 2015. This extension is permissible under the terms of the contract.
- 10.2. Although this contract was let under the Public Contract Regulations 2006, the provisions of the new Public Contracts Regulations 2015 apply to any variation made to any contract after 26 February 2015. The value and nature of the services means that the varied contract would be governed by the light touch regime under the 2015 Regulations.
- 10.3. Under the 2015 Regulations, a variation to a contract is permitted in two scenarios which would appear to be relevant to the circumstances described in this report:
 - (i) Where the variation is for additional services (not included in the initial procurement) which have become necessary and are not more 50% of the value of the original contract and where and a change of contractor

either (i) cannot be made for economic or technical reasons (such as requirements of interoperability the existing services) or (ii) would cause significant inconvenience or substantial duplication of costs for the contracting authority.

- (ii) Where (a) the need for the variation has been brought about by circumstances which a diligent contracting authority could not have foreseen, (b) the variation does not alter the overall nature of the contract and (c) the increase in price for the variation does not exceed 50% of the value of the original contract.

Whichever of the above provisions are relied upon the variation must be notified to the EU Publications Office for publication in the OJEU.

- 10.4. In the event that the total value of the variation is less than 10% of the initial contract value, (and where it does not alter the overall nature of the contract), the variation would be permitted under the 2015 Regulations without the requirement to publish a notification of the variation.
- 10.5. **Legal Implications provided by:** Cath Tempest, Senior Solicitor (Contracts) tel. 020 8753 27674

11. PROCUREMENT IMPLICATIONS

- 11.1. The Council has discretion within the terms and conditions of the contract to extend the contract period by any number of periods up to an aggregate of eighteen months.
- 11.2. The recommended contract extension of seventeen months will allow officers a suitable and sufficient length of time to undertake a strategic review of services and a competitive tender process.
- 11.3. Section 1.12.1 of the Contract Standing Orders requires that consideration should always be given to whether sharing procurement exercises with other councils and/or public bodies would be of mutual benefit to all parties concerned. The recommendation in this report will align the contract with those for similar services in neighbouring boroughs and facilitate a joint procurement exercise to be considered for the future re-let of this service if required.
- 11.4. This decision to extend and vary the contract is subject to the approval of full Cabinet, on the recommendation of the Contract Approval Board.
- 11.5. Section 1.7 of the Contract Standing Orders requires a Cabinet Key Decision (KD) for all contracts that have a total value of £100,000 or greater. Section 20.3(c) of the Contract Standing Orders requires that where there will be an increase in the contract value of £100,000 or greater the decision is reserved to the Cabinet.
- 11.6. The Shared Services Procurement Code applies as the value of the whole life contract is greater than £300,000.
- 11.7. The decision to vary the contract should also be referred to the Director of Law and the Director for Procurement & I T Strategy as required by Section 20.1 of the Contract Standing Orders for any reports that seek variations to either a Regulated or Unregulated contract that equates to a proposed change in value of +/-10% or more if it relates to a service or supply.

11.8. **Implications verified by:** Sherifah Scott, Head of Adult Social Care Procurement and Contracts, tel. 020 7641 8954.

12. FINANCIAL AND RESOURCES IMPLICATIONS

12.1. The recommendation in paragraph 2.1 above to extend the existing contract with the Carer Network for a 17 month period from 1st December 2015 to 30th April 2017 will cost £325,261 in total with full year costs of £229,596 per annum in 2016/17 and part year effects of £76,532 and £19,133 in 2015/16 and 2017/18 respectively. This can be funded from the current general fund revenue budget for Carers within Commissioning. Please refer to table of financial implications below.

12.2. The recommendation in paragraph 2.2. above to vary the contract will cost a maximum of £113,332 over the proposed extension period with full year effects limited to £80,000 in 2016/17 and pro-rata part year effects of £26,666 and £6,666 in 2015/16 and 2017/18 respectively. These additional costs will be funded by contributions from health (CCG) and from the authority's Care Act Implementation Fund. Please refer to table of financial implications below.

12.3. Table of Financial Implications

		2015/16		2016/17		2017/18		Total	
<i>Revenue implications</i>		Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	Total budget £	Total cost of proposal £
Council Revenue budget		76,532	76,532	229,596	229,596	19,133	19,133	325,261	325,261
External funding sources, e.g. CLCCG S75.									
SUB TOTAL		76,532	76,532	229,596	229,596	19,133	19,133	325,261	325,261
Funding sources, to implement the Care Act variation if needed	CLCCG S75.	13,333	13,333	40,000	40,000	3,333	3,333	56,666	56,666
	Care Act Implementation Fund	13,333	13,333	40,000	40,000	3,333	3,333	56,666	56,666
SUB TOTAL		26,666	26,666	80,000	80,000	6,666	6,666	113,332	113,332
TOTAL		103,198	103,198	309,596	309,596	25,799	25,799	438,593	438,593
SAVINGS		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

12.4. **Implications verified/completed by:** Cheryl Anglin-Thompson, Principal Accountant, Planning & Integration Team LBHF (Adult Social Care), tel. 020 8753 4022

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		

Director name: Selina Douglas

Director title: Director for Adult Social Care Strategic Commissioning and Enterprise

Contact officer(s):




Janet Dawson, Procurement and Contracts Officer, Adult Social Care, tel. 020 7361 3223, email: Janet.Dawson@rbkc.gov.uk

Chidi Okeke, Senior Commissioner, Adult Social Care, tel. 020 7361 3478, email: Chidi.Okeke@rbkc.gov.uk

List of Appendices: None

Agenda Item 9

Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	Cabinet Date: 12 October 2015	
	Cllr Mary Weale Cabinet Member for Adult Social Care, Public Health and Environmental Health .	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	Cllr Rachael Robathan, Cabinet Member for Adults and Public Health	 City of Westminster
Report title (decision subject)	Public Health, Sexual Health, Community based services, Direct Award	
Executive Director	Liz Bruce Executive Director of Adult Social Care and Health liz.Bruce@lbhf.gov.uk	
Reporting officer	Gaynor Y. Driscoll Head of Commissioning Substance Misuse, Sexual Health and Offender Health Public Health Department	
Key decision	Yes	
Access to information classification	Public. <i>A separate report on the exempt Cabinet agenda provides exempt financial information.</i>	

1. EXECUTIVE SUMMARY

- 1.1. The current map of community sexual and reproductive health services is complicated with significant levels of duplication in provision including multiple small providers. This results in confused pathways for access to services. Full redesign is required to deliver efficient and effective sexual and reproductive health services that are responsive to the needs of our residents and promote the positive culture of good sexual health. To ensure the reprocurement project can be completed we are recommending that approval to make a direct award to a reduced number of community sexual and reproductive health service contracts for a 12 month period from 1st April 2016 is given. Community sexual and reproductive health existing contracts do not have an extension option that can be exercised.
- 1.2. The sexual health service review has identified efficiencies of £1,605,870 for 2016-17; 26% of the community sexual health budget in H&F, 17% in RBKC and 24% in WCC. This relates to ending 16 provider contracts across the three boroughs. These efficiencies can be made prior to re-procurement. There is a requirement to extend the Relationship and Sex Education (RSE) services within this document, the RSE will be commissioned separately with the schools health programme.
- 1.3. The majority of contracts for Public Health services transferred from the Primary Care Teams in line with the process set out in report 'Public Health: 2013-14' (considered by the 3 cabinets in February and March 2013). This report recommended the existing NHS contracts were to novate to the local authorities for a one year period, effective from 1st April 2013. This was to allow public health commissioners to plan and submit a direct award of contract report, using local authority terms and conditions for a period of two years effective from 1st April 2014. This formed the Executive Decision report "Public Health Procurement Plan and Contract Award or Extension Report" which was approved for implementation in December 2013.
- 1.4. 36 providers were contracted to deliver community sexual and reproductive health services in 2015-16. These services are contracted into themes as shown in Appendices A and B (in the exempt report on the exempt Cabinet agenda). Within these themes there are a number of duplicated services. The sexual health service contracts total spend is £7,009,845 per annum across the three Authorities. This budget includes financial allocations around key priorities, where no specific contract has been identified.
- 1.5. An extensive service review across the broad spectrum of sexual health services has been completed. This exercise has informed a re-commissioning and re-tendering case for change which is to be presented in accordance with the governance structures for the three boroughs in a separate procurement project plan.
- 1.6. The review highlighted the duplication of the services across the three boroughs and where commissioned services are no longer aligned with need. A small number of services have relied heavily on Local Authority funding and there is the potential to destabilise these organisations (please see Appendix C, in the exempt report on the exempt Cabinet agenda). This impacts on three services currently available in H&F, two are signposting and advice services that are duplicated elsewhere. The third service, Opportunity for All, is also duplicated by other local providers and has not been able to demonstrate meeting local need, outcomes nor financial sustainability. We will support these agencies to mitigate risk and exit plans will be implemented. The system as a whole is inconsistent and pathways to the appropriate services to meet the needs of

residents lacks clarity. In addition the prevention agenda has become diluted and does not address the increase of Sexually Transmitted Infections (STIs).

- 1.7. Council Officers have faced a number of delays in the implementation of procurement plans including a lack of commissioning capacity. Commissioning intentions and approval to progress the procurement strategies were deferred to allow for further discussions with a number of strategic stakeholders.
- 1.8. This report requests the direct award of contracts to a reduced number of organisations until 31st March 2017. In adopting this approach it will benefit the three authorities as it will allow the re-commissioning project to align with the GUM Transformation Project and allow sufficient time to engage with adult's services, children's services and other stakeholders around the future model. An option analysis, equalities impact assessment and analysis of risks have been carried out and are outlined from section 6 onwards.
- 1.9. An outline of the procurement timetable for the community sexual health services is outlined below.
- 1.10. **Revised Timeframe for Procurement**

Key milestones

1. Business case agreed
2. User engagement (on-going)
3. Waiver of contracts to be extended
4. Decommissioning of contracts no longer required
5. Redesign of current model
6. Procurement plans developed
7. Publish Pre-Qualification Questionnaires (PQQ)
8. Issue Invitation to Tenders (ITT)
9. Bids submitted
10. Redesign of the service delivery model,
Transition for the contracts and staff (TUPE, Restructure etc.)
11. Bid scoring/moderation
12. Contracts awarded
13. Mobilisation

Service goes live



2. RECOMMENDATIONS

- 2.1 To agree Option 3, detailed in section 6, to make direct award to a reduced number of contracts to align with GUM transformation programme, and allow a full procurement exercise to be completed for community and reproductive health services.
- 2.2 That Hammersmith and Fulham Cabinet and the Cabinet Member for Adult Social Care and Public Health, for each of sovereign authority agrees that the Executive Director of Adult Social Care and Health may approve the recommendation made by the Contract Approval Board to direct award contracts.
- 2.3 To agree the total spend for the community and reproductive sexual health services, including young people across the three boroughs, for the 12 month period from 1st April 2016 to 31st March 2017 is £5,403,975.
- 2.4 Appendices A, B and C be exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including

the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

For Hammersmith and Fulham Council Cabinet is requested:

- 2.5 To approve a waiver in accordance with paragraph 3 of the Contract Standing Orders 11 (officer responsibilities) for the requirement to complete a competitive tendering exercise and (a) advertise the opportunity and (b) seek public quotations using the e-tendering system.
- 2.6 To waive the requirement to carry out a competitive exercise as set out in table 12.3 of the of the Contract Standing Orders in order to allow the local authority to directly award the contracts to the providers listed in Appendix B (in the exempt report on the exempt Cabinet agenda).
- 2.7 To approve the direct award of the contracts, as defined in H&F contract standing orders (waivers and exemption) sovereign contracts as listed in Appendix B (in the exempt report on the exempt Cabinet agenda) effective from 1st April 2016 to expire on 31st March 2017.

For Royal Borough of Kensington and Chelsea the Cabinet Member is requested:

- 2.8 To approve a waiver in accordance with paragraph 2.09 of the RBKC Contract Regulations to waive the requirement to seek tenders in accordance with paragraph 2.28 in order to allow the local authority to directly award the contracts to the providers listed in Appendix B (in the exempt report on the exempt Cabinet agenda) in accordance with Contract Regulation 2.36.
- 2.9 To approve the direct award of the contracts to the providers listed in Appendix B (in the exempt report on the exempt Cabinet agenda) and for the values set out in the same appendix, effective from 1st April 2016 to expire on 31st March 2017.

For Westminster City Council the Cabinet Member is requested

- 2.10 The Chief Procurement Officer approve a waiver in accordance with section 2.2 of the Westminster Procurement Code to allow the local authority to directly award the contracts to the providers listed in Appendix B (in the exempt report on the exempt Cabinet agenda)
- 2.11 To approve the direct award of the contracts to the providers listed in Appendix B (in the exempt report on the exempt Cabinet agenda) and for the values set out in the same Appendix, effective from 1st April 2016 to expire on 31st March 2017.

3 REASONS FOR DECISION

- 3.1 The recommendations for the direct award of 19 providers to supply community sexual health contracts across the three boroughs for a period of 12 months is proposed in order to:
 - allow sufficient time to re-procure and redesign community sexual health services in alignment with wider GUM transformation.

- engage with adults services, children’s services and other stakeholders around the future model

3.2 In the event that the Councils wish to terminate the existing contracts for any reason, the terms and conditions of the contract include provision for the Council to terminate the contract upon three months’ notice.

4 BACKGROUND

4.1 Reshaping the provision of community and reproductive sexual health service is a priority for the three local authorities in order to ensure services are sustainable and best meet the needs of our residents by adopting innovative approaches. The ambition of the three boroughs will be to improve the sexual health of residents by:

- reducing inequalities and improving sexual health outcomes
- building an open and transparent model where everyone is able to make informed and responsible choices about relationships and sex
- recognising that sexual ill health can affect all parts of society, often when it is least expected
- providing accessible services in a way that meets the need of the local population and those at highest risk

4.2 In April 2013, Hammersmith and Fulham Council, Royal Borough of Kensington and Chelsea and Westminster City Council took responsibility for the hosting arrangement to commission a range of public health services including sexual health. This was in accordance with the legislation abolishing Primary Care Trusts whereby their commissioning functions for Public Health services transferred to local authorities.

4.3 A Public Health Procurement strategy was developed and presented to the ASC Contracts and Commissioning Board in November 2013, and also to other senior officers in the three borough authorities. This report set out the commissioning intentions for the range of services inherited from the NHS. The strategy also documented the approach to be taken to re-commission the services through a programme of competitive re-tendering, whilst also acknowledging all inherited contracts should be direct awards for a period of 2 years from April 2014.

4.4 Community sexual and reproductive health contracts are due to end in March 2016. The London wide transformation of GUM (Genito Urinary Medicine) services is due to be completed by March 2017 with part of the GUM transformation business case advocating that local areas innovate and develop integrated treatment pathways between community and GUM provision.

4.5 Change within the system is required and a forward plan has been developed to safeguard future resourcing of sexual health services. A new model will meet current and future demand, be high quality and deliver value for money. Whilst prioritising the types of services that are required to make a difference for the three borough residents.

4.6 The design principles for a new model are set out below will require engagement with a broad range of stakeholders, the principles have been derived from the review where the key components (detailed below) are essential for a sexual health system, and where to date services have not been clear in their remit of delivery of sexual health service:

- sexual health promotion
- partnerships with secondary care, community and primary care providers

- high quality sexual health services targeting priority populations.
- engagement with affected populations and other stakeholder groups.
- incorporation of new technologies into service delivery.
- accessible, clearly signposted services, part of a joined-up pathway for sexual and reproductive health needs.
- working with commissioners in CCGs and NHS England responsible for other sexual health services.
- services delivered by a well-trained, informed workforce.
- development and implementation of a communication strategy

4.7 An impact assessment has been completed for the contracts which this report recommends end in March 2016. The evaluation considered the following criteria:

Criteria	Definition
Interventions	Level of intervention and how this supports local residents
Duplication	Provided elsewhere across the three boroughs
Outcomes	Links to Public Health Outcomes Framework, and locally defined KPIs
Sustainability	The financial viability of the organisation

4.8 The review identified a small number of organisations that may be at financial risk due to the reliance on Local Authority Funding. The potential financial impact of these contracts ending have been outlined in Appendix C (in the exempt report).

4.9 The location, access and responsiveness of services are also factors in transforming community sexual health services. Local services have provided better outcomes for residents and those that are flexible to their needs. However a number of services are located out of borough or commissioned by a number of Local Authorities resulting in residents of the three boroughs not always benefitting therefore it is difficult to evidence the value for money or the outcomes.

4.10 Commissioning capacity during 2013/2014 impacted on the timeframe to re-procure the community and reproductive sexual health services by March 2016. In discussions it was agreed the timetable proposed for the reprocurement of community sexual health services needed to be slowed to reflect the GUM transformation timetable and to allow for the project to include contingency for slippage. A full review, stakeholder and service user engagement, and an equalities impact assessment has been completed and found that:

- a number of duplicated services that are not cost effective identified
- contracts and service level agreements are not aligned to the statutory public health outcome framework.
- the majority of providers have been contracted since the late 1990s with no re procurement activity carried out
- there were contracts transferred from PCTs with an inconsistent approach to performance measures.

- an inconsistent approach to prevention that became diluted with evidence of increasing numbers of Sexually Transmitted Infections (STIs) reported
- lack of clarity on pathways

5 PROPOSAL AND ISSUES

- 5.1 Current contracts are commissioned to March 2016, if no decision is made there is a risk that no provision will be in place for residents while the procurement project is progressed.
- 5.2 There are significant opportunities to make efficiencies through reducing and consolidating contracts. The direct award of fewer contracts allows the local authorities to align the procurement of community sexual health services with the re-procurement timetable of GUM services.
- 5.3 Health inequalities are not addressed in the current system due to the inconsistency of the configuration of the contracts. Contract monitoring will be substantially improved through tighter specifications and greater emphasis on quality assurance.
- 5.4 The proposal is to make direct awards of sovereign contracts to the 19 suppliers and one inter-authority transfer as listed in Appendix B (in the exempt report). This approach is taken as the current contracts do not contain any provision to extend the term and as such the proposal carries some risk of challenge, which is set out further below.

6 OPTIONS AND ANALYSIS

- 6.1 No decision has been made about the commissioning of community sexual health service contracts for 2016-17. Direct Awards of contracts will ensure that the public health commissioners are able to complete a comprehensive programme of stakeholder engagement and confirm the re-designed models to be re-tendered.
- 6.2 An options appraisal has been completed and this is detailed below. The preferred option is Option 3.

Option 1: do nothing – Direct Award no community sexual health contracts.

Benefits of option 1

- There are no identified benefits for not extending the contracts for community sexual health services.

Challenges presented by option 1

- Short term savings with more GUM and NHS costs.
- The community sexual health contracts end in March 2016 with no alternative.

Option 2: Direct Award : all 2015-16 community sexual health contracts for 2016-17

Benefits of option 2

- avoids disruption of current services.
- avoids the needs to informally consult with stakeholders.

Challenges of option 2

- full efficiencies will not be delivered given the number of contracts the local authorities hold.
- could not guarantee the longevity of services post the removal of the ring fence on the public health grant.

Option 3: Direct award a proportion of 2015-16 sexual health service contracts for 2016-17

Benefits of option 3

- efficiencies can be achieved.
- reduces the number of commissioned services therefore management of these contracts is more efficient and less staff resources required.

Challenges of option 3

- Providers challenge the decisions made about the service review and the decision taken to end certain contracts.

7 RISK OF PROPOSED INTERIM APPROACH

Issue Identified	Risk	Potential impact	Likelihood	Mitigating factors
Budget: Funding Received is Insufficient to cover Direct Award Contract Prices for this period of award.	The contract pricing structure is that already paid to the supplier. We may have suppliers who may request an uplift for the 2016/17 period	Medium	Medium	ASC, children and family services and PH officers to work with the suppliers to examine the cost of staffing, service delivery cost for each of the borough services. This will establish if the existing contractual pricing structure deliver value for money within the funding received from the Department of Health. We will robustly push back where supplier challenges on the financial envelope. There will be an expectation to see cost reduction as per implication of direct award of contracts.
Demand and Quality	The size of the client group increases due to changes in demographics, leading to increased demand. This places	Medium	Medium	The demographic needs across the three borough needs to be better understood for this client group, whilst ensuring the quality of service outcomes continue to align with the service specification. An extensive service review has been completed for these services, to

Issue Identified	Risk	Potential impact	Likelihood	Mitigating factors
	pressure on the budget (see above) and quality.			identify if the existing service arrangement deliver customer needs and to identify any gaps. Wider stakeholder input will also inform the new service model, when re-tendered, or influence other approaches for continued service delivery.
Timeline	There is a risk the 12 months period requested for contract award may not be sufficient.	Medium	Medium	Service review for this cohort of services has already been completed, incorporating the three authorities strategic commissioning intentions to develop integrated community based service model. A tender time table is planned for this three borough provision by the category manager; so 12 months should be sufficient. The “project team” will consist of representatives from commissioning directorate and they will work closely with and a wide range of stakeholders for this service area. This service has synergies with provision managed by ASC, and the Children’s directorate services.
Timeline (2)	There is a risk that the 12 month period requested for contract award is too long, leading to “drift”. Why not immediately re-tender	Medium	Medium	Preparation for the service review programme is in part concluded with recommendation and business case for the re-procurement duly submitted/presented to the wider authority stakeholders for information and approval. However, an end to end tender (to award decision) will take a further 12 months. Experience to date has indicated that this time line cannot be reduced. An extensive service review has identified that some of the existing provision can deliver to

Issue Identified	Risk	Potential impact	Likelihood	Mitigating factors
				residents needs and support identified gaps. Wider stakeholder input will also inform the new service model when re-tendered or influence an 'other approach'. The "other" approach may then have to consider associated risks.
Procurement Challenge	Risk of Procurement Challenge by a potential bidder for such services	High	Low	See section 8 below
Contract length	The contract length is not sufficient to complete the tender to award			To ensure we mitigate the risk the contract will not be re-tendered within the allocated contract length, The Strategic Procurement team will use the PIN route when re-tendering

8 RISK OF PROCUREMENT CHALLENGE

- 8.1 The Public Contracts Regulations 2015 (the Regulations) came into force at the end of February and implement revisions to the European public procurement regime as it applies in the UK.
- 8.2 The services that are the subject of this report used to be classified as "Part B" services under the previous Regulations of 2006; this meant that they were exempt from the requirement to tender them in accordance with those previous regulations, provided that there was not likely to be cross-border interest.
- 8.3 This distinction has now been abolished. Health and social services are now classified as Schedule 3 services which are subject to a regime known as the "the Light Touch Regime", (LTR) if the value of the contract exceeds the current threshold of £625,050.00. One of the main requirements under the LTR is the obligation to advertise the opportunity on OJEU.
- 8.4 Where the authorities are at increased risk is where - the Authorities propose a direct award of more than 12 months and do nothing. The risk of challenge for not complying with the Regulations would therefore be reduced if a shorter contract period is proposed. However, whilst there is a potential challenge of risk, authority officers will have started the re-procurement for these services to mitigate the risk of non-compliance.
- 8.5 Despite this risk of challenge, it is considered in the best interest of the authorities to proceed with a direct award of contracts, and that there are exceptional circumstances to suggest that the appropriate waivers / exemptions from tendering should be granted.

9 CONSULTATION

- 9.1 It is planned that at each stage of the service review, redesign and procurement commissioners will fully engage with residents, Council stakeholders and external stakeholders. Preparation for the service redesign has already started, incorporating the three authorities' sexual health strategic commissioning intentions to develop a new integrated community based service model.
- 9.2 Procurement and Public Health officers will host a supplier engagement/meet the supplier workshop. This will allow providers to meet with the authority officers and engage with other suppliers at the event. This also ensures voluntary /small, medium enterprise/organisation has the opportunity to discuss consortia/partnership with other organisations.

10 EQUALITY IMPLICATIONS

- 10.1 The services are currently provided by the independent sector and NHS trusts . The transfer of functions may have equality implications. A full EIA has been completed as part of the review and will be revisited and updated as part of new proposals for service provision prior to starting a tender process.
- 10.2 The community sexual health services are non-mandatory unlike GUM services where Local Authorities are responsible for commissioning GUM services for their residents due to the open access legislation. The EIA highlighted the current service delivery is to provide psychosocial support for residents, these services are not open access and will be commissioned in the future for local resident's needs.
- 10.3 The EIA indicated the services over the years and prior to the move to Local Authorities a number of services had been commissioned by other Local Authorities to ensure fair access similar to a pan London approach. However the way in which resident's access services has changed and the current model needs to reflect this, the services where they work with a small number of three borough residents will not be extended.
- 10.4 The current make up of commissioned community and reproductive sexual health services is inconsistent. There is duplication of services, not aligned with current need and contracts and service level agreements no longer fit for purpose.
- 10.5 A number of the current services are out of borough and therefore making it difficult for residents to access, the proposed services requesting an extension are within the three boroughs and therefore can be more accessible and responsive to local residents and identified needs.

11 LEGAL IMPLICATIONS

- 11.1 Health and Social Services are Schedule 3 services for the purposes of the Public Contracts Regulations 2015 (Regulations). Schedule 3 services are subject to the "light touch regime", if the value of the contract exceeds the current threshold of £625,050.00.
- 11.2 As the value of some the proposed contracts set out in Appendix B (in the exempt report) exceed the current threshold for Schedule 3 services, the authorities are required to comply with the requirements set out in the Regulations, which include the requirement to advertise the contract opportunity on OJEU. Consequently, the proposed recommendations will result in the contracts being at risk of being declared ineffective.

- 11.3 It cannot be said with certainty that there is no risk of challenge, however, on the basis of the information provided by council officers, it is felt that a risk of challenge in this particular case is low. In mitigation, the proposal to extend the term of the identified current contracts is to enable the Council to carry out a service redesign and a re-procurement of the contracts.
- 11.4 In respect of those contracts below the threshold for Schedule 3 contracts, Part 4 of the Regulations applies. This requires that all contracts should be advertised on the Contracts Finder website where the value of the contract exceeds £25,000, unless the authority's standing orders specify a higher value for advertisement. Regulation 114 of the Regulations state that a material failure to comply with Part 4 of the Regulations does not itself affect the validity of a public contract. As such, the proposed contracts cannot be set aside on grounds of non-compliance.

Implications completed by: Kar-Yee Chan, Solicitor (Contracts), Tri-borough Shared Legal Services, 020 8753 2772.

12 FINANCIAL AND RESOURCES IMPLICATIONS

- 12.1 The sexual health service review report has offered efficiencies of £1,605,870 as shown below. The 2016/17 budget (outlined in Appendix A, in the exempt report) will be reviewed as part of the re procurement of community sexual health services. The table below identifies the savings to be made if option 3 is agreed, the table also includes those budget lines where there has been no spend or contract since the move into local authorities.

Table One : Adult and Young Peoples Efficiencies				
Borough	2015-16 Budget	Proposed Efficiencies		Proposed 2016-17 Budget
		£	%	
H&F	£2,479,570	£638,784	26%	£1,840,786
RBKC	£1,815,126	£309,773	17%	£1,505,353
WCC	£2,715,149	£657,313	24%	£2,057,836
Total	£7,009,845	£1,605,870	23%	£5,403,975

The higher proportion of savings in Hammersmith and Fulham is a result of higher levels of investment in HIV support initiatives historically through grant based arrangements which has led to greater levels of duplicated services. Previously many of these services were not routinely commissioned on need. It is proposed that we streamline all contracts to redress this imbalance of investment.

13 PROCUREMENT IMPLICATIONS

- 13.1 Procurement advice has been provided by Westminster City Council's Strategic and Commercial Procurement Team. In line with agreed protocols for Public Health services, Westminster procurement processes have been followed. The Strategic Procurement report for Public Health has been agreed by officers of the Contracts Approval Board, where colleagues at Hammersmith and Fulham and Kensington and Chelsea provided input and advice in its formulation.

Director name

Liz Bruce

Executive Director of Adult Social Care


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

List of appendices: (contained in the exempt report on the exempt Cabinet agenda)

Appendix A

Appendix C

Appendix

	<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>12 OCTOBER 2015</p>
<p>CAPITAL DEVELOPMENT VOIDS</p>	
<p>Report of the Cabinet Member Housing – Councillor Lisa Homan</p>	
<p>Open Report</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p>Classification - For Decision</p> <p>Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Lead Directors: Kathleen Corbett, Director for Finance & Resources & Mike England, Director for Housing Options</p>	
<p>Report Author: Michael White, Principal Manager Operations & Engineering</p>	<p>Contact Details: Tel: 0208 753 6694 Email: michael.white2@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. In response to the new administration’s pledge to retain rather than sell void housing stock for re-letting to social tenants, officers reviewed council homes which have remained void for a long period. The properties were vacant for a number of reasons including major structural issues and high capital refurbishment expenditure and members are keen to tackle this in order to more efficiently use the properties to better meet the needs of residents. The results and recommendations of the review and surveys are detailed within this report.
- 1.2. In total 19 properties were surveyed. 15 were able to go straight into the standard voids process. The 4 remaining void properties can be developed, subject to planning, to provide:
 - 2 general needs homes which can be developed to create 4 homes:
 - 3 x 2 bedroom homes
 - 1 x 3 bedroom home

- 1 general needs 4 bedroom home which can be extended to provide 5 bedrooms
- 1 large family home that was historically converted to 3 bedsits which can be reinstated to provide a large 3 bedroom home.

1.3. The work is to be delivered by the council's service provider Mitie under the current 10 year partnering contract. They will have the responsibility for the design, management and construction of the proposed works. This will enable speedy delivery of the programme.

2. RECOMMENDATIONS

2.1. To approve the proposed development voids programme as set out below:

Address	Recommended Proposed Option for Development
Property A	Rebuild rear elevation and resolve structural issues & refurb and create 1 x additional bedroom making a 5 Bedroom property
Property B	Convert to 1x 3 bedroom 1 x 2 Bedroom
Property C	Convert to 3 bedroom house
Property D	Convert to 2 x 1/2 bedroom flats

2.2. To note the use of the Council's term contractor Mitie Property Services (UK) Limited to carry out the works.

2.3. To note the proposed programme for delivery of this project is estimated to be 6 months from the date that this report is approved.

3. REASONS FOR DECISION

3.1. The proposed project will bring these empty properties back into use and will help LBHF to meet the social housing needs of its residents within the borough whilst bringing increased rental income and increasing the stock value.

3.2. All properties will be developed and reinstated to current modern standards, thereby providing good quality homes for incoming residents.

3.3. It is important that work is started on these properties as soon as possible, to prevent and reduce on-going deterioration of these properties and therefore avoiding potential future cost burdens for the council.

4. INTRODUCTION AND BACKGROUND

4.1. Properties which have remained void for a long period, requiring extensive refurbishment or held for land development potential were reviewed. This review considered a number of options;

- Development potential to increase the number of homes / bedrooms in each property
- Improving the suitability of each property for letting (e.g. converting bedsits into larger homes)
- Upgrade and repair of properties without increasing the number of units and putting them back into the standard void process to enable quick re-letting.

5. PROPOSAL AND ISSUES

5.1 In total Housing Property Services surveyed 19 properties. 15 were able to go straight into the standard voids process and are either let or are currently having works undertaken. The 4 remaining void properties can be developed. The options considered and the proposals are set out in the next section of this report.

6. ANALYSIS OF OPTIONS

6.1. The table below shows the outcome of the survey and option review for the 4 properties identified for development.

Address	Current status of Property	Option 1	Option 2
Property A	Currently a 4 Bedroom property which has severe subsidence issues to rear elevation.	Rebuild rear elevation and resolve structural issues return as 4 Bedroom Property	Rebuild rear elevation and resolve structural issues & refurb and create 1 x additional bedroom making a 5 Bedroom property
Property B	This is a 5 bedroom property in a derelict condition. The development potential is Option 1 2 flat 1x 3 bedroom 1 x 2 Bedroom Option 2 1x 5 bedroom property refurb.	Major refurb, roof, damp works and redec	2 flat 1x 3 bedroom 1 x 2 Bedroom
Property C	Originally a large 3 bedroom property which has been converted in to a house with 3 bedsits with addresses. The property was original managed by an Registered Provider and has recently been returned to LBHF. Option 1 re- let as Hostel-1/2 way house Option 2 Convert to 3/4 bedroom house	re- let as Hostel-1/2 way house with Standard Void works re- let as Hostel-1/2 way house with Standard Void works re- let as Hostel-1/2 way house with Standard Void works	Convert to 3 bedroom house
Property D	Could be converted to 2 x 1/2 bedroom flats	Refurb via Voids Workstream	Convert to 2 x 1/2 bedroom flats

6.3 By delivering the recommended options detailed in this paper, LBHF will benefit from an additional estimated yearly rental income of £22,000.

6.4 The proposed void development works, will be contained within the current budget allocation for the HRA Housing Capital programme.

7. CONSULTATION

7.1. Details of the proposed works to the development voids will be submitted to individual members, detailing proposed schemes within their wards.

7.2. Where residents or adjoining owners are affected by the works, they will be consulted, prior to works commencing and during the works.

7.3. There are no leasehold implications in respect of these works

7.4. A clear consultation and communications plan will be developed with the Stake Holder Manager for Housing Property Service and Mitie.

8. EQUALITY IMPLICATIONS

- 8.1. The works will have a positive impact as they will enable the Council to house people who are in housing need and will not have an adverse effect on any protected groups.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1 The works will be funded from existing capital receipts from the Decent Neighbourhood Fund out of the existing HRA capital programme allocation.
- 9.2 An appraisal to assess the marginal cost against the additional rent of the void development option has been carried out. Over the 40 years of the HRA Business Plan the additional rent generated from the void development option will more than offset the additional cost of the works.
- 9.4 A potential further benefit of the additional units from the void development is that the increased supply of general needs units may help to relieve pressures on the Council's temporary accommodation budget by moving residents out of expensive temporary accommodation.

10. RISK MANAGEMENT

- 10.1 Risks relating to the projects have been ascertained and a risk register will be developed jointly with the contractor, in order that risks can be managed throughout the duration of the project, and the project will not commence until the necessary actions identified on the register have been undertaken.
- 10.2 The proposed works are subject to Planning and any restrictions imposed upon any planning applications.
- 10.3 Implications verified/completed by Michael White, Principal Manager Operations & Engineering Tel: 0208 753 6694.

11. LEGAL IMPLICATIONS

- 11.1 The proposed works are to be carried out by the Council's Service Provider, MITIE Property Services (UK) Limited, under the Council's contract for Repairs and Maintenance to housing and other properties within the borough of Hammersmith and Fulham.
- 11.2 Implications verified/completed: Cath Tempest Senior Solicitor (Contracts and Procurement) el 02087532774

12. IMPLICATIONS FOR BUSINESS

- 12.1 The works are to be carried out by the council's service provider Mitie and they have a full commitment to their company's Social Values and Corporate Social responsibility. For instance where feasible, Mitie aim to use local contractors as part of their supply chain and where possible apprentices and trainees will be used on this project.

12.2 Implications verified/completed by Michael White Principal Manager Operations & Engineering Tel: 0208 753 6694.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS


13.1 There are no procurement related matters as the work will be managed and delivered through the current 10 year partnering arrangement with Mitie under the TPC Partnering

13.2 Implications verified/completed by Alan Parry, Interim Head of Procurement (Job-share) Tel: 0208 753 6694

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		

Agenda Item 11

	London Borough of Hammersmith & Fulham CABINET 12 OCTOBER 2015
PROCUREMENT OF A FRAMEWORK AGREEMENT FOR LIFT MODERNISATION PROGRAMME WITHIN HOUSING PROPERTIES - BOROUGH-WIDE	
Report of the Cabinet Member for Housing: Councillor Lisa Homan	
Open Report	
For Decision: Yes Key Decision: Yes	
Wards Affected: All	
Accountable Lead Directors: Kathleen Corbett, Director for Finance & Resources & Mike England, Director for Housing Options	
Report Author: Henrietta Jacobs Procurement Manager	Contact Details: Tel: 020 8753 3729:Email: henrietta.jacobs@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval for the procurement of a 3+1 Year Framework Agreement for up to 5 contractors to undertake the refurbishment and modernisation of existing passenger lifts within the London Borough of Hammersmith & Fulham. This will support the on-going lift modernisation programme across the borough, specifically the 37 lifts listed in Appendix 2.
- 1.2. Currently the lift modernisation programme is delivered on a project by project basis using suppliers from Construction line data base with a traditional price only tender.
- 1.3. It is a requirement of the Public Contracts Regulations, which came into effect on 26th February 2015, that all advertised opportunities over £25k, have to be published on Contract Finder. Contract Finder is a tool that publishes details of both live and closed procurement opportunities as part of the Government transparency Commitment. The use of Contract Finder for every project over £25k, for the lifts schemes, will be both onerous, resource intensive and time consuming. The establishment of a Framework will overcome this issue in that all mini competitions carried out under the Framework will not have to be published on Contract Finder, as this requirement will have been fulfilled during the original advert for setting up the Framework.

- 1.4 The mini competitions will help drive savings and quality. The award criteria for the proposed framework would be 40% quality and 60% price. LBHF will sign a framework agreement with each successful contractor.
- 1.5 There will be no guarantee of work under the framework. This is important as recent changes to housing rents announced by Government will result a loss of £22m of funding for works over the 4 years to April 2020. This means that the Council may need to deliver the programme, which is current due to complete in 2018, over a longer period.

2. RECOMMENDATIONS

- 2.1. That approval be given for officers to procure a 3 year Framework Agreement, with an option to extend for an additional 1 year, for up to 5 contractors, in accordance with the Public Contract Regulations 2015 via an OJEU restricted procedure with an anticipated total contract value of **£7.5m**.
- 2.2. To note that funding for the proposed works is contained within the Housing capital programme.
- 2.3. That approval be given to waive the requirement in Contract Standing Orders to develop a business case because each individual mini- competition off the proposed framework agreement will be less than £1m.
- 2.4. That delegated authority be given to the Cabinet Member for Housing in consultation Lead Directors for Housing to invite tenders for the proposed framework agreement and to appoint the successful contractors onto the framework.

3. REASONS FOR DECISION

- 3.1. The Council has a responsibility under Regulation 9 of The Lifting Operations and Lifting Equipment Regulations 1998 (LOLER), to maintain and refurbish all passenger lifts within the borough. As part of the housing capital investment programme a total of 187 lifts are to be modernised over a 10 year period. This programme commenced in 2009 and is currently due to be completed in 2018. To date 118 lifts have been modernised. A further 69 are due to be modernised, 32 of which will go through contract finder¹ and 37 will be modernised under this proposed framework from 2016 through 2018.

4. INTRODUCTION AND BACKGROUND

- 4.1 There are a total of 216 passenger lifts across the Housing portfolio of various heights. As part of the housing capital investment programme, a total of 187 were earmarked for modernisation over 10 year period which commenced in 2009/10. To date, a total of 118 lifts have been modernised.
- 4.2 The proposed work forms part of the 2016/17 and 2017/18 Housing Capital Programme for which the Cabinet Member for Housing has responsibility.
- 4.3 These works need to be undertaken because major components of existing equipment associated with each lifts are obsolete, with many parts having reached their economic usable life span of 25 years, resulting in an unacceptable level of lift breakdowns. The components required for maintaining these lifts are

¹ To prevent delays to the programme

increasingly difficult to obtain as they are not readily available from the respective manufacturers with some having to be made to order which can result in prolonged delays and shutdowns in the event of failures as well as higher cost. The current procurement route for delivery of the lift modernisation programme is usually on a project by project basis with a traditional price only tender using contractors from Construction line.

5. PROPOSAL AND ISSUES

- 5.1 The proposed framework is designed to provide a flexible procurement solution that complies with EU Procurement regulations. There will be no guarantee of work under the framework, which gives the council a degree of flexibility. This is important as recent changes to housing rents announced by Government will result in a loss of £22m of funding for works over the 4 years to April 2020. This means that the Council may need to deliver the programme, which is currently due to complete in 2018, over a longer period
- 5.2 Running mini competitions in the proposed framework will help drive further savings and should help improve quality as the Council will work with a smaller number of contractors who will become familiar with its properties. There will be the opportunity to drive continuous improvement in the projects delivered, through lessons learnt, and value engineering.
- 5.3 A design and build contract with an output specification and quicker contract awards will result in more efficient delivery. The time for running a mini-competition will be 4 weeks as the main financial and probity checks will already be in place. There will not be a need to publish on Contract Finder each time a mini competition is carried out as the procurement of the framework was initially advertised on Contract Finder (although a notice of any call-off contract awarded over £25k has to be published on Contracts Finder).

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1 Officers considered the following options:

6.1.1 Option 1 – Do nothing

This would mean that frequent tender exercises using Construction line data base were required to deliver programmes of work. This option is onerous, time consuming and resource intensive.

6.1.2 Option 2 – Procure One Contractor For The Whole Programme

Lifts modernisation is a very specialist area with a limited number of suppliers not all of whom are large businesses. As such going out to tender for a single Contractor will not give the Council enough competition to award a single large contract to a single contractor.

6.1.3 Option 3 – Use an existing national framework to deliver the contract

Lift refurbishment and modernisation is a specialist market and most of the lifts within Hammersmith and Fulham are bespoke. While some frameworks contain suitable contractors, there were none with a sufficient number of suitable contractors who have relevant levels of expertise, knowledge and certification.

6.1.4 Option 4 – Recommended Option – Go out to full tender for a framework

This is the preferred option, as the contract would be procured using the terms and conditions specific to London Borough of Hammersmith & Fulham in line with the Public Contracts Regulations 2015. With this option, the Council can enter into a 3+1 years framework agreement with up to 5 contractors, to deliver programmes of work for lifts refurbishment. This option gives the authority the advantage of running a mini-competition within the framework with a shorter timeline and using less resource that would be required to run numerous tender exercises.

7. CONSULTATION

- 7.1 There will be on-going consultation with residents to explain the nature and scope of the works, programme and timescales. Residents will be written to in order to explain the process and any impact on them after this report is approved. Residents will receive more correspondence prior to work starting on site, updating them regarding the programme, the scope of works and the level of support in place for residents from officers within the Planned Maintenance Team.
- 7.2 All relevant Leasehold consultations before, during and after tender exercise will be strictly adhered to in accordance with legislation and the Council's policy on consultation. Notice of Intention (NOI) as part of the consultation process, would be sent out to all affected leaseholders within the borough after this report is approved. As part of on-going consultation process within the Framework, S.20 notices (Notice of Proposal), will be sent out to affected leaseholders prior to contract award following a mini competition within the Framework. In addition, separate meetings will be held with leaseholders before works commence.

8. EQUALITY IMPLICATIONS

- 8.1. The works will have a positive effect on elderly and very young people; wheelchair users and ambulant disabled people; pregnant women and people with very young children, as these groups are most disadvantaged when lift breakdowns occur. All works will be undertaken in accordance with the housing departments Lift works protocol, which specifically addresses those individual residents who may need additional support from other services, general assistance or a temporary move during works of this nature. Ultimately these works will reduce the frequency of such breakdowns.
- 8.2. Implications verified/completed by Danny Reynolds – Group Leader, Engineering Services, 0208 7534780

9. LEGAL IMPLICATIONS

- 9.1 The Council must comply with the Council's Contract Standing Orders and the provisions of the Public Contracts Regulations 2015 (PCR 2015) when letting a framework agreement and calling-off any contract under that framework agreement. This includes complying with the relevant procurement procedures in the PCR 2015, including advertising the opportunity on Contracts Finder. In addition, a contract award notice in respect of any call-off contract over £25,000 must be published in Contracts Finder.
- 9.2 Implications verified/completed by: Alka Kingham-Senior, Senior, Solicitor (Contracts) Shared Legal Services, 020 8753 2924

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 The flexibilities established through a 3+1 Year Framework Agreement affords discretion to the Council to exercise an option of postponing capital works (per se) into future years, in light of recent Government Announcement on social housing rents, which will result in the and the reduction of 1% over the next 4 years.
- 10.2 The proposal to go out to tender is reliant on members giving approval to the recommendation in this report. When approval has been given, the companies that would express an interest to tender will be financially evaluated according to the practices that are undertaken in the Council.
- 10.3 Implications verified/completed by: (Christopher Harris, Principal Accountant and 0208 753 6440)

11. RISK MANAGEMENT

- 11.1 A tender appraisal panel consisting of officers within HRD, Procurement and IT Strategy, FD will oversee the procurement process in ensuring compliance with EU regulations.
- 11.2 Implications verified/completed by Danny Reynolds – Group Leader, Engineering Services, 020 8753 4780.

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1 The nature of the lift projects are predominately works related. The estimated value of the procurement exceeds the value threshold for works (£4.3m) above which EU Procurement Directives are required to be applied.
- 12.2 A schedule of meetings of the tender appraisal panel comprising officers from HRD, Legal, Procurement and IT Strategy and Finance will need to be convened to ensure that the procurement is conducted in accordance with the council's Contract Standing Orders and EU regulations.
- 12.3 Implications verified/completed by: (Robert Hillman, Procurement Consultant, 020 8753 1538)

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

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

LIST OF APPENDICES:

Appendix 1: Proposed time table for the procurement process.

Appendix 2: Initial proposed lifts to be procured under the framework


Appendix 1: Proposed time table for the procurement process.

Activity	Indicative Date
Strategy Report	7 th October 2015
S20 NOI Notice	9 th Oct to 19 th Nov.2015
Publish PQQ/OJEU Notice	23 rd November 2015
Site Visit	From 30 th November 2015
Deadline for clarification	23 rd Dec.2015
PQQ Return deadline	5 th January 2016
Evaluation completed	22 nd January 2016
Outcome Letter/Debrief	4 th February 2016
ITT Published	15 th February 2016
Deadline for clarification	4 th March 2016
Tender Return deadline	8 th March 2016
Evaluation completed	24 th March 2016
S20 Notice of Estimate	1 st April to 12 th May 2016
Cabinet Report Approval	May – June 2016
Alcatel Letters/Debrief	June 2016
Contract Award	June 2016
Contract Start	1 st July 2016

Appendix 2: Initial proposed lifts to be procured under the framework

2015/16 Lifts Programme	
Glenallen House x1	Avonmore and Brook Green
Mortimer House x1	Avonmore and Brook Green
Pelham House x3	Avonmore and Brook Green
Rainville Court	Fulham Reach
2016/17	
Herbert Morrison House x2	Fulham Broadway
Seagrave Lodge Hostel x1	Fulham Broadway
Kelmscott Gardens 1-35 x1	Askew
Henrietta House x2	Hammersmith Broadway
Joanna House x2	Hammersmith Broadway
The Grange Goldhawk Rd x1	Askew
Batman Close 1-20 x2	Shepherd Bush Green
Batman Close 21-56 x1	Shepherd Bush Green
Batman Close 95-113 x2	Shepherd Bush Green
2017/18	
Michael Stewart House x2	Fulham Broadway
Linacre Court x2	Avonmore and Brook Green
Verulam House x2	Hammersmith Broadway
Charecroft Estate	
Bush Court x2	Addison
Roseford Court x2	Addison
Shepherd Court x2	Addison
Woodford House x2	Addison

Agenda Item 12

	London Borough of Hammersmith & Fulham CABINET 12 OCTOBER 2015
PHONE PAYMENT PARKING REPORT	
Report of the Cabinet Member for Environment, Transport and Residents Services : Councillor Wesley Harcourt	
Open Report	
Classification - For Decision Key Decision: Yes	
Wards Affected: All Wards	
Accountable Executive Director: Mahmood Siddiqi, Director for Transport and Highways	
Report Author: Edward Stubbing, Project Engineer	Contact Details: Tel: 020 8753 4651 E-mail: edward.stubbing@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report provides feedback and analysis on the current phone payment parking trial that is underway in Controlled Parking Zone E (CPZ E). The report provides details of usage, income and enforcement of the phone payment system. The report also details recommendations regarding the trial and the expansion of the scheme across the entire borough.
- 1.2. The phone payment trial in CPZ E has been live for nine months, during this time an average of 66.5% of all Pay & Display transactions have been made by phone payment. This method has quickly become the predominate method of payment and users have suggested the ease of use and convenience of the service have been key factors in choosing this mode.
- 1.3. Offering the phone payment option as an additional method of payment has meant that there are no discrimination issues as the existing cash method of payment using the pay and display machines, is retained.

Parking compliance has improved within the subzone since the introduction of phone payment suggesting that the ease of phone payment encourages motorists to pay to park rather than run the risk of parking illegally. Officers have received very few complaints about phone parking and we estimate a total of 31 penalty charge notices were issued to drivers as a result of difficulties experienced with the phone payment system.

- 1.4. The current administration have committed to making parking fairer and supporting local high streets. Increasing both the interfaces used to make payments and the number of modes accepted will target this pledge.
- 1.5. Officers recommend that approval is given to commence the tendering process to appoint a service provider to introduce phone payment across the entire borough. This will require a full tender process with the results being reported back to the Cabinet Member for Environment, Transport & Residential Services to award the contract. Phone payment necessitates the replacement of the existing parking signs to include details of the phone payment service. The signs would need to comply with DfT guidelines to ensure enforceability of the parking controls.

2. RECOMMENDATIONS

- 2.1. To approve the introduction of phone payment parking across the borough. With the installation taking a phased approach, based on a zone by zone introduction.
- 2.2. To place an order with Bouygues Ltd, the Council's existing Measured Term Highways Contractor in the sum of £964,676 for replacement signage (example is shown in the Appendix 1) and associated sign posts.
- 2.3. To delegate to the Cabinet Member for Environment, Transport & Residential Services and the Leader of the Council, the authority to award a framework agreement for a telephone payment service provider, and to award a contract for telephone payment service.

3. REASONS FOR DECISION

- 3.1. Phone payment for parking charges has been offered in other boroughs for a number of years as an alternative to putting coins in pay and display machines. The system has been welcomed by motorists as the charge is directly charged to their debit or credit card avoiding the need for them to carry large amounts of cash in coins.
- 3.2. In LBHF many of our pay & display machines have been in place for over 20 years and are now reaching the end of their serviceable life. They are prone to vandalism, malfunction and theft which can affect our ability to enforce the parking controls. Providing an alternative payment system

would ensure that motorists are able to pay to park without relying on the pay & display machines.

- 3.3. Phone payment technology allows three distinct methods of payment:- by calling a call centre and providing payment details, by sending a text message to an automated service, and by using a smartphone app. Many motorists are now accustomed to phone payment technology and officers regularly receive requests from residents, businesses and visitors asking for a phone payment option.
- 3.4. In line with national legislation, the value of the new contract will exceed the minimum value for a formal tender process to be conducted. Officers will therefore need to complete a full tender process in advance of awarding a contract. The contract will affect the entire borough requiring a cabinet decision.

4. INTRODUCTION AND BACKGROUND

- 4.1. LBHF have operated Controlled Parking Zones (CPZs), in the borough for over forty years. As part of the CPZ controls vehicles can either display permits available to residents, business and resident visitors or Pay & Display. Until recently the borough has only ever offered Pay & Display parking through the use of a ticket machine that accepts coins only, as the sole mode of payment.
- 4.2. In August 2013 LBHF introduced a new Pay & Display ticket machine in CPZ K that accepted debit and credit cards as the sole method of payment. This trial aimed to establish the acceptance of alternative methods of payment, taking the example of other London boroughs and TfL in moving away from cash only. The trial has demonstrated that the vast majority of users are keen to use alternative payment methods.
- 4.3. With over 146million debit and credit cards in circulation in the UK, the popularity of payment by card is continuing to rise. In response to this change in payment method several new services have been developed in relation to Pay & Display parking. Phone payment has emerged as one of the most popular alternative payment methods. At present 29 out of the other 31 London Boroughs are operating phone payment parking, with the remaining two currently trialling or planning to introduce phone payment.
- 4.4. The growth of phone payment has increased in the past five years with phone ownership levels rising from 80% nationally in 2008 to 91% in 2013. This increase has seen many local authorities across the country introduce phone payment in their parking locations as an alternative method of payment. Despite the high levels of phone ownership, there is still a number of people without access to a phone. Providing phone payment as the sole payment method could possibly lead to legal challenges on the basis of discrimination. At least one London borough intended to remove all on-street payment machines when they introduced phone payment,

only to subsequently reinstall them following complaints and legal challenges from residents, businesses and visitors.

- 4.5. LBHF introduced a trial of phone payment parking in October 2014 as part of the boroughs review of Pay & Display technology. The trial aimed to provide information on the costs, usage and enforceability of the phone payment system in a live environment.

Trial Launch

- 4.6. The trial in CPZ E was awarded based on a mini tender process conducted by LBHF to determine the most suitable provider. RingGo were awarded the trial on the basis of their tender submission. As part of the tender process, companies were asked to confirm what modes of payment they would accept. The trial in CPZ E allows users to activate their session and pay by phone, text, smart phone application, website and using PayPoint.
- 4.7. At the time phone payment was introduced all of the parking signs in the trial area were changed to the DfT authorised version of 660.7 that includes phone payment (Appendix 1). The sign includes both the phone number that users can call as well as the SMS text number. Stickers were also attached to the sides of each ticket machine advertising the service and providing further information on how to use smart phone apps and websites to activate sessions.
- 4.8. As part of the launch of the trial, all residents and businesses within CPZ E were notified by post of the trial. LBHF Communications also used an array of marketing tools to promote the launch including e-newsletters, council website and twitter. Council Officers and RingGo staff also held two information sessions for residents and visitors during the launch, a total of 23 people attended the two sessions.

5. ISSUES

- 5.1. As a public body, the council is required to ensure that any service is inclusive and accessible to all. Phone payment as a payment method for parking charges could be deemed restrictive, as it relies on the user having access to a phone. Phone payment providers can offer alternatives such as the PayPoint facility through local shops but this relies on the shops being open during the controlled hours.
- 5.2. The method of enforcement is an important factor. The existing pay & display machines dispense a ticket that the motorist displays in their windscreen making it relatively easy for a civil enforcement officer to check its validity. With the phone payment system, the vehicle's registration number is held on a database that the enforcement officer can access through their hand held devices. The device would display all valid registration numbers of cars parked in the street and the enforcement

officer would go through the list to verify each parked car. The civil enforcement officers have reported that their average period for completing a beat patrol has increased in the subzone where phone payment is being trialled, however we anticipate this will improve through training and as the CEOs become familiar with the handheld device.

- 5.3. A number of councils have cited the cost of damage and maintenance to ticket machines as being a reason to reduce the number they operate, instead using phone payment in these areas. This is useful in areas where machines are repeatedly targeted for theft or vandalism, or where machines revenue generation is less than the cost of operating the machine.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. The current phone payment trial has been running since October 2014, at the time this report was produced, six months of data was available for analysis.
- 6.2. As the trial has been conducted free of charge by the provider there have been no associated transaction costs. It is not anticipated that any provider will offer the service for free as part of a tender submission. Estimates of the costs of the service have been collected from other boroughs in order to provide cost comparison information.
- 6.3. The trial did not see the removal of any ticket machines, with the phone payment option being added as an additional layer. This provided LBHF with the opportunity to compare the usage of the two methods when operating side by side. The information from the first six months detailed in Table 1 below, shows that the average split was 66.5% phone payment and 33.5% ticket machines. This means that about two thirds of all transactions were made via phone payment.

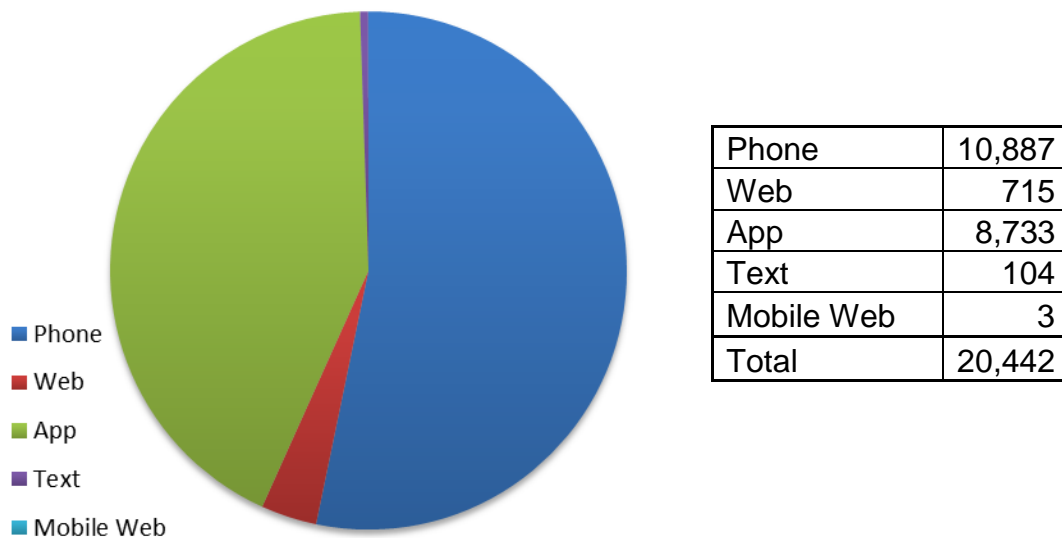
Table 1: Ticket machine vs phone payment revenue for CPZ E (£)

	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Ticket Machines	28,643.02	7,648.25	10,975.55	12,077.55	11,127.60	12,741.25
Phone Payment	6,571.40	19,456.80	18,014.70	20,435.80	21,373.00	29,627.95
Total	35,214.42	27,105.05	28,990.25	32,513.35	32,500.60	42,369.20
% TMs	81.3%	28.2%	37.9%	37.1%	34.2%	30.1%
% Phone	18.7%	71.8%	62.1%	62.9%	65.8%	69.9%

The trial data clearly shows that the percentage of transactions taking place via phone payment has risen significantly since its introduction in October 2014. Apart from an initial spike in the first full month of operation, phone payment has seen a steady increase in the percentage share of total zone transactions.

6.4. This modal split shows that more parking sessions are taking place via phone than by ticket machines. Table 2 provides details of which activation method was used for phone payment, between January and April 2015.

Table/Chart 2: Phone payment for CPZ E activation method



6.5. The table shows that the two predominate activation methods are by phone and smart phone app. The percentage of activations is lower than other boroughs have seen and is slightly surprising given 91% of the population own mobile phones and 61% of the population own smart phones (Statista).

6.6. The nine month period since the trial began has not provided a sufficient period to produce a clear picture of annual enforcement levels for before and after phone payment was introduced. However the nine month trial period has provided some data as detailed below:

- The level of compliance appears to have increased since the introduction of phone payment. In the nine month period that the service has been operating the average number of PCNs has decreased by about 5%. However other boroughs have reported larger decreases in the number of PCN's issued as a result of the introduction of phone payment, in particular overstay contraventions have reportedly decreased.
- Since the trial began only 31 of these have been issued for contravention codes that could relate to a problem with using the system. However the contravention codes cover more than one possibility for a noncompliance and so the number of people issued PCNs because of phone payment issues is likely to be lower.
- The time taken for a CEO to complete a scheduled beat has increased. This is due to the requirement to check Vehicle Registration Numbers (VRNs), against an online database,

compared to previously checking for a ticket in the vehicles window. At present CEOs are using older equipment that is not optimised for checking online information. Parking Services are in the process of introducing new equipment as part of a larger contract upgrade of their services. It is anticipated that these new devices which are optimised for online VRN checks will help improve foot patrol times.

- Parking Enforcement have not reported any experience of CEOs having to deal with customers complaining about the phone payment service, or claiming it has impeded their ability to park lawfully.

6.7. LBHF have not received any complaints since the launch of the trial regarding the introduction of the service. Since the trial has been launched Parking policies have received a total of 27 separate correspondence asking for phone payment to be introduced in other parts of the borough. A consultation of CPZ E was conducted in June 2015, with more than 80% of respondents in support of introducing phone payment across the borough.

7. PROPOSAL

7.1. The trial of phone parking in CPZ E has demonstrated that there is demand for the service with an average 2 out of 3 transactions taking place by phone. LBHF are now proposing that the service is introduced across the entire borough in a phased approach.

7.2. LBHF have compared the option of providing the service internally and using a third party contractor. The cost and administration of an internal system are prohibitive, LBHF therefore recommend that a full tender process be undertaken. The expected value of the phone payment contract is above the financial threshold set out in the Public Contracts Regulations 2015 and therefore the Council will undertake a regulated procurement.

7.3. The timescale for the implementation are detailed in Table 3. These timescales are based on an October approval.

Table 3: Timescales for borough wide roll out of phone payment

Activity	Date
Project Preparation	October 2015
Tender Process	November 2015
Tender Evaluation	December 2015
Tender Award	December 2015
First Zone launch	January 2016
Complete Launch	November 2016

- 7.4. LBHF would access an existing Highway contract with third party supplier Bouygues E&S Infrastructure UK Limited, for the procurement of signs and posts and the installation of these items.
- 7.5. The phone payment service would be rolled out on a CPZ basis, as each zone will require programming into the providers database. LBHF would prioritise zones with older signage where enforceability is an issue, and zones where the times of controls have recently changed e.g. CPZ which have recently been reviewed.
- 7.6. As well as the DfT signage required for the designation of parking bays, LBHF would also advertise the introduction of the service using signage on ticket machines. These would offer the only on street visuals of the new service, in order to comply with LBHF's StreetSmart guidelines.
- 7.7. As part of the roll out process, LBHF would look to promote the new service through digital publications and other forms of media. This would provide information to users about the new service and encourage uptake.
- 7.8. As the phone payment service is rolled out, there would be a phased removal of some of the existing stock of ticket machines. As the phone payment system is offering a service that does not require users to move from the car, it is considered the demand for ticket machines will be lower.
- 7.9. The removals would be done strategically to ensure that no parking bay was too far from a ticket machine. Appendix 2 is a table detailing how many ticket machines could be removed from each zone, depending on whether the maximum distance a ticket machine from a parking bay could be was either 80m or 120m.

8. FINANCE

- 8.1. The average transaction fee for the phone payment method is lower than the fee for card or cash transactions, as there is less physical equipment to maintain and manage. The phone payment provider is also able to pool the credit card transactions, which means the fee per transaction is lower than a ticket machine using card where each transaction is processed individually.
- 8.2. Several other London boroughs such as Wandsworth currently charge the transaction fee for phone payment to users (20p in Wandsworth), rather than the Council paying this fee. This means that the individual transaction cost of the service to the Council is zero. As phone payment is being offered as an additional layer of payment it is considered a more convenient service and so it is acceptable to pass on the charge to the customer. The transaction charge is normally higher when the user pays compared to the Council due to the inability to pool transactions.

- 8.3. In order to introduce the phone payment system the current parking signage on street would need to be changed. In order to comply with DfT regulations an approved version of the 660.7 sign (TSRGD, see Appendix 1), would need to be installed in all locations. As well as complying with DfT regulations, the new signage would also help to raise the awareness of the new payment method. Table 4 gives an overview of the cost of introducing the phone payment system (Appendix 3 provides full details).

Table 4: Estimated costs of introducing phone payment

CPZ	Borough wide
Cost of Signs	£527,336
Cost of Posts	£363,680
Cost of Installation	£272,760
Total	£964,676

- 8.4. The introduction of phone payment would likely create opportunities for the removal of some of the existing stock of ticket machines. The trial data from CPZ E shows that roughly two thirds of transaction would take place via phone payment, when offered alongside existing ticket machine numbers. The reduction in transaction through ticket machines would allow for the removal of some machines as well as other cost saving opportunities listed below:
- The reduction in transactions, would mean lower quantities of cash been taken by individual machines. The current cash collection contract might be reduced through less collections and lower amounts of cash requiring counting.
 - The reduced number of transactions may reduce the number of ticket machine breakdowns and reduce the cost of associated parts.
 - Reducing the number of ticket machines would also mean a decrease in the utility costs associated with the ticket machines.
- 8.5. The level of savings that can be made on the annual running cost of the existing infrastructure, will be related to how many ticket machines can be removed. The current 1100 ticket machines offer the only method of payment at present, with the introduction of phone payment there would be less requirement for the ticket machines. The number of machines left on street will depend on the decision regarding the spacing of ticket machines.
- 8.6. LBHF would look to further maximise the potential savings involved with introducing phone payment by creating a framework contract with the tender awardee. This could encourage the service provider to offer discounted rates in the knowledge that other boroughs could join the contract.

- 8.7. Officers did explore the option of joining an existing framework contract. The West London alliance boroughs are currently using a framework contract, however the scope of this contract is much larger than just phone payment and so this is not an option for LBHF. The anticipated expectations of the service also limit the option to join other frameworks as LBHF will be looking for a curtailed service. Westminster currently run such a service, however this is also part of a larger service contract and due to the level of customisation prohibitively expensive to adopt.
- 8.8. LBHF believe that their framework contract could be constructed to give the degree of customisation and level of service expected of such a prestigious borough. It would also be designed to allow The Royal Borough of Kensington and Chelsea to join the framework, at the conclusion of their current phone payment trial.

9. EQUALITY IMPLICATIONS

- 9.1. The introduction of the phone payment service is not anticipated to have any negative effect on equalities as there is no existing service being removed or altered. After consultation with LBHF disabilities awareness group it is anticipated that there may be some positive impacts of the phone service as it will provide a more convenient and accessible service for certain sectors of the public to use for Pay & Display parking within the borough.
- 9.2. Implications verified/completed by: (Edward Stubbing, Engineer, ext: 4651).

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The financial implications of the proposal above have been incorporated within the financial analysis appendix. This modelling/forecasting is a combined appendix for both phone payment parking report and the ticket machine parking report.
- 10.2. The appendix shows the capital implementation costs and the annual implications for the revenue budget for all of the pay and display infrastructure options presented. The revenue implications are a combination of additional costs incurred as a result of the introduction of credit and debit card as a method of payment, and savings due to reductions in cash collection, machine maintenance and energy costs. Apart from the straight replacement option, all of the other options will result in a net saving in the revenue budget.
- 10.3. The option being recommended is mixed mode 1, which proposes a reduction in the number of machines to 400 card only machines and an option to pay by phone. Upfront investment of £3.180m is being requested from the Efficiency Projects Reserve. Annual revenue savings are

expected to be £436,768. This gives a payback on the investment over 7.3 years.

- 10.4. The upfront (capital) investment figure covers the purchase and installation of the new machines, removal of the existing machines and the cost of changing the signage. A full breakdown is shown in the appendix.
- 10.5. There are additional revenue costs of £572,800 for mixed mode 1, due to the transaction and processing costs for card payments at the machines and those made by phone.
- 10.6. There is a reduction in existing revenue costs of £1.01m. This is due to cash collection no longer being required and a reduction in the maintenance and energy due to there being fewer machines. This means there is a net overall annual revenue saving of £436,758.
- 10.7. The impact of theft and vandalism has not been taken into account, but is an issue with the current machines. Reducing the number of machines and having them accept only card payment, should eliminate this problem.
- 10.8. It is proposed that the upfront (capital) investment of £3.180m be funded from the Efficiency Projects Reserve. The reserve balance was £13.2m at the start of £2015/16 and £9.8m is currently uncommitted. The Council continues to review earmarked reserves so as to ensure adequate funding is provided in the efficiency projects reserve.
- 10.9. Funding could also be considered through capital resources. But this would potentially impact on debt reduction savings as the council would potentially need to set aside sums (the minimum revenue provision) for debt repayment. For this investment, this would reduce the net revenue saving by £127,187 and so increase the payback period to 10.3 years.
- 10.10. The current machines are around 20 years old and reaching the end of their useful lives. Therefore, they will need replacing in the near future. The introduction of a new £1 coin in 2017 will also mean the current machines need adapting to accept the coin.
- 10.11. The potential saving from this proposal will need to be taken account of within the council's forward financial plans.
- 10.12. Implications verified/completed by: (Amit Mehta, Finance Manager, ext. 3394)

11. LEGAL IMPLICATIONS

- 11.1. There are no legal implications arising from the proposals in relation to the Road Traffic Regulation Act 1984 under which the power to regulate and charge for on street parking derives.

- 11.2. Implications verified/completed by: (Adesuwa Omoregie, Solicitor ext: 2297)

12. IMPLICATIONS FOR BUSINESS

- 12.1. Council officers have received a number of comments and complaints from local businesses regarding the limited modes of payment for Pay & Display parking. The introduction of additional modes should allow visitors more options for payment and easier parking, encouraging more visitors to local businesses. The ability to remotely extend parking sessions may also encourage visitors to make longer stays in local shops and businesses.
- 12.2. The programme for the implementation of new ticket machines includes a consultation with businesses in the borough, this will allow officers to determine the level of demand for cash payment. At present it is not known whether businesses will consider the removal of cash beneficial or not, this consultation will help determine what impact there might be when changing the ticket machines and methods of payment. The results will be carefully reviewed to determine whether some ticket machines should continue to accept cash. It should be noted that all new machines will be built with the ability to accept both card and cash and so conversion post installation to accept/ stop accepting either method will be relatively easy.
- 12.3. Implications verified/completed by: (Edward Stubbing, Engineer, ext: 4651)

13. RISK MANAGEMENT

- 13.1. There are no risk implications arising from this proposal.
- 13.2. Implications verified/completed by: (Michael Sloniowski, Shared Services Risk Manager, ext. 2587)

14. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 14.1. Council officers have investigated the option of accessing existing framework contracts for both phone payment and ticket machines. Neighbouring boroughs with an existing framework contract such as the West London alliance operate phone payment, however this is only one element of a much larger contract which precludes Hammersmith and Fulham from joining.
- 14.2. Consideration has been given to the reduced rates potentially available to the council through the use of a framework agreement and the participation by other councils. It is for that reason both elements relating to this procurement (a) the phone payment and (b) supply and maintenance of new ticket machines will be let as framework agreements that other councils can call off from. However, the 2015 Regulations require clear disclosure of all local authorities who have agreed to

participate and therefore in the Contract Notice they must be clearly identified. This will allow RBKC to access this contract if they wish, particularly as a bi-borough agreement currently operates for ticket machines.

- 14.3. Implications verified/completed by: (Alan Parry, Interim Head of Procurement (Job-share), ext: 2581).

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

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

LIST OF APPENDICES:

Appendix 1:

Example of parking sign 660.7 variation with phone payment parking included

Appendix 2:

Zone breakdown of where ticket machines could be removed in order to increase savings

Appendix 3:

Estimate's of the costs involved for the installation of signage on a zonal basis

Appendix 1 - An example of the DfT authorised variation to 660.7 parking sign from the Traffic Sign Regulations and General Directions Manual, including the phone payment option for Pay & Display




Appendix 2 - Approximate number of ticket machines that could be removed from the existing arrangement in order to provide either 80m or 120m catchment of all parking bays.

Zone	80m Spacing	120m Spacing
A	11	16
AA	6	9
B	2	4
C	0	1
CC	0	2
D	3	4
E	0	3
F	4	9
G	0	4
H	5	9
I	3	7
J	1	5
K	3	5
L	2	5
M	1	8
N	2	4
O	4	8
Q	5	8
QQ	0	0
R	4	9
S	3	8
T	2	9
U	6	10
V	10	14
W	8	12
X	5	9
Y	2	6
Z	1	5
Totals	93	193

Appendix 3 - Estimated costs on a CPZ basis of all physical works involved with the introduction of phone payment parking

CPZ	Cost of Signs	Cost of Posts	Cost of Installation	No of Signs
A	£22,968	£15,840	£11,880	396
AA	£6,264	£4,320	£3,240	108
B	£17,342	£11,960	£8,970	299
C	£11,890	£8,200	£6,150	205
CC	£9,860	£6,800	£5,100	170
D	£22,330	£15,400	£11,550	385
E	£14,210	£9,800	£7,350	245
F	£23,374	£16,120	£12,090	403
G	£7,772	£5,360	£4,020	134
H	£19,488	£13,440	£10,080	336
I	£26,912	£18,560	£13,920	464
J	£23,490	£16,200	£12,150	405
K	£16,414	£11,320	£8,490	283
L	£14,094	£9,720	£7,290	243
M	£16,820	£11,600	£8,700	290
N	£17,458	£12,040	£9,030	301
P	£13,920	£9,600	£7,200	240
Q	£36,250	£25,000	£18,750	625
QQ	£290	£200	£150	5
R	£18,908	£13,040	£9,780	326
S	£14,616	£10,080	£7,560	252
T	£12,238	£8,440	£6,330	211
U	£19,314	£13,320	£9,990	333
V	£53,070	£36,600	£27,450	915
W	£35,844	£24,720	£18,540	618
X	£13,224	£9,120	£6,840	228
Y	£16,124	£11,120	£8,340	278
Z	£22,852	£15,760	£11,820	394
Total	£527,336	£363,680	£272,760	9092

Agenda Item 13

	London Borough of Hammersmith & Fulham CABINET 12 OCTOBER 2015
TICKET MACHINE PARKING REPORT	
Report of the Cabinet Member for Environment, Transport and Residents Services : Councillor Wesley Harcourt	
Open Report	
Classification - For Decision Key Decision: Yes	
Wards Affected: All Wards	
Accountable Executive Director: Mahmood Siddiqi, Director for Transport and Highways	
Report Author: Edward Stubbing, Project Engineer	Contact Details: Tel: 020 8753 4651 E-mail: edward.stubbing@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report provides background on the current state of the Pay & Display ticket machines across the borough. This report also provides details on the current annual cost of operating and maintaining the ticket machines, as well as the comments and complaints received regarding the current system. Five options for the future of ticket machines are provided, with the pros and cons of each addressed.
- 1.2. Details of the three main types of payment method currently available are provided, as well as some of the main dis/advantages of each. LBHF are currently trialling phone and card payment methods in two CPZs and the results of these trials are used in forecasting the future demand for different Pay & Display methods.
- 1.3. Officers have formulated several options for the future direction of Pay & Display infrastructure within the borough. This report provides details of how these options would work, the dis/advantages of each, and the financial costs of implementation. The report also provides estimates of what the annual operating costs of these options might be.

- 1.4. The administration have committed to the review of all existing contracts over fifty thousand pounds. They are also keen for parking to be fairer and support local high streets. Increasing both the accessibility to payment methods and the number of modes accepted will target these policies.

2. RECOMMENDATIONS

- 2.1. To approve the mixed mode 1 option as the direction for Pay & Display equipment in Hammersmith and Fulham. This will mean purchasing about 400 new ticket machines and removing the existing 1100 ticket machines, as well as offering phone payment across the entire borough.
- 2.2. To Consult with Businesses in the borough as to whether ticket machines in more commercial areas should offer cash as well as card payments.
- 2.3. To approve authorisation for the tender process for new Pay & Display ticket machines to be conducted, as well as the maintenance contract for the new machines.
- 2.4. To delegate to the Cabinet Member for Environment, Transport & Residential Services and the Leader of the Council, the authority to award a framework agreement for a ticket machine purchase and maintenance contract.

3. REASONS FOR DECISION

- 3.1. The majority of Pay & Display infrastructure has been in place for close to 20 years, meaning many of the ticket machines are past their life expectancy and are now obsolete. In consequence, the machines are more vulnerable to theft, more likely to develop faults and cannot offer the flexibility of more modern machines in terms of the variety of tariffs, the ability to charge per minute and handle a wider range of coins and accept card payment. In the average month about 1500 reports are made of issues with ticket machines from residents, visitors and computer monitoring software. This impacts on both the effectiveness and enforceability of parking controls in the adjacent area.
- 3.2. LBHF have received numerous comments from residents, businesses and visitors asking for improved payment facilities for parking, including requests for alternative methods of payment.
- 3.3. The Council have seen a growing issue with vandalism and theft from ticket machines. This has included organised groups targeting ticket machines with coordinated and sophisticated schemes which is estimated to cost the council over £300,000 in lost revenue per year. The proposal would see the removal of cash from ticket machines, helping to mitigate the level of crime and damage currently being caused. The consultation with businesses would help to ensure that the full/partial removal of cash from streets was done with the support of the business community.

- 3.4. The value of the new contract will exceed the minimum value for a formal tender process to be conducted. Officers will therefore need to complete a full tender process in advance of awarding a contract or initiating planned designs, in order to conform with national guidance on procurement. The contract will affect the entire borough requiring a Cabinet decision.

4. INTRODUCTION AND BACKGROUND

- 4.1. The London Borough of Hammersmith and Fulham (LBHF), receives a large number of complaints each year through a range of mediums regarding the current state and restrictions of the existing Pay & Display equipment. In an average month about 1500 reports are received regarding ticket machines functionality. These comprise both complaints and reports received from the public, contractors, computer reports and officers (many of the report received are issues that don't affect the end users experience of the machine, but do require council resources to resolve). In April 2015, 1474 complaints were received including, machines not working, no communications with machines, theft and vandalism, as well as a number of other functionality issues. The provision of a new multi layered system offering different payment methods will aim to meet the demands of residents, businesses and visitors alike. It will also aim to reduce the amount of time and cost involved in monitoring and managing the current service.
- 4.2. There are currently around 1100 Pay & Display ticket machines located across the borough. These ticket machines offer Pay & Display tickets for purchase, which are then valid in any shared use parking bay within the corresponding Controlled Parking Zone (CPZ). All of the current ticket machines have been provided by a single company (the Metric Group), who also currently have an annual contract for the management and maintenance of the machines.
- 4.3. There are a total of 28 CPZs in the borough. Parking in each of these zones is restricted, meaning that each zone requires Pay & Display ticket machines that are specifically programmed for that zone. All of the Council's CPZs, except for two (A and O) were introduced between 1992-98, with the ticket machines being installed at the same time. This means that the vast majority of the ticket machines are now at least 17 years old (with many others being older than 20 years), and well beyond their original life expectancy.
- 4.4. At the time the ticket machines were installed, the methods of payment available were more restricted. Payment by cash was the predominate mode of payment at the time, with the internet and mobile phones in their infancy. At the time the Pay & Display machines were installed the cost for half an hour's parking was 20p, at present the rate for half an hour is either £1.10 or £1.40.
- 4.5. The ticket machines when originally purchased, were expected to last between 10 and 15 years. Many of the machines have now been on street for closer to 20 years and this means that they are more vulnerable to vandalism and theft . At any one time as many as 60 machines can be out of service due to mechanical failures or vandalism. The availability of spare parts for these machines is likely to become increasingly problematic , which will increase the

costs and timescales for repairs. The ticket machines are an important part of the parking controls and without them the ability of Civil Enforcement Officers (CEOs), to effectively enforce controls can be compromised.

- 4.6. The current ticket machines are maintained by the Metric Group. LBHF has an annual contract for the maintenance of ticket machines, which at present is about £450,000 per year.
- 4.7. The increase in the amount of cash that each Pay & Display machine collects as a result of the higher rates, has led to an increase in the number of cases of vandalism and thefts. It is difficult to determine exactly how much money is lost to theft however best estimates suggest it is in the region of £300,000 to £350,000 a year. In addition to this the cost of repairing ticket machines damaged by vandalism is estimated at around £20,000 to £30,000 per year.
- 4.8. There are three main methods of payment currently being used for parking by other London Boroughs. Appendix 1 shows a full list of London boroughs and what methods of payment they currently use. Listed below are the three main methods as well as dis/advantages of each:
- 4.9. Cash Payment Option

As a type of payment option, this is the most common method for the past twenty years or more. Cash comes in two forms, coins or notes, traditionally ticket machines have only needed to accept coins due to the lower cost of parking. With the rising cost of parking, machines are now more often arranged to accept notes (as of 2013 three London boroughs offered ticket machines that accepted notes). On street Pay & Display machines do not offer the facility to provide change as this would increase the likelihood of theft and require many extra engineer or cashier visits to top up the change:

- Although the technology is improving, many ticket machines are still susceptible to accepting foreign/fake currency. At present it is estimated that between £20,000 and £45,000 of revenue is lost as a result of fake coins/foreign currency.
- Cash collection is required for every machine that accepts cash/notes. The current contract for cash collection is £472,000 per year, to collect and sort the cash from each machine.
- With the recent announcement of the new one pound coin, estimates have been provided for the reprogramming of ticket machines to accept the new coin. It is estimated that it will cost about £120 per machine to reprogram and update them to accept the new coin (this would be a total of £132,000 to convert all 1100 machines).

4.10. Card Payment Option

With the continued increase in credit and debit card use, this payment method has been incorporated into many Pay & Display ticket machines in other London boroughs. With the relatively recent introduction of contactless payment or 'wave and pay' technology (for example TfL and underground stations), cards are now more popular than ever as a method of payment:

- The card payment option means that users don't have to worry about having correct change when they go to a ticket machine, unlike with cash.
- The card transaction process requires a high speed internet connection in order to communicate with the credit card providers. This means an ADSL broadband line is required for each machine at a cost of about £35 a month per machine.
- Despite some public perception, the card payment process is secure. There is also no money being stored in the machines which should reduce the incidents of theft and vandalism to the machines.
- The cost of transaction fees for cards is charged either as a percentage of the total transaction, or as a fixed fee per transaction depending on the type of card used. This fee is paid for by the council as part of the service offered.
- When using debit/credit cards a connection and validation process is required with an intermediary. This means there is a risk of card transactions failing due to the card being declined or the transaction timing out. This can cause frustration for users and a potential loss in revenue.

4.11. Phone Payment Option

The introduction of mobile phones and more recently smart phones has seen the creation of phone payment parking. This method allows users to pay for their parking without having to find and use a physical ticket machine. The technology is linked to number plate registration as no physical tickets are produced.

- Users benefit from being able to pay for their parking without leaving the car, and do not have to go searching for a ticket machine.
- The technology allows users to pay for the exact amount of time they want, and alerts them when their time is running out. Users are also able to top up their payment without having to return to the vehicle.
- Phone payment can be restrictive as it excludes anyone who does not have a mobile phone from using the system. As such it would be difficult to run the system without providing an alternative which does not rely on the user having a specific type of technology and is available to everyone.
- As Phone payment can only be offered in conjunction with another payment method at present, it can only be considered an additional option. The London borough of Barnet removed all ticket machines and operated a phone payment only system, however due to legal challenges under equalities law, they were forced to install ticket machines as well. As it is considered an additional option it is possible to pass the transaction charge of the service on to the consumer.

5. CURRENT TRIALS OF PAYMENT TECHNOLOGY

- 5.1. LBHF are currently trialling both card payment and phone payment parking in two separate trials in order to establish their impacts in a live environment within the borough. These trials are important in determining which payment methods will be most appealing to users in the future and identifying any potential pitfalls of the payment types in the real world.
- 5.2. The card payment trial began in August 2013 in CPZ K. All of the 29 existing ticket machines were removed and 28 new card payment ticket machines replaced them. The 28 machine were put in the same locations as the previous machines (with one location removed), in order to keep the test environment as similar to the previous arrangement as possible. The new ticket machines only accepted payment by debit or credit card.
- 5.3. The trial of the card payment ticket machines has been operating for over 18 months, during this time the residents and businesses of CPZ K have also been consulted. The results of the consultation raised some issues with the scheme, however most of these related to the design of the ticket machines and the utilities connecting them. This feedback will be used in the specifications and planning of any new ticket machines in the future.
- 5.4. The financial records showed that the change from cash to card did not lead to any significant changes in the level of income from CPZ K on a month to month basis. Parking Enforcement report that although there was a short period during the installation where enforcement was stopped, since the installation of the scheme has finished there has not been any significant impact on enforcement as a result of the change in payment method. At present there have been no challenges of PCNs based on the grounds of payment type being offered.
- 5.5. The Trial of phone payment begun in October 2014 in CPZ E. The trial has been operated in conjunction with the existing Pay & Display ticket machines in order to provide a comparison of the two modes. Initial data shows that about 66% of all transactions in the zone are made by phone payment. A separate paper has been submitted providing further details on the results of the phone payment trial and its potential to be introduced across the borough.

6. ISSUES

- 6.1. The current ticket machines on street accept correct change coins only. However since they were installed the price of parking has increased from 40p to between £2.40 and £2.80 per hour. This has meant users now need to carry much larger amounts of change in order to pay for their parking.
- 6.2. The majority of the current ticket machines were installed about 20 years ago. At the time they were installed they had about a 10 - 15 year life expectancy. Due to their age sourcing replacement parts will become increasingly difficult .
- 6.3. Parking Services have experienced repeated issues with regards to theft and vandalism of the current ticket machines. As the amounts of coins collected

has increased with higher tariffs and increased parking demand, the ticket machines have become an attractive target for theft. LBHF loses an estimate £300,000 to £350,000 a year in theft and spends between £20,000 and £30,000 in repairs to vandalised machines.

- 6.4. As a public body, the council is required to ensure that any service is inclusive and accessible to all. The ease of use of the system is essential to its successful operation. Users expect a simple and easy process to follow, to obtain their Pay & Display validation. Whichever system is ultimately used it needs to be easy for users to follow and understand.
- 6.5. Sections 7 to 9 give details of several options that Council officers have investigated regarding the future direction for Pay & Display parking infrastructure across the borough. The factors listed below are important in determining the requirement and acceptability to the user of any option for Pay & Display.

7. A STRAIGHT REPLACEMENT OPTION

- 7.1. At present there are about 1100 ticket machines across the 28 Controlled Parking Zones. This option proposes that 1007 of the existing ticket machine locations are replaced with new ticket machines. The remaining 93 machines would be removed and not replaced due to current spacing arrangements. Mapping of the current machine locations has identified a total of 93 locations where machines could be removed without causing users to travel more than 80m from any parking space. The 93 locations proposed would also be removed as part of the cost savings of introducing phone payment, which could happen prior to the replacement of the other ticket machines.
- 7.2. There are no set guidelines on the distance required between ticket machines, or the acceptable distance between a parking space and ticket machine. European guidelines for accessibility recommend that no individual should travel more than 200m to a payment location. There is also no previous ruling from Parking and Traffic Appeals Service (PATAS), stating a maximum distance to travel, although the Council has lost a case on the basis of the nearest machine not being close enough to the location where the car in question was parked. Council officers have therefore taken the approach that when ticket machines are the only method of payment offered, users should be expected to travel no more than 80m from a parking space. This is due to the average walking speed being 1.4m per second, meaning 80m would take approximately 1 minute to walk. This would allow users time to travel to and from the ticket machine and complete a transaction. This distance would also mean that the vast majority of parking spaces are within a visible distance of a ticket machine.

8. RATIONALIZED REPLACEMENT OPTION

- 8.1. This option aims to optimize the range and placement of ticket machines, in order to reduce the total number required across the borough by maximising

their sphere of coverage. The proposal would mean a total of 800 new ticket machines being required.

- 8.2. This option would involve closing about 600 of the current ticket machine sites, and about 300 new sites would be used in order to provide appropriate coverage. Under this scheme parking spaces would be no more than 80m from the nearest ticket machine.
- 8.3. The type of machine installed may require an ADSL telephone line to be installed. This could cause the cost of the new locations to increase due to the need for trenching and installation of the line by contractors.

9. MIXED MODE OPTION

- 9.1. If a decision was taken to introduce phone payment method as well as ticket machines, this option would allow for a smaller number of ticket machines. As phone payment would mean multiple payment methods are available, this would allow for an increase in the spacing between ticket machines.
- 9.2. Although no legislation exists regarding payment distance, the precedent has been set that when Phone payment is offered, users can avoid the need to leave the parking space to pay. At present there are no recorded cases or subsequent rules regarding the maximum distance between ticket machines when used alongside phone payment. Officers consider that the phone payment would be accessible by the majority of users, however ticket machines are still required to cater for the remainder. Officers consider 200m to be too far to walk to (this is based on the average person walking 200m in about 2minutes 20seconds, 1.4m/s), purchase a ticket and return to the vehicle within the five minute observation period currently used by Civil Enforcement Officers. It is the opinion of officers that a distance of no more than 120m from parking bay to ticket machine would allow a user to purchase a ticket and return to the vehicle within the observation period.
- 9.3. The Mixed Mode option involves borough wide coverage of phone payment, as well as a number of ticket machines in each CPZ. This combination allows three sub options outlined below:
 - Mixed Mode 1: Phone payment offered along with the removal of all 1100 old ticket machines and the installation of 400 new card only machines in new locations ensuring that parking bays are no more than 120m from a machine.
 - Mixed Mode 2: Phone payment offered along with the removal of about 500 existing machines, leaving the remaining machines as the alternative to phone payment. This option would also mean no parking space is more than 120m from a ticket machine.
 - Mixed Mode 3: Phone payment alongside 400 new ticket machines that accept card payments, with 100 of these machines also accepting cash payment. Machines would be no more than 120m from a parking bay.

- 9.4. If the option to keep the existing ticket machines is chosen then the parts from the removed machines could be used in some situations to fix the remaining machines. This option would require more machines to remain on street in order to provide the 120m maximum distance, due to the irregular arrangement and spacing of the current ticket machine locations. This would also not address the issues of theft and vandalism that are currently affecting this type of ticket machine.
- 9.5. At present the ticket machine manufacturers use a standard model for the machine, regardless of the mode of payment being offered. All the machines are designed to accept the different payment options, and it is a fairly simple case of removing a face plate to make an additional payment method available. This would mean that if a new machine only offered card payment initially, it would not be a difficult process to adapt the machine to accept coins as well.

10. FINANCE FOR THE OPTIONS

- 10.1. The table below (table 1), details the cost of the hardware involved in each of the options. The primary costs are, the installation of a ticket machine (approximately £560), the removal of a ticket machine (approximately £210), the cost of new signage (approximately £88) and the installation of new posts (approximately £120). The cost of a new ticket machine will depend on the winning tender, however estimates range from £4000 to £4500 per unit, for this evaluation the mid-range value of £4250 per unit has been used.

Table 1: One off cost of each option

	Straight Replacement	Rationalized Replacement	Mixed Mode 1	Mixed Mode 2	Mixed Mode 3
New Installations	£563,920	£447,400	£224,000	£0	£224,000
Removals	£231,000	£231,000	£231,000	£105,000	£231,000
Signage	£15,105	£27,965	n/a*	n/a*	n/a*
Posts	£13,200	£28,160	n/a*	n/a*	n/a*
Conversion Cost	£0	£0	£0	£275,000	£0
Total	£823,225	£733,560	£455,000	£380,000	£455,000
Officer time	£60,000	£60,000	£60,000	£40,000	£60,000
New machines	£4,279,750	£3,395,750	£1,700,000	£0	£1,700,000
Total	£5,162,975	£4,189,310	£2,215,000	£420,000	£2,215,000

- * The costs associated with signage and posts under either of the options that include phone payment are calculated in part 1 of the pay and display infrastructure report.

- A more detailed breakdown of the costs of each option by CPZ is detailed in Appendix 2-4.
- 10.2. As well as the capital outlay of each option there are also annual fees associated with each option. Ticket machines require maintenance and utilities to operate, whilst the use of credit/debit cards will involve transactions fees. The Finance Appendix gives a breakdown of the annual costs of each of the options presented.
 - 10.3. The transaction fees for the phone payment are lower than those for card, as the phone provider incorporates this into the overall transaction fee they charge the council, as such they are able to pool all transaction fees from all their clients to negotiate a better rate with the banks/credit card companies.
 - 10.4. Several other London boroughs such as Westminster currently charge the transaction fee for phone payment to user, rather than the Council paying this fee. This means that the individual transaction cost of the service to the Council is zero. As phone payment is being offered as an additional layer of payment it is considered a luxury service and so it is acceptable to pass on the charge to the customer. The transaction charge is normally higher when the user pays compared to the Council due to the inability to pool transactions.
 - 10.5. A number of councils have also cited the cost of damage and maintenance to ticket machines as being a reason to reduce the number they operate, instead using phone payment in these areas. This is useful in areas where machines are repeatedly targeted for theft or vandalism, or where machines revenue generation is less than the cost of operating the machine.
 - 10.6. The newer technology in ticket machines design allows for most new machines to have additional parts added to them at a subsequent date. In CPZ K five of the machines currently being trialled, have recently had the option for cash payment added, more than a year after originally being installed.
 - 10.7. The two trials of card and phone payment technology currently taking place in CPZ K and E have provided useful data on what the split is between the different payment modes when multiple options are offered.
 - The phone payment trial in CPZ E and information from other boroughs suggests that once phone payment has been in operation for a couple of months and users have become familiar with the system, about 75% of all transactions take place using this method.
 - The trial of card payment technology in CPZ K has produced some interesting results regarding the split between card and cash payment modes. The trial has shown that lower value transactions are mostly paid for by cash, whilst cards are usually used for higher value amounts. As there are more short parking sessions than longer ones in CPZ K, about 60% of all transactions are paid for by cash when both modes are offered at a ticket machine.

11. TIMESCALES AND PROGRAM FOR IMPLEMENTATION

11.1. There are several factors that need to be considered when establishing timescales/ program of works:

- The resources required to remove a ticket machine are extensive and the process takes several hours to remove and reinstate the footway. The installation of the new foundations and security measures for a new ticket machine are also time consuming. These timescales can be further complicated by uncertainties about what is located under the footway e.g. cellars, unmarked utilities.
- Any new ticket machines will need to conform to several specifications (e.g. the height of the card reader), this will mean production time for any custom units is likely to be slower than stock machines. It may also limit the quantity available on a monthly basis to be installed.
- The contractor estimates that approximately forty machines can be removed and decommissioned each month. This includes the complete removal of the pedestal and infill of the site, as well as changes to signage as required.
- As the total expenditure on new ticket machines and the total annual value of the phone payment contract, are both in excess of £174,000 a full tender process would be required. This process will take between two and five months depending on the product required.

11.2. Table 2 gives an estimate of the timescales involved in each of the five proposed options.

Table 2: Estimated timescales for each option

	Like for Like	Even Distance	Mixed Mode 1	Mixed Mode 2	Mixed Mode 3
Program design and development	3 months	4 months	3 months	2 months	3 months
Tender process	5 months	5 months	5 months	2 months	5 months
Production of Units	24 - 48 months	18 - 36 months	9 - 18 months	0 months	9 - 18 months
Phased roll out*	30 - 60 months	24 - 48 months	15 - 30 months	15 - 30 months	15 - 30 months
Total	38 - 68 months	33 - 57 months	23 - 38 months	19 - 34 months	23 - 38 months

* The phased roll out process could be conducted at the same time as the production of units, so that new units were being installed in batches each month after production.

- 11.3. The speed at which new ticket machines can be produced is dependent on the winning tender as each company has provided different estimates on production rate. The specification of the ticket machines could also increase the time for production if the required changes/specifications are complicated to include.

12. TENDER PROCESS

- 12.1. The tender process for the ticket machines will be undertaken in line with Council policy. This will include using the capital E-sourcing procurement process and abiding by the Public Contracts Regulations 2015.
- 12.2. Council officers have investigated the option of accessing existing framework contracts for the ticket machines. Neighbouring boroughs with an existing framework contract such as the West London alliance operate ticket machines, however this is only one element of a much larger contract which precludes Hammersmith and Fulham from joining.
- 12.3. Consideration has been given to the reduced rates potentially available to the council through the use of a framework contract. The ticket machine contract will be a framework agreement. This will allow other boroughs including the Royal Borough of Kensington and Chelsea to access this contract if they wish, particularly as a bi-borough agreement currently operates for ticket machines and their maintenance.

13. EQUALITY IMPLICATIONS

- 13.1. This report does not propose any changes to the current on street arrangement, as such it is deemed this report in itself does not create any equality issues. However the Council has had regard to its public sector equality duty contained in section 149 of the Equality Act 2010. A complete EIA report will accompany the follow up report that deals with the outcome to the tender and proposed forward programme.
- 13.2. Implications completed by: (Edward Stubbing, Project Engineer, ext. 4651)

14. LEGAL IMPLICATIONS

- 14.1. There are no legal implications arising from the proposals in relation to the Road Traffic Regulation Act 1984 under which the power to regulate and charge for on street parking derives.
- 14.2. Implications verified/completed by: (Adesuwa Omoregie, Solicitor ext: 2297)

15. FINANCIAL AND RESOURCES IMPLICATIONS

- 15.1. The financial implications of the proposal above have been incorporated within the financial analysis appendix. This modelling/forecasting is a combined

appendix for both phone payment parking report and the ticket machine parking report.

- 15.2. The appendix shows the capital implementation costs and the annual implications for the revenue budget for all of the pay and display infrastructure options presented. The revenue implications are a combination of additional costs incurred as a result of the introduction of credit and debit card as a method of payment, and savings due to reductions in cash collection, machine maintenance and energy costs. Apart from the straight replacement option, all of the other options will result in a net saving in the revenue budget.
- 15.3. The option being recommended is mixed mode 1, which proposes a reduction in the number of machines to 400 card only machines and an option to pay by phone. Upfront investment of £3.180m is being requested from the Efficiency Projects Reserve. Annual revenue savings are expected to be £436,768. This gives a payback on the investment over 7.3 years.
- 15.4. The upfront (capital) investment figure covers the purchase and installation of the new machines, removal of the existing machines and the cost of changing the signage. A full breakdown is shown in the appendix.
- 15.5. There are additional revenue costs of £572,800 for mixed mode 1, due to the transaction and processing costs for card payments at the machines and those made by phone.
- 15.6. There is a reduction in existing revenue costs of £1.01m. This is due to cash collection no longer being required and a reduction in the maintenance and energy due to there being fewer machines. This means there is a net overall annual revenue saving of £436,758.
- 15.7. The impact of theft and vandalism has not been taken into account, but is an issue with the current machines. Reducing the number of machines and having them accept only card payment, should eliminate this problem.
- 15.8. It is proposed that the upfront (capital) investment of £3.180m be funded from the Efficiency Projects Reserve. The reserve balance was £13.2m at the start of £2015/16 and £9.8m is currently uncommitted. The Council continues to review earmarked reserves so as to ensure adequate funding is provided in the efficiency projects reserve.
- 15.9. Funding could also be considered through capital resources. But this would potentially impact on debt reduction savings as the council would potentially need to set aside sums (the minimum revenue provision) for debt repayment. . For this investment, this would reduce the net revenue saving by £127,187 and so increases the payback period to 10.3 years.
- 15.10. The current machines are around 20 years old and reaching the end of their useful lives. Therefore, they will need replacing in the near future. The introduction of a new £1 coin in 2017 will also mean the current machines need adapting to accept the coin.

15.11. The potential saving from this proposal will need to be taken account of within the council's forward financial plans.

15.12. Implications verified/completed by: (Amit Mehta, Principal Accountant, ext. 3394)

16. IMPLICATIONS FOR BUSINESS

16.1. Council officers have received a number of comments and complaints from local businesses regarding the limited modes of payment for Pay & Display parking. The introduction of additional modes should allow visitors more options and easier parking, encouraging more visitors to local businesses.

16.2. The proposed consultation with businesses in the borough will allow officer to determine the level of demand for cash payment. At present it is not known whether businesses will consider the removal of cash beneficial or not, this consultation will help determine what impact there might be when changing the ticket machines. The results will be carefully reviewed to determine whether some ticket machines should continue to accept cash. It should be noted that all new machines will be built with the ability to accept both card and cash and so conversion post installation to accept/ stop accepting either method will be relatively easy.

16.3. Implications verified/completed by: (Edward Stubbing, Project Engineer, ext. 4651)

17. RISK MANAGEMENT

17.1. Fraud and theft risks are noted on the Shared Services Strategic risk register, risk number 13. Paragraph 4.7 highlights the current issues when operating a single cash based system of payment. The report recommendations therefore contribute positively to the management of fraud and theft risk.

17.2. Implications verified/completed by: (Michael Sloniowski, Shared Services Risk Manager, ext. 2587)

18. PROCUREMENT AND IT STRATEGY IMPLICATIONS

18.1. Council officers have investigated the option of accessing existing framework contracts for both phone payment and ticket machines. Neighbouring boroughs with an existing framework contract such as the West London alliance operate phone payment, however this is only one element of a much larger contract which precludes Hammersmith and Fulham from joining.

18.2. Consideration has been given to the reduced rates potentially available to the council through the use of a framework agreement and the participation by other councils. It is for that reason both elements relating to this procurement (a) the phone payment and (b) supply and maintenance of new ticket

machines will be let as framework agreements that other councils can call off from. However, the 2015 Regulations require clear disclosure of all local authorities who have agreed to participate and therefore in the Contract Notice they must be clearly identified. This will allow RBKC to access this contract if they wish, particularly as a bi-borough agreement currently operates for ticket machines.

- 18.3. Implications verified/completed by: (Alan Parry, Interim Head of Procurement (Job-share), ext: 2581).

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

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

LIST OF APPENDICES:

Appendix 1

A table showing the other modes of Pay & Display being used by London Boroughs (correct as of 2013).

Appendix 2

The cost per zone for the Like for Like option

Appendix 3

The cost per zone for the Even Distance option

Appendix 4

The cost per zone for the Mixed Mode 1 and 3 options

Appendix 1

	Coin	Notes	Card	Phone
Barking & Dagenham	x		x	x
Barnet			x	x
Brent	x			x
Bromley & Bexley	x			x
Camden	x			x
City of London				x
Croydon	x			x
Ealing	x			x
Enfield	x			x
Greenwich	x			x
Hackney	x			x
Hammersmith & Fulham	x			
Haringey	x			x
Harrow	x			x
Havering	x	x		
Hillingdon	x			
Hounslow	x			x
Islington	x		x	x
Kensington & Chelsea	x			
Kingston	x		x	x
Lambeth	x	x	x	x
Lewisham	x			x
Merton	x			
Newham	x	x	x	x
Redbridge	x			x
Richmond	x		x	x
Southwark	x			x
Sutton	x			x
Tower Hamlets	x			x
Waltham Forest	x			x
Wandsworth	x			x
Westminster	x		x	x

Appendix 2

Straight Replacement Costs

CPZ	Cost of Machines	Cost of Removals	Cost of Installation	TM Signage	No of Machines
A	£280,500	£16,380	£36,960	£990	66
AA	£59,500	£3,570	£7,840	£210	14
B	£80,750	£4,200	£10,640	£285	19
C	£68,000	£3,360	£8,960	£240	16
CC	£63,750	£3,150	£8,400	£225	15
D	£157,250	£8,400	£20,720	£555	37
E	£110,500	£5,250	£14,560	£390	26
F	£182,750	£9,450	£24,080	£645	43
G	£89,250	£4,410	£11,760	£315	21
H	£161,500	£8,820	£21,280	£570	38
I	£195,500	£11,340	£25,760	£690	46
J	£140,250	£7,140	£18,480	£495	33
K	£119,000	£6,090	£15,680	£420	28
L	£123,250	£6,510	£16,240	£435	29
M	£157,250	£7,980	£20,720	£555	37
N	£178,500	£10,290	£23,520	£630	42
O	£114,750	£7,770	£15,120	£405	27
Q	£301,750	£16,170	£39,760	£1,065	71
QQ	£0	£420	£0	£0	0
R	£182,750	£9,660	£24,080	£645	43
S	£131,750	£6,300	£17,360	£465	31
T	£110,500	£5,880	£14,560	£390	26
U	£191,250	£10,290	£25,200	£675	45
V	£382,500	£21,840	£50,400	£1,350	90
W	£344,250	£17,850	£45,360	£1,215	81
X	£89,250	£5,250	£11,760	£315	21
Y	£106,250	£5,250	£14,000	£375	25
Z	£157,250	£7,980	£20,720	£555	37
total	£4,279,750	£231,000	£563,920	£15,105	1007

Appendix 3


Rationalized Replacement Costs

CPZ	Cost of Machines	Cost of Removals	Cost of Installation	TM Signage	No of Machines
A	£246,500	£16,380	£32,480	£2,030	58
AA	£38,250	£3,570	£5,040	£315	9
B	£68,000	£4,200	£8,960	£560	16
C	£63,750	£3,360	£8,400	£525	15
CC	£55,250	£3,150	£7,280	£455	13
D	£131,750	£8,400	£17,360	£1,085	31
E	£93,500	£5,250	£12,320	£770	22
F	£165,750	£9,450	£21,840	£1,365	39
G	£72,250	£4,410	£9,520	£595	17
H	£140,250	£8,820	£18,480	£1,155	33
I	£157,250	£11,340	£20,720	£1,295	37
J	£123,250	£7,140	£16,240	£1,015	29
K	£102,000	£6,090	£13,440	£840	24
L	£89,250	£6,510	£11,760	£735	21
M	£127,500	£7,980	£16,800	£1,050	30
N	£157,250	£10,290	£20,720	£1,295	37
O	£80,750	£7,770	£10,640	£665	19
Q	£238,000	£16,170	£31,360	£1,960	56
QQ	£0	£420	£0	£0	0
R	£136,000	£9,660	£17,920	£1,120	32
S	£89,250	£6,300	£11,760	£735	21
T	£80,750	£5,880	£10,640	£665	19
U	£123,250	£10,290	£16,240	£1,015	29
V	£306,000	£21,840	£40,320	£2,520	72
W	£238,000	£17,850	£31,360	£1,960	56
X	£63,750	£5,250	£8,400	£525	15
Y	£76,500	£5,250	£10,080	£630	18
Z	£131,750	£7,980	£17,360	£1,085	31
total	£3,395,750	£231,000	£447,440	£27,965	799

Appendix 4

Mixed Mode 1&3 Costs

CPZ	Cost of Signs	Cost of Posts	Cost of Installation	No of Signs	TM installs	TM Removals	No of TMs
A	£22,968	£15,840	£11,880	396	£16,240	£16,380	29
AA	£6,264	£4,320	£3,240	108	£2,800	£3,570	5
B	£17,342	£11,960	£8,970	299	£6,720	£4,200	12
C	£11,890	£8,200	£6,150	205	£5,600	£3,360	10
CC	£9,860	£6,800	£5,100	170	£3,920	£3,150	7
D	£22,330	£15,400	£11,550	385	£10,080	£8,400	18
E	£14,210	£9,800	£7,350	245	£7,280	£5,250	13
F	£23,374	£16,120	£12,090	403	£11,760	£9,450	21
G	£7,772	£5,360	£4,020	134	£5,600	£4,410	10
H	£19,488	£13,440	£10,080	336	£9,520	£8,820	17
I	£26,912	£18,560	£13,920	464	£10,080	£11,340	18
J	£23,490	£16,200	£12,150	405	£6,720	£7,140	12
K	£16,414	£11,320	£8,490	283	£6,160	£6,090	11
L	£14,094	£9,720	£7,290	243	£5,600	£6,510	10
M	£16,820	£11,600	£8,700	290	£8,400	£7,980	15
N	£17,458	£12,040	£9,030	301	£7,840	£10,290	14
P	£13,920	£9,600	£7,200	240	£6,720	£7,770	12
Q	£36,250	£25,000	£18,750	625	£14,000	£16,170	25
QQ	£290	£200	£150	5	£0	£420	0
R	£18,908	£13,040	£9,780	326	£6,720	£9,660	12
S	£14,616	£10,080	£7,560	252	£6,720	£6,300	12
T	£12,238	£8,440	£6,330	211	£5,600	£5,880	10
U	£19,314	£13,320	£9,990	333	£8,960	£10,290	16
V	£53,070	£36,600	£27,450	915	£16,240	£21,840	29
W	£35,844	£24,720	£18,540	618	£11,760	£17,850	21
X	£13,224	£9,120	£6,840	228	£6,160	£5,250	11
Y	£16,124	£11,120	£8,340	278	£6,720	£5,250	12
Z	£22,852	£15,760	£11,820	394	£10,080	£7,980	18
Total	£527,336	£363,680	£272,760	9092	£224,000	£231,000	400

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">12 OCTOBER 2015</p>
<p align="center">RENEWAL OF CONTRACT FOR THE COLLECTION, COUNTING AND BANKING OF MONIES FROM PAY AND DISPLAY MACHINES</p>	
<p>Report of the Cabinet Member for Environment, Transport and Residents Services : Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p> <p>Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Mahmood Siddiqi, Director for Transport and Highways</p>	
<p>Report Author: Mai Kebbay, Head of Parking Finance</p>	<p>Contact Details: Tel: 020 753 4262 E-mail: mai.kebbay@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Council's contract for the collection, counting and banking of monies from pay and display machines is with the Royal Borough of Kensington and Chelsea expired on 31st August 2014. The contract was originally let to RBKC in 2003 for a term of 5 years. On 1 September 2009 it was extended for a period of 5 years with an option for the council to further extend on an annual basis for a maximum of two further years on the same terms and conditions.
- 1.2. Permission is therefore sought to continue with the current contract with the Royal Borough of Kensington and Chelsea on the existing terms and conditions in the sum of £973,059 until 31 August 2016.
- 1.3. There was no extension notice served nor innovation accepted before the expiry of the renewal contract. However, the parties have continued to perform the contract in the meantime, operating on an implied basis

2. RECOMMENDATIONS

- 2.1. That the contract for the collection, counting and banking of monies from pay and display machines with the Royal Borough of Kensington and Chelsea be continued on the existing terms and conditions until the 31 August 2016 at cost of £973,059 met from existing budgets.

3. INTRODUCTION AND BACKGROUND

- 3.1. In 2009, the Council renewed the contract with the Royal Borough of Kensington and Chelsea for the provision of collection, counting and banking of monies from 1100 pay and display machines in the sum of £2,377,887 for 5 years. These machines take approximately £11 million of cash per annum.
- 3.2. The renewed contract in 2009 achieved an efficiency gain which resulted in an approximate annual saving for the Council of £95k.
- 3.3. The original contract commenced in 2003 and was renewed 2009 for a further 5 years. Under the terms and conditions of the renewed contract, the Council has an option to extend the contract for a further two years which would be the final extension available.

4. PROPOSAL AND ISSUES

- 4.1. At present, RBKC are providing cash collection services for LBHF without having formally agreed to extend the current contract.
- 4.2. The current contract operates well and has resulted in a reliable and cost effective service for LBHF.
- 4.3. Given the current trials of cashless parking solutions, it is likely the amount of cash on street and numbers of pay and display machines will reduce in the coming years. It is therefore not sensible at this point to commit to a new or lengthy contract term given the requirements for the service will likely change in the near future.
- 4.4. It is therefore recommended that the current arrangements are extended until August 2016. This ensures continuity of service and allows time to take into account the impact of decisions made in relation to cashless parking.

5. ANALYSIS OF OPTIONS (CASHLESS PARKING)

- 5.1. Not to extend the contract
 - H&F would not get cash collected, unless it bought vehicles and employed staff
- 5.2. Tender for a new short-term contract
 - Time to go through the process

- Uncertainty of future requirements re cashless parking and gradual reduction in service

5.3. Extend the current contract until August 2016

- Ensures service continues to be provided
- Allows time to see the outcome of the cashless parking trials and help determine what the future requirements will be. Ensures any future contract better meets the Councils' changing needs.

6. FUTURE OF PAY & DISPLAY

6.1. LBHF are currently reviewing the existing Pay & Display infrastructure, as most of the existing on street equipment is past its life expectancy. At present no decision has been made regarding the direction that LBHF will take with its Pay & Display infrastructure. However it is expected that phone payment will be introduced across the borough during 2015 and 2016. The current ticket machines are due for replacement, however the implementation dates and the method of payment these machines will accept are yet to be determined.

6.2. Trial data suggests that about 60% of all Pay & Display revenue would be through phone payment if the system was borough wide. This would lead to a significant reduction in the amounts and frequency needed of cash collections. The current contract extension finishing in August 2016 would coincide with the final phase of phone payment roll out.

7. CONSULTATION

7.1. N/A

8. EQUALITY IMPLICATIONS

8.1. As per the Equality Act 2010, the Council must consider its obligations with regard to the Public Sector Equality Duty (PSED) when discharging its functions. In this case, officers are seeking Cabinet Member approval to extend a contract for the collection, counting and banking of monies from pay and display machines under the terms of contract. As such, there are no direct equality implications for consideration, and the Council recognises that it remains the responsible body for the service.

9. LEGAL IMPLICATIONS

9.1. The contract term ended on 31 August 2014. However, the report advises that the parties have continued to perform their obligations under it and it is reasonable to assume that an "implied" contract is in existence. Implied contracts are not explicitly provided for in Contract Standing Orders and ideally the council would not let itself become "out of contract" where uncertainty and risk can occur.

- 9.2 It is now recommended to retrospectively activate the option in the contract to extend the original term by two years so that it will end on 31 August 2016. If both parties agree and the recommendation of this report is accepted, that extension is permissible.

Andre Jaskowiak, Senior Solicitor (Contracts) Shared Legal Services, 0207 361 2756

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. The proposed extension of the cash collection contract will be under existing terms. The cost will therefore be covered from existing budgets.

Implications verified/completed by: Gary Hannaway, Accountant 020 8753 6071.

11. RISK MANAGEMENT

- 11.1. *N/A*

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS


- 12.1. The current contract with RBK&C contains an option to extend the arrangement. Although the contract expired on 31 August 2014 the RBK&C has continued to perform the contact under implied terms since that date. This report recommends that the Council continues with the existing arrangements for just over a year in order for it to move to a cashless payment system (the subject of a separate procurement).

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

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

LIST OF APPENDICES: None

	<p align="center">London Borough of Hammersmith & Fulham</p> <p align="center">CABINET</p> <p align="center">12 OCTOBER 2015</p>
<p>LONDON BOROUGH OF HAMMERSMITH & FULHAM CYCLING STRATEGY 2015</p>	
<p>Report of the Cabinet Member for Environment, Transport & Residents Services : Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision</p>	
<p>Key Decision - Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Executive Director: Nigel Pallace, Chief Executive</p>	
<p>Report Author: Richard Duffill : Borough Cycling Officer</p>	<p>Contact Details: Tel: 020 8753 E-mail: Richard.Duffill@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report provides an overview of the development, consultation and refinement undertaken by the London Borough of Hammersmith & Fulham Council for the Hammersmith & Fulham Cycling Strategy 2015. The previous Hammersmith & Fulham Cycling Strategy was produced in 2004.

2. RECOMMENDATIONS

- 2.1. That the Cabinet approve publication of the Hammersmith & Fulham Cycling Strategy 2015.

3. REASONS FOR DECISION

- 3.1. Under section 39 of the 1988 Road Traffic Act, each local authority has a statutory duty to promote road safety. The Cycling Strategy 2015 will give effect to this duty by promoting safety for all road users by:
- Enhancing and extending existing cycle routes to create a comprehensive network; and
 - Creating more “Space for Cycling”; and

- Reduce the dangers (and the perception of the dangers) of cycling and reduce conflicts, both between cyclists and motor vehicles and between cyclists and pedestrians.
- 3.2. Local authorities also have a duty to manage and maintain their road networks under section 16 of the Traffic Management Act 2004. This duty includes securing the expeditious movement of traffic (including cyclists and pedestrians) and securing the more efficient use of their road network. The Cycling Strategy 2015 will give effect to this duty by reallocating road space to cyclists where this achieves a more efficient use of space, and widening the network of roads that can be safely and effectively cycled.
- 3.3. The London Boroughs are under a statutory duty to have regard to the Mayor's Transport Strategy (MTS) when exercising any function. The MTS also forms the basis for the London Boroughs Local Implementation Plans (LIPs), which must contain proposals that are consistent with the MTS and seek to implement its policies and proposals in their particular area.
- 3.4. The Local Implementation Plan 2 (2011 – 2031) has set a target to increase the baseline cycle mode share from 3.9% in 2010 to 8% by 2031. The Cycling Strategy 2015 will help to achieve the long-term mode share target for cycling in the LIP2 through actions and interventions to encourage more people to cycle in the borough and improve the attractiveness of the cycling as a viable mode of transport.

4. INTRODUCTION AND BACKGROUND

- 4.1. The previous Hammersmith & Fulham Cycling Strategy was produced in 2004 and needs to be updated to reflect the Council's (Draft) Corporate Plan 2015-18, give effect to the Mayor's Vision for Cycling in London (2013), and take into account current cycling initiatives proposed by Transport for London (TfL).
- 4.2. There are four key components of the Mayor's vision is looking achieve:
- A tube network for the bike - London will have a network of direct, joined up cycle tracks with many running in parallel with key Underground, rail and bus routes.
 - Safer streets for cycling - Spending on the junction review will be significantly increased and substantial improvements to the worst junctions will be prioritised. With Government help, a range of radical measures will improve the safety of cyclists around large vehicles.
 - More people travelling by bike - To normalise cycling, making it something anyone feels comfortable doing.
 - Better places for everyone - The new bike routes are a step towards the Mayor's vision of a 'village in a city' with more trees, more space for pedestrians and less traffic.
- 4.3. The Cycling Strategy is strongly linked to the Mayor's Vision for Cycling in London 2013 and details how it will achieve this vision at a more local level, recognising the unique characteristics and challenges that we face at

Hammersmith & Fulham. A copy of the Mayor's Vision for Cycling in London 2013 is contained in Appendix 4.

- 4.4. The overall vision of the Cycling Strategy is to encourage much more cycling in the borough, make cycling safer, and improve the health and well-being.

5. PROPOSAL AND ISSUES

- 5.1. The following paragraphs provide an outline of the Cycling Strategy, why it has been developed and how it will be communicated to the general public.

Structure of the Strategy

- 5.2. The Cycling Strategy has four key objectives:
- Enhance and extend cycle routes to create a comprehensive network;
 - Create more space for cycling to improve cycle safety;
 - Reduce the dangers (and the perception of the dangers) of cycling and reduce conflicts; and
 - Provide more cycle parking and cycle hire locations within the borough.
- 5.3. The objectives have been developed with reference to the Council's (Draft) Corporate Plan 2015-18, the Council's LIP2, and the feedback from HFCyclists provided to the Community Safety, Environment and Residents Services Policy and Accountability Committee (PAC Committee) on Space for Cycling on the 7th of July 2014.
- 5.4. The Cycling Strategy provides an assessment of how it is consistent with the relevant national, regional and local policies.
- 5.5. The Cycling Strategy illustrates the current growth in the popularity of cycling in Hammersmith & Fulham (and London), and highlights the opportunities that exist to increase the level of cycling in the borough. However the Strategy also acknowledges the challenges in encouraging more cycling, particularly in terms of ensuring the safety of all users, and managing the limited amount of road space available for all modes of transport.
- 5.6. The Cycling Strategy focusses on the key environmental, economic and social benefits of cycling as well as the increasing recognition of the significant health and wellbeing benefits of cycling as a means of including physical activity as part of your daily routine.
- 5.7. Section 5 of the Cycling Strategy sets out the existing and proposed actions that will be undertaken by the Council and TfL to give effect to the overall vision. The actions are linked to the four key objectives and action owners, funding sources, and timeframes are summarised in the Action Plan.
- 5.8. The Cycling Strategy aims to contribute to the achievement of the targets contained in the LIP2. The Strategy is intended to be a 'live' document with periodic updates and amendments as key schemes develop. However the overall vision and objectives of the Strategy are not expected to change.

Funding

- 5.9. LBHF were invited by TfL to bid for funding to develop a Borough Cycling Strategy for the 2014/2015 financial year. We were successful with our bid and were awarded £5,000.00 to produce the Strategy. The funding was granted exclusively for the development of the Cycling Strategy and could only be used for this purpose.
- 5.10. The Action Plan identifies the funding source for each of the actions contained within the Cycling Strategy. The main funding source for major cycling improvements is TfL. However Planning Obligations is also used to fund cycle parking and the Mayor's cycle hire scheme. The majority of actions have confirmed funding for ongoing initiatives (such as Cycle Training, and School Travel Plans). TfL have also confirmed that significant funding will be provided for major cycling initiatives including the Cycle Superhighways and Quietways.

Communication

- 5.11. Should the Cabinet be minded to confirm the approach contained in the Cycling Strategy, officers will undertake a campaign to publicise and communicate the Strategy to local residents and businesses.
- 5.12. The Council will develop a high-quality version of the Cycling Strategy document that can be publicly distributed online, and in print.
- 5.13. The Council will publish the Cycling Strategy on the Council website cycling webpage. The document will be formatted into an Online Document Viewer. This will enable the document to be easily viewed without the need to download a large PDF document, improve the accessibility, and provide the opportunity to easily translate the document.
- 5.14. The Council will publicise the Cycling Strategy via Facebook, Twitter and the Council's weekly email newsletters. We will organise a launch event to publicise and promote the Cycling Strategy. We will explore potential integration with other major initiatives such as the borough-wide 20mph speed limit.
- 5.15. In addition, a limited print run will be commissioned to distribute copies to key stakeholders, the Cabinet Member and relevant officers. We will also print two copies of the Strategy for each of the public libraries in the borough.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. There are two potential options in terms of the Cycling Strategy:
- Option 1: Retain the previous Cycling Strategy (2004); and
 - Option 2: Approve an updated Cycling Strategy.
- 6.2. **Option 1** – The previous Cycling Strategy was developed in 2004. The previous Strategy is based on key policies (such as the National Cycling Strategy 1996 and the Interim Local Implementation Plan 2002/03) that have now been replaced. The previous Strategy focusses on the development of the London Cycle

Network (LCN) which has now been replaced by the new TfL network of Cycle Superhighways, the Central London Cycle Grid, and Quietways. Retaining the previous Cycling Strategy was not considered to be a viable option due to the potential risk to the Council of lost funding from TfL for current and proposed cycle initiatives.

- 6.3. **Option 2** is considered to be the preferred Option. Updating the Cycling Strategy to reflect current policy and planning is considered to be good practice. The new Hammersmith & Fulham Labour administration manifesto for 2014 included “being fairer to drivers and better for cyclists”. The Cycling Strategy is consistent with the manifesto and demonstrates our commitment to encourage cycling within the borough.

7. CONSULTATION

- 7.1. A draft version of the Cycling Strategy was released for public consultation between 10 December 2014 and 2 February 2015. A full record of the consultation response to the Draft Cycling Strategy is contained within Appendix 3 of this report.
- 7.2. The Draft Cycling Strategy was published on the Council’s Citizenspace website. The Citizenspace page included a summary of the Draft Cycling Strategy, an outline of the consultation process, and copies of the Draft Cycling Strategy and appendices. The Citizenspace page can be found here: https://lbhf.citizenspace.com/transport-and-technical-services/draft-cycling-strategy/consult_view
- 7.3. The consultation was publicised via Facebook, Twitter, the Council website, and the Council weekly newsletter. We also carried out targeted consultation of key stakeholders including the Metropolitan Police Service, London Boroughs, and H&FCyclists.
- 7.4. An online survey allowed participants to provide their opinions and views on the Draft Cycling Strategy. The survey combined quantitative questions to calculate the level of support for the Strategy, and qualitative questions where respondents could provide feedback in their own words about the Strategy.
- 7.5. A number of respondents chose to email their responses to the Council directly. These responses were manually added to the online survey. A small number of email responses were received after the consultation had formally closed. These were included in the comments section of the online survey and have been analysed in terms of the key themes but do not form part of the quantitative analysis below.

Analysis of Responses

- 7.6. A total of 81 responses were received via Citizenspace. 72 from individuals, 7 from organisations or businesses and 3 from other local authorities (London Borough of Ealing, Royal Borough of Kensington & Chelsea, and City of

Westminster). A full record of all responses received is included within the Consultation Report in Appendix 3 of this report.

- 7.7. Over 86% of respondents stated that they (partly or fully) supported the Draft Strategy. Almost 89% of respondents felt that the Cycling Strategy will fulfil its aim of increasing cycling uptake in the borough, even if some of them felt this would be only a small increase.
- 7.8. Almost 73% of respondents are residents of H&F, while a further 16% work or study in H&F. 9% provided a response on behalf of a business and organisation, and a further 10% of respondents were from other areas in London.
- 7.9. Two-thirds of respondents cycle everyday or most days a week, while 17% have never cycled or cycle rarely. 56% of respondents are commuter cyclists who cycle to work or place of study. Almost 25% go cycling for shopping, recreation or entertainment. Approximately 6% of respondents cycle for exercise.

Objectives

- 7.10. Over 86% of responses stated that they fully or partly support the proposed objectives. Respondents were also asked if they had any suggested improvements for the objectives. The most frequent responses were that the objectives should include a greater emphasis on the potential conflict between pedestrians and cyclists, including greater enforcement, and more segregated cycle facilities. This feedback has been incorporated into the revised objectives and the text of the Cycling Strategy (refer to Section 5 below).

Challenges and Opportunities

- 7.11. More than 86% of respondents agreed that the Cycling Strategy identified the major challenges and opportunities to cycling in the borough. When asked if there were any other challenges or opportunities, respondents identified safety issues as the major challenge. This is consistent with Section 3.5 of the Cycling Strategy. A number of respondents also noted that maintenance of cycling facilities is also an issue with poor quality surfaces likely to discourage cyclists using certain routes. This feedback has been incorporated into the text of the Cycling Strategy (refer to Section 5 below).

Benefits of Cycling

- 7.12. Over 85% of responses stated that the Cycling Strategy sufficiently documents the benefits of cycling. Respondents were also asked if there were any other benefits of cycling that were not identified. The most frequent responses were that the Cycling Strategy should make greater reference to the positive impact of cycling in terms of decreased air pollution and improved retail spending for businesses located on cycle routes. Respondents also noted that in London, cycling can be more convenient than other modes of transport. This feedback has been incorporated into the text of the Cycling Strategy (refer to Section 5 below).

Way Forward

- 7.13. More than 87% of respondents stated that they fully or partly supported the proposed Way Forward in the Cycling Strategy. Respondents were also asked if there were any other measures that should be included in the Way Forward. The most frequent responses were related to the need for segregated cycle facilities and greater enforcement (of both cyclists, and motorists). Additional sections have been included within the Way Forward in the Cycling Strategy (refer to Section 5 below).
- 7.14. The Draft Cycling Strategy and the provisional results of the consultation process were presented and discussed with the PAC Committee on 2 February 2015. The general response from the PAC Committee was positive with Councillor Iain Cassidy expressing a preference for a greater emphasis on segregated cycle facilities within the Strategy.

Changes to Cycling Strategy following consultation

- 7.15. Following the consultation process, the responses were analysed for key themes and issues. As a result, a number of improvements were made to the Objectives, Challenges and Opportunities, Benefits, Way Forward, and Action Plan as well as some minor corrections.

Objectives

Feedback from the PAC Committee meeting on the 5th February 2015 suggested that the phrase “positive interactions” in Objective 3 was potentially ambiguous. This was because there are some circumstances where interactions should be avoided rather than encouraged (such as cyclists riding in bus lane). As a result, Objective 3 has been altered to remove any potential ambiguity and emphasise the objective of the Cycling Strategy in helping to reduce the dangers of cycling.

Maintenance of Cycle Facilities

A number of responses mentioned the quality of road surfaces can discourage cyclists and that cycle facilities should be maintained in the same manner as roads. Section 5.1.5 of the Strategy outlines the Council’s proactive approach to the maintenance of carriageways and cycle facilities, and that any defects or damages to carriageways, cycle lanes or cycle facilities can be reported via the Council website.

Segregated Cycle Facilities

The need for segregated cycle facilities was mentioned by numerous respondents as a vital means of encouraging cycling. This was also stated in the PAC Committee meeting as well. However some responses expressed concerns that too much road space is being allocated to cyclists at the expense of other modes of transport. Section 5.2.4 of the Cycling Strategy outlines the Council’s approach to segregated cycle facilities and attempts to provide a balanced solution - segregated cycle facilities will be considered where this is the most appropriate solution. However, an extensive public consultation process will be undertaken, prior to the implementation of any segregated cycle facilities.

Encouraging More Cycling By All

Public feedback from the consultation indicated that the Council should be encouraging a wider range of people to cycle in the borough, not just young, fit and confident individuals. Section 5.3.1 outlines the how the Council will make cycling a safe and attractive option for all members of society including women, children, elderly people, and people from black and minority ethnic groups through the following initiatives:

- Adult cycle training;
- School Travel Plans;
- Training for bus and lorry drivers to be aware of cyclists; and
- Extending the 20mph speed limit to more streets within the borough to make roads seem less hostile to the least confident users.

Pedestrian / Cyclist Conflict

The perception of potential conflicts between pedestrians and cyclists on shared paths or areas of high pedestrian activity was identified by a number of respondents during the public consultation process. Section 5.3.7 (“Share with Care”) outlines that where cyclists and pedestrians are required to interact (e.g. on a shared off-road path) that the design and signage of the route will encourage safe behaviour. In areas where there is the potential for conflicts between users, the Council will investigate the use sunken roundels signage reminding cyclists to “share with care”, and rumble strips on the approach to potentially dangerous corners or interaction points.

Enforcement

There were a number of responses that identified the potential dangers of inappropriate / unsafe behaviour on the roads and the need for greater enforcement of traffic regulations. While some responses identified the illegal behaviour of cyclists (such as riding through red lights and cycling on footways) as a safety issue, there were as many responses which noted the illegal behaviour of drivers (such as parking in cycle lanes and encroaching on Advanced Stop Lines) as the main safety issue. The Cycling Strategy outlines a balanced approach to improving the behaviour of all road users. Section 5.3.12 outlines that the Council will continue to work with and support the Metropolitan Police Service (MPS) in enforcing illegal and unsafe behaviour such as cycling on footways, vehicles encroaching on Advanced Stop Lines, and road users ignoring traffic signals.

Cycle Theft

A number of respondents noted issues with cycle theft throughout the borough. Cycle theft can cause major distress for people who can find it difficult to replace their bike and can be a significant disincentive to cycling. Section 5.4.4 outlines how the Council will continue to support the MPS and carry out initiatives to minimise and prevent cycle theft within the borough.

8. EQUALITY IMPLICATIONS

- 8.1. As outlined in Section 5.11 to 5.15, the proposed method of communication will ensure equal access to the Cycling Strategy.
- 8.2. The Strategy will be published online and also available in print form at local libraries within the borough.
- 8.3. We will undertake publicity via Facebook, Twitter and the Council website and arrange an event to publicly launch the Strategy.

9. LEGAL IMPLICATIONS

- 9.1. There are no legal implications arising from the contents of this report.
- 9.2. Implications verified/completed by: Alex Russell, Senior Lawyer (Planning, Highways and Licensing), 020 8753 2771.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. TfL have approved funding of £5,000 for this project from the LIP Programme in 2014-15.
- 10.2. At present the costs are based on an estimate. This is subject to change once the detail of the scheme has been developed. The funding however is limited to the amount approved by the TfL board plus a contingency. Any variation in costs in excess of the contingency cannot be assumed to be funded by TfL unless this is approved in advance. Alternatively, officers may need to manage the workload to ensure that expenditure is contained within the approved provision.
- 10.3. Implications verified/completed by: Gary Hannaway, Head of Finance, Ext 6071.

11. IMPLICATIONS FOR BUSINESS

- 11.1. As outlined within Section 4 of the Cycling Strategy (refer to Appendix 1), increased cycling can have a beneficial impact on the economic viability of businesses and the health of employees.
- 11.2. Improved cycling facilities and routes can have a positive benefit for adjacent business owners. In 2012, a study by the New York City Department of Transport revealed there was a 49% increase in retail sales along a road with a newly implemented protected cycle lane, compared with just a 3% increase across the whole borough.
- 11.3. A study on behalf of Cycling England suggested that the annual economic benefits produced by each individual, regular cyclist are approximately £540-£640 per year in terms of reduced NHS costs, fewer days off work, and reduced congestion.

11.4. Increasing the number of cycle trips (particularly short trips currently made by car) can help to remove the number of vehicles from the road, reducing congestion and increasing road space for deliveries and customers.

12. RISK MANAGEMENT

12.1. The Cycling Strategy and the benefits of reductions in accidents would contribute positively to the management of risk as noted on the Shared Services Risk Register, risk number 8, Managing Statutory Duty - compliance with laws and regulations. The Hammersmith & Fulham Labour administration manifesto for 2014 includes “being fairer to drivers and better for cyclists”, adoption of the strategy therefore contributes to the management of local policies risk.

12.1 Implications verified/completed by: Michael Sloniowski, Shared Services Risk Manager, 020 8753 2587.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

13.1. There are no procurement related issues currently identified in the report.

13.2. Implications verified/completed by: Alan Parry, Procurement Consultant (FCS, TTS and HRD), 020 8753 2581.

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

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

LIST OF APPENDICES:

Appendix 1 - Hammersmith & Fulham Cycling Strategy 2015 (full version)

Appendix 2 – Cycling Strategy (summary)

Appendix 3 – Draft Cycling Strategy Responses

Appendix 4 – Mayor’s Vision for Cycling in London 2013

**LONDON BOROUGH OF HAMMERSMITH & FULHAM
CYCLING STRATEGY**

JULY 2015

FINAL

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Appendix A	Map of the collisions involving cyclists across the London Borough of Hammersmith & Fulham, 2011-2013
Appendix B	Map of recommended cycling routes within Hammersmith & Fulham
Appendix C	Map of Future Cycle Network
Appendix D	Full Contents List.

Definitions

CTC	Cyclists' Touring Club – The national cycling charity
DfT	Department for Transport
KSI	Killed and Seriously Injured
LBHF	London Borough of Fulham and Hammersmith
LCC	London Cycling Campaign
LCDS	London Cycling Design Standards
LCN	London Cycle Network
LDP	Local Development Plan
LIP2	Local Implementation Plan 2 (2011 – 2031)
LCC	London Cycling Campaign
MPS	Metropolitan Police Service
RBKC	Royal Borough of Kensington & Chelsea
TfL	Transport for London
TLRN	Transport for London Road Network
WestTrans	West London Transport Partnership – A sub-regional partnership of six West London boroughs of Ealing, Brent, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. WestTrans works with TfL to identify, develop and implement transport projects to the benefit of the sub-region.

FOREWORD

Cycling is an essential part of life in Hammersmith & Fulham. However, we want to see Hammersmith & Fulham become more like a Dutch or Danish city for cycling. We have one of the highest rates of cycling in London but there is much we can still do to make cycling safer, easier, and more family friendly in Hammersmith & Fulham.

Cycling contributes to residents' health and well-being and can help reduce congestion on our roads and public transport networks, and improve air quality, and it's the quickest way to travel for many journeys. But improvements for cyclists must go hand-in-hand with improvements for pedestrians, bus passengers and economic well-being.

In 2014, Hammersmith & Fulham elected a new administration with a manifesto entitled *The Change We Need*. The manifesto outlined 11 key actions for the borough relevant to cycling, including *creating a greener borough, being more fair to drivers and improving the borough for cyclists*.

The manifesto outlined the need to *encourage more and safer cycling* by expanding the Mayor's Cycle Hire Scheme, supporting the London Cycling Campaign's call for more safe space for cycling, and making sure our pavements are safe for pedestrians. We have listened to what local residents, businesses, cyclists and motorists told us during the consultation for the Strategy and ensured that the Strategy reflects the future aspirations of the community.

This Cycling Strategy is confirmation that the Council is committed to delivering on the administration's commitments and will encourage cycling in the borough while at the same time making streets and pavements safer for pedestrians. The Cycling Strategy outlines where we want to go with cycling in the borough and how we want to get there.

We know there is still some work to be done to make our transport network better for everyone but the Cycling Strategy is an important step to helping that change to happen.



Councillor Wesley Harcourt
Cabinet Member for Environment, Transport & Residents Services



Councillor Larry Culhane
Chair of the Community Safety, Environment and Residents Services Policy and Accountability Committee

EXECUTIVE SUMMARY

The last time Hammersmith & Fulham Council produced a Cycling Strategy was in 2004. But in a fast-moving central London borough, the Strategy needed to be updated to reflect the current policies, the *Mayor's Vision for Cycling in London*, and take into account current cycling initiatives proposed by Transport for London (TfL). The Cycling Strategy is not a statutory document, but it provides a commitment from the Council to maximise the cycling potential in the borough, for both residents and visitors. The Cycling Strategy also directs funding in a way that responds to the needs of cyclists, residents, and businesses in Hammersmith & Fulham.

The Council's overall vision of the Cycling Strategy is to encourage more cycling in the borough, make cycling safer, and improve the health and well-being of local residents.

Specifically the Cycling Strategy has four key objectives:

- 1. Enhance and extend cycle routes to create a comprehensive network;**
- 2. Create more space for cycling to improve cycle safety;**
- 3. Reduce the dangers (and the perception of the dangers) of cycling and reduce conflicts, both between cyclists and motor vehicles and between cyclists and pedestrians; and**
- 4. Provide more cycle parking and cycle hire locations within the borough**

The actions contained in the Cycling Strategy include:

- Major London-wide initiatives proposed by TfL including Cycle Superhighways, Quietways and Better Junctions;
- Significant improvements to the cycling environment currently being developed by the Council, such as the proposed 20mph speed restriction and improvements to Hammersmith Bridge;
- Training and education for cyclists and drivers to encourage road users to share the available space; and
- Measures to increase the availability of on-street and off-street cycle parking.

The Strategy also outlines where the funding is coming from and the timeframes for the proposals.

The new Hammersmith & Fulham Cycling Strategy aims to contribute to achieving the targets contained in the Council's Local Implementation Plan 2 (2011-2031). The Cycling Strategy is also intended to be revised frequently and will be monitored on a regular basis by the Council. Periodic updates and amendments will be undertaken as key schemes develop.

INTRODUCTION

This Cycling Strategy sets out how the London Borough of Hammersmith & Fulham aims to encourage more people to cycle, increase the safety of cyclists, improve health and wellbeing, and improve air quality.

1.1 BACKGROUND

The introduction of the *Mayor of London's Vision for Cycling* means that the previous Hammersmith & Fulham Cycling Strategy (produced in 2004) is now out of date. Therefore we have developed this Cycling Strategy to demonstrate how we will achieve the Mayor's vision at a local level, whilst recognising the unique characteristics and challenges that we face in Hammersmith & Fulham. The Strategy will help achieve the cycling targets set out in the Local Implementation Plan 2 (2011 – 2031) which has set a target of achieving 8% cycling mode share by 2030 / 2031. The percentage of residents' trips undertaken by cycle was 3.9% in 2011 when the LIP2 was first published.

1.2 VISION

The overall vision of the Cycling Strategy is to encourage more cycling in the borough, make cycling safer, and improve the health and well-being of all residents.

As a result of the consultation and aspirations of the council, the Cycling Strategy includes an Action Plan to be used to direct funding to improve the borough for cyclists, residents, and businesses in Hammersmith & Fulham.

1.3 OBJECTIVES

The Cycling Strategy has four key objectives:¹

- 1. Enhance and extend cycle routes to create a comprehensive network;**
- 2. Create more space for cycling to improve cycle safety;**
- 3. Reduce the dangers (and the perception of the dangers) of cycling and reduce conflicts, both between cyclists and motor vehicles and cyclists and pedestrians; and**
- 4. Provide more cycle parking and cycle hire locations within the borough.**

The objectives are intended to give a focus to the overall vision of the Cycling Strategy and guide the development of actions to achieve that vision. Alongside these objectives is a commitment to ensure that cycling is encouraged in a way that makes the borough safer for pedestrians.

¹ The objectives have been developed with reference to the following documents:

- Hammersmith & Fulham Labour Manifesto (2014): The Change We Need;
- Hammersmith & Fulham Local Implementation Plan 2 (2011 – 2031); and
- H&FCyclists Briefing for PACS committee on Space For Cycling, 7th July 2014.

1.4 RATIONALE

Cycling generates significant benefits for all residents, visitors, and businesses including improved health and wellbeing, air quality, and reduced congestion. The benefits of cycling are outlined in Section 4 of the Cycling Strategy.

1.5 IMPLEMENTATION

The Cycling Strategy will shape the way funding is sought and spent by the Council on cycling-related projects and initiatives. It will act as a connection between the Mayor of London's strategies and the development of specific local transport schemes to ensure that the concerns and aspirations of the community are reflected in decisions on the allocation and funding for cycling.

1.6 CONSULTATION

A draft version of the Cycling Strategy was released for public consultation between 10 December 2014 and 2 February 2015. The Draft Cycling Strategy was published on the Council's Citizenspace website and this included a summary of the Draft Cycling Strategy, an outline of the consultation process, and copies of the Draft Cycling Strategy and appendices including maps and accident locations.

In addition, the consultation was publicised via Facebook, Twitter, the Council website, and the Council weekly newsletter. We also carried out targeted consultation of key stakeholders including the Metropolitan Police Service, London Boroughs, and H&Fcyclists (Hammersmith and Fulham Cyclist group).

An online survey allowed participants to provide their opinions and views on the Draft Cycling Strategy and this survey combined quantitative questions to calculate the level of support for the Strategy, and qualitative questions where respondents could provide feedback in their own words about the Strategy.

1.7 ANALYSIS OF RESPONSES

A total of 81 responses were received via Citizenspace: 72 from individuals; 7 from organisations or businesses (including HFCyclists, The Hammersmith Mall Residents Association, and the Hammersmith London Business Improvement District); and 3 from other local authorities (London Borough of Ealing, Royal Borough of Kensington & Chelsea, and City of Westminster). Over 86% of respondents stated that they (partly or fully) supported the Draft Strategy. Almost 89% of respondents felt that the Cycling Strategy will fulfil its aim of increasing cycling uptake in the borough, even if some of them felt this would be only a small increase.

Almost 73% of respondents are residents of H&F, while a further 16% work or study in H&F. 9% provided a response on behalf of a business and organisation, and a further 10% of respondents were from other areas in London.

Approximately 66% of respondents cycle everyday or most days a week, while 17% have never cycled or cycle rarely. 56% of respondents are commuter cyclists who cycle to work or place of study. Almost 25% go cycling for shopping, recreation or entertainment. Approximately 6% of respondents cycle for exercise.

Respondents also provided feedback about specific sections in the Cycling Strategy. This feedback has been incorporated into the revised objectives and the text of the Cycling Strategy.

1.7.1 Objectives

Over 86% of responses stated that they fully or partly support the proposed objectives of the Cycling Strategy. Respondents were also asked if they had any suggested improvements for the objectives. The most frequent responses were that the objectives should include a greater emphasis on the potential conflict between pedestrians and cyclists, including greater enforcement, and more segregated cycle facilities.

1.7.2 Challenges and Opportunities

More than 86% of respondents agreed that the Cycling Strategy identified the major challenges and opportunities to cycling in the borough. When asked if there were any other challenges or opportunities, respondents identified safety issues as the major challenge. This is consistent with Section 3.5 of the Cycling Strategy. A number of respondents also noted that maintenance of cycling facilities is also an issue with poor quality surfaces likely to discourage cyclists using certain routes.

1.7.3 Benefits of Cycling

Over 85% of responses stated that the Cycling Strategy sufficiently documents the benefits of cycling. Respondents were also asked if there were any other benefits of cycling that were not identified. The most frequent responses were that the Cycling Strategy should make greater reference to the positive impact of cycling in terms of decreased air pollution and improved retail spending for businesses located on cycle routes. Respondents also noted that in London, cycling can be more convenient than other modes of transport.

1.7.4 Way Forward

More than 87% of respondents stated that they fully or partly supported the proposed Way Forward in the Cycling Strategy. Respondents were also asked if there were any other measures that should be included in the Way Forward. The most frequent responses were related to the need for segregated cycle facilities and greater enforcement (of both cyclists, and motorists).

The Draft Cycling Strategy and the provisional results of the consultation process were presented and discussed with the PAC Committee on 2 February 2015. The general response from the PAC Committee was positive with Councillor Iain Cassidy expressing a preference for a greater emphasis on segregated cycle facilities within the Strategy.

1.8 WE ASKED, YOU SAID, WE DID

Following the consultation, the responses were analysed for key themes and issues. As a result, a number of improvements were made to the Draft Cycling Strategy and the following sections were added or expanded within the Strategy:

- Maintenance of Cycle Facilities (Section 5.1.5)
- Segregated Cycle Facilities (Sections 5.2.4, and 5.2.5)

- Rights and Responsibilities of Cyclists (Section 2.1.5 and 5.3.13)
- Encouraging More Cycling By All (Section 5.3.11)
- Pedestrian / Cyclist Conflict (Section 5.3.1 and 5.3.8)
- Thames Path (Section 5.3.7)
- Enforcement (Section 5.3.13)
- Cycle Theft (Sections 5.4.1, 5.4.2 and 5.4.4)

2 PLANNING AND POLICY CONTEXT

Cycling has experienced considerable growth in recent years, in part due to Team GB's success at the Olympics and because of new policies supporting cycling nationally. This chapter provides an outline of the policies that are relevant to Hammersmith and Fulham's Cycling Strategy, on a national, regional and local level.

2.1 NATIONAL - UK

There are a number of documents that set out the Government's approach for encouraging cycling that include:

2.1.1 *National Planning Practice Guidance (2013)*

The purpose of planning is to help achieve sustainable development and transport policies that have an important role to play in facilitating sustainable development, but also in contributing to wider sustainability and health objectives. The framework requires Local Authorities to be balanced in favour of sustainable transport modes giving people a real choice about how they travel - cycling being just one of them.

2.1.2 *Get Britain Cycling (2013)*

The All Party Parliamentary Cycling Group (APPCG), a cross-party group of MPs and Peers with an interest in cycling, launched an inquiry into how it can get Britain Cycling. Their vision is to realise the full potential of cycling to contribute to the health and wealth of the nation and the quality of life in our towns and local communities. The recommendations from the inquiry can be divided into five broad topics; 1) A new priority for investing public funds, 2) redesigning our roads, streets and communities, 3) safe driver and safe speed limits, 4) training and education and 5) political leadership.

All five of these recommendations are in place at the Council and are outlined in Section 3.6 of this Cycling Strategy under 'Opportunities'.

2.1.3 *Signing the Way (2011)*

This document provides a vision of a more simple and flexible regulatory framework for traffic signs. The document sets out a policy framework for ensuring that the traffic sign system in Britain meets the future needs of all road users.

2.1.4 *Traffic Signs Regulations and General Directions 2015*

The Traffic Signs Regulations and General Directions (TSRGD) 2015 was released for consultation in 2014. The Department for Transport's (DfT) proposed changes allow a wider range of signs to be used by local councils. The revisions also give local authorities freedom to remove sign clutter by keeping signing to a minimum. The new TSRGD will minimise DfT involvement in signing schemes, acknowledging that councils are best placed to know what signing is suitable for their roads. The TSRGD 2015 provides the opportunity for the Council to develop and implement cycle signage that reflects the local environment.

2.1.5 Rights and Responsibilities of Cyclists

Under UK law, a bicycle is a carriage, and cyclists have the same right to use the highway as other vehicles (unless expressly prohibited). However cyclists also have the same responsibilities as other road users to act considerately, observe traffic laws and regulations, and travel in a safe manner.

All road users (including drivers, pedestrians and cyclists) must adhere to *The Highway Code*. The rules in *The Highway Code* are legal requirements² but the Code also provides advice for drivers, riders and pedestrians about how to travel in a safe and considerate manner.

Sections 59 to 82 of *The Highway Code* outline the rules that apply specifically to cyclists. This includes:

- Section 64 – You must not cycle on a pavement; and
- Section 69 – You must obey all traffic signs and traffic light signals.

The *Highway Code* also provides general advice to drivers. Section 144 states that drivers must not:

- Drive dangerously;
- Drive without due care and attention; and
- Drive without reasonable consideration for other road users.

The Council will reinforce and reiterate the rights and responsibilities of cyclists through our existing cycle training schemes for both children and adults. The Bikeability training courses educate and train children to become safe, assertive, and responsible cyclists from an early age. Adult cycle training courses improve confidence and enable cyclists to cycle safely on the road, reducing the need to ride on the footway. We will continue to run our Exchanging Places and Safer Urban Driving courses to improve the behaviour and awareness of drivers towards cyclists.

Where potential points of conflict between cyclists and other road users have been identified, the Council will look to simple, appropriate infrastructure upgrades and improved signage to reinforce the rights and responsibilities of cyclists to all users, including drivers, and pedestrians, and vice-versa.

2.2 REGIONAL - LONDON

2.2.1 Mayor's Vision for Cycling (2013)

Our Cycling Strategy is strongly linked to the *Mayor of London's Vision for Cycling* and details how it will achieve this vision at a local level, recognising the unique characteristics and challenges in Hammersmith & Fulham.

There are four important outcomes that the Mayor's vision is looking achieve:

- **A tube network for the bike** - London will have a network of direct, joined up cycle tracks with many running in parallel with key Underground, rail and bus routes.
- **Safer streets for cycling** - Spending on the junction review will be significantly increased and substantial improvements to the worst junctions will be prioritised.

² Failing to comply with the rules of The Highway Code will not necessarily result in prosecution. However The Highway Code may be used in evidence in any court proceedings under the Traffic Acts to establish liability. As a result, it is advised that all road users follow The Highway Code.

With Government help, a range of radical measures will improve the safety of cyclists around large vehicles.

- **More people travelling by bike** - To normalise cycling, making it something anyone feels comfortable doing.
- **Better places for everyone** - The new bike routes are a step towards the Mayor's vision of a 'village in a city' with more trees, more space for pedestrians and less traffic.

The main aspects of the Mayor's Vision that impact directly and indirectly on the cycling provision within the borough are:

- Cycle Superhighways;
- Quietways; and
- Better Junctions.

These schemes are discussed in further detail within Section 5.

2.2.2 Cycle Safety Action Plan (2014)

The *Cycle Safety Action Plan (CSAP)* builds on the original document (published in 2010) as well as the *Mayor's Vision for Cycling and Safe Streets for London (2013)*. The *CSAP* focuses on understanding the risks and challenges faced by cyclists on London's roads and uses an intelligence-led approach to identify the most effective and significant interventions. It notes that cycling in London has become significantly safer while the numbers of people cycling have risen inexorably. However, in order to reduce the number of killed or seriously injured (KSI) by 40 per cent by 2020, cycle safety must be a major consideration in all road safety activities, as well as in the wider transport planning and delivery.

There are six key action areas identified in the *CSAP* to address the collision factors and trends identified:

- Designing safe streets for cycling;
- Safe vehicles on our streets;
- Improving driver standards and awareness of cycling;
- Enforcement and delivery of safe cycling through the criminal justice system;
- Greater communication, skills and training for cyclists; and
- Building knowledge and promoting safe cycling for all.

These six action areas have been taken into consideration in the production of this Cycling Strategy:

2.2.3 London Cycling Design Standards

TfL have produced the *London Cycling Design Standards (LCDS)* to reflect established and emerging best practice. There are six core design outcomes that if successfully implemented, should achieve:

- **Safety** - including a number of critical indicators and separated into actual collision risk, perceived road safety and social safety.
- **Directness** - including journey time and deviation from the fastest route.

- **Comfort** - comprising a number of critical indicators including surface quality and effective widths.
- **Coherence** - including connections with other roads and way finding.
- **Attractiveness** - a comprehensive section including a range of indicators such as noise, air quality, greenness and the impact on pedestrians.
- **Adaptability** - measures against the ability to meet future growth, the links with public transport and the flexibility of the design.

The principles outlined in this document should be taken into consideration, used in the design, and form part of the decision making process for cycling infrastructure projects contained within the *Mayor's Vision for Cycling* (e.g. Better Junctions).

The guiding principles of the LCDS include:

- Cyclists need space separated from volume motor traffic;
- Where full segregation is not possible, semi-segregation may be the answer;
- Separation can also be achieved by using lower-traffic streets;
- Where integration with other road users is necessary, differences of speed, volume and vehicle type should be minimised (i.e. reduce speed limits);
- Provision must be consistent and routes must be planned as a network; and
- Changes in road space can influence modal choice.

2.2.4 Share the Roads

Share the Roads is a TfL campaign asking all road users to think about their attitudes on the road. The reasoning behind it is that we all use the roads, however some prefer to drive, some ride whilst others walk. The campaign aims to change the way we perceive our fellow road users. Instead of focusing on avoiding dangerous situations per se, it advocates stepping back from situations that could potentially escalate. Therefore rather than respond to carelessness with aggression, we're told to put things into perspective.

2.3 LOCAL – HAMMERSMITH & FULHAM

2.3.1 Core Strategy

The Cycling Strategy complements the vision set out in the Core Strategy which states that the Council wants to:

- Encourage and promote healthier lifestyles and reduce health inequalities.
- Reduce and mitigate the local causes of climate change, mitigate flood risk and other impacts and support the move to a low-carbon future.

The Cycling Strategy can help achieve this vision by increasing opportunities for safe cycling, developing quality cycling routes in the borough, and promoting cycling as a key mode of transport.

2.3.2 Local Implementation Plan 2 (2011 – 2031)

The *Local Implementation Plan 2 (LIP2)* is a statutory document that sets out how the Council proposes to implement the *Mayor's Transport Strategy (MTS2)* in Hammersmith & Fulham.

There are seven key objectives set out in the *LIP2* and the *Cycling Strategy* has been produced to ensure that the objectives set out to each complement each other. The seven key objectives can be summarised as:

- Support sustainable population and employment growth in the five regeneration areas.
- Improve the efficiency of our road network.
- Improve the quality of our streets.
- Improve air quality in the borough.
- Make it easier for everyone to gain access to transport opportunities.
- Support residents and businesses by controlling parking spaces fairly.
- Reduce the number of people injured or killed on our streets.

Improving the cycling environment in the borough will have an important role in achieving these objectives, as encouraging more people to cycle will support sustainable growth and the efficiency of our road network. It is also a socially inclusive (economic) way of making journeys due to it being a cheaper mode of transport than the use of the private vehicle or public transport.

Schemes being progressed under *LIP2* will take into consideration the objectives set out in the *Cycling Strategy* to ensure that schemes do not result in a detrimental impact on the cycling environment. Schemes will instead look to positively influence the cycling environment for our residents and visitors.

3 CYCLING IN HAMMERSMITH & FULHAM

This section provides an overview of the trends, challenges, and opportunities for cycling in Hammersmith & Fulham.

3.1 HAMMERSMITH & FULHAM CONTEXT

Hammersmith & Fulham is an inner London Borough in a strategic location on transport routes between the City and Heathrow. The borough is orientated north-south with most major transport links, both road and rail carrying through traffic east-west across the borough. It has at least four distinct areas each with their own character – Fulham, Hammersmith, Shepherds Bush and Old Oak / Park Royal.

The population of Hammersmith & Fulham is relatively young and ethnically diverse compared to the rest of London. The population is highly mobile with about half of all households having moved in the previous five years. A higher proportion of the population (43%) is between the ages of 19 and 40 years old compared with the rest of London (35%) and the UK (27%).

It is also an area of significant contrast in socio-economic status with wealthy areas (often protected by conservation designations) and other areas that could be regenerated and improved. Despite the borough having some of the highest house prices in London it is ranked as the 38th most deprived local authority in the Country partly due to pockets of deprivation concentrated on housing estates, such as in the White City area.³

The borough is well served by the London Underground network with the Piccadilly, District, Central, Hammersmith & City, and Circle lines connecting the borough with central London. It is therefore no surprise that 27% of residents use the Underground to travel to work. The opening of new stations at Wood Lane in 2008 and Overground at Shepherds Bush (2008) and Imperial Wharf (2009) has contributed to the increasing number of people utilising public transport. While we already have one of the highest rates of cycling in London, the geography of the borough lends itself to making cycling even more popular due to its close proximity between centres and the fact it is on relatively flat land.

3.2 CYCLING TRENDS IN HAMMERSMITH & FULHAM

The number of cycle journeys per day across London has increased from 320,000 in 2001 to 540,000 in 2010. This equates to a 69% increase across London compared to the 110% increase in cycle journeys per day in Hammersmith & Fulham in the same period. The Cycling Strategy aims to continue this growth and create a cycling culture in the borough whereby it is considered the 'norm' for shorter journeys.

Hammersmith & Fulham has one of the highest cycling rates in London at 4% of all journeys in comparison with 2% for London as a whole. The target in the *LIP2* is to increase the baseline for cycle mode share from 3.9% in 2010 to 8% by 2030/31. Monitoring carried out as part of the *LIP2* indicated that the borough was exceeding the 2013 interim target of 4.5% with a cycle mode share of 5%. The Cycling Strategy aims to

³ Index of Multiple Deprivation (IMD), Office of National Statistics, 2007

contribute towards achieving the 8% mode share target by 2030/31 contained in the LIP2.

Cycling to work generally has a higher mode share than other types of journey such as shopping. Approximately 6-7% of residents in the borough currently cycle to work and the target is for this to increase to 10%. A Travel Plan Survey for the Council confirmed that 12% of employees currently cycled to work and the ambition is to get other organisations to encourage their employees to cycle to work.

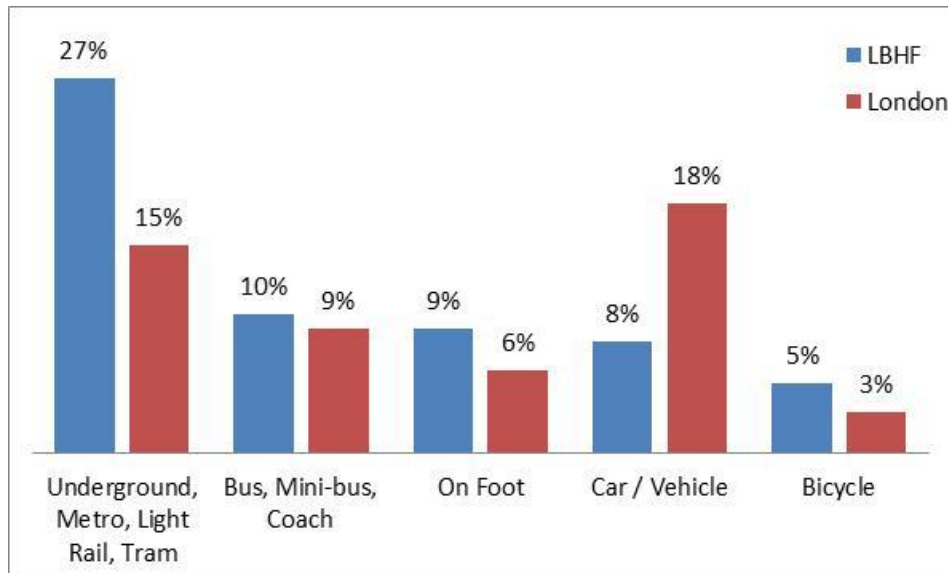


Figure 1: Travel to work mode split for Hammersmith & Fulham and London (2011)

The most popular mode of transport for work in Hammersmith & Fulham is the use of the Underground / Rail with a total of 27% compared to 15% for London as a whole. The use of the private vehicle is only the fourth most popular choice for travelling to work compared to being the number one choice of mode for London as a whole. The popularity of cycling compared to the rest of London can be attributed in part due to the average distances travelled to work detailed in Fig 3 below and the flat nature of the borough. The lower rate of car ownership in the borough is also deemed to be a factor in contributing to the higher percentage of people cycling to and from work.

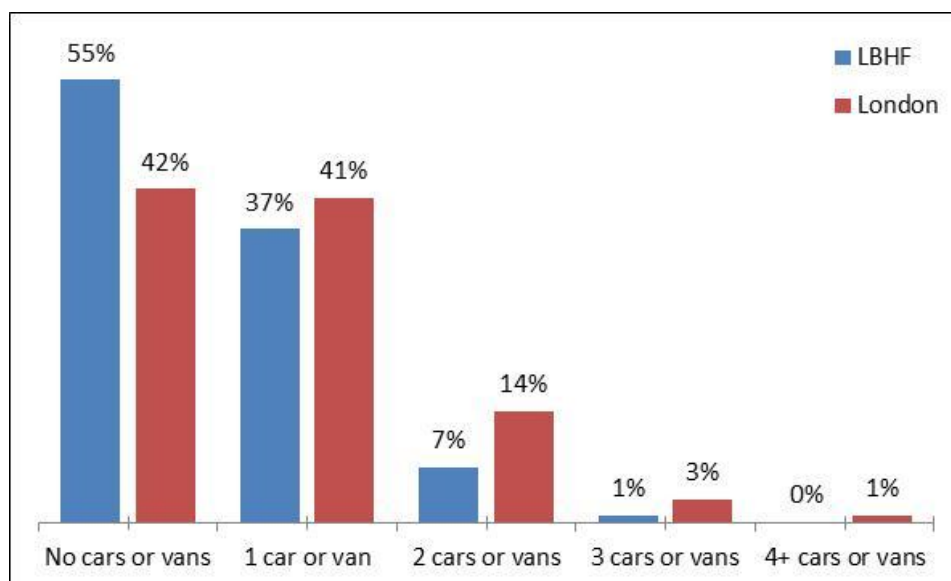


Figure 2: Private vehicle accessibility for Hammersmith & Fulham and London (2011)

Residents of Hammersmith & Fulham are less likely to have access to a private vehicle in comparison to the average for London as a whole. A total of 55% of our residents do not have a vehicle compared to 42% for London. The number of people who have one car, two cars or three cars is also lower in the borough than the average for London. The main reason that fewer people commute via private vehicle in our borough is because they work in Central London where they would suffer from congestion and lack of parking.



Fig 3: Distance to work travelled by residents of Hammersmith & Fulham and London

The average distance to / from work for London is 11.2km in comparison to 9.1km for Hammersmith & Fulham. The pie charts above illustrates the distance travelled to work for residents of Hammersmith & Fulham and London and whilst relatively similar, the biggest difference is the number of people who commute between 5km – 10km to and from work which is far greater in our borough compared to the rest of London. A distance of 5km – 10km is not deemed too far a distance for cycling to work and explains in part why a greater number of residents cycle to work.

Cyclists already account for a significant proportion of road traffic in some locations. The Central London Cycle Census (2013) carried out by TfL includes a daily count of cyclists on Old Brompton Road at the border between Hammersmith & Fulham and Kensington & Chelsea (refer to Table 1). Over the course of a day (6am to 8pm) a total of 2194 cyclists travelled along Old Brompton Road. Cyclists accounted for 22% of all vehicles travelling on Old Brompton Road during the AM Peak (7am to 10am) and PM Peak (4pm to 7pm).

Table 1: Old Brompton Road – Total Number of Vehicles (Central London Cycle Census, 2013)

Time Period / Mode	Cars	Taxis	Motorbikes	Vans	Lorries	Buses	Bicycles	TOTAL
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AM Peak (7am-10am)	2236	96	238	161	18	112	794	3655
PM Peak (4pm-7pm)	2273	224	241	53	5	106	617	3519
All Day (6am-8pm)	9315	707	859	531	52	476	2194	14134

Table 2: Old Brompton Road – Proportion of Total Vehicles (Central London Cycle Census, 2013)

Time Period / Mode	Cars	Taxis	Motorbikes	Vans	Lorries	Buses	Bicycles	TOTAL
AM Peak (7am-10am)	61%	3%	7%	4%	0%	3%	22%	100%
PM Peak (4pm-7pm)	65%	6%	7%	2%	0%	3%	18%	100%
All Day (6am-8pm)	66%	5%	6%	4%	0%	3%	16%	100%

3.3 CYCLE ROUTES IN HAMMERSMITH & FULHAM

The Council produced a map to accompany the previous Cycling Strategy that highlighted the recommended cycling routes within the borough. The cycle routes cover a significant portion of the borough and link in with major services and facilities such as the shopping centres, cinemas and football grounds. A copy of the map of the recommended cycling routes within the borough is contained in Appendix B. This map will be updated as proposals for new cycle routes and facilities are developed.

The main vehicle for cycling improvements in London was the *London Cycle Network (LCN)* which resulted in the implementation of cycle lanes and other cycle facilities such as advanced stop lines for cyclists, advisory cycle routes, segregated cycle tracks, toucans or segregated cycle crossings. Within the borough, the LCN tended to focus on signing cycle routes along main arterials (such as Uxbridge Road, King Street, Scrubs Lane and Wood Lane), as well quiet back streets and off-road routes.

The LCN has now been superseded by the *Mayor of London's Cycling Vision*, which was launched in 2013 and will be the key driver for further enhancement of cycling provision in London.

Since the production of the previous Cycling Strategy in 2004, the following improvements have been made at recognised hotspots in the borough:

- Creation of a two-way cycle track on the north side of Shepherd's Bush Common and the subsequent widening of existing tracks in the Common;
- Improvements to cycle accessibility and safety at the Holland Park roundabout;
- Widening of shared use path and lighting improvements between Rutland Grove and the A4;
- Implementation of a shared cycle path along the A4;
- A connection between Fulham Palace Road and Hammersmith Bridge Road via St Paul's Green allowing cyclists to bypass the Hammersmith Broadway Gyration;

- Creation of a shared cycle path on the west side of Scrubs Lane between North Pole Road and Mitre Bridge; and
- Implementation of a shared use cycle path along the Thames Riverside Cycle Route between Wandsworth Bridge and Hurlingham Park.

The Council has also installed two public bicycle pumps at Hammersmith Broadway and Baron's Court Station.

3.4 CYCLE CASUALTIES IN HAMMERSMITH & FULHAM

Personal injury accident (PIA) statistics over a three year period between January 2011 and December 2013⁴ are contained below in Table 3:

Table 3: Cycling injuries in Hammersmith & Fulham (2011-2013)

Year	Fatal	Serious	Slight	Total
2011	1	21	149	171
2012	0	31	155	186
2013	0	13	153	166
TOTAL	1	65	457	523

A map of the collisions involving cyclists across the borough is contained in Appendix A.

A total of 523 collisions between cyclists and other road users were recorded between 2011 and 2013. 457 collisions resulted in slight injuries to the cyclist, while 65 collisions resulted in serious injuries. The frequency of collisions resulting in slight injuries to cyclists has been largely static over the three years. However the frequency of collisions resulting in serious injuries to cyclists has reduced noticeably between 2012 and 2013.

Unfortunately, one fatal cycle collision occurred in the borough on April 2011. An experienced cyclist, travelling northbound on Queen Caroline Street, fell between the wheels of a refuse lorry. The collision report from the Metropolitan Police Service indicates that there were no defects with the road or its layout that could have contributed to this collision and this was a rare tragic accident.

The majority of the collisions involving cyclists occurred on the main roads across the borough, often at or near side road junctions where cyclists can often come into conflict with turning vehicles. Noticeable hotspots for cycle collisions (5+) include:

- Goldhawk Road / Stamford Brook Road;
- Kings Road / Maxwell Road; and
- Leamore Street / King Street / Bridge Avenue

Improvements are already planned at several major junctions within the borough to improve safety of cyclists. The proposed schemes are outlined in Section 5.

Collisions between Heavy Goods Vehicles (HGVs) and cyclists have been identified as a significant safety concern within London and the borough. Cyclists involved in a collision with HGVs tend to sustain much more serious injuries than those involving other vehicles. In 2013, there were 14 cycle fatalities in London, nine of which involved HGVs.

⁴ The full calendar results for the 2014 are not currently available. However the latest data (up to October 2014) indicates that there have been no further fatal collisions involving cyclists.

Despite the fact that HGVs only account for 4% of vehicles on London’s roads, they are involved in over half of cyclist deaths in London over the last three years.

3.5 CHALLENGES⁵

Fear of injury is the number one reason why Londoners do not cycle and one of the objectives of the strategy is to improve the cycling environment in the borough and reduce casualty rates (refer to Figure 3). The latest casualty statistics (2013) indicate that cycling in London is actually getting safer.⁶ Although there has been a slight upturn in the number of cycling injuries in recent years, this must be viewed in the context of a significant increase in the number of cycle journeys in London. For example, while the number of cyclists killed or seriously injured (KSI) in 2013 has increased by 16% against the baseline of 2005-2009, cycling on London’s major roads has increased by 72% over the same period. As a result, cycle casualty rates per km travelled have actually decreased between 2005 and 2013.

The existing cycle network is seen as not being comprehensive enough and does not address many key barriers which act as a barrier to connecting key services such as schools and hospitals with residential areas.

Poor driver behaviour around cyclists often reinforces the feeling of danger while inappropriate cycling can cause frustration for other road users and pedestrians. One of the key challenges for the borough is to encourage a greater understanding of the potential dangers of inappropriate driver and cyclist behaviour, and promote safe behaviour amongst road users through training and education.

A survey carried out by TfL examined the attitudes to cycling and Figure 3 below illustrates the main reasons given by non-cyclists for not wanting to take up cycling.

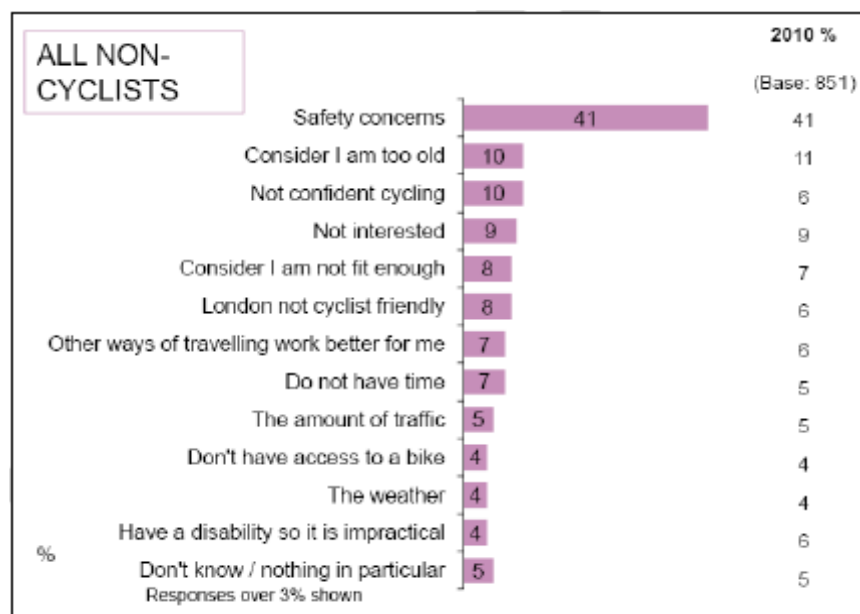


Figure 3: TfL, Attitudes towards Cycling, 2012

⁵ We acknowledge and are grateful for input into this section of the Strategy by Hammersmith & Fulham Cyclists (H&FCyclists).

⁶ Casualties in Greater London during 2013 Factsheet, TfL, June 2014

The primary factor for not cycling is safety which confirms the challenge facing the Council in trying to achieve a cycling environment that makes cycling a viable choice of transport. Changing the perception of the safety of cycling by creating a cycling environment in which the majority of residents will feel safe and comfortable, will enable a greater use of cycling for multiple trips and purposes.

The concern over cycle safety has been highlighted by highly publicised cyclists' deaths in London (including three in the space of one week in November 2013). In Hammersmith & Fulham the number of injuries to cyclists has generally been increasing over the last five years, but this can be partially attributed due to the increase in the number of people cycling in the borough which increases the exposure of cyclists to the risk of injury (refer to Section 3.4).

H&FCyclists (The local branch of the London Cycle Campaign in Hammersmith and Fulham) identified a number of key challenges to encouraging cycling in the borough:⁷

- The cycle network is not comprehensive and does not connect key destinations such as schools and hospitals with residential areas;
- There is a lot of emphasis on through traffic with residential, high streets and areas near schools often dominated by motor vehicles;
- 20mph zones are not applied consistently to provide the benefits to vulnerable road users that they should;
- Bridges (such as Hammersmith Bridge) and busy junctions are a barrier to cycling rather than a link;
- Multi-lane junctions (such as at Hammersmith Broadway and Shepherds Bush Green) dominate the borough and are unsettling to many cyclists;
- Major developments fail to provide quality space for cycling with Westfield's provision noted as a poor example;
- The quality of roads is often a major deterrent particularly on busy and high speed roads where the need to avoid potholes can place cyclists into conflict with other road users, including pedestrians; and
- There is insufficient cycle parking provision at key locations during peak times at major destinations such as stations or shopping areas.

The Hammersmith Mall Residents Association (HAMRA) and other resident groups have also raised concerns regarding the conflict between pedestrians and cyclists in popular areas such as the Thames Path.(Sections 5.3.7 and 5.3.8)

The Council's proposed method to reduce and overcome these challenges is outlined in Section 5 and aims to build upon the opportunities highlighted in Section 3.6 below.

3.6 OPPORTUNITIES

The current cycling trends in Hammersmith & Fulham highlight the opportunities that exist to increase the level of cycling in the borough compared with other areas in London:

- A commitment from the Council to improve cycling in the borough;
- Continued growth in the popularity and use of cycling;

⁷ H&FCyclists Briefing for Community Safety, Environment and Residents Services Policy and Accountability Committee on Space for Cycling, 7th July 2014

- Low proportion of residents owning cars;
- Shorter distances for travelling to and from work;
- The flat geography of the borough lends itself to cycling; and
- A core cycle network that can be built upon and expanded.

These are key factors that can ensure cycling is a viable alternative to the private car or the use of public transport, which do not provide the same health benefits as cycling and are subject to capacity constraints.

Analysis carried out by TfL in 2010 indicated that 31% of trips within the borough currently made by cars can be made by cycles.⁸

The Cycling Strategy is about making cycling a viable option for all by providing the necessary environment for people to cycle in Hammersmith & Fulham, whether for commuting to and from work, or for shopping trips, and leisure. Providing an environment that not only improves safety (reducing the number of cycle collisions) but also reducing the perception of danger will be crucial in increasing cycling as a genuine mode of transport for all people.

Safety is the key to encouraging people to cycle within the borough. This can be achieved through initiatives and improvements such as:

- Providing a cycling environment that is safe for all cyclists;
- Educating road users about how to interact properly and share the road; and
- Training residents, employees and students how to cycle safely and confidently.

Section 5 of the Cycle Strategy outlines the key actions that the Council proposes to take advantage of the opportunities to increase cycling.

⁸ TfL (2010) Analysis of potentially cyclable trips – London Travel Demand Surveys 2005-08

4 BENEFITS OF CYCLING

The Council (through the development of the Cycling Strategy) places a high degree of emphasis on encouraging the greater use of cycling within the borough. This is because cycling is a positive form of urban transport that generates significant benefits for all residents including improved health and wellbeing, increased air quality, and reduced congestion.

This section outlines the justification for the investment in cycling within the borough and the key outcomes that can be achieved through an increase in cycling.

The benefits of cycling can be classified into four main areas:

- Health and Wellbeing
- Environmental
- Economic
- Social

4.1 HEALTH AND WELLBEING

Active travel is a key contribution to positive health outcomes. Cycling is a healthy activity which generally makes people fitter, healthier, more alert and less stressed.

Cycling is one of the easiest ways to physical activity as part of your daily routine - it not only gets you where you need to go, but also gets you fit. Regular cycling, such as to work or school, provides a convenient way of reaching the minimum weekly recommended amount of physical activity of 150 minutes, which equates to half an hour five days a week'.

British Health Foundation statistics (2010) indicate that lower physical activity directly causes over 50,000 deaths from cardiovascular diseases (including CHD and stroke) and 20,000 premature deaths from cancer.

Cycling can help with weight loss while reducing strain on muscles and joints associated with walking or jogging, and is a form of exercise physical activity available to most adults and children. Cycling contributes to increased muscle strength that can help to reduce trips and falls for people aged 65 and over. Making journeys to school and other local attractions can help to reduce excess weight amongst children and decrease the negative impacts of growing rates of childhood obesity.

Research carried out by the Parliamentary Environmental Audit Committee (2014) indicated that passengers in cars and taxis are being exposed to significantly higher levels of air pollution than cyclists and pedestrians on roads in London.⁹

In addition, cycling makes people more alert and improves mental well-being and academic attainment amongst school children, while reducing susceptibility to depression, stress, anxiety, and mild dementia. Increased physical activity also reduces absenteeism amongst school children and workers.

People are often reluctant to cycle because of the perceived risk of accidents and injuries. However, on average, the health benefits of cycling are substantially larger than the risk of accidents and injuries when compared to car driving.¹⁰

⁹ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/environmental-audit-committee/>

According to the British Medical Association (BMA) cycling 30 minutes per day adds significantly to life expectancy (an average of two extra years of life) and provides a fitness level equivalent to someone ten years younger.¹¹

It is intended that the Strategy will contribute towards increasing the number of people who cycle everyday and for cycling to become a realistic option for the majority of residents in the borough for a range of daily trips e.g. to work, to the shops, as well as for recreation.

4.2 ENVIRONMENTAL

The environmental impact of transport has been acknowledged for a long time. In 1991, the CTC described transport as '*one of the most polluting of all human activities*'.

Overall, the transport sector is responsible for 21% of the UK's greenhouse gas emissions (GHG) in 2011. 92% of emissions came from road transport (as opposed to air, rail etc.); and 99% was CO₂.¹² Passenger cars account for more than half of all CO₂ emissions from the transport sector – 55% in 2011.¹³ This is a significantly higher proportion of emissions than any other vehicle mode (such as HGVs, and buses).

For this reason, a significant modal shift from car use to cycling will provide a major contribution to reducing transport-based pollution due to the low impact of cycling on the environment. Cycling is a zero-carbon transport option that can deliver worthwhile carbon savings at very low cost.

Cycling has a benign environmental impact since it creates no atmospheric and noise pollution, consumes no finite resources and does not cause congestion. Therefore every kilometre travelled by bicycle will be a kilometre without environmentally damaging emissions. If the amount of mileage cycled in Britain were doubled by decreasing car use, this would reduce CO₂ emissions by 0.6 million tonnes per year.¹⁴ Recent evidence shows that the combination of urban noise and air pollution affects cognitive functioning in school children.¹⁵ Any reduction in both noise and air pollution (through increased cycling) may contribute to improved public health and environmental outcomes.

Encouraging a shift from car use to bicycle use can have a significant impact on reducing CO₂ emissions. CTC calculates that the average person making a typical daily commute of 4 miles each way would save half a tonne of CO₂ per year – or 6% of their personal carbon footprint – by switching from driving to cycling.¹⁶

Promoting the greater use of cycling within the borough, will help the Council contribute towards reducing transport-related emissions and provide a positive impact on the environment.

¹⁰ Jeroen Johan de Hartog, Hanna Boogaard, Hans Nijland, and Gerard Hoek (2010) Do the Health Benefits of Cycling Outweigh the Risks? *Environ Health Perspect* 118:1109–1116.

¹¹ British Medical Association (1992) *Cycling: towards health and safety*. London: British Medical Association

¹² Department of Energy & Climate Change (2013). Transport GHG Inventory summary Factsheet.

¹³ Department of Energy & Climate Change (2011). Final UK Emissions Estimates.

¹⁴ Committee on Climate Change (2008). Building a low carbon economy.

¹⁵ Van Kempen et al. (2012) Neurobehavioral effects of exposure to traffic-related air pollution and transportation noise in primary schoolchildren, *Environmental Research*, Volume 115, May 2012, Pages 18–25

¹⁶ CTC (2013). CTC Campaigns Briefing: Climate Change.

4.3 ECONOMIC

Cycling produces economic benefits at an individual level as well as for the rest of society.

For individuals, cycling is an economical mode of transport with minimal costs. The purchase, insurance and maintenance costs of a bicycle are a tiny fraction of the costs of running a motor vehicle and there are no fuel or taxation costs.



Figure 4: Cycling Graffiti in Melbourne, Australia¹⁷

A study on behalf of Cycling England suggested that the annual economic benefits produced by each individual, regular cyclist are approximately £540-640 per year.¹⁸ The study also calculated that a 50% increase in cycle trips would create total savings to the economy of more than £1.3 billion per year in terms of premature deaths, NHS costs, absence from work, pollution, and congestion.

Improved cycling routes can also have a positive benefit for adjacent business owners. In 2012 in New York City, there was a 49% increase in retail sales along a road with a newly implemented protected cycle lane, compared with just a 3% increase across the whole borough.¹⁹

The greatest potential economic benefit of cycling is in terms of reduced congestion. The Roads Task Force estimates that the annual cost of vehicle delay on London Roads is £4bn. The TLRN accounts for 37% of this (£1.5bn) and the Borough Principal Road Network 45% (£1.8bn). Increasing the number of cycle trips made, particularly short trips currently made by car, can help to remove the number of vehicles from the road as cycling is a more efficient means of utilising limited road space within urban areas. The total area of space required for cyclists is significantly less than the area required for the same number of single-occupant vehicles (refer to Figure 5).

¹⁷ Peter Drew, Adelaide, <https://www.flickr.com/photos/carltonreid/4646637491/>

¹⁸ SQW (2007). Valuing the Benefits of Cycling. Cycling England

¹⁹ New York City Department of Transport (2012) Measuring the Street: New Metrics for 21st Century Streets.

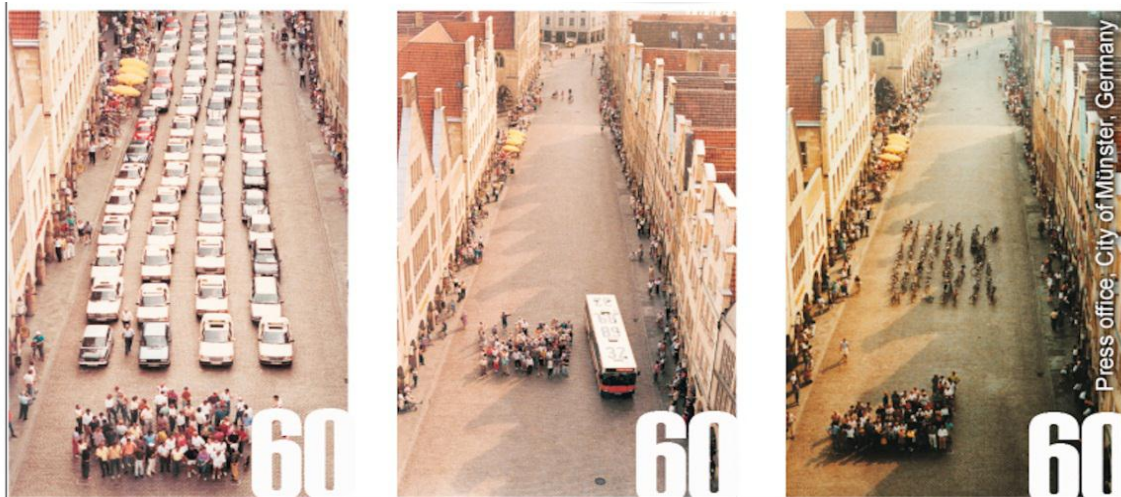


Figure 5: Comparison of road space required for 60 people travelling by (left to right) car, bus and bicycle²⁰

The potential savings to the economy that can be made from increasing cycling is highlighted by the recent Sustrans report (2014) that states just a 10% reduction in the number of cars making the school run is worth £46.8 million a year to the economy.

Inactivity costs Hammersmith & Fulham over £2 million a year in primary and secondary health care costs.²¹ As a result, encouraging cycling as a means of increasing levels of physical activity amongst residents can have significant economic (as well as health) benefits.

4.4 SOCIAL

Cycling also has wider social benefits increased accessibility and mobility, and reducing pressure on other forms of transport.

Cycling can help to increase the mobility of people who do not have access to private motor vehicles. After walking, cycling is the most easily accessible form of transport. It does not require proximity to public transport services, government licensing, or a significant monetary investment. Cycling allows people improved choice in travel options and can help improve access to important services, social networks, and friends. This is particularly important for elderly people as cycling enables them to be more self-reliant, as well as keeping active. Cycling is more flexible than other forms of transport as it is not confined to specific routes and services, and users can travel between multiple destinations (refer to Case Study 1 below).

Cycling also has a wider social benefit through reducing traffic congestion and crowding on bus and rail services. Congestion and overcrowded public transport services are key contributors to stress amongst employees in London. Increasing the mode share for cycling provides additional capacity for other people who choose to (or have no other choice to) travel by car and on public transport services. For many journeys cycling can be faster than walking, using public transport or travelling by private motor vehicles. This can reduce the time spent commuting and provide cyclists with increased leisure time to undertake other activities.

²⁰ City of Münster press office, Germany, 1991

²¹ Hammersmith & Fulham (2014) Joint Strategic Needs Assessment

Cycling can also be a therapeutic activity that can help to reduce stress. Physical activity has a beneficial effect on mental health and psychological well-being and it helps to alleviate the symptoms of anxiety and stress. Many cyclists report that cycling regularly reduces their perceived levels of stress and promotes relaxation.

CASE STUDY 1: Tigist Negash

Before April 2010, Tigist Negash, a 34-year old student and mum of three had never cycled in her life. For years Tigist spent the school run chasing after her two sons who liked to cycle to their primary school as their mum walked behind. Tigist was struggling to get to college on time in between dropping her sons at school and her daughter at nursery and couldn't rely on the bus or walk the distance quickly enough.

When Sustrans began working with her son's school to encourage more children to cycle, Tigist decided to take part in a cycling course, sponsored by the Council's Bikeit Programme. The course was created especially for parents and carers, to prove just how easy it is to cycle for short local journeys.



“Every morning, I cycle with them to school, then I go on to college in Hammersmith, about a mile away. I have to be there at 9.30am, and if I took the bus or walked I wouldn't be able to get there in time. Without being able to cycle, I wouldn't be able to go to college”.

She now cycles every day and uses her bike to accompany her two sons to school and carry her daughter to nursery before going on to college to study English.

4.5 BENEFITS SUMMARY

Table 4: Summary of Cycling benefits

Benefits	
Health and Wellbeing	<ul style="list-style-type: none"> - Cycling makes people fitter, healthier, more alert and less stressed - Convenient way to physical activity as part of your daily routine - Helps with personal weight management - Reduced exposure to air pollution - Health benefits of cycling are substantially larger than the risk of accidents and injuries when compared to car driving
Environmental	<ul style="list-style-type: none"> - Cycling is a zero-carbon transport option - A modal shift from car use to bicycle use can have a significant impact on reducing CO2 emissions
Economic	<ul style="list-style-type: none"> - Cycling is an economical mode of transport with minimal costs once the bicycle has been purchased - Total savings to the economy of more than £1.3 billion per year in terms of premature deaths, NHS costs, absence from work, pollution and congestion - More efficient means of utilising limited road space within urban areas
Social	<ul style="list-style-type: none"> - Cycling increases mobility for people without access to private motor vehicles - Reduces traffic congestion and crowding on bus and rail services - More sociable mode of transport than cars - Can be therapeutic and help to reduce stress

5 WAY FORWARD

The primary purpose of this Strategy is to increase the number of cycle journeys made in the borough.

The key objectives of the Cycling Strategy are:

- 1. Enhance and extend cycle routes to create a comprehensive network;**
- 2. Create more space for cycling to improve cycle safety;**
- 3. Reduce the dangers (and the perception of the dangers) of cycling and reduce conflicts; and**
- 4. Provide more cycle parking and cycle hire locations within the borough.**

This will be achieved in a number of ways:

- Collaborating with TfL on the development of Cycle Superhighways to extend the cycle network;
- Implement a network of Quietways building on the existing cycle network;
- Working with TfL on creating more space for cyclists through the Better Junctions programme;
- Create a safer environment for cyclists by consulting on 20mph speed limits across the borough;
- Provide cycle training for adults and children (as well as developing School Travel Plans) to increase participation and confidence in cycling;
- Provide training to increase awareness between different road users and cyclists;
- Increase the number of cycle storage and parking options;
- Develop and expand the Mayor's Cycle Hire scheme within the borough; and
- Ensure that new developments are designed to encourage cycling and provide sufficient levels of sheltered and secure parking.

In order to deliver the above objectives we have created an Action Plan detailing all the schemes that that will improve the cycling environment in Hammersmith & Fulham.

5.1 ENHANCE AND EXTEND CYCLE ROUTES TO CREATE A COMPREHENSIVE NETWORK

5.1.1 Cycle Superhighways

Cycle Superhighways are cycle routes running from Outer London into and across central London. They are intended to provide faster and more direct journeys to and from the city and provide segregation for cyclists from other road users (including car, lorries, and pedestrians).

TfL are currently developing a network of high quality Cycle Superhighways along the TLRN. The protected lanes will cater for the desire of commuter cyclists for fast, direct routes, as well as providing a safe, segregated route for less-confident cyclists.

Four Cycle Superhighways have already been implemented, and the current TfL strategy is to develop two further routes within the borough:

[East-West Cycle Superhighway](#)

The proposed East-West Cycle Superhighway would run between Tower Hill and Acton. The section of the East-West Cycle Superhighway through the borough would involve a two way segregated cycle track along the elevated A4 Westway between Kensington and Chelsea to Acton. TfL is currently undertaking consultation on the Tower Hill to Westway section of the Cycle Superhighway while consultation on the Westway to Acton section will be undertaken at a later date.

The Council will work closely with TfL, neighbouring boroughs and WestTrans to develop the Westway to Acton Section of the East-West Cycle Superhighway in accordance with the Cycling Strategy. The Council will advocate for connections from the Cycle Superhighway to the local cycling network to create a continuous, connected network, and ensure that the route caters for local cyclists as well.

[Cycle Superhighway 9 / A315 Segregated Route](#)

Cycle Superhighway 9 (CS9) was a proposed route from Hounslow to Kensington & Chelsea running along King Street and Hammersmith Road. The development of CS9 was suspended in 2013, pending a review into the future of the cycle superhighways programme. However the Council expected that the route would come back in some other form. The section of the route along King Street and Hammersmith Road was identified in the Council's 2015/16 TfL Funded Integrated Transport Programme.

In October 2014, it was announced that the section of proposed CS9 route running through Hammersmith & Fulham and Hounslow boroughs would proceed. However the section of the route through Kensington & Chelsea borough would not be included. The revised scheme would not be part of the formal cycle superhighway network and is now known as the "A315 Segregated Route".

TfL have informed the Council that a significant amount of funding has been put aside for the investigation, design and implementation of a segregated cycle route. The Council expects that the detailed design of the route will be developed by 2016.

The Council will take a lead role in the development of the A315 Segregated Route. We will work with both TfL and Hounslow to ensure that a high-quality, segregated route is developed, that is consistent with the Council's aspiration for cycling within the borough. We are aware of the difficulties associated with the implementation of a segregated route and will work to ensure that the facilities do not reduce the available space or safety of pedestrians.

A map of the indicative Cycle Superhighway routes through the borough is contained in Appendix C. This map will be updated as proposals for the Cycle Superhighway are developed.

5.1.2 Quietways

Quietways are a network of radial and orbital cycle routes throughout London. They will be well-signed, linking key destinations that follow direct back-street routes, through parks, along waterways or tree-lined streets.

Quietways are designed to overcome some of the most important barriers to cycling, targeting less confident cyclists who want to ride on quieter streets, whilst also providing for existing cyclists who want to travel at a gentler pace.

TfL have identified seven pilot Quietways that will be developed between November 2014 and May 2016. The Council is currently working with TfL to identify and develop a network of Quietways within the borough. The Quietways will build-on and improve some of the existing cycle routes developed by the Council throughout the borough.

[Hammersmith & Fulham Quietways](#)

Five potential Quietways have been identified (in consultation with the GLA and TfL) within the borough.²²

- Route 376 – Hammersmith Bridge to Hounslow boundary via the Thames Path;(LIP)
- Route 211 – Putney Bridge to the proposed East-West Superhighway at White City via Hammersmith and Shepherds Bush;
- Route 212 – Putney Bridge to Earls Court;
- Route 213 – East Acton to Kensington & Chelsea boundary; and
- Route 323 – Earls Court to King Street.

Route 177 (along the Grand Union Canal) has also been identified as passing through the borough. However the Canal River Trust will be responsible for the development of Route 177 in consultation with the Council and other London Boroughs.

A map illustrating the indicative routes for Quietways routes within the borough is contained in Appendix C. This map will be updated as proposals for Quietways routes are developed.

We consider that Routes 1 and 2 should have the highest priority for implementation. Route 1 would provide a continuation of the existing Thames Path cycle route between Putney Bridge and Hammersmith Bridge. Route 2 would provide a key north-south cycle route across the borough, allowing cyclists to avoid the Hammersmith Broadway Gyratory, and connect the Thames Path cycle route with the proposed East-West Superhighway.

TfL funding for Quietways is being distributed in phases, with an initial tranche of routes to be funded and developed by 2016. In March 2015, TfL confirmed that Route 213 will be the first Quietway route to be progressed within the borough. The Council will develop Route 213 in collaboration with TfL and key stakeholders. We will collaborate with neighbouring boroughs to ensure that the timing and routes of the proposed Quietways are aligned to create continuous, connected routes across West London. Route 213 is expected to be implemented in 2016.

TfL have set aside funding from the Quietways programme for a small number of “large interventions” (such as the crossing of railway lines or major roads) which would otherwise leave large gaps in the network. The large interventions are likely to be the costliest proportion of the development of the routes, with the remainder of the routes being delineated with signs and road markings. TfL have developed a distinctive branding for the development of the Quietways that will be utilised along the routes.

The Council will develop the alignment of Routes 1 and 2 in collaboration with TfL and key stakeholders. The timeframe for implementation of the Quietway Routes will be dependent on the availability of TfL funding to cover the cost involved in delivering the

²² The proposed Quietways routes have been numbered 1 to 5 for ease of reference. This does not reflect their official designation within the Quietways network.

projects. However some of the routes (such as Route 4) should be relatively simple to implement.

We will collaborate with neighbouring boroughs to ensure that the timing and routes of the proposed Quietways are aligned to create continuous, connected routes across West London.

5.1.3 Filtered Permeability

An ideal cycle network would be one that maximises permeability (makes it easier for everyone to walk and cycle in all directions), but exerts tighter controls on through-movement and access for motorised traffic. This is called Filtered Permeability. When applied to cycling, this approach involves choosing selective point closures to motor vehicles, or contra-flow working for one-way streets, and the use of linking off-highway paths and routes through green spaces. Filtered permeability can play a significant role in making cycle routes more attractive, fast and convenient.

We will continue to explore options of implementing filtered permeability through point closures whereby roads are closed at certain points to motor vehicles but cyclists and pedestrians still have access. There are already over 50 point closures throughout the borough.

We will continue to plan and investigate the use of contra-flow cycle routes and two-way cycling on appropriate one-way streets to improve cycle permeability and accessibility across the borough. The Council has already implemented a number of schemes permitting two-way cycling on one-way streets (refer to Figure 6 below).



Figure 6: Rainville Road – Two-way Cycling permitted on one-way road

The Council are currently investigating the potential for two-way cycling on Bridge Avenue in order to improve accessibility to the Mayor's Cycle Hire docking station and the shared path on the A4.

The decision to implement point closures and contra-flow cycle routes will be on a case-by-case basis and is not intended to be a blanket measure for the entire borough. There is also the potential to integrate contra-flow cycle routes and point closures within the Quietway routes.

5.1.4 Small Local Cycling Improvements

Some of the best ideas for cycling improvements come from local residents and cyclists who travel through the borough on a daily basis. They can identify deficiencies in the

network and areas where minor changes can significantly improve the comfort of cycling in the borough.

We aim to maintain a database of requests, and investigate the feasibility of schemes and projects that are suggested by local residents, interest groups and stakeholders. The purpose of this would be to help create a connected and comprehensive cycle network throughout the borough. The types of schemes and projects that will be investigated are likely to be small-scale interventions and can include:

- Two-way cycling on one-way streets;
- Point closures to motor vehicles (or 'modal filters') that allow cycle permeability;
- Parallel pedestrian / cycle crossings and Toucan Crossings;
- Suggested locations for new cycle parking / cycle stands; and
- Removal of road markings and street clutter.

The proposed approach is intended to make the cycle network in the borough more adaptable and responsive to the change in priorities that is occurring throughout London.

The Council intends that the discussions from the proposed Cycle Forum (refer to Section 5.3.12) will also help to inform this process.

5.1.5 Maintenance of Cycle Facilities

A key component of extending the cycle network is ensuring that cycle facilities are properly maintained. The Council undertakes a pro-active approach to the maintenance of carriageways and cycle facilities.²³ This involves a planned maintenance programme to resurface and replace carriageways before they deteriorate significantly.

Each road in the borough is surveyed a minimum of twice a year to monitor the condition of the surface. Safety inspections for segregated cycle routes (including off-carriageway tracks) are undertaken every 3 months while cycle lanes are inspected at the same as the road they are located on. In the case of major roads such as King Street, this means that the segregated cycle lane is inspected monthly.

Requests for maintenance received from councillors and third parties (such as residents and cyclists) are investigated and (if the conditions warrant) they are added to the list of planned maintenance. Any defects or damages to carriageways, footways, cycle lanes or cycle facilities can be reported via the Hammersmith & Fulham Council website.

5.2 CREATE MORE SPACE FOR CYCLISTS TO IMPROVE CYCLE SAFETY

At the end of 2013, the London Cycling Campaign (LCC) launched its '*Space for Cycling*' campaign, advocating for streets that have either:

- Protected tracks or lanes; or
- Traffic volumes and speeds at a low enough level so that ordinary people can cycle in safety and comfort.

²³ London Borough of Hammersmith & Fulham (2012) Highway Maintenance Management Plan

We support the LCC campaign, with 59% of the current Hammersmith & Fulham Councillors supporting the *Space for Cycling campaign*.²⁴ We will seek to implement the following measures to create more space for cyclists and improve cycle safety.

5.2.1 Better Junctions

As part of the *Mayor's Vision for Cycling*, TfL has carried out a review of the most dangerous intimidating and high profile junctions and gyratories in London. The programme has been focused to make substantial improvements at 33 locations, including the Hammersmith Broadway Gyratory.

The Hammersmith Broadway Gyratory is a key barrier to cycle movement across the borough. The gyratory is at the junction of key north-south (A219 – Fulham Palace Road – Shepherd's Bush Road) and east-west (A315 – King Street – Hammersmith Road) routes within borough. However, the large and intimidating nature of gyratory dissuades many cyclists from using these direct routes, forcing them to take longer detours along routes where they feel safer. Improving the design of the gyratory so that it provides a safe environment for all cyclists will provide a step-change in cycle provision for the borough and has the potential to unlock cycle access to the Hammersmith Town Centre.

The Council is collaborating with TfL and the GLA to progress a scheme that will provide a safe environment for cyclists. At the time of writing, the proposals for the Gyratory are not yet known, but it is expected that a scheme will be implemented and completed by June 2017. Any detailed proposals for the redesign of the Hammersmith Broadway Gyratory will be subject to a separate and comprehensive public consultation process.

The Council is responsible for the roads around the Hammersmith Broadway Gyratory, and we will seek to ensure that any proposed improvements are consistent with the aspirations of the Cycling Strategy.

5.2.2 Borough Junctions

The collision data contained in Section 3.4 indicated that there are several junctions located on the borough road network that have apparent cycle safety issues. The following junctions have been highlighted as having a high level of collisions and casualties, and funding has been allocated to undertake improvements:

- Uxbridge Road / Old Oak Road
- Scrubs Lane / North Pole Road
- Fulham High Street / New Kings Road

We will ensure that any proposed junction safety upgrade considers the potential risk to cyclists and provides improved facilities, where appropriate. This could include providing Advanced Stop Lines (ASLs), cycle feeder lanes, or continuing cycle lanes through junctions.

5.2.3 20mph Roads

Reducing the average speed of vehicle traffic is an established means of providing a safer road environment for cyclists. 20mph speed limits are an essential way of providing

²⁴ <http://lcc.org.uk/pages/borough-league-table>

more space for cyclists within the borough and will make roads more cycle-friendly and safer for cyclists.

A 20mph speed limit reflects the London Cycling Design Standard that states, wherever possible, 20mph should be the maximum speed limit on roads forming part of designated cycling routes. The Council has previously implemented 20mph speed limits as part of its *LIP2*. At present, about a third of the residential streets in the borough have a 20mph limit but the network is somewhat dispersed.

Consultation regarding a 20mph speed restriction is being undertaken in early 2015 with local residents and businesses. The consultation only covers the borough roads as the major strategic roads (such as the A4 and A40) are managed by TfL as part of the TLRN. The decision regarding the implementation of a 20mph speed restriction will be decided as a result of the public consultation process.

5.2.4 Hammersmith Bridge

Hammersmith Bridge is a vital link from the borough to southwest London and a key connection over the River Thames for vehicles, buses, cyclists and pedestrians. However the historic design of the bridge (with narrow lanes and pinch-points) can pose a potential safety risk to cyclists. Since 2011, there have been two collisions involving cyclists on the northern end of the bridge, resulting in slight injuries.

The Council has recently undertaken essential repairs to the timber panelling, resurfaced the carriageway, and altered the road markings on the Hammersmith Bridge to improve road safety for motorists and cyclists. The improvements have provided a better quality surface for cyclists and also encourage cyclists to stay in the “primary position” (within the main traffic flow) thereby discouraging motor vehicles from overtaking cyclists on the bridge.

HFCyclists have raised concerns about the issue of vehicles overtaking cyclists at the narrow pinch-points on the bridge. HFCyclists have suggested that a 20mph speed limit and improved signage and / or markings are necessary to mitigate this potential safety issue to cyclists and have campaigned for a 20mph limit on the bridge for several years.

We are about to implement a 20mph speed limit on the bridge (subject to consultation). This will enable cyclists to more easily maintain the primary position, as well as reducing the speed differential between cyclists and other vehicles. Officers will also urgently work with local cyclists to improve signs and road markings on and near the bridge to increase safety of cyclists and pedestrians. Any proposed improvements will be subject to a consultation process to ensure that they are appropriate, fit-for-purpose, and comply with current guidance.

We have recently improved the cycle track leading to the bridge alongside Hammersmith Bridge Road and Richmond Council are planning improvements to the approach to the bridge from the south.

5.2.5 Segregated Cycle Facilities

The Council supports segregated cycle facilities as evidenced by our support for the LCC’s *Space for Cycling Campaign*. Segregated cycle lanes and tracks can provide a

high level of service and improved feeling of safety for cyclists. However segregation can create issues along roads with a high degree of kerbside activity, and at junctions. For this reason, segregation is often the most applicable solution for roads with a high movement function, such as arterial roads, and connectors. Where cycle routes are along busier roads, or pass through busy junctions, segregation will be considered if required to ensure connectivity and safety of cyclists.

We acknowledge that there are significant benefits that can be generated from segregation, and we will continue to lobby for support and funding to provide segregated cycle facilities, where this is the most appropriate solution. However, prior to the implementation of segregated cycle facilities, an extensive public consultation process will be undertaken.

5.2.6 Light Segregation

The Council are trialling the use of “light segregation” on Goldhawk Road as part of the Shepherds Bush Town Centre West project. The purpose of the light segregation is to provide increased protection for the proposed on-road cycle lanes on Goldhawk Road.

The type of treatment proposed includes the use of raised traffic separators such as Armadillos. Light segregation is advocated within the London Cycling Design Standard document and has been used on Royal College Street in the London Borough of Camden. The scheme included in the use of Armadillos as well as planter boxes to provide additional protection for cyclists travelling on-road (refer to Figure 7).

The Council will consider the use of light segregation for schemes where on-road cycle lanes are proposed along main traffic routes through the borough, taking into account the results of the light segregation trial on Goldhawk Road.



Figure 7: Armadillos and planters provide light segregation in Camden

5.3 REDUCE THE DANGERS (AND THE PERCEPTION OF THE DANGERS) OF CYCLING AND REDUCE CONFLICTS

The Council recognises that improving the safety of cycling within the borough is only achievable through a combination of “hard” infrastructure measures, and “soft” behavioural initiatives as well.

The Council will build upon existing initiatives to reduce conflicts between road users and reduce the perception of the dangers of cycling within the borough.

5.3.1 *Encouraging More Cycling By All*

As outlined in previous sections, Hammersmith & Fulham has significant potential for increasing the number of cyclists locally . However, there is still a perception that cycling is an activity that is only for young, fit, and confident individuals.

Hammersmith & Fulham is an incredibly diverse borough. We want to encourage much more cycling. The only way this can be achieved is by making cycling a safe and attractive option for all members of society. We also want to encourage cycling amongst disabled people – cycling is the second most popular activity (after swimming) for disabled people, but often requires specially adapted bikes.

The Council wants to encourage more cycling by a greater range and diversity of cyclists through:

- Raising awareness of the cycle facilities and services – the Council and other organisations offer numerous initiatives to help people take up cycling and to stay safe;
- Providing free cycle training for individuals in the borough – training can empower cyclists to cycle more confidently so that there is no need to avoid key routes. The adult cycle training offered by the Council has a high participation rate for women and people from black and minority ethnic groups;
- Continuing to offer all-ability cycling sessions for disabled people, delivered by our preferred cycle trainers
- Working with schools to provide cycle training for students and developing School Travel Plans – providing safe facilities and encouraging children to cycle to school safely can create a culture of cycling from a young age ;
- Providing training for drivers and minimising the risks from larger vehicles – creating an awareness of other road users is essential to encourage cycling while the presence of larger vehicles is seen as a major barrier to cycling;
- Extending the 20mph speed limit to more streets within the borough – lowering the relative difference in speed between road users can make the streets safer and make roads seem less hostile to the least confident users;
- Running regular maintenance sessions - teaching people to protect and maintain their bike can ensure that they cycle regularly; and
- Creating a network of traffic-calmed streets and parks – this enables children to learn to cycle within their local neighbourhood.

5.3.2 *Safer Lorries Scheme*

TfL and London Councils are proposing to work with the London boroughs to introduce a *Safer Lorries Scheme (SLS)* to increase the safety of vulnerable road users in London. The scheme is to be implemented by three Traffic Regulation Orders (TROs) that will together cover almost all roads in Greater London, including Borough Roads and Heathrow Airport. The *SLS* will ensure all Heavy Goods Vehicles (HGVs) driving in

London are fitted with side guards and extended-view mirrors even where they are exempt from national regulations, subject to a very small number of exceptions.

The purpose of the *SLS* is to improve the safety of HGVs operating in London by preventing some collisions from occurring, preventing fatalities and reducing the severity of injuries from collisions that do occur, particularly those involving vulnerable road users such as cyclists and pedestrians.

From 2015 the *SLS* will require almost all HGVs, irrespective of current exemptions, over 3.5 tonnes that drive in Greater London to be fitted or retrofitted with:

- Side guards (also known as “lateral protection devices”) irrespective of vehicle type; and
- Both Class V and VI mirrors, irrespective of vehicle age or registration date.

After a thorough consultation process, TfL together with London Councils and Heathrow Airport have decided to progress the *SLS* to the next stage and proceed with TROs that would bring this scheme into effect.

Hammersmith & Fulham Council fully supports the *Safer Lorries Scheme* and is committed to implementing the TRO on the borough road network. The proposed TROs provides a simple, quick solution to prioritise the safety of the most vulnerable road users (pedestrians, cyclists and motorcyclists) across all London roads. The proposed safety improvements to lorries will be reinforced by the Council’s Safer Lorries and Vans Strategy and training to improve driver behaviour such as Exchanging Places and Safer Urban Driver (SUD) Training.

5.3.3 Exchanging Places

The Council is one of the pioneering boroughs in providing “*Exchanging Places*” training for both lorry drivers and cyclists. The primary purpose of Exchanging Places is to educate and inform people about the dangers of cyclist / lorry interactions through mutual awareness sessions. This involves getting cyclists into lorry cabs, and lorry drivers onto bikes, so that each gets a better understanding of the other’s perspective.

The Council has worked collaboratively with TfL to develop a Driver CPC (Certificate of Professional Competence) accredited training course for lorry drivers.

The Council supports the continuation and expansion of the Exchanging Places training course, e.g. an extension to include training for bus drivers, in order to reduce conflicts between large vehicles and cyclists, and reduce the dangers of cycling.

5.3.4 Safer Lorries and Vans Strategy

The Council has secured additional funding from TfL for the development of a *Safer Lorries and Vans Strategy* to address the issue of collisions between freight vehicles and cyclists. Heavy Goods Vehicles (HGVs) are proportionally over represented in fatal collisions with cyclists and pedestrians, with 53% of cycle fatalities in London between 2008 and 2012 involving direct conflict with a HGV. This is despite the fact that only 5% of vehicles on the roads are HGVs. In 2011, seven of the nine large vehicles involved in a fatal cyclist collision in London were construction vehicles.

The objectives of the Council in developing the Strategy are to:

1. Secure Gold standard accreditation with the Fleet Operators Recognition Scheme (FORS) for its own fleet.
2. Work with the Council's increasing number of contractors to achieve Gold standard accreditation with the FORS.
3. Reduce the number of collisions between cyclists and construction vehicles through Planning Controls and local initiatives.

FORS is a freight safety scheme operated by TfL that encourages best practice for road freight operators working in London

The Safer Lorries and Vans Strategy will ensure that the Council's own fleet meets the required FORS standards and encourage the use of the FORS standards to reduce the risk of conflicts between cyclists and freight vehicles.

5.3.5 Safer Urban Driver (SUD) Training

The *Safer Urban Driver* (SUD) training is a one-day course available for any professional Large Goods Vehicle (LGV) driver who drives within the borough. The SUD training course focuses on vulnerable road users such as pedestrians and motorcyclists but has a particular focus on cyclists. The course includes a theoretical classroom module and an on-road practical module that gives drivers a 'real life' experience of a cyclist's perspective of riding on busy London roads.

The Council has secured funding from TfL for the SUD Training. This will allow an increased number of courses to be run and an increased number of drivers to benefit from the training. Since 2011 over 1,100 lorry drivers have received this training from our base in Fulham.

5.3.6 Cycle Training

The Council is committed to making the roads safer for cyclists, drivers and pedestrians by providing free or subsidised training to improve the skills of cyclists within the borough.

The Council provides free or subsidised adult cycle training for anyone living, working or studying in Hammersmith & Fulham. The cycle training consists of a private, two-hour, one-to-one session with trained cycle instructors anywhere in the borough. We also provide cycle training for school children as part of the School Travel Plan process.

The cycle training is based around the Bikeability cycle course with levels of training for both beginner and experienced cyclists. The training is designed to provide cyclists with the necessary skills and confidence to ride on today's roads. The training focusses on key aspects of positive and safe cycling behaviour including:

- Being aware of lorries and large vehicles;
- Cycling away from parked cars;
- Looking behind regularly;
- Using hand signals to indicate movements;
- Being considerate to pedestrians; and
- Not riding through red lights or on pavements.

Children who take part in the cycling and pass the test at the end are awarded a certificate and badge to signify that they have effectively completed the training. The cycle training helps towards achieving the targets set out in School Travel Plan.

Cycle training for adults and school children is an essential component of encouraging good cycling behaviour and providing cyclists with the necessary skills to cycle round the borough in a safe and courteous manner. Cycle training provides a major opportunity to provide people with the confidence to use the roads, effectively share the available space, and reduce the incidence of behaviour that puts cyclists in conflict with other users (such as cycling on footways and ignoring traffic signals).

The Council receives annual funding from TfL to provide cycle training and we will continue to promote and carry out the training to benefit of everyone living, working, studying or travelling within the borough.

As well as encouraging good cycling behaviour, the Council also uses feedback from local residents and businesses, (along with collision data) to identify “hotspots” for poor behaviour. Where potential enforcement issues are identified in a particular area, the Council works closely with the local enforcement authorities to ensure that positive behaviour amongst all road users is encouraged. In December 2013, the Metropolitan Police undertook “Operation Safeway” – a London-wide ‘blitz’ on offences by cyclists and vehicle drivers, such as running red lights and riding on footways. In Hammersmith & Fulham, Penalty Charges were issued to 100 cyclists as well as 174 vehicle drivers.

5.3.7 Pedestrian/Cyclist Conflict

Pedestrians and cyclists have numerous similarities that make them complementary modes of transport. Walking and cycling are healthy, environmentally-friendly, and inexpensive modes of transport which have historically been marginalised in favour of motor vehicles. However, there are also noticeable differences between walking and cycling (particularly in terms of speed) that need to be recognised within the local transport network. Increasing the space for cycling should not come at the expense of pedestrians or bus passengers, and vice versa.

One of the major issues that generate conflict between cyclists and pedestrians is cycling on the footway, particularly due to the difference in speed and manoeuvrability of cyclists and pedestrians. Cycling on the footway is illegal under sections 72 (“wilfully ride on any footway or footpath”) and 78 (“hinder or obstruct the free passage of a footway or passage”) of the Highways Act 1835. Cyclists who ride aggressively or inappropriately on the footway can deter people from using public space. Although pedestrians are rarely struck by cyclists, the surprise and shock of a cyclist suddenly approaching, can make some pedestrians wary of injury. This also applies to spaces which are shared legally shared between cyclists and pedestrians such as parks, and we will take measures to encourage cyclists to ride with courtesy and consideration, use separate paths where appropriate, and slow down.

Cyclists often ride on short sections of footway to avoid dangerous junctions and reduce the risk of harm from motor vehicles. The development of the Quietways network, Cycle Superhighways and the proposed borough-wide 20mph speed limit will provide a safer on-street environment for cyclists throughout the borough that will minimise the need to cycle on the footway. Our cycle training also gives cyclists the skills and confidence to ride on busy roads and emphasises the illegality of cycling on footways.

5.3.8 Thames Path

The Thames Path is a national trail that runs for 184 miles from the source of the Thames in Gloucestershire to the Thames Barriers in East London. Most of the route is open to cyclists as well as walkers, as it provides an attractive traffic free route.

The section of the Thames Path either side of Hammersmith Bridge is heavily used by pedestrians and cyclists. There are numerous pubs along the river (including The Blue Anchor, The Dove, The Old Ship and The Black Lion) and the congregation of people creates narrow pinch-points. The Dove Passage (connecting Furnival Gardens and Upper Mall) is a noted pinch-point. There are signs advising cyclists to dismount when cycling through the Dove Passage. It is recognised that this provides the safest and most direct route along the Thames Path.

This section of Thames Path is covered by three different areas of legislation - Highways, Open Space and a special Act of Parliament relating specifically to the Upper Mall and small areas of the Lower Mall.

The Council is aware of the potential conflicts and issues related to the Thames Path. We have received feedback from local residents, cyclists and the Hammersmith Mall Residents' Association (HAMRA). We want to encourage all users to continue using the Thames Path but we recognise that there is a need to provide improvements to reduce potential conflicts between users. We will work proactively with Hammersmith Mall Residents Association (HAMRA) and other resident groups to develop better methods to make clear that pedestrians have priority along sensitive routes such as the busy Thames Path stretch that runs in front of the Mall Conservation Area. Cyclists will be encouraged to use the safer path that runs to the north of Hammersmith Mall to avoid this busy path, where homes, boat clubs and pubs face onto the river path and attract large numbers of pedestrians. The Council will also recommend that the proposed Quietway takes that route. If a small minority of cyclists continue to behave dangerously along the Thames Path, enforcement measures could be considered.

Our strategy for the Thames Path consists of:

- Encouraging cyclists away from pinchpoints and onto separate paths or routes, e.g. at Furnival Gardens, Lower Mall and Upper Mall Gardens, the shared-use footways alongside the A4 west of the Hammersmith flyover, and the quiet road route between Hammersmith Bridge and Bishop's Park, rather than the Thames Path
- Sunken roundels indicating the preferred route for cyclists and demonstrating that pedestrians have priority and cyclists should take care when using the paths;
- Introducing additional signage on the Thames Path to encourage more considerate conduct for both pedestrians and cyclists;
- Minor engineering works to improve pinch-points, such as rumble strips to slow down cyclists; and
- Occasional "blitzes" by parks police informing cyclists of the preferred routes and reminding cyclists of the need to ride courteously and considerately.



Figure 8: Sunken Roundels in Furnivall Gardens advising cyclists to “share with care”

The development of the Quietways network, Cycle Superhighways and the proposed 20mph speed limit will also provide a greatly improved on-street environment for cyclists that will minimise the need to share facilities.

5.3.9 School Travel Plans

The Council works with all schools within the borough to develop a School Travel Plan (STP) for each school. There are currently 69 schools in the borough (92% of all schools) that have developed a STP. The STP aims to encourage active travel amongst school-aged children. 64% of school-aged children use active modes to travel to school, including 3% cycling to school. Car use on the school run in Hammersmith & Fulham has fallen over the last ten years from approximately 21% to less than 15% of pupils' journeys to school. The STP process is supported by the Council-funded training schemes and reinforced through funding for small infrastructure improvements at the school such as cycle parking and pedestrian shelters.

5.3.10 Cycle to School Initiative

The Council has developed a Cycle to School initiative involving a number of schools in the White City area. The area selected was centred on Wormholt Park in the north of the borough with two potential cycle routes identified: a quieter route and a busier route. It was our aspiration to upgrade both routes but the quieter route was considered a higher priority.

The Council submitted a bid to TfL for funding to support the development of the quieter route. However the funding allocated for the Cycle to School initiative has now been subsumed with the larger budget for the development of the Quietways network. We will work with TfL to incorporate the proposed quieter Cycle to School route as part of the Quietways network through the borough.

5.3.11 Cycle Toolkit

The Council will develop a cycling toolkit on the Council's website to help promote and develop cycling within the borough. The Cycle Toolkit will build upon the existing cycling resources on the Council's website and will include links to resources and documents including:

- The Cycling Strategy;
- Cycling Maps – including identified Cycle Superhighway Routes and Quietway Routes as well as recommended cycling routes.
- Links to Cycle Training courses.
- Cycle Maintenance Courses.
- Links to TfL schemes, projects and resources including the Cycle Superhighways, Better Junctions and Mayor's Cycle Hire locations.
- Help and advice for Commuter and leisure cyclists.
- 'What's on' for Cyclists in the Borough

5.3.12 Cycling Forum

The Council is actively exploring the potential of establishing a Cycling Forum composed of residents, stakeholders and interest groups.²⁵ The cycling forum would initially be an online medium to allow road users and cycling interest groups to:

- Report locations where poor road user conduct has been observed;
- Share experiences about cycling in the borough; and
- Recommend locations for improvements to cycling facilities and provision.

Once established the Forum would aim to meet at least twice a year to discuss and update on all cycling issues in the Borough.

The idea is to develop a cycle community and link the forum to the development of small local infrastructure projects throughout the borough. The Council currently operates a similar internal forum called the Bicycle Users Group (BUG) to disseminate ideas, discuss cycling issues, and announce recent incidents such as cycle thefts within the borough.

5.3.13 Enforcement

All road users, including cyclists, must obey current road traffic laws and are expected to follow *The Highway Code*. We acknowledge that there are some cyclists who choose to disregard current traffic laws and travel in an inappropriate or dangerous manner, just as there are some drivers and pedestrians who act the same. This serves only to antagonise other road users and puts other users at risk. The Council supports promoting responsible behaviour, encouraging a mutual respect between cyclists and other road users, and ensuring compliance with traffic regulations.

The *Metropolitan Police Service (MPS)* are responsible for enforcement of both cyclists and motorists who do not comply with traffic regulations. The *MPS* (including Police Community Support Officers) also have the power to stop cyclists and issue Fixed Penalty Notices for cycling on the footway. However, Home Office guidance has emphasised that the fixed penalty is not aimed at responsible cyclists who sometimes feel obliged to ride on the footway out of fear of the traffic, cyclists who show consideration to other pavement users, and police discretion should be applied.

We will continue to work with and support the *MPS* in enforcing illegal and unsafe behaviour such as cycling on the footway, motor vehicles encroaching on Advanced

²⁵ Community Safety, Environment and Residents Services Policy and Accountability Committee, 7th July 2014

Stop Lines, and road users ignoring traffic signals. Priority should be given to enforcing those offences which have the potential to do most harm to other road users, which will generally be those involving lorries, vans, buses and cars. It is noted that police resources in London are already stretched and the Council welcomes general public support to make enforcement a higher priority for the *MPS*.

5.4 PROVIDE CYCLE PARKING AND CYCLE HIRE LOCATIONS WITHIN THE BOROUGH

For cycling to become a normal mode of everyday travel within the borough, adequate facilities must be provided at the start and end of cycle trips. The Council recognises that cycle parking and cycle hire locations must be provided at key destinations to encourage more people to take up cycling within the borough.

There are approximately 2,050 cycle parking stands throughout the borough. The majority are on highway land but there are also stands on private land, most of which are publicly accessible.

A lack of secure cycle parking is a major barrier to increasing levels of cycling and bicycle ownership. As previously noted, the majority of residents in the borough do not have access to a private motor vehicle, however some residents may be reluctant to own a bicycle or take up cycling due to a lack of cycle parking at key destinations.

A lack of adequate, safe and convenient cycle parking can result in cyclists locking their bikes to street furniture (such as guard rails, lamp columns, and sign posts) and this can create an obstruction for other users (particularly pedestrians) and can be unsightly.

Providing additional cycle parking is a key component of any streetscape or major improvement project undertaken by the Council. The Council aims to provide cycle parking wherever there is demand at key destinations.

5.4.1 Cycle Parking at New Developments

The development of new residential units, commercial areas, and retail centres provide a significant opportunity to provide additional cycle parking within the borough and encourage the greater use of cycling within the borough.

The Draft LCDS states that the key guiding principles are that cycle parking should be:

- Fit-for-purpose;
- Well located; and
- Secure, visible and well overlooked, safe to access and should enable a bike frame and at least one wheel to be safely secured.

The Council is committed to requiring cycle parking for all major development within the borough. *The Development Management Local Plan (DM LP)* Policy DM J5 (Increasing the opportunities for cycling and walking) states that the Council will encourage increased bicycle use by seeking:

- The provision of convenient and safe cycle parking and changing and showering facilities, in new developments in accordance with the cycle parking standards shown in the table below; and
- Developer contributions for improvements to cycling infrastructure, including contributions to the extension of the Mayor of London's Cycle Hire Scheme.

Cycle parking stands or spaces provided within developments should be located in areas that are accessible and within areas of natural surveillance so that they are attractive to use. The basic requirements of cycle parking are that:

- It provides security against theft;
- It does not pose a hazard to pedestrians (especially those who have sight problems) if located outside;
- It does not impede pedestrian desire lines;
- It supports cycles without damaging them;
- It is sheltered from the elements; and
- It is convenient to use.

5.4.2 Cycle Parking for Residential Areas

The Council recognises the importance of ensuring that residents of the borough are provided with adequate and appropriate cycle parking facilities. While some residents are able to safely store their bicycles within their property, there is often limited space for residents living in apartment blocks, and terraced houses.

The Council aims to maintain a database of requests for residential cycle parking, and investigate the feasibility of implementing cycle parking within the property or adjacent highway. This often involves the use of standard cycle parking facilities (such as Sheffield Stands or Cyclehoops). However there are numerous options for innovative cycle parking treatments that can encourage more people to take up cycling in the borough, and provide additional cycle parking where footway space is limited.

The Council will investigate the use of innovative, temporary cycle parking options (such as bike hangars or car bike ports - refer to Figure 9 below) to assess the demand for cycle parking in different locations throughout the borough. This will require a temporary suspension of a single parking bay, but does not necessarily have to be a permanent solution. If the temporary installation of cycle parking is deemed to be successful, the council will consider the installation of more permanent cycle parking options to cater for the demand.



Figure 9: Bike hangars installed in Lambeth (left) and a Car Bike Port. Source: Cyclehoop

Council housing estates offer significant opportunities for developing high-quality, secure and well-used communal cycle parking. Many council housing estates have under-used

internal and external spaces (such as garages, bin stores and courtyards) that make excellent locations for cycle parking. A key requirement for cycle parking on estates will be safety and security. As a result, the use of cycle lockers that can be rented out to residents will be considered, as well as cycle parking cages with limited access for a small number of users. The Council will continue to liaise with housing and residents associations regarding the installation of cycle parking.

5.4.3 Mayor's Cycle Hire Scheme

The Mayor's Cycle Hire Scheme was introduced to central London in July 2010 and was expanded into Hammersmith & Fulham in December 2013. There are now a total of 60 docking stations in the borough. The data held for usage of these docking stations confirms the popularity and demand for such a service, with an increase from 27,000 uses in January 2014 to 78,000 by July 2014.

TfL do not currently have any plans to expand the Cycle Hire Scheme within the borough, but the Council would like to see the scheme expanded to cover other parts of the borough and link with neighboring boroughs such as Brent and Hounslow. The council will work with TfL to establish this approach. In addition, the Council will continue to seek funding via development contributions to support the expansion of the Cycle Hire scheme within the borough.

5.4.4 Cycle Theft

The Council recognises that cycle theft can cause major distress for people who can find it difficult to replace their bike. Cycle theft can be a significant disincentive to cycling. We recommend that all cyclists have a good quality lock – preferably two – so that each wheel can be locked to the frame and the cycle stand. We also encourage all cyclists to register their bike's serial number online.

The *Metropolitan Police Service (MPS)* are continually working to further reduce cycle theft. The borough-based Safer Transport Team (STT) is part of the MPS Safer Transport Command which is funded by TfL. Each London borough has a dedicated STT and one of the three priorities for the Hammersmith & Fulham STT is to reduce cycle theft throughout the borough and improve cycle security.

We will continue to support the *MPS* and provide the following initiatives to minimise and prevent cycle theft within the borough:

- Offering cycle serial number marking as part of our monthly Dr Bike sessions;
- Working with the *MPS* to identify cycle theft hotspots;
- Requiring safe and secure cycle parking in new developments;
- Locating cycle stands within the public highway where there is excellent active surveillance.

6 ACTION PLAN

This section outlines how the Cycling Strategy will deliver its objectives and how it will take advantage of the opportunities within the borough to increase cycling in a safe and accessible manner.

The actions are grouped under the objectives that they are seeking to achieve:

- 1. Enhance and extend cycle routes to create a comprehensive network;**
- 2. Create more space for cycling to improve cycle safety;**
- 3. Reduce the dangers (and the perception of the dangers) of cycling and reduce conflicts; and**
- 4. Provide more cycle parking and cycle hire locations within the borough.**

These objectives will always be considered alongside a commitment to ensure that cycling is encouraged in a way that makes the borough safer for pedestrians.

6.1 ACTION OWNER

This column of the Action Plan identifies who is responsible for progressing or implementing each action. The majority of actions will be placed on TfL and the Council to progress but several require collaboration and input from local residents and stakeholders.

6.2 FUNDING

This column of the Action Plan identifies the funding source and status of funding for each action. The majority of actions will be funded by TfL, either through the Local Implementation Plan or through direct funding. The funding for several initiatives is already confirmed but in other instances funding has yet to be agreed, or is subject to a competitive bidding process with other London Boroughs. In many instances, the actions merely require officer time to be progressed.

6.3 TIMEFRAME

The Action Plan identifies an indicative timeframe for each action. The timeframes are based around the three-year funding programme for the LIP2 as well as the long-term strategic outlook for the LIP2 and Mayor's Transport Strategy:

- Short-term – 2015/16 – 2016/17 (current three-year LIP2 programme)
- Medium-term – 2017/18 – 2018/2019 (subsequent three-year LIP2 programme)
- Long-term – 2019/20 – 2030/31

There are a number of actions that can be implemented relatively quickly without requiring a high degree of funding. These have been identified as "Quick Wins".

Other actions are currently undertaken by the Council and are intended to continue over the lifetime of the Strategy. These have been identified as "Ongoing" actions.

HAMMERSMITH & FULHAM CYCLING STRATEGY – ACTION PLAN						
#	Item	Action	Status	Action Owner	Funding Source	Timeframe
Extend and Enhance Cycle Routes						
1	East-West Cycle Superhighway	Work with TfL to develop the Westway section of proposed East-West Cycle Superhighway	Consultation planned for 2015	TfL / LBHF	TfL	Short-term
2	Cycle Superhighway 9 / A315 Segregated Route	Develop upgraded cycle facilities along the A315 corridor (King Street – Hammersmith Road)	Proposed	LBHF	TfL	Short-term
3	Quietways	Continue to work with TfL to develop a network Quietways throughout the borough	Route planning with TfL	TfL	TfL	Short-to-Medium-term
4	Filtered Permeability	Implement point closures and contra-flow cycle routes	Proposed	LBHF	TfL	Medium-term
5	Small Local Cycle Improvements	Investigate schemes and projects suggested by local residents, interest groups and stakeholders.	Proposed	LBHF	TfL	Short-term
	Maintenance of Cycle Facilities	Continue to undertake a pro-active approach to maintenance of carriageways and cycle facilities	Ongoing	LBHF	TfL	Ongoing
Create Space for Cycling						
	Better Junctions	Work with TfL to provide a safer cycling environment at Hammersmith Broadway Gyrotory	Ongoing	TfL	TfL	Medium-term
	20mph Roads	Undertake consultation for proposed 20mph speed restriction	Consultation planned for 2015	LBHF	TfL	Short-term
	Hammersmith Bridge	Extend 20mph speed limit to Hammersmith Bridge and improve the cycle safety on the bridge and the approach to the bridge	Consultation to be undertaken	LBHF	TfL	Short-term
	Segregated Cycle Facilities	Continue to lobby for support and funding to provide segregated cycle facilities, where this is the most appropriate solution	Ongoing	LBHF / TfL	TfL	Ongoing
	Light Segregation	Provide increased protection for the proposed on-road cycle lanes	Proposed on Goldhawk Road	LBHF	TfL	Ongoing
REDUCE THE DANGERS (AND THE PERCEPTION OF THE DANGERS) OF CYCLING AND REDUCE CONFLICTS						
	Encouraging More Cycling By All	Continue to encourage cycling through cycle training and existing initiatives	Ongoing	LBHF	TfL	Ongoing
	Safer Lorries Scheme	Implement Traffic Regulation Order in accordance with TfL Safer Lorries Scheme	TRO planned for 2015	LBHF	TfL	Short-term
	Exchanging Places	Continue and expand Exchanging Places training course	Ongoing	LBHF	TfL	Ongoing
	Safer Lorries and Vans Strategy	Implement Strategy and gain FORS accreditation for Council Fleet	Draft Strategy Complete	LBHF	TfL	Short-term
	Safer Urban Driver (SUD) Training	Continue and expand SUD Training	Ongoing	LBHF	TfL	Ongoing
	Cycle Training	Provide cycle training for children and adults in the borough	Ongoing	LBHF	TfL	Ongoing
	Share with Care	Encourage safe behaviour when using shared facilities	Proposed	LBHF	TfL	Quick Win
	School Travel Plans	Continue to work with local school to develop School Travel Plans	Ongoing	LBHF	TfL	Ongoing
	Cycle to School Initiative	Work with TfL to develop safe cycle route to schools near Wormholt Park as part of the Quietways programme	Proposed	LBHF	TfL	Short-to-Medium Term
	Cycle Toolkit	Create cycling information toolkit on the Council's website	Proposed	LBHF	TfL	Quick Win
	Cycle Forum	Develop online forum to allow road users to report locations where poor road user conduct has been observed and share experiences	Proposed	LBHF	TfL	Quick Win
	Enforcement	Continue to work with and support the Metropolitan Police Service (MPS) in enforcing illegal and unsafe behaviour by drivers and cyclists	Ongoing	LBHF / MPS / TfL	TfL / MPS	Ongoing
Improve Cycle Parking and Cycle Hire Locations						
	Cycle Parking at new developments	Require cycle parking for new development in the borough	Ongoing	LBHF	Planning Obligations	Ongoing
	Cycle Parking for residential areas	Provide secure bicycle parking in residential areas including the use of innovative cycle parking solutions to assess demand and trial locations	Ongoing	LBHF	TfL	Ongoing
	Mayor's Cycle Hire Scheme	Continue to seek contributions from new developments towards expansion of scheme	Ongoing	LBHF	Planning Obligations	Ongoing
	Cycle Theft	Continue to support the MPS and provide initiatives to minimise and prevent cycle theft within the borough	Ongoing	LBHF / MPS / TfL	TfL / MPS	Ongoing

7 MONITORING & TARGETS

The document will be used to enhance the cycling environment in Hammersmith & Fulham and determine the allocation of funds sought from various sources, such as developers via S106, as well as various grant funds available. Developers will also be able to use the document when assessing the amount of financial contribution likely to be sought from by the Authority when mitigating development and what those funds will seek to provide.

7.1 IMPLEMENTATION

Whilst the Cycling Strategy has been informed by various stakeholders and interest groups, it has been prepared by the Council and as such the responsibility for its implementation will be that of the Council with support from the key stakeholders.

7.2 MONITORING & REVIEW

The Strategy will be monitored on a regular basis by the Council and it is anticipated that local interest groups will also monitor progress of the Strategy, if only in an informal capacity. The progress of the Action Plan and those schemes implemented will be reported to Council members. Outstanding issues will be reviewed and new priorities added as necessary, taking account of:

- Revisions to policy context at a local level;
- New information on transport / cycling issues in the borough;
- The impact of new development; and
- Changes to the transport network.

The cycle maps outlining the recommended and proposed cycle routes will be updated as proposals for new cycle routes and facilities are developed.

7.3 TARGETS

The Cycling Strategy aims to contribute to the achievement of the targets contained in the LIP2. As a result, the following LIP2 targets will be used to measure the success of the Cycling Strategy:

- Cycling mode share (% of residents trips by main mode)
- Walking mode share (% of resident trips by main mode)
- Road casualties (Number of killed or serious injury, KSI)
- Road casualties (Number of all casualties per billion vehicle kilometres)
- CO2 emissions Kilotonnes (kt) emanating from ground-based transport per year

LIP Target Number	Indicator	Baseline	Interim Target	2013 Outcome	LIP2 long term target (indicative)
1a.	Walking mode share. (% of resident trips by main mode)	36.9%	37.5% (2013/14)	39%	40% (2030/31)
1b.	Cycling mode share. (% of resident trips by main mode)	3.9%	4.5% (2013/14)	5.0%	8.0% (2030/31)
4a.	Road casualties. Number of KSI (3 year rolling average)	110	99 (2013)	78	51 (2030)
4b.	Road casualties. Number of all casualties per billion vehicle kilometres (3 year rolling average)	1195	1074 (2013)	737	558 (2030)
5.	CO2 Emissions (Kilo tonnes (Kt) emanating from ground based transport per year.)	156	130 (2013)	144	85 (2025)
7.	School Run (on Foot and Bike)	42%	49%	52%	70%

8 NEXT STEPS

The new Cycling Strategy for Hammersmith and Fulham will enable us to work towards sourcing and securing funding for all the actions in the Plan, and deliver all those schemes we currently have funding for.

The Cycling Strategy will be a “live” document where periodic updates and amendments will be undertaken and reported on, as key schemes develop and are delivered.

H&F cycling strategy

We need change on our roads.

Safer roads, quicker journeys, healthier people and less pollution...

... a big part of that transformation is about cycling.

Our vision

Cycling is good for everyone, even those who don't do it.

For everyone, more cycling means

- less overcrowding on tubes, trains and buses
- fewer cars and less congestion on the roads
- less air pollution
- safer streets.

For people who cycle, it means

- huge health benefits
- very low travel costs
- often a quicker journey

These are all good reasons to get people onto two wheels whenever we can.

The council and many residents have a vision of a borough where more people actively choose to cycle.

We are determined to encourage cycling in Hammersmith and Fulham by making it make it easier and safer.

This strategy sets out how we're going to do that.

At a time when conflict between road users has become a big issue, will also be considering pedestrians and other road users.

If more people are going to cycle, we need to do more to

- protect pedestrians where cyclists may come into conflict with them
- promote mutual understanding between drivers and cyclists.

Our strategy is set out below under four headings:

1. Our target
2. Our plans for safer and easier cycling
3. Our plans for protecting pedestrians
4. Our plans for improving road safety.

This is only a summary and you can see the full strategy at www.lbhf.gov.uk/cycling.

1. Our target

More people in H&F cycle than in most parts of the country.

Six per cent of H&F residents cycle to work.

12 per cent of people who work in the borough cycle.

Fewer people drive in H&F than in London as a whole.

Most residents don't have a car, which makes H&F a safer place to cycle.

However, still only five per cent of journeys in H&F are by bicycle

Our target is for eight per cent of all journeys to be by bicycle by 2031.

2. Our plans for safer and easier cycling

Major junctions

One of our most intimidating junctions is the Hammersmith Roundabout. We are working with Transport for London to design a new scheme as part of a wider regeneration project for central Hammersmith that will make the area safer for cyclists and pedestrians. There will be a separate public consultation on the detailed proposal before any new scheme goes ahead.

The Holland Park Roundabout at Shepherd's Bush Green is also a major barrier to cycling. We're working with Transport for London to develop a 'cycle hamburger' in which cyclists and pedestrians will be able to cross safely through the middle of the roundabout.

We will develop similar cycling improvement schemes for junctions at:

- Uxbridge Road and Old Oak Road
- Scrubs Lane and North Pole Road

- Fulham High Street and New Kings Road.

For each of these major junctions, we will look at advanced stop lines, cycle feeder lanes or continuous cycle lanes through the junctions.

Hammersmith Bridge

The historic design of Hammersmith Bridge with narrow lanes and pinch-points makes it hazardous for cyclists as vehicles try to overtake them. Enabling cyclists to ride in the middle of the road would make it safer. To do this, we are proposing, subject to consultation, to reduce the speed limit on the bridge to 20mph and to change signage and road markings.

We have recently improved the cycle track leading onto the bridge and Richmond Council is proposing similar works at its end.

More cycle superhighways

Superhighways are major cycle routes into central London, providing faster and more direct segregated routes. We are working with Transport for London on two routes through the borough to make sure they connect well with our local cycling network and cater for people of all levels of ability and fitness, not just super-fast cyclists.

- East-west superhighway
As it passes through H&F, this proposed new superhighway from Acton to Tower Hill will consist of a two-way, segregated track along the elevated A40 Westway. Transport for London is running a public consultation on this stretch of the route before plans are finalised.
- The A315
We are working with TfL to develop plans for segregated cycle tracks along King Street and Hammersmith Road, between Hounslow and Kensington.

[Insert Map](#)

Quiet ways

Working with Transport for London, we have identified five potential “quiet ways” to cater for less confident cyclists and those looking for a slower pace. These are:

- from Hammersmith Bridge to Hounslow via the Thames path
- from Putney Bridge to the east-west superhighway at White City, via Hammersmith and Shepherds Bush
- from Putney Bridge to Earl’s Court
- from East Acton to Kensington and Chelsea border
- from Earl’s Court to King Street.

Our priority will be to work with neighbouring boroughs to make sure our new quiet ways meet up with theirs and that we bring them in at the same time.

20mph

Roads are safer for cyclists when traffic is slower. About a third of our residential roads already have 20mph speed limits and we have consulted the public on a new 20mph speed limit on all roads except the major Transport for London roads. The response has been positive and if the 20mph limit goes ahead, one of its major benefits is expected to be to make cycling and walking safer.

One of the main factors preventing people from cycling on our roads is the speed of traffic. With a slower overall speed, more people could be encouraged to cycle. It should also reduce the likelihood of people cycling on the pavement, making it safer for pedestrians too.

Slower speeds through junctions would mean less chance of collisions. Two-thirds of collisions involving serious injuries to cyclists take place at junctions.

New kinds of cycle lane

We are planning a trial of a new kind of cycle lane on Goldhawk Road in Shepherds Bush, providing added protection by installing raised traffic separators such as 'armadillos' – small, low-level bollards. If this is successful, we will consider other locations too.

Cycle hire

We have 60 London cycle hire docking stations in H&F. Cycle hire is increasingly popular and we would like to see the scheme expanded to cover the whole borough, possibly with contributions from developers.

3. Our plans for protecting pedestrians

Tackling illegality

More cycle space should not come at the expense of pedestrians or bus passengers. Cycling on the pavement and jumping red lights is illegal and causes considerable stress to pedestrians.

Our cycling improvements will reduce instances where cyclists resort to pavements to avoid particularly hazardous sections of road. Our training programmes also concentrate on building cyclists' skills and confidence so they don't feel they need to use pavements.

The police, not the council, are responsible for enforcing road traffic laws and issuing fines. We will work proactively with the police in helping them take action against illegal cycling and in promoting responsible cycling, highlighting hot spots that are of particular concern to residents.

Thames Path

The Thames Path is a safe and useful route for both pedestrians and cyclists but is also an area of considerable conflict between the two. Pinch points, particularly around riverside pubs, add to the stress. We are working with local residents' groups to reduce this conflict by:

- Giving pedestrians higher priority
- Redirecting cyclists around pinch points
- Adding sunken roundels in the paths showing the preferred routes for cyclists
- Installing rumble strips to slow bikes down
- Encouraging more blitzes by the parks police on unsafe cycling.

4. Our plans for improving road safety

Safer lorries

Heavy lorries are involved in the majority of cyclists' deaths on the roads, despite accounting for only five per cent of traffic. We are working with Transport for London to support their plans for a London-wide lorry safety scheme to make sure all lorries in London are fitted with side guards and extended-view mirrors. A public consultation has been held and the next stage now involves enacting new regulations, reinforced by training and awareness programmes.

H&F Council is one of the pioneering boroughs providing 'Exchanging Places' training courses which put lorry drivers on bicycles and cyclists in trucks to promote mutual understanding. We have also worked with Transport for London to develop a professionally accredited training course for lorry drivers and we have set aside funding for places on a Safer Urban Driver training programme for drivers of large goods vehicles in the borough.

We will ensure our own council vehicle fleet meets tough new standards.

Cycle training

We provide free or subsidised adult cycle training for anyone living, working or studying in the borough, as well as cycle training in schools. Courses are based on the Bikeability programme for both experienced and beginner cyclists.

The courses are an important part of our efforts to encourage better behaviour on the roads and help people learn how to share the space with other road users.

School travel plans

We work with all schools to develop individual travel plans which encourage children to cycle. Over the last ten years the number of parents dropping children by car has fallen by a fifth to less than 15 per cent of pupils' journeys. Quiet ways will be designed to help reduce this figure further.

Parking

We are committed to providing good street parking. We know that although there are 2,050 cycle stands in the borough, a lack of secure parking can still deter people from cycling in the borough. This can be a particular problem for people who live in flats with nowhere to store their bikes.

When developers apply for planning permission, we will in future ask them to provide secure and convenient cycle parking, and contributions towards the London cycle hire scheme.

We will test innovative on-street parking systems.

Fear of having your bike stolen is a serious disincentive to cycling. We will support the police in reducing bicycle theft and catching thieves by offering serial number marking, identifying hotspots and developing more secure parking systems located in areas with active surveillance.

Cycling forum

We will set up an online forum for local cyclists to exchange views and ideas and to get involved in developing better cycling facilities across the borough.

We will also improve the existing cycle toolkit, available on the council website, to help encourage more cyclists. The toolkit includes links to training courses, cycling maps, help with bike maintenance, advice on cycling safely and local events for cyclists.

Can we persuade you to cycle now?

Improve your health

Cycling helps people keep fitter, healthier, more alert and less stressed. There is research to show that cyclists are less exposed to air pollution than drivers and their passengers.*

Save yourself money

Cycling is a cheap way to travel – and a cheap way to get great daily exercise.

Get around easily

H&F is mostly flat, which makes cycling easy. The borough has some good cycle routes and we're making them better.

Improve our air

More than 200 H&F residents a year die because of air pollution. Getting more people out of cars and onto bicycles helps improve air quality for everyone.

Improve our roads

More cycling and fewer car journeys mean less congestion and traffic noise – and helps buses run on time.

Help yourself and help others

Cyclists help the local economy as they are more likely than drivers to stop and shop locally. And they help the NHS and employers as they are less likely to fall ill and take time off work.

More about cycling in H&F

Copies of our full cycle strategy can be found on our website at www.lbhf.gov.uk/cycling.

If you have any suggestions or questions about cycling, we would love to hear from you. Call us on 202 8753 XXXX or email XXX@lbhf.gov.uk.

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Overview

This report was created on Tuesday 03 February 2015 at 10:00.

From **10/12/2014** to **02/02/2015**, London Borough of Hammersmith and Fulham ran a consultation entitled '*Draft Cycling Strategy*'. This report covers the online element of the consultation process, which was run from <http://lbhf.citizenspace.com/transport-and-technical-services/draft-cycling-strategy>

Introduction

Question 1: What is your name?

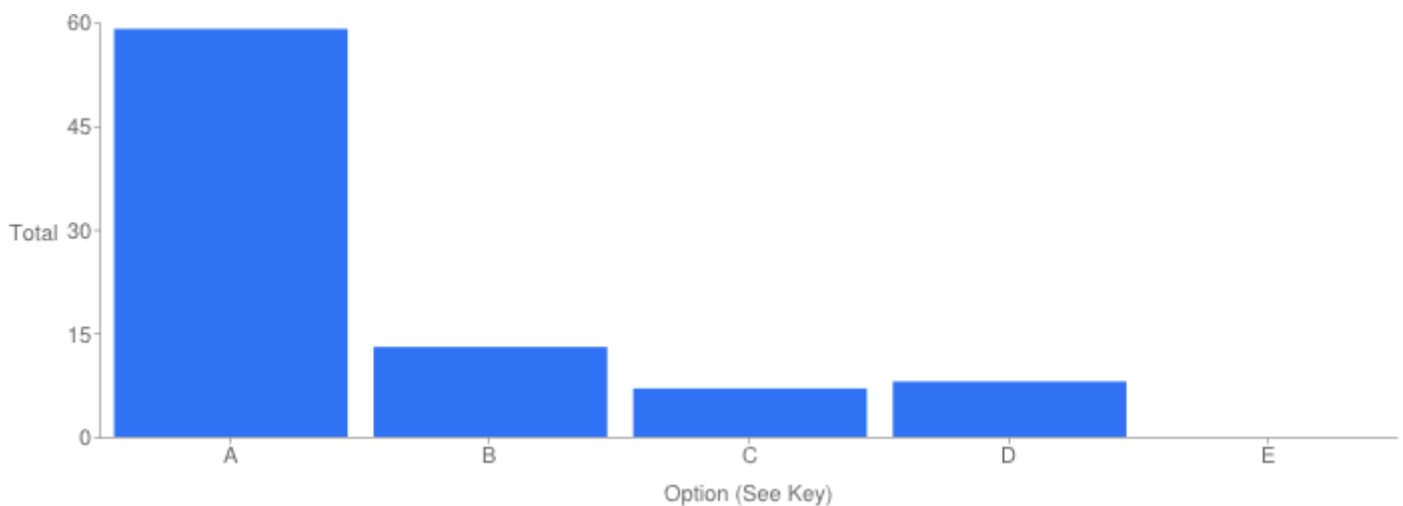
There are **81** responses to this part of the question.

Question 2: What is your email address?

There are **75** responses to this part of the question.

Question 3: In taking part in this consultation, are you? (tick all that apply)

Table of "Resident / Employee / Representative"



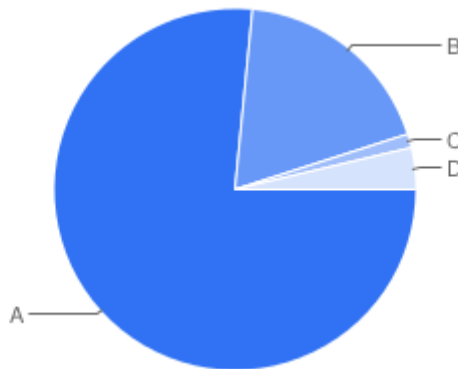
Key	Option	Total	Percent of All
A	A resident of Hammersmith & Fulham?	59	72.84%

Key	Option	Total	Percent of All
B	An employee or student within Hammersmith & Fulham?	13	16.05%
C	A representative of an organisation or business (please specify in box below)	7	8.642%
D	Other (please specify in box below)	8	9.877%
E	Not Answered	0	0%

There are 14 responses to this part of the question.

Question 4: Have you had a chance to read through the Draft Cycling Strategy and associated documents?

Table of "Read Strategy"

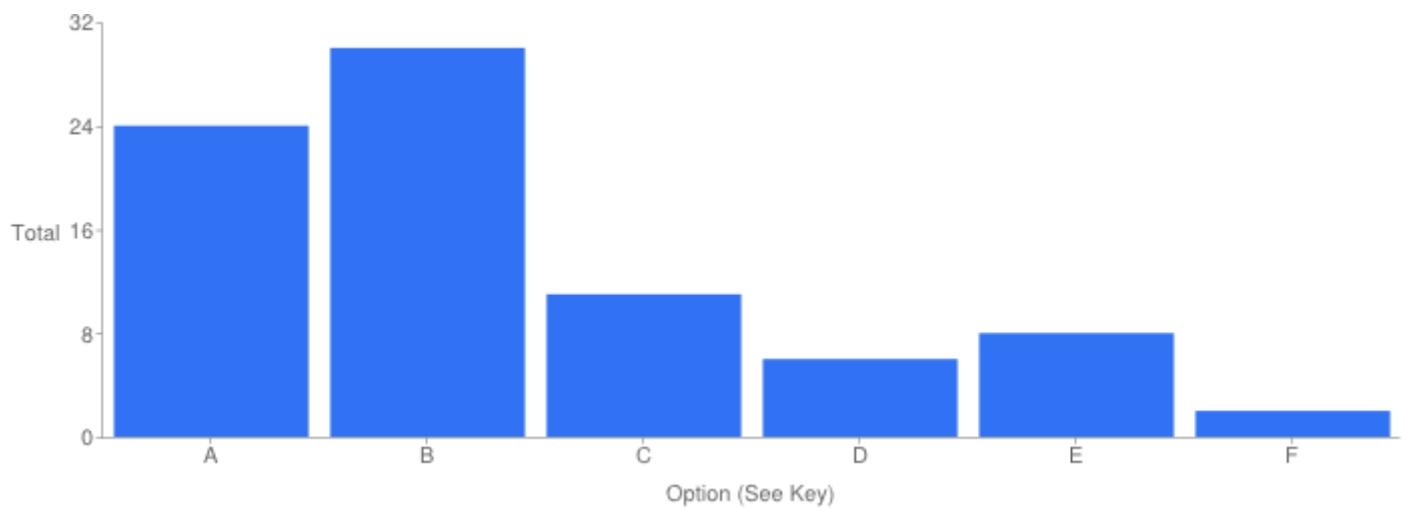


Key	Option	Total	Percent of All
A	Yes	62	76.54%
B	No	15	18.52%
C	Don't Know	1	1.235%
D	Not Answered	3	3.704%

Cycling Behaviour

Question 5: Approximately how often do you currently cycle within Hammersmith & Fulham?

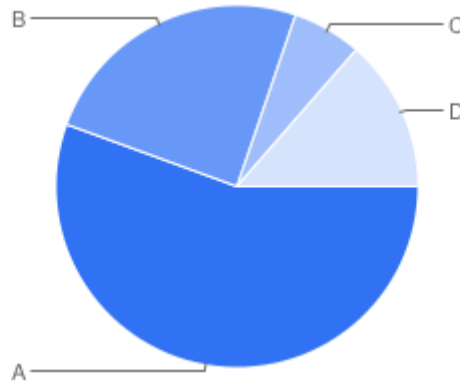
Table of "Cycle Behaviour"



Key	Option	Total	Percent of All
A	Everyday	24	29.63%
B	Most days a week	30	37.04%
C	Once a week	11	13.58%
D	Rarely	6	7.407%
E	Never	8	9.877%
F	Not Answered	2	2.469%

Question 6: If you currently cycle within Hammersmith & Fulham, what is the main purpose?

Table of "Purpose of cycling"



Key	Option	Total	Percent of All
A	To get to work or place of study	45	55.56%
B	To go shopping or to get to place of entertainment / recreation	20	24.69%
C	For leisure or to keep fit	5	6.173%
D	Not Answered	11	13.58%

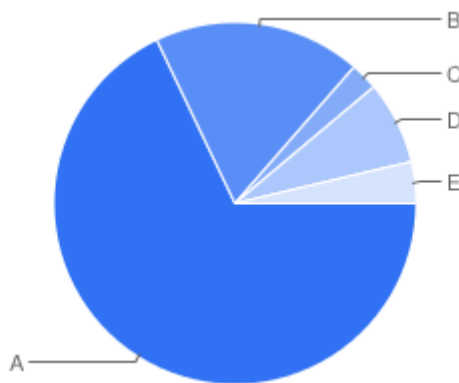
Objectives of Strategy

Question 7: Do you agree with the Objectives proposed for the Cycling Strategy contained in Section 1? Are there any amendments or other objectives that we should include?

There are 71 responses to this part of the question.

Question 8: Overall, how supportive are you of the proposed Objectives for the Cycling Strategy?

Table of "Support for Objectives"



Key	Option	Total	Percent of All
A	I fully support the Objectives	55	67.90%
B	I partly support the Objectives	15	18.52%
C	I do not support the Objectives	2	2.469%
D	Don't know	6	7.407%
E	Not Answered	3	3.704%

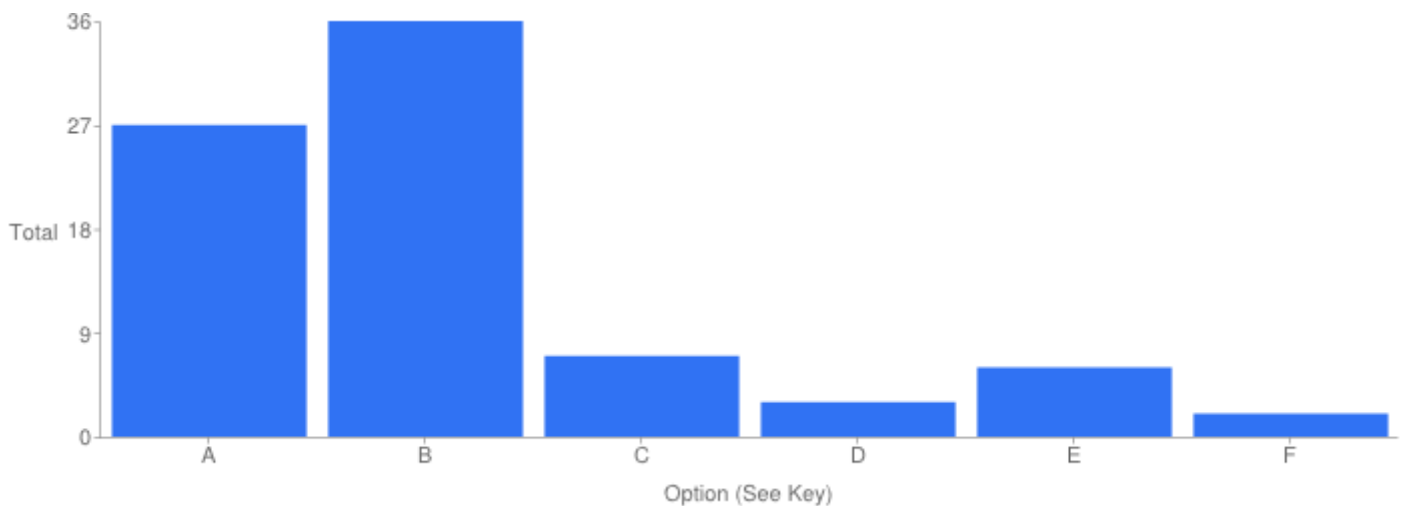
Cycling in Hammersmith & Fulham

Question 9: Do you agree with the Challenges and Opportunities for cycling discussed in Section 3? Are there any other Challenges and Opportunities that we should include?

There are **61** responses to this part of the question.

Question 10: In your opinion, how well have we covered the key Challenges and Opportunities for cycling in the Borough?

Table of "Support for Challenges and Opportunities"



Key	Option	Total	Percent of All
A	Very well	27	33.33%
B	Fairly well	36	44.44%
C	Not very well	7	8.642%
D	Not at all well	3	3.704%
E	Don't know	6	7.407%
F	Not Answered	2	2.469%

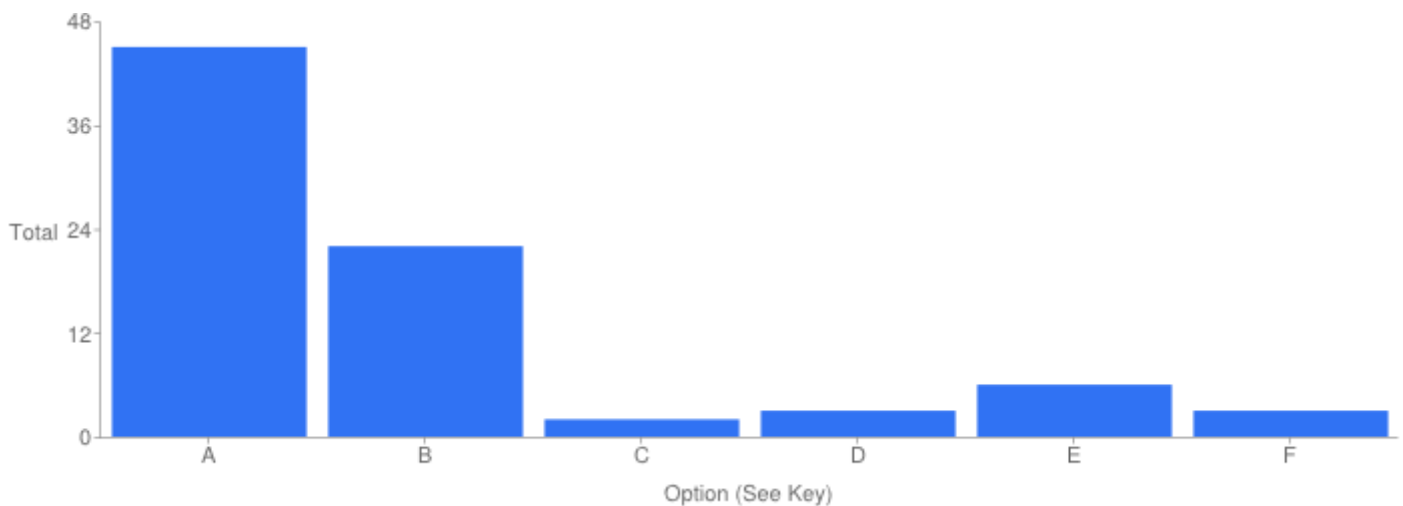
Benefits of Cycling

Question 11: Do you agree with the Benefits of Cycling outlined in Section 4? Are there any other Benefits that we should include?

There are **58** responses to this part of the question.

Question 12: In your opinion, how well have we covered the key Benefits of Cycling in the Borough?

Table of "Support for Benefits"



Key	Option	Total	Percent of All
A	Very well	45	55.56%
B	Fairly well	22	27.16%
C	Not very well	2	2.469%
D	Not at all well	3	3.704%
E	Don't know	6	7.407%
F	Not Answered	3	3.704%

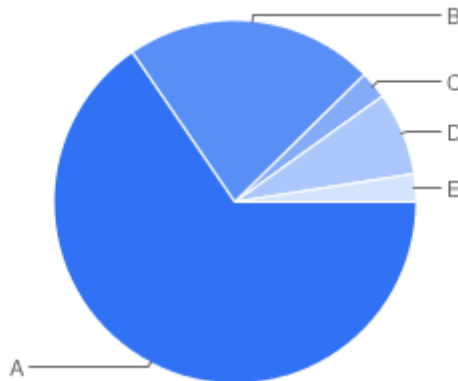
Way Forward

Question 13: What do you think about our proposed Way Forward for cycling contained in Section 5? What other measures (if any) should we include in the Way Forward?

There are **58** responses to this part of the question.

Question 14: Overall, how supportive are you of the proposed Way Forward for cycling in the Borough?

Table of "Support for Way Forward"

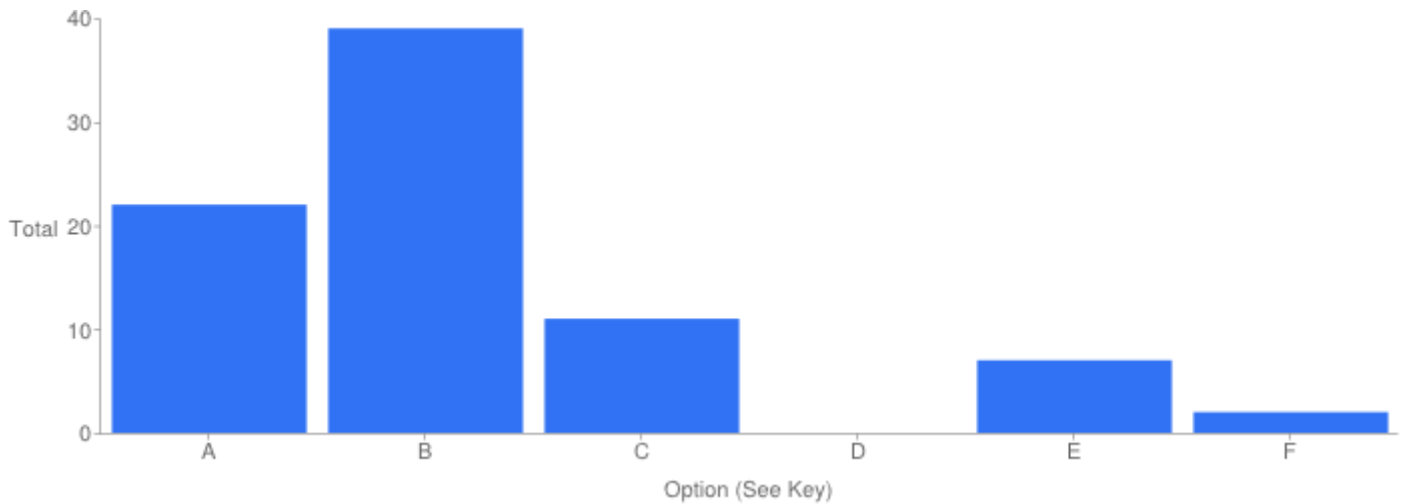


Key	Option	Total	Percent of All
A	I fully support the Way Forward	53	65.43%
B	I partly support the Way Forward	18	22.22%
C	I do not support the Way Forward	2	2.469%
D	Don't know	6	7.407%
E	Not Answered	2	2.469%

Summary

Question 15: To what extent do you think that the Cycling Strategy will encourage more cycling (and more people to cycle) within the Borough?

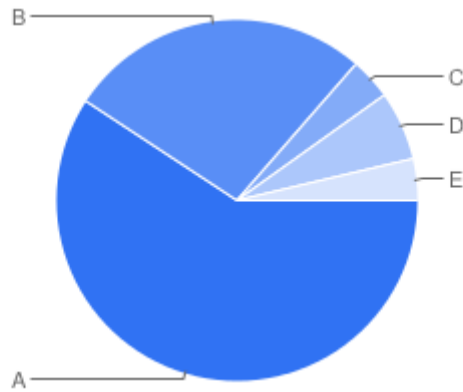
Table of "Strategy will encourage cycling"



Key	Option	Total	Percent of All
A	To a great extent	22	27.16%
B	To a moderate extent	39	48.15%
C	To a small extent	11	13.58%
D	Not at all	0	0%
E	Don't know	7	8.642%
F	Not Answered	2	2.469%

Question 16: Overall, how supportive are you of the Draft Hammersmith & Fulham Cycling Strategy?

Table of "Support for Strategy"



Key	Option	Total	Percent of All
A	I fully support the Draft Strategy	48	59.26%
B	I partly support the Draft Strategy	22	27.16%
C	I do not support the Draft Strategy	3	3.704%
D	Don't know	5	6.173%
E	Not Answered	3	3.704%

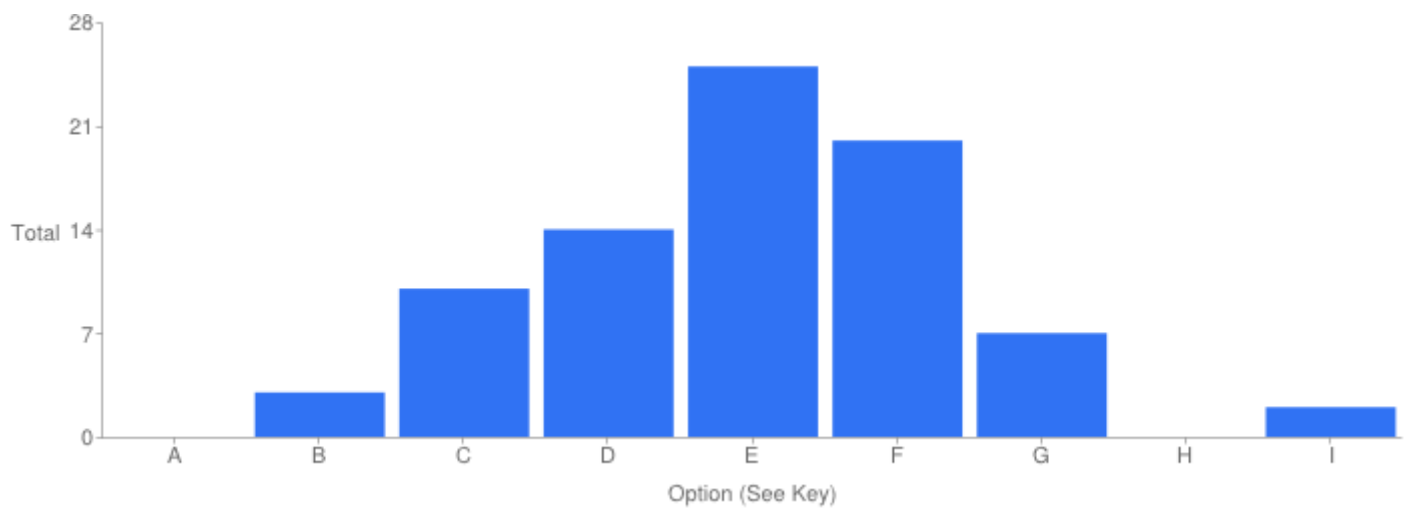
Question 17: Are there any other comments you would like to make Hammersmith & Fulham Council aware of when considering the Cycling Strategy?

There are **57** responses to this part of the question.

About Yourself

Question 18: What is your age group?

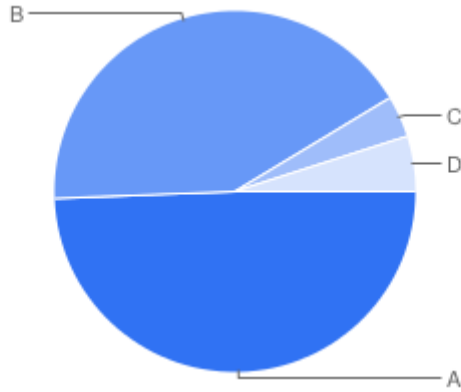
Table of "Age"



Key	Option	Total	Percent of All
A	<15 years old	0	0%
B	16-24 years old	3	3.704%
C	25-34 years old	10	12.35%
D	35-44 years old	14	17.28%
E	45-54 years old	25	30.86%
F	55-64 years old	20	24.69%
G	65+ years old	7	8.642%
H	Prefer Not to Say	0	0%
I	Not Answered	2	2.469%

Question 19: What is your gender?

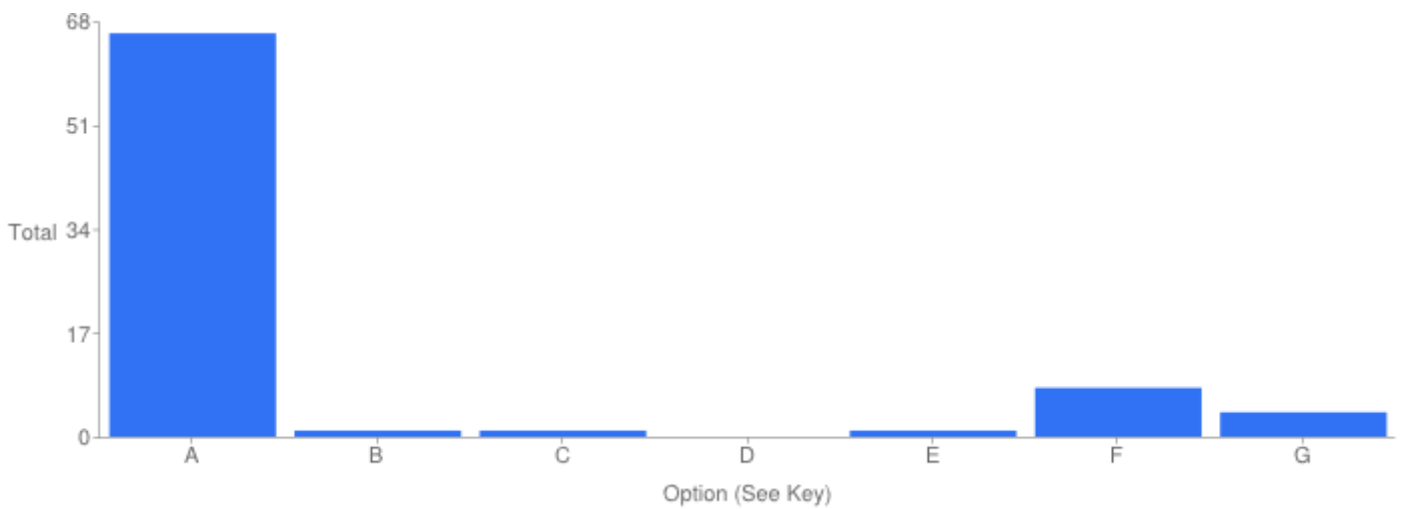
Table of "Gender"



Key	Option	Total	Percent of All
A	Male	40	49.38%
B	Female	34	41.98%
C	Prefer not to say	3	3.704%
D	Not Answered	4	4.938%

Question 20: What is your ethnicity?

Table of "Ethnicity"



Key	Option	Total	Percent of All
A	White	66	81.48%
B	Mixed / multiple ethnic groups	1	1.235%
C	Asian / Asian British	1	1.235%
D	Black / African / Caribbean / Black British	0	0%
E	Other ethnic group	1	1.235%
F	Prefer not to say	8	9.877%
G	Not Answered	4	4.938%

THE MAYOR'S VISION FOR CYCLING IN LONDON

An Olympic Legacy for all Londoners



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FOREWORD BY THE MAYOR OF LONDON

Imagine if we could invent something that cut road and rail crowding, cut noise, cut pollution and ill-health – something that improved life for everyone, quite quickly, without the cost and disruption of new roads and railways. Well, we invented it 200 years ago: the bicycle.

Like so many of the best things, the bike owes a lot to London. In 1818, at his Covent Garden coachworks, one Denis Johnson – not necessarily a relation – helped create the first bicycle in something like its modern form, with a curved metal frame and metal spokes for the wheels.



After that early inventorial spurt, I confess, London rather forgot the Johnson ‘velocipede’. Gyrotories and flyovers carved up the city. Humbler roads sprouted railings, roundabouts and fast-moving traffic. Ownership of a car became how an ambitious young man showed off to an upwardly-mobile young woman.

But in the past decade, cycling on the Transport for London (TfL) road network has almost trebled. The Thames bridges throng with commuter cyclists, wearing colours not found in nature. In the cooler parts of east London, a bike is the fifth limb for everyone under 30. Hundreds of thousands of people have discovered that their transport future is lying in their garage under a pile of disused barbecue equipment.

The success of our policies to increase cycling means we must now greatly increase our provision for cyclists – and, above all, for the huge numbers of Londoners who would like to cycle, but presently feel unable to.

In this document, I set out my plans for substantial – eventually transformative – change. Cycling will be treated not as niche, marginal, or an afterthought, but as what it is: an integral part of the transport network, with the capital spending, road space and traffic planners’ attention befitting that role.

Among the greatest joys of London’s Olympics were our triumphs in cycling. I today announce that the main cross-London physical legacy of the 2012 Olympic Games will be a proper network of cycle routes throughout the city, a substantial increase in cycling, and all the benefits – fitness, enjoyment and easy travel for millions, cleaner air and less traffic for all – that will follow.

My flagship route – a true Crossrail for the bicycle – will run for at least 15 miles, very substantially segregated, from the western suburbs, through the heart of the Capital, to the City, Canary Wharf and Barking in the east. It will, we believe, be the longest substantially-segregated continuous cycle route of any city in Europe. It will use a new segregated cycle track along, among other places, the Victoria Embankment and the Westway flyover. The Westway, the ultimate symbol of how the urban motorway tore up our cities, will become the ultimate symbol of how we are claiming central London for the bike.

I want cycling to be normal, a part of everyday life. I want it to be something you feel comfortable doing in your ordinary clothes, something you hardly think about. I want more women cycling, more older people cycling, more black and minority ethnic Londoners cycling, more cyclists of all social backgrounds – without which truly mass participation can never come.

As well as the admirable Lycra-wearers, and the enviable east Londoners on their fixed-gear bikes, I want more of the kind of cyclists you see in Holland, going at a leisurely pace on often clunky steeds. I will do all this by creating a variety of routes for the variety of cyclists I seek.

There will be greatly-improved fast routes on busy roads for cyclists in a hurry. And there will be direct, continuous, quieter routes on side streets for new cyclists, cautious cyclists and all sorts of other people who would rather take it more slowly. But nothing I do will affect cyclists' freedom to use any road they choose.

I will more than double London's cycling budget – to a total of almost £400m over the next three years, two-and-a-half times more than previously planned. In 2015, we will be spending £145m a year on cycling, or roughly £18 a head, up with the best in Germany and almost on a par with the Netherlands.

Over the next 10 years, cycle spending will total £913m, more than treble the previously-planned levels. There will be particularly dramatic increases in spending earmarked for Outer London. I will change how I spend our money to focus far more heavily on serious, meaningful improvements to routes and junctions. I have appointed a Cycling Commissioner, who has helped draw up these policies, to drive them forward and win support for them from the other bodies whose backing we need.

In addition to our record funding towards delivering this vision, I will be looking to the boroughs to also deliver extra funding and resources, in parallel, because of the benefits this vision will deliver for all.

I am, as you may know, a passionate cyclist. In my first term, very little gave me more pride than what we achieved for the bicycle: the world's best hire scheme, and more cyclists in London than at any time since the arrival of mass motoring. At the last mayoral election, cycling policy united the political right, who applaud the freedom and individualism it embodies, and the left. In my second term, changing London to make it friendlier to cyclists is one of my most important goals.

But at the very heart of this strategy is my belief that helping cycling will not just help cyclists. It will create better places for everyone. It means less traffic, more trees, more places to sit and eat a sandwich. It means new life, new vitality and lower crime on underused streets. It means more seats on the Tube, less competition for a parking place and fewer cars in front of yours at the lights.

I do not control the vast majority of London's roads, so many of the improvements I seek will take time. They will depend on the cooperation of others, such as the boroughs, Royal Parks, Network Rail and central government. I do not promise perfection; I do not promise that London, a very different city from Amsterdam or Copenhagen, will quickly come to resemble those places.

But what I do say is that this document marks a profound shift in my ambitions and intentions for the bicycle in London.

A handwritten signature in black ink, appearing to read 'Boris Johnson', with a long horizontal flourish extending to the right.

Boris Johnson
Mayor of London

FOREWORD BY THE COMMISSIONER

Exactly 150 years ago, with the first underground railway, London established itself as a world leader in city transport. Since then, TfL and its predecessors have been at the forefront of every major development in the field.

In the early years of the last century, the Metropolitan Railway and the Underground Group created the commuter suburb. In the early years of this one, TfL showed how a city could turn around a public transport system in long-term decline, transform its centre with a congestion charge, and establish one of the world's most successful bike hire schemes.

In urban transport, cycling is now at the cutting edge. Across the western world, from Paris to New York, from Edinburgh to Dublin, forward-thinking cities are investing hundreds of millions of pounds in the bicycle, knowing that well-designed schemes can deliver benefits far greater than their relatively modest costs. Because transport is not just how you get around. It is part of what shapes a city, for good and for ill. Cycling shapes a city – for all its people, cyclists or not – in ways that are almost always good.

This document promises ambitious new cycle routes and infrastructure. They are a step-change in cycling provision. They will accelerate the huge progress London has already made in this area, and I commit TfL to funding and delivering them as one of its highest priorities. But I am committed, too, because I believe this is about so much more than routes for cyclists. It is about the huge health and economic benefits that greater cycling can bring. It is about improving London's streets and places for everyone, including those with no intention of getting on a bike. And it is about helping the whole transport system meet the enormous demands that will be placed on it.

Before the end of this decade, London's population will reach nine million. The city's economy continues to grow. Even with our unprecedented investment in the Tube and rail network, parts of it will still be under pressure. Most journeys, by both public transport and car, are short and eminently cyclable. If they can be made more easily by bike, significant amounts of that pressure could be eased.

Nor do our policies for cyclists end with routes and junctions. Just as important is our range of other measures to make cycling safer and more normal. We support employers to get their staff cycling. We fund schools to train children. We will encourage people to construct routes of their own through new suites of smartphone apps. And we are doing an enormous amount to pinpoint and reduce the dangers from large vehicles. Cycling in London is about 25 per cent safer than it was 10 years ago. But safety remains at the heart of what we do, and is fundamental to this plan.



TfL's record of delivery is strong, and we have agreed demanding targets. But we cannot do it on our own, and this document also asks others to act. We will work in partnership with the boroughs and other stakeholders, such as Network Rail, the Royal Parks and the Canal and River Trust. But we also need central government to help unblock innovations for cyclists held up by regulation. We want them to implement minimum safety standards and improve road user behaviour.

Over the lifetime of this plan, we want to see cycling in London transformed, and we will do all we can to make it happen.

A handwritten signature in black ink, appearing to read 'Sir Peter Hendy'.

Sir Peter Hendy

Commissioner, Transport for London

KEY OUTCOMES

1. **A Tube network for the bike.** London will have a network of direct, high-capacity, joined-up cycle routes. Many will run in parallel with key Underground, rail and bus routes, radial and orbital, signed and branded accordingly: the 'Bakerloo Superhighway'; the 'Circle Quietway', and so on. A 'bike Crossrail' will run, substantially segregated, from west London to Barking. Local routes will link with them. There will be more Dutch-style, fully-segregated lanes and junctions; more mandatory cycle lanes, semi-segregated from general traffic; and a network of direct back-street Quietways, with segregation and junction improvements over the hard parts.
2. **Safer streets for the bike.** London's streets and spaces will become places where cyclists feel they belong and are safe. Spending on the junction review will be significantly increased, and it will be completely recast to prioritise major and substantial improvements to the worst junctions, though other junctions will still be tackled. With government help, a range of radical measures will improve the safety of cyclists around large vehicles.
3. **More people travelling by bike.** Cycling across London will double in the next 10 years. We will 'normalise' cycling, making it something anyone feels comfortable doing. Hundreds of thousands more people, of all ages, races and backgrounds, and in all parts of London, will discover that the bike has changed their lives.
4. **Better places for everyone.** Our policies will help all Londoners, whether or not they have any intention of getting on a bicycle. Our new bike routes are a step towards the Mayor's vision of a 'village in the city', creating green corridors, even linear parks, with more tree-planting, more space for pedestrians and less traffic. Cycling will promote community safety, bringing new life and vitality to underused streets. Our routes will specifically target parts of the Tube and bus network which are over capacity, promoting transfers to the bike and relieving crowding for everyone. Cycling will transform more of our city into a place dominated by people, not motor traffic.



A TUBE NETWORK FOR THE BIKE

Cycling on London's main roads has risen by 173 per cent since 2001. We intend to double cycling over the next 10 years. To support this growth, major investments are needed. Analysis shows that more than half of the potentially cyclable trips in the Capital are in Outer London. These total around 2.4 million a day, most of which are made by car.

By 2020 the London cycle network will be easily understood and heavily used. We want to change the nature of cycling, attracting thousands of people who do not cycle now. We will offer two clear kinds of branded route: high capacity Superhighways, mostly on main roads, for fast commuters, and slightly slower but still direct Quietways on pleasant, low-traffic side streets for those wanting a more relaxed journey. Some Quietways will also be attractive green routes through open space, suitable for recreation and family enjoyment. In the City and West End, a mixture of Quietways and new Superhighways will make up the 'Central London Grid', joining all the others together. Outside the centre, local links complete the picture.

Where there is conflict between modes (which there often isn't) we will try to make a clear choice, not an unsatisfactory compromise. We will segregate where possible, though elsewhere we will seek other ways to deliver safe and attractive cycle routes. Timid, half-hearted improvements are out – we will do things at least adequately, or not at all.



Visualisation of Royal College Street, Camden, an example of semi-segregation in London

Routes will be wide enough to cope with higher volumes of cyclists, and designed to reduce conflict between pedestrians and bikes. Confusing shared pavements will be avoided. We are revising the London Cycle Design Standards to ensure that everything we build or fund in the future is consistent with this Vision document. In discussions with the boroughs, we will commit to develop specific standards of service and maintenance for each of London's new routes.

The total budget for routes, junctions and suburban cycling improvements (shown in sections I-VI below) will rise about five-fold, from just under £120m to between £550m and £600m.

I. A new network of cycle routes in central London

- In partnership with the central boroughs, we will create a central London 'Bike Grid' of high-quality, high-volume cycle routes, using a combination of segregation and quiet shared streets, along with some innovative use of existing infrastructure. The 'Crossrail' East-West Superhighway will form part of this.
- With the boroughs' agreement, we will seek to open up a number of central one-way streets for two-way cycling, creating direct, easy, lower-traffic routes through the City and West End. Experience from the City and Kensington and Chelsea, who have brilliantly led this process, shows that it can be accomplished without traffic or safety impacts.
- We will not be asking boroughs to remove traffic or, in the vast majority of cases, change parking on the two-way cycle streets, unless they want to.
- The east-west segregated Superhighway will be delivered by 2016. Subject to the agreement of the boroughs, so will the majority of the Grid. Route planning has already started; a planning conference with the central London boroughs will take place next week. Routes for the Grid will be announced as they are agreed with the boroughs.

II. A Crossrail for the bike

- Across the centre of the Tube network, by later this decade, will run an express line, Crossrail. I am determined to create something similar for the bicycle as quickly as possible.
- We will open a fast, segregated cycle superhighway – a true 'Crossrail for the bike' – stretching at least 15 miles west-east through the heart of London, from the western suburbs to Canary Wharf and Barking. We believe that it will be the longest continuous largely-segregated urban cycle route in Europe.
- The route will follow existing, but improved, segregated tracks alongside part of the surface stretch of the A40. At Wood Lane, White City, I have asked TfL to work on a new bike and pedestrian bridge over the West Cross Route and railway line, long-desired by local people. My plan is that it will then join a bi-directional cycle track created by removing one of the six traffic lanes from the Westway flyover.
- Motor traffic on this stretch of the Westway has dropped by 22 per cent in the past decade, giving us ample scope for this change. There will be no reduction in motor vehicle access onto or off the flyover, which will continue as now. Cyclists will be safely separated from other vehicles.
- Cyclists will descend from the flyover near Paddington, cross Hyde Park on existing traffic-free cycle routes and pass right through the heart of London, with new segregated tracks along the Victoria Embankment and through the City.

- The new route will then link to the existing, largely-segregated Cycle Superhighway 3 (CS3) from Tower Gateway to Canary Wharf and Barking.
- Extensive connecting routes will be opened to link the new route to nearby town centres, such as Acton, Ealing, Wembley, Westfield Shepherd's Bush and Canning Town.
- Peak-hour cycle journey times along the route will often be comparable to, or quicker than, their rail or car equivalents.
- In the 1970s, the Westway came to symbolise the dominance of the inner city by the car. It will now become a symbol of our claiming central London for the bike.

III. Better Barclays Cycle Superhighways

- All future Barclays Cycle Superhighways will be delivered to much higher standards, closer to international best practice.
- We will substantially improve the existing Barclays Cycle Superhighways.
- We will reroute several existing and proposed Superhighways onto roads more easily convertible into genuinely high-quality cycle routes.
- With the proviso that nothing must reduce cyclists' right to use any road, we favour segregation. Most main roads in London are, however, also bus routes, with frequent bus stops and a far denser service than in, say, Amsterdam. The cycle lane would have to go between the bus and the pavement. Everybody getting off or on a bus would step straight into the lane, risking being hit by a cyclist.



Proposals for the Cycle Superhighway extension to Stratford

- We will install Dutch-style full segregation on several streets without bus routes, such as the Victoria Embankment. We will install it on several streets which are wide enough to put bus stops on 'islands' in the carriageway, including Stratford High Street, with the bike lane going between the bus stop and the pavement. We will put Dutch-style segregated lanes on several one-way streets where the bus stops are only on one side of the road, such as part of Harleyford Road in Vauxhall. We may also be able to fit segregated lanes into some narrower

roads by narrowing median strips, bi-directional cycle tracks, bus priority measures, and other such means.

- Where it is not possible to segregate without substantially interfering with buses, we will install semi-segregation: shared bus and bike lanes, better separated from the rest of the traffic with means such as French-style ridges, cats' eyes, rumble strips or traffic wands in the road. The lanes will also be wider, where space allows.



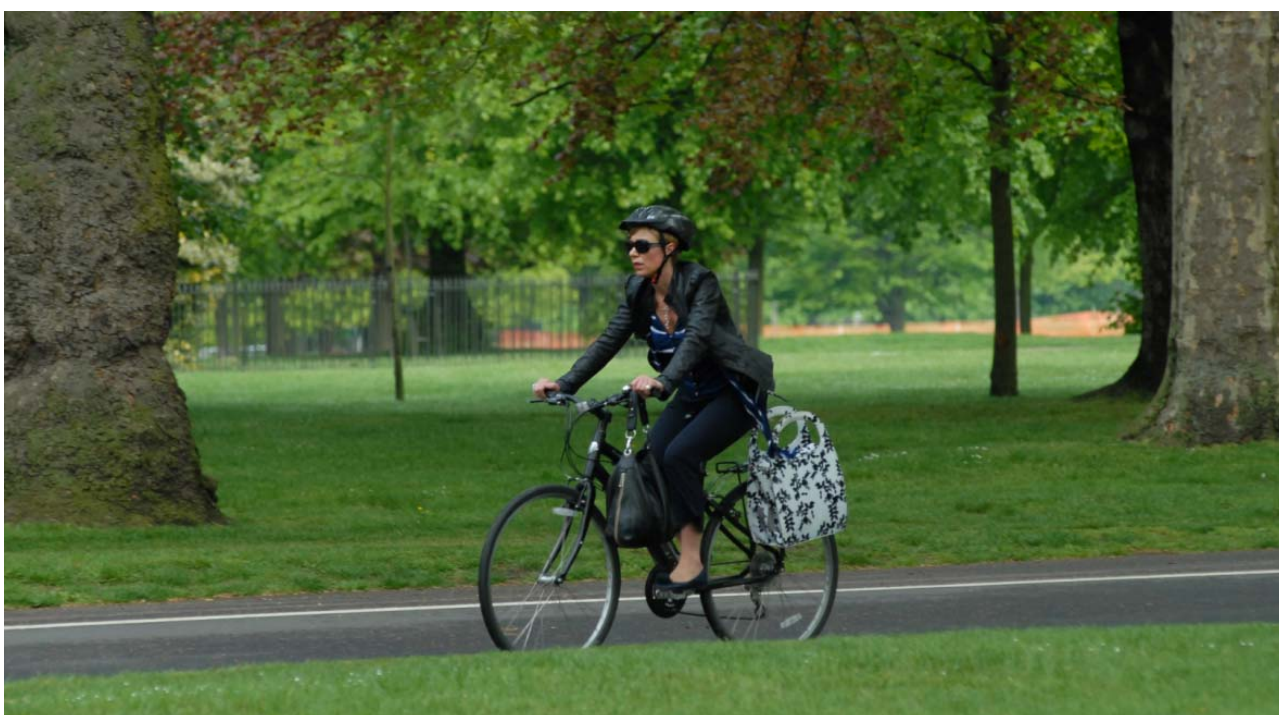
Example of semi-segregation using cats eyes in Barcelona

- We will also install long stretches of wide mandatory cycle lanes, which cannot be entered by motor vehicles, again semi-segregated from the rest of the traffic with means such as cats' eyes and rumble strips.
- There may need to be some removal of parking along Barclays Superhighways as part of all these changes, but it will often be possible to avoid it. We will always act in close partnership with local councils. We will ensure that business needs for deliveries are accommodated in our plans and make better use of the space available.
- We will segregate approaches to cyclist advanced stop lines (ASLs) at selected busy and difficult junctions so cyclists can get through stationary traffic to reach the ASL box at the front.
- We will tackle key junctions on the Barclays Superhighways as a much higher priority, with segregated or safer treatments for cyclists (see below).
- There is no rule that superhighways need be on the busiest main roads. Indeed, one of the most successful stretches, the CS3 from Tower Gateway to Poplar, is not. We will make more use of secondary roads, where they are sufficiently direct, in our Superhighway programme. We will also mix the two, with stretches on back streets joined to segregated stretches on the main road and across junctions where there is no sufficiently direct side street.

- The next stretch of Barclays Superhighway, the extension to the currently-named CS2 from Bow to Stratford, due in 2013, will incorporate Dutch-style fully-segregated cycle lanes.
- The next all-new Barclays Superhighway, the route currently named CS5 from Victoria to New Cross, is being further improved from the already-announced plans. Details of this and other improvements and reroutings will be announced soon.
- The remaining Barclays Superhighways will be complete by 2016.

IV. New Quietways

- London is not the same as Paris, New York or Berlin – all of which were largely built, or rebuilt, in the 19th and 20th centuries to centrally imposed plans with wide, often one-way streets. Nothing of the sort ever happened in London. We have something better than grand boulevards, however – a matchless network of side streets, greenways and parks.
- A cross-London network of high-quality guided Quietways will be created on low-traffic back streets and other routes so different kinds of cyclists can choose the routes which suit them. Unlike the old London Cycle Network, Quietways will be direct. They will be better-surfaced. They will be clearly signed, mostly on the road itself, making it impossible to lose your way. Each route will be delivered as a whole, not piecemeal. And they will not give up at the difficult places.
- Barriers and 'Cyclists Dismount' signs will be removed as far as possible. Quietways will be particularly suited to new cyclists. They will stretch far into the suburbs, with both radial and orbital routes.
- Where directness demands the Quietway briefly join a main road, full segregation and direct crossing points will be provided, wherever possible, on that stretch.
- We will use judicious capital investment to overcome barriers (such as railway lines) which are often currently only crossed by extremely busy main roads. Subject to funding, land and planning issues, we will build new cycling and pedestrian bridges across such barriers to link up Quietway side-street routes.



- The Thames bridges are some of the few main roads that are completely unavoidable for cyclists. We will improve provision for cyclists across them, including segregation on some bridges.
- Segregation is not always necessary or appropriate. In some places we will prefer filtered cycle permeability, a method used to great effect in the London Borough of Hackney, where the number of cycling trips is the highest in London and more people commute by bike than by car.
- Permeability means not completely separating bikes and cars – there is very little full segregation in Hackney – but making the existing streets join up better for cyclists (and pedestrians) than they do for cars. It means blocking rat run-type streets as through-routes for motor traffic, while still allowing through journeys by bike. It means making bike journeys easier and more direct by removing one-way streets, gyratories and complicated crossings of big roads.
- The Quietway network will also include new off-road greenway routes through parks and along waterways to be used for recreation and family enjoyment, building on and expanding the existing network.
- Using borough police resources, local community safety budgets and TfL-funded Safer Transport Command officers, lighting, CCTV coverage and patrols of these places will ensure people feel safe using them at night.



An example of filtered cycle permeability in London

- Through the Mayor's tree-planting and other funds, Quietways will become sites for new trees and greening, making many of them verdant corridors, even linear parks, part of the Mayor's vision of a 'village in the city' where the streets are designed for people. They will be pleasant and interesting to cycle on, showing you corners of London you never knew existed.
- We hope to open the first Quietways in 2014. Details of the routes will be announced as soon as they have been agreed with the relevant boroughs.

V. 'Mini-Hollands' in the suburbs

- Cycling in Outer London is mostly low, with great potential for improvement. We will increase cycle spending specifically dedicated to Outer London from £3m to more than £100m.
- We will choose between one and three willing Outer London boroughs to make into mini-Hollands, with very high spending concentrated on these relatively small areas for the greatest possible impact. In many ways, this will be the most transformative of all our policies.
- This is a fantastic opportunity for these boroughs to achieve dramatic change – not just for cyclists, but for everyone who lives and works there.
- The idea, over time, is that these places will become every bit as cycle-friendly as their Dutch equivalents; places that suburbs and towns all over Britain will want to copy.
- A good route will be provided for commuter journeys to central London, but the main focus will be on replacing short car trips within the target borough(s).
- There will be substantial redesigns of the main town centre, to show what is possible when roads and spaces are built around cyclists.
- A network of routes will radiate out from it, predominantly Quietways through back streets and parks, paralleling all the main local travel routes.
- Cycle superhubs will be created at local railway stations.
- There will be a big marketing push to specifically target non-cyclists doing short car trips.
- All Outer London boroughs are invited to apply for this scheme. We will announce our choice(s) later in 2013 and start work in 2014.
- All suburban boroughs will benefit from the increased investment in our Quietway and Superhighway programmes, both of which will extend far into Outer London.

VI. A Tube network for the bike

Our routes will be a real network, easier for people to understand. They will join up with each other – and align with the maps Londoners carry in their heads, the most common of which is the Tube map.

- We will create cycle routes, where possible, in rough parallel with Tube lines, bus routes, and major roads, and brand them accordingly (eg the 'Jubilee Quietway', 'South Circular Quietway' or 'Cycle Superhighway 25', the current CS2 which runs along the 25 bus route) so people know where they go.
- Routes must link together, as they do not at the moment; the Central London Grid is designed to achieve this, among other things.
- We will enable the development of free smartphone apps that people can use on their bikes to follow the route that most suits them, or create their own. The vast majority of streets are suitable for cycling, far more than simply those our routes will use.
- As well as the existing maps, we will produce easy-to-follow diagrammatic Tube-style cycle maps showing the major routes and the 'interchange points' between them.
- We will provide far better, more frequent signage using consistent typology across London.
- We will grade routes so people know what to expect.

Working with others

TfL only owns five per cent of the roads in London, the Transport for London Road Network (TLRN). Ours are the busiest main roads – but many other busy roads, and all the back streets, are owned by the 33 borough councils. A key part of our job will be to work with all the different borough leaders and officials, encouraging them to make cycling improvements on their roads.

We are excited by the measures coming forward from London's councils, and have unashamedly copied some of our ideas from them. To cite just two examples, the City and Kensington and Chelsea have led the way in converting one-way streets to two-way for cycling. Camden is doing pioneer work on 'light segregation'. Westminster recently announced a new focus on cycling. Hackney has reaped huge benefits from its 'permeability' approach. Several Outer London boroughs are also doing good things in cycling.

We will need to work closely in partnership with councils – which is one reason why we are not yet announcing any details of specific routes proposed, apart from those on TfL roads, because we want to liaise closely with the boroughs about them first.

We also need a number of things from Whitehall. We are working closely with Government to press for changes to Department for Transport (DfT) regulations which prevent us from trying new and innovative approaches to cyclist safety, such as eye-level traffic lights and various forms of segregation.

We will ask for new powers to carry out camera enforcement of mandatory cycle lanes, to stop cars driving in them, as we already do for bus lanes. We will lobby for the general and HGV driving tests to include more cycle awareness, and for higher standards for HGV operators. We will ask that the Government follows our successful approach to HGV safety, with courses for lorry drivers and regulations to install cyclist safety devices.



SAFER STREETS

Cycling in London is much safer than it was. Over the past decade, per journey, the rate of cyclists killed or seriously injured on the Capital's roads has fallen by almost a quarter.

In 2002, there were 109 million cycle trips and 20 cyclist deaths in London. Per trip, you had a 5.5 million-to-one chance of being killed and a 264,000-to-one chance of serious injury. By 2011, the last full data year, the number of cycle trips had risen to 182 million – but deaths had fallen to 16. Only one cycle journey in every 328,000 ended in serious injury, and the odds of being killed were 11 million to one. On a strict average, you would have to cycle in London every day for 900 years to come to serious harm.

Yet in some parts of the Capital, the numbers are less favourable. Fear of injury is the number one reason why Londoners do not cycle. The cycle casualty rate has recently started to edge up again. There is no doubt that cycling in London could be safer. It should be safer. And under our plans, it will be safer.

Just as importantly, it will also feel safer. As with crime, which has also fallen sharply, perceptions are as important as reality. Our better routes and our better junctions will tackle casualties, but they will also build confidence. They will encourage more Londoners to see cycling as something 'normal' which people of almost any fitness can do safely, without special equipment or high-tech protective gear, in their ordinary clothes.

A smart, targeted approach

We know pretty clearly how people get hurt and killed on bicycles. That is partly why we have been able to reduce it. Serious accidents and deaths happen disproportionately in two ways: while travelling through the busiest junctions; or in contact with heavy lorries, particularly construction lorries. HGVs make up only four per cent of the traffic, but have been involved in 53 per cent of cyclist deaths over the last three years. Junctions account for only 20 per cent of the road space, but are the sites of 75 per cent of cyclist deaths in the past three years. Our safety strategy focuses strongly, though far from exclusively, on these key danger points.

VII. Better junctions

- The junction review, with 100 junctions scheduled for this year and 500 in total, has lacked resources and a focus on the worst junctions.
- We will increase the budget for junctions five-fold, from £19m to £100m, the vast majority of it spent in this mayoral term, plus substantial further money from our Quietway and Superhighway programmes.
- We will refocus to prioritise early and major improvements at and around London's worst junctions, making them safer and less threatening for cyclists.
- Junctions to be tackled in the next three years will include Blackfriars, Vauxhall, Tower, Aldgate, Swiss Cottage and Elephant & Castle, among others. Other, smaller improvements will still be tackled, but we would rather have quality than quantity.

- Improvements at these places will include widening to allow more space for cyclists, creating more segregated cycle lanes and installing innovative 'early-start' traffic signals to allow cyclists to move onto the junction ahead of other traffic.
- We will introduce more cycle-only paths or phases through junctions and gyratories, and more cycle bypasses around difficult junctions where an attractive and safe route through the junction itself cannot be found.
- We will create a short stretch of segregated bike lane, where possible, just before busy traffic lights so cyclists can get through stationary traffic to reach the ASL at the front.
- We are further refining our sophisticated traffic modelling systems to take better account of cyclists. With the benefit of these, all future road and junction builds or redevelopments and transport schemes on the roads controlled by TfL will be subjected to improved forms of cycling safety assessment prior to approval.
- We have begun off-site trials of a Dutch-style cycle roundabout, with segregated lanes protecting cyclists, and other novel interventions such as eye-level traffic lights for cyclists. If these trials are successful, and the DfT allows, we will roll them out on the road network
- We will investigate converting pedestrian subways at some busy junctions for use as safe cyclist routes, with pedestrians on the surface.
- We will also trial changes to junctions (and roads), using the kind of temporary interventions seen on the Olympic Route Network, rather than risk being stuck with schemes which do not work.
- We are reworking a number of schemes – such as Lambeth Bridge Roundabout and Mile End Road/Burdett Road – proposed in the current junction review which do not fully meet the ambitions we set ourselves in this document.
- We will announce full timetables for the junction changes as soon as possible.



VIII. Safer lorries and vans

No lorry should be allowed in London unless it is fitted with safety equipment to protect cyclists, and driven by someone fully trained in cycle awareness. We set out below the steps – from ourselves and others – which are needed to achieve this goal:

- We have been working with the freight industry to ensure the highest standards of behaviour in health and safety. While many freight companies and their customers take this issue very seriously, much more needs to be done.
- TfL has developed a programme to provide clear standards for vehicles and drivers – the Fleet Operator Recognition Scheme (FORS). We have already put thousands of lorry drivers on bikes for practical on-street training.
- We will continue to encourage operators to obtain basic level accreditation and then to use FORS membership to embark on a programme of continuous improvement for safety and overall environmental performance.
- Across the Greater London Authority (GLA), TfL and Crossrail, we will maximise our contractual powers to influence behaviour. We will insist that all vehicles, and those of any subcontractors, on our projects conform to the highest practical specifications of cyclist safety equipment, and that all drivers are fully trained in urban driving techniques – gold level accreditation of FORS.
- We will challenge existing legislation and regulations to ensure everything possible is being done to raise standards for drivers and ensure only the safest vehicles are on our streets.
- We will build on the experience of the Olympic Games, where we substantially reduced the number of peak-hour lorry movements, to work out how we can get HGVs out of traffic at the busiest times of day, when they are most likely to come into conflict with cyclists.
- In consultation with business, we will study the experience from cities such as Paris and Dublin, where lorries over a certain size are restricted from certain parts of the city or at certain times of the day.
- We are funding eight full-time Metropolitan Police officers as part of the Commercial Vehicle Unit who investigate HGV collisions with cyclists. They will work to establish patterns – whether particular operators, locations, or types of lorry are disproportionately involved in cycle accidents – which can then be used for targeted enforcement. They will also gather the best evidence and press for the toughest possible prosecutions and penalties under existing law.



- We will also be an active participant in the comprehensive review of how the criminal justice system functions when people are hurt and killed on the roads which British Cycling has established and which is being hosted by the DfT with the participation of the Ministry of Justice, Crown Prosecution Service, the police and the Sentencing Council. We know from experience in London that all too frequently the system produces results which send the wrong message about the behaviour we expect of people on our roads and the right of people to travel safely.
- We will lobby the DfT, Government and the EU for changes in the law to ensure that:
 - Guidance exempting vehicles from fitting sideguards, mirrors and other safety devices is more stringent and less ambiguous.
 - All commercial vehicles used in urban areas are designed to give the driver the maximum visibility all around their vehicle.
 - Safety devices that reduce the likelihood of collisions with cyclists, such as proximity sensors and side cameras, are fitted to all new vehicles and retrofitted wherever practical.
- Many responsible companies and industry bodies are ahead of the game already, and we will work with these firms and promote best practice through all possible means.
- While technology and equipment is important, it is the skill of drivers that is critical. We need to ensure that technology is not swamping the driver, the majority of whom have many years' unblemished experience, so will continue to push for research to ensure the efficacy of new technology.
- We want the Government to be more specific on the content of driving tests for all drivers to maximise cycle awareness training. They should also ensure Commercial Driver Certificate of Professional Competence (CPC) training includes a mandatory element addressing cycle safety. Currently there are no definitions as to content of training and our view is very clear: training must include much greater awareness of cyclists and other vulnerable road users as a basic part of the CPC for any driver in urban areas. The Safe Urban Driving training developed by TfL, with on-bike training for drivers, is a practical example of what good training can look like.
- We will lobby Government to support tougher standards for both commercial vehicles and drivers and to include the principles of FORS into the operator licence conditions.
- We will examine how the Mayor can use his planning powers to require the use of safe lorries in all construction schemes. We already insist on Construction Logistics Plans and we need to see how far we can mandate the use of approved contractors and routes.
- TfL is also supporting London boroughs, through Local Implementation Plan (LIP) funding, to address the issue of HGV and cyclist safety. Recent examples of boroughs using LIP funding to address these issues include investment in driver training for borough fleets, the promotion of FORS to operators within the borough and ensuring that cyclist safety is addressed through road scheme design. All future TfL cycling funding for boroughs will be conditional on ensuring their own fleets and contracted services adhere to best practice.
- We are also assisting boroughs and businesses across London, including developers and utility companies, to ensure that they work together to lever their buying powers.
- We will continue to fund the Metropolitan Police Commercial Vehicle Unit to carry out targeted enforcement action in partnership with – the Vehicle and Operator Services Agency (VOSA) and the Traffic Commissioners. This activity includes routine inspection of vehicles and expert investigative assistance at the scene of all personal injury collisions between cyclists and

large goods vehicles, and is critical to ensure we know who and what is occurring on London's roads. We will also continue to share appropriate details to maximise enforcement.

- We are also strongly of the opinion that Government should provide more resources and effective powers to VOSA and Traffic Commissioners for greater enforcement and ensure that appropriate action can also be taken against foreign registered vehicles and drivers.

Working with the construction industry

Finally there are particular issues with construction vehicles that need to be tackled as a disproportionate number of recent cycling accidents have involved vehicles in this sector. A recent TfL report into construction logistics and cyclist safety identified 12 recommendations to address these issues. While there have been great strides in improving health and safety on construction sites, similar improvements need to be made in relation to vehicles before they arrive at site.

We will lobby Government, the Health and Safety Executive and others to ensure that the principal contractor takes ownership of the road risk associated with a construction site. We will also work with vehicle manufacturers to improve the design of vehicles in the future. While we will push for early resolution of the issues highlighted by this report and publish the outcomes, the first step we will take is to publish our own guidance for Construction Logistics Plans in April this year.

IX. 20mph limits, training, awareness and enforcement

- There is clear evidence that traffic travelling at speeds of 20mph improves the safety of both cyclists and pedestrians. Much London traffic often travels below this speed in any case.
- The multiple functions of the TLRN means that in considering lower speed limits on these routes, the potential benefits in terms of both safety and liveability of town centres need to be taken into consideration alongside the other functions the TLRN performs, including the movement of people and goods.



- We will take a case-by-case approach to the use of 20mph limits on the TLRN and we will reduce the speed limit to 20mph at several locations on the TLRN where cycle improvements are planned. For example, in Camberwell and New Cross Gate on our proposed Cycle Superhighway 5, and around Waterloo.
- We support the installation of 20mph zones and speed limits on borough roads and have funded many 20mph zones across the city's residential zones.
- We will statistically pinpoint the most dangerous places using 'Compstat'-style near-real-time monitoring of casualties, then ensure that the relevant action is taken by TfL or the borough.
- We will expand the Metropolitan Police's Cycle Task Force by more than a quarter, from 39 to 50 officers, to improve enforcement against antisocial road user behaviour, including encroachment into cyclist ASL and mandatory cycle lanes.
- We will also act more vigorously against cyclist violations, such as failure to show lights at night and riding on the pavement.
- We will lobby Government for more cycle awareness to be included in the standard driving test and in tests for bus and lorry drivers.
- We will launch a public campaign to explain the specific sorts of cyclist provision to road users, such as the difference between a mandatory and advisory cycle lane.
- We will launch major safety education campaigns, informed by research, which will address road user behaviour and encourage Londoners to share the road safely.
- All Londoners who wish to cycle will have access to the training and information they need to avoid collisions and stay safe. This includes funding children's cycle training at all schools in London and more funding for adult cycle training (delivered through the boroughs).



MORE PEOPLE TRAVELLING BY BIKE

The dangers – and perceived dangers – of cycling are far outweighed by its health and happiness benefits. Regular cyclists have, on average, the fitness of someone at least 10 years younger. They are half as likely than average to suffer from heart disease, 27 per cent less likely to have a stroke, and will live, on average, more than two years longer. Cycling is an effective way of keeping a healthy weight and reducing anxiety and depression. Cycling is cheaper than any form of motorised transport, an important consideration when living costs in London are high. It is the most reliable way to travel any distance beyond walking range: you always know precisely how long your journey will take, avoiding stress. And like any exercise, it creates endorphins, natural highs that lift the mood.

Cycling levels will have doubled in the next 10 years. This will be supported by ensuring that in every borough, cycling is a mainstream and popular mode of transport which attracts people of all ages and backgrounds. In Outer London, distances may be too great for many to make the entire commute to central London by bike. So we will particularly target shorter journeys now made by car, and journeys to railway stations.

We will enhance the Barclays Cycle Hire scheme, which is part of the face of London and hugely important in 'normalising' cycling. Ninety-five per cent of journeys made by Barclays Cycle Hire bike would not otherwise have been cycled.

X. Helping commuters cycle

- We will deliver 80,000 additional cycle parking spaces in residential locations, stations, workplaces and other trip destinations by 2016. We will put them where people most need them, above all in central London.
- Subject to planning and land issues, we will create a Dutch-style cycle superhub in at least one central London mainline rail terminus, with storage for thousands of bikes, good security and very good cycle routes radiating from it. We expect and will help Network Rail to play their part in delivering it. It will also have London's largest Barclays Cycle Hire docking station, with at least several hundred hire bikes. We want thousands of commuters to switch to bikes for the last stage of their journeys to work, significantly relieving pressure on the Tube and bus networks in central London.
- For the first stage of the journey, from home to station, we will build a number of suburban cycle superhubs (which could include other forms of cycle hire) and very good cycle routes around stations which serve a wide hinterland via heavy and crowded connecting bus flows. We will work with the train companies and Network Rail to deliver this.

- More bike parking will also be delivered at other central termini and suburban stations. At every mainline terminus, including the superhub, there will be protected spaces for casual users (those who do not leave their bikes at the station every night) and more stringent weeding out of bikes which never leave the racks.
- We will lobby the Government and train companies for more cycle spaces on trains and to harmonise their confusing rules about the carriage of bikes.
- We will trial allowing bikes off-peak on the DLR.

XI. Helping children cycle

- The school run is a major contributor to traffic congestion, especially in residential and suburban areas. But the proportion of children cycling to school in London has fallen, even as cycling for other purposes has risen dramatically. Unless we do something about this, we risk a new generation growing up that is a stranger to cycling.
- We will encourage communities to design their own safe cycling routes to school, including segregated cycle infrastructure, new and better crossings, filtered permeability, or some combination of these. We will fund pilot Cycle to School Partnerships, money for which schools and councils can bid, to pump prime these improvements. We will cooperate with schools and councils where barriers exist on TfL roads, though we anticipate most will be on borough roads.
- Each Cycle to School partnership must demonstrate how its proposals will substantially improve the number of children cycling to school, with infrastructure improvements that address key barriers to school cycling.
- We will also fund cycle training in schools. We will review how our Bikeability funding is spent, to ensure it is relevant to children's real needs. Training will work best where it is combined with route improvements which give parents the confidence to allow their children on the roads.



XII. Expanding and improving cycle hire

- We will extend Barclays Cycle Hire to many parts of Hammersmith & Fulham, Lambeth and Wandsworth by the end of 2013. This represents a nearly 30 per cent rise in the size of the scheme, to around 11,000 bikes.
- Our new mainline terminus Cycle hub will have London's largest docking station, with at least several hundred bikes, at our new mainline terminus Cycle Superhub (see above), with very good cycle routes linking from it. This and the wider bike parking at the Superhub will help address unsatisfied commuter demand.
- We will expand popular docking stations, where space and planning allows, to reduce the problem of empty and full docks. This will involve reducing the number of bikes at less well-used docking stations.
- We will open (or move) docking stations along our Quietway and Central London Grid routes (within or just beyond the existing footprint of the scheme) to drive usage of the new routes.
- We will carry out incremental expansion of the footprint where there is strong demand.
- We will work with local authorities who wish to pay to extend the footprint such as to Kentish Town.
- To drive usage, we will encourage companies, universities, colleges and hotels to install new docking stations on their premises, at their own expense, for the use of their staff, students and guests.
- For this, we will particularly target companies and universities with a number of separate central London sites which are slightly too far apart to walk between, but slightly too close for public transport to be convenient.
- Given the heavy use of the scheme by tourists, we will develop and market Barclays Cycle Hire tour routes, along quiet streets, which they can follow, with appropriate signage, printed leaflets, website downloads and apps for their phones. This again will drive usage.
- We will integrate cycle hire with the roll-out of contactless payments using credit, debit and charge cards, to make it a fully joined-up part of the transport network.

XIII. Exploring the potential of electric bikes

As many as a fifth of new bicycles sold in mass-cycling nations, such as the Netherlands and Germany, are now electric. E-bikes help you pedal using a small motor, powered by a battery which is charged every night from a normal household socket. No licence, equipment or insurance is needed to ride one.

They are particularly useful for people who need to ride in a suit without breaking sweat, or to ride up hills, or to travel long distances, who are older or less fit, or who are otherwise put off by the physical effort of an ordinary bike. As such, they could be hugely important in our goal of bringing non-traditional groups to cycling. E-bike growth could also take us some distance towards the Mayor's electric vehicle target.

We will seek funding from public budgets and commercial sponsorship for three trials to give e-bikes a high media profile, raise awareness of them and allow us to assess their potential for wider use.

- A small trial of public hire e-bikes, similar to Barclays Cycle Hire but self-contained and geographically separate from it, probably to link a hilly place without rail access to a nearby Tube station.
- A trial of the latest all-terrain, full-suspension electric mountain bikes with the Metropolitan Police. These bikes go over rough ground faster than a normal bike goes over tarmac, and also climb stairs. With criminals increasingly using (ordinary) bikes, e-bikes will keep the police one step ahead.
- An e-bike trial with a high-profile company whose staff are seen moving around the streets a lot, perhaps a courier firm or an estate agent.

XIV. Communicating our plans and inspiring new cyclists

- As mentioned earlier, we will brand and map our routes in ways that are easy to understand and that align with people's existing mental maps of London.
- We will refocus our marketing, targeting, for instance, journeys where public transport is less dense or is overcrowded. We will introduce novel tools such as online calorie maps, showing not just distance and time taken but fat burned. We will promote cycling to people who are concerned about their fitness, such as gym users.
- We will promote cycling as an alternative to public transport with signs and notices at bus stops and Tube stations detailing how easily you could have made the same journey by bike.
- We will conduct an annual spring marketing campaign to exploit the surge of interest in cycling that comes with the warmer weather.
- We will start a City Hall cycling blog, which the mayoral and TfL cycling teams will write. It will be the main way we explain to Londoners what we are, and are not, doing.
- Every year, London will celebrate its place at the forefront of world cycling with the annual RideLondon festival of cycling, funded by private sponsorship. The world's cycling elite will come to London to compete, and a family fun day will get Londoners of all ages out on their bikes.



XV. Encouraging cycling through the boroughs and other partners

Delivering the Mayor's vision will depend on close cooperation between many different organisations, public and private.

The London boroughs will play a central role in our plans, by helping to develop, fund and deliver better and safer routes for cycling, by in some cases transforming their town centres for cycling, and by promoting and increasing the wide range of cycling opportunities in their areas.

The Metropolitan and City of London Police have a vital job in safety, security and enforcement against antisocial cyclist and driver behaviour.

Joint working with Network Rail and the train operating companies is essential to the marriage between cycling and railways, a relationship with huge potential for both sides. Through their membership of the National Cycle Rail Working Group, TfL and its rail partners are already working closely together in a joint cycle parking fund, and a programme for additional bike space at the London termini.

We will continue to consult with interest groups such as British Cycling, Sustrans, the London Cycling Campaign and freight associations, such as the Freight Transport Association, the Road Haulage Association, the Society of Motor Manufacturers and Traders and individual trade bodies, like the Mineral Products Association. We will draw on their expertise and local knowledge to develop innovative solutions and communicate with road users.

We will work closely with schools and universities to encourage students to cycle and carry on cycling into adulthood. We are closely involved in workplace travel planning initiatives to promote cycling.

The DfT will continue to be an important partner. We will press the Government and EU to allow innovative schemes for London's roads, changing and modernising traffic regulations to benefit cyclists and improve routes.

- We will promote cycle routes and cycling as a major alternative for orbital suburban journeys where public transport is less dense – for instance, with a 'South Circular Quietway' paralleling the route of the A205, and a new route from Stanmore to the Thames.
- We will work to promote cycling for short journeys that are currently done by car, such as to the shops. We will work with the major supermarkets and retail parks to improve cycling access and provision.
- We will work with the Canal & River Trust (formerly British Waterways) to invest in and protect responsible, shared use of London towpaths with pedestrian priority. Less crowded stretches of towpath offer opportunities for our proposed Quietways. All others will remain available to cyclists as now, but will not be actively promoted because of crowding issues. Additional routes to be created in parallel to the canals will give cyclists extra options.
- We will closely monitor all major new planning applications, schemes and developments, such as Earl's Court and Nine Elms, to promote meaningful pro-bike content and discourage anti-bike content. We will do our best to improve some new schemes, such as the Olympic Park,

that were given planning consent under previous regimes with insufficient provision for cycling.

- We will monitor roadworks and building schemes to avoid unnecessary disruption to cycle routes. Following the standard set by the Crossrail works at Farringdon, we will try to ensure that even when a road is closed to motor traffic, passage is still provided for bikes.
- We will monitor all the borough cycling schemes we fund to ensure that they meet the standards laid out in this Vision and in the new London Cycling Design Standards.
- We will monitor road surface conditions on the Quietways and Superhighways and ensure, encouraging the boroughs where necessary, that they are in good repair and free of debris.
- We will encourage private-sector funding, including further sponsorship deals, and explore alternative public funding sources, such as the EU and Big Lottery Fund.



BETTER PLACES FOR EVERYONE

Central to our vision is the belief that more cycling will benefit everyone, not just cyclists. A classic 'cycle permeability' measure, such as blocking one end of an inner-city residential street to cars, improves life for all who live or walk on that street. It makes children safer when they cross the road. It cuts traffic, noise and pollution. It makes room for new green space, tree-planting or pavement. It may increase property values.

The presence of cyclists on quiet side streets deters crime and antisocial behaviour. It is harder for someone to spray graffiti or break into your car if there are people passing.

Better neighbourhoods for everyone

- Quietways will be accompanied by streetscape improvements, such as tree-planting to create green corridors and linear parks.
- More dropped kerbs will help older and disabled people.
- Road surfaces will be improved.
- Along the routes we will promote community safety initiatives, including better lighting on some streets, CCTV and security patrols along canal towpaths and through parks.
- Streets will be de-cluttered, making them more attractive.
- By creating better places, we make people want to visit. Fifteen years ago, Broadway Market in Hackney was in decline. Now, thanks in part to car restrictions and a busy cycle route, it is full of life and its businesses are thriving.
- Parking will be a sensitive issue in the implementation of this plan, particularly in parking stress areas such as Westminster and Kensington and Chelsea. We will do our best to avoid affecting parking in the most sensitive areas, proceeding with care and in full agreement with councils. But in the medium term our plans should lead to easier parking. By cutting car use and car movements, particularly for short trips, bikes will reduce demand for parking, more than outweighing any reductions in supply.

More prosperous places for everyone

- The economic benefits of cycling, particularly to neighbourhood shops and businesses, are increasingly well documented. Studies in the US cities of Portland and New York find that cyclists visit a neighbourhood's shops more often than drivers or public transport users, and spend more overall. Cyclists travel shorter distances to shop than drivers. Cycling can help save precious, but endangered, pubs and small shops.
- Research by the London School of Economics suggests that the cycling industry contributed almost £3bn to the UK economy in 2010, directly employing 23,000 people.
- Wider economic benefits accrue from improved health, reductions in obesity and drops in absenteeism.

- Increased disposable incomes and opportunities for spending benefit the wider economy.
- Cycling can save people dramatic amounts of money. The average London cyclist, using his or her bike 150 days a year, saves just under £800 a year in transport fares, even after the cost of the bike, maintenance and equipment are included, according to research by the Par Hill consultancy. A commuter cycling every day from Outer London will save up to £2,000 a year. Social enterprises, such as the successful BikeWorks project in Tower Hamlets, use cycling as a tool to tackle social and environmental challenges at a community level.

Better cyclists for everyone

We will take steps to improve people's perceptions of cyclists. We recognise the real problem of antisocial cycling, though we also believe that it can be overstated. Most people cycle responsibly. Cyclists cause only about three per cent of injuries to pedestrians in London, roughly in proportion with their share of overall road traffic. The injuries they do cause are also, as you might expect, disproportionately at the lower, less serious end of the scale. Most cyclists are also motorists and pedestrians; we reject attempts to set groups of road users against each other.

We will increase enforcement action against illegal and intimidating cyclist behaviour, which often occurs in particular places. Just as importantly, though, we believe that the policies in this Vision will reduce illegal behaviour of their own accord. Removing one-way streets and gyratories will cut the incidence of cyclists travelling the 'wrong' way or on pavements. Giving cyclists defined space of their own will reduce conflict between them and other road users. Quietways will attract new types of cyclists, making London cycling calmer, less Darwinian.

In short, one of the best ways of stopping people cycling on the pavement is to give them better places to cycle on the road.



Better transport for everyone

In the past 15 years, and over the next 15, London's public transport network has seen, and will see, massive expansion. There has been a doubling of bus passenger miles travelled, and huge investment is unlocking capacity on the Tube. But London's population will rise to nine million before the end of this decade. Even our unprecedented investment will not entirely meet demand.

Many journeys are short and very cyclable. Cycling can relieve significant pressure on the public transport network, freeing space on the Tube, buses and trains for people who might never themselves cycle.

- Our new segregated East-West Superhighway along the Victoria Embankment will have the capacity for about 1,000 cyclists an hour, each way. That is equivalent to almost four entire trainloads of people (based on seating capacity) on the District and Circle lines beneath the same street. We could increase effective capacity on this stretch of the Underground by as much as 10 per cent – and for relatively minimal outlay.
- Our routes will parallel Tube, rail and bus routes, with similar branding. We will actively promote them as alternatives to public transport, reducing crowding for everyone.
- Some of the worst crowding is at mainline termini, as commuters join the Tube for the last stage of their journeys. These journeys are often short and cyclable. We will create a cycling Superhub in at least one mainline terminus to relieve pressure on its Tube connections.

More people cycling will also benefit motorists – especially in Outer London – by taking thousands of cars off the roads. Like a car, a bike is personal, on-demand and door-to-door, so it has significant potential to attract drivers to whom public transport does not appeal. TfL's London Travel Demand Survey supports this view, showing that car-drivers take public transport much less than other people, but cycle just as much as non-drivers do.

A healthier city for everyone

- Cycling, which of course has zero emissions, improves air quality for everyone. Last June, a report for the Central London Air Quality Cluster group of local authorities analysed 'cost-effective actions to cut air pollution'. It made a number of striking findings.
- If just 14 per cent of journeys in central London were cycled – emissions there of the greatest vehicle pollutant, NO_x, would fall by 30 per cent, or 453 tonnes a year.
- Emissions of the other main vehicle pollutant, particulate matter, would fall by 24 per cent, or 33.8 tonnes a year. According to the Massachusetts Institute of Technology, air pollution from vehicles prematurely kills 2,200 Londoners every year, many of them in central and inner London. Over the years ahead the bicycle could, in short, save literally thousands of people's lives.
- There can, perhaps, be no better note to finish on, and no better example of the service that can be performed to cyclist and non-cyclist alike by this quietly miraculous invention.

Other formats and languages

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Chinese

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Hindi

यदि आप इस दस्तावेज की प्रति अपनी
भाषा में चाहते हैं, तो कृपया निम्नलिखित
नंबर पर फोन करें अथवा नीचे दिये गये
पते पर संपर्क करें

Vietnamese

Nếu bạn muốn có văn bản tài liệu
này bằng ngôn ngữ của mình, hãy
liên hệ theo số điện thoại hoặc địa
chỉ dưới đây.

Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে নিচের ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος
εγγράφου στη δική σας γλώσσα, παρακαλείστε να
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-
δρομικά στην παρακάτω διεύθυνση.

Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

Turkish

Bu belgenin kendi dilinizde
hazırlanmış bir nüshasını
edinmek için, lütfen aşağıdaki
telefon numarasını arayınız
veya adrese başvurunuz.

Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى
الاتصال برقم الهاتف أو مراسلة العنوان
أدناه

Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

Gujarati

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

NOTICE OF CONSIDERATION OF A KEY DECISION

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Cabinet hereby gives notice of Key Decisions which it intends to consider at its next meeting and at future meetings. The list may change between the date of publication of this list and the date of future Cabinet meetings.

NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Cabinet also hereby gives notice in accordance with paragraph 5 of the above Regulations that it intends to meet in private after its public meeting to consider Key Decisions which may contain confidential or exempt information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to key decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please e-mail Katia Richardson on katia.richardson@lbhf.gov.uk. You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 12 OCTOBER 2014 AND AT FUTURE CABINET MEETINGS UNTIL APRIL 2016

The following is a list of Key Decisions which the Authority proposes to take at the above Cabinet meeting and future meetings. The list may change over the next few weeks. A further notice will be published no less than 5 working days before the date of the Cabinet meeting showing the final list of Key Decisions to be considered at that meeting.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant (ie. in excess of £100,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website on a monthly basis.

NB: Key Decisions will generally be taken by the Executive at the Cabinet.

If you have any queries on this Key Decisions List, please contact

Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk

Access to Cabinet reports and other relevant documents

Reports and documents relevant to matters to be considered at the Cabinet's public meeting will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

Decisions

All decisions taken by Cabinet may be implemented 5 working days after the relevant Cabinet meeting, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2015/16

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

Key Decisions List No. 36 (published 11 September 2015)

KEY DECISIONS LIST - CABINET ON 12 OCTOBER 2014

The list also includes decisions proposed to be made by future Cabinet meetings

Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).

* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet <i>(other relevant documents may be submitted)</i>
12 October				
Cabinet	12 Oct 2015	<p>London Borough of Hammersmith & Fulham Cycling Strategy</p> <p>The Cycling Strategy sets out how the London Borough of Hammersmith & Fulham will improve the quality and extent of provision for cyclists, encourage more people to use bicycles, increase the number of journeys made by cycle, and improve public health outcomes.</p> <p>In order to achieve this, the Cycling Strategy develops an Action Plan that can be used to direct funding in a way that responds to the cycling needs of Hammersmith and Fulham residents / businesses.</p> <p>The Cycling Strategy is not a statutory document. However it has been identified as playing a crucial role in reducing congestion on our roads, relieving pressure on the public transport system, and improving the health of residents and visitors.</p>	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	12 Oct 2015	<p>Carers' Hub Service - Extension And Variation Of Contract</p> <p>Report to extend the Carers Hub Service with Carers Network</p>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and
	Reason: Expenditure more than		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
	£100,000		Contact officer: Selina Douglas Tel: 0208 753 6235 Selina.Douglas@lbhf.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Phone payment parking report A review of the current arrangement and justification for the upgrade of the current pay & display arrangement across the borough.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Ticket machine parking report A review of the current on street pay & display provisions, and details of several options for the replacement and upgrading of the pay & display infrastructure	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Renewal of Contract for the provision of collection, counting and banking of monies from Pay and Display machines This paper seeks approval to extend the contract with RBKC for cash collection from Pay and Display machines until 31st August 2016. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: David Taylor, Matt Caswell Tel: 020 8753 2708 david.taylor@lbhf.gov.uk, Matt.Caswell@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Financial Management Of Fulham Palace Trust A request has been received from Fulham Palace Trust (FPT) for the Council to fund a pension deficit relating to staff transferred from the Council to FPT by TUPE (Transfer of Undertakings (Protection of Employment) Regulations 2006) in 2011. In addition FPT has asked the Council to consider allocating section 106 funding to FPT. This report reviews the historic and current financial performance of FPT and considers the funding requests from FPT.	Leader of the Council Ward(s): Palace Riverside Contact officer: Sue Harris, Thomas Baylis Tel: 020 8753 4295, Sue.Harris@lbhf.gov.uk, thomas.baylis@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Corporate Revenue Monitor Report 2015/16 Month 4 - July To present the forecast outturn position as at the end of July. To request budget virements.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Capital Development Voids To get authorisation to proceed with a number of development voids to bring additional housing units onto the rental path. PART OPEN PART PRIVATE Part of this report is exempt from	Cabinet Member for Housing Ward(s): All Wards Contact officer: Stephen Kirrage, Michael White Tel: 020 8753 6374, Tel: 020 8753 6694	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
		disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	stephen.kirrage@lbhf.gov.uk ; Michael.white2@lbhf.gov.uk	papers to be considered.
Cabinet	12 Oct 2015 Reason: Affects 2 or more wards	<p>Community Sexual Health Contract Extensions</p> <p>This report details the proposals for community sexual health contract extensions.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Helen Byrne, Gaynor Driscoll</p> <p>Helen.Byrne@lbhf.gov.uk, Gaynor.Driscoll@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	<p>Procurement of a framework agreement for lift modernisation programme within housing properties -Borough wide</p> <p>Framework for lift modernisation programme</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Henrietta Jacobs Tel: 020 8753 3729 Henrietta.Jacobs@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	12 Oct 2015 Reason: Income more than £100,000	Leasing Of Former Peterborough School Building, Clancarty Road Proposal for Supplemental Lease and Changes to Existing Lease at Former Peterborough Road School and Link with Bilingual Provision. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Ian Heggs, David Mcnamara Tel: 020 7745 6458, ian.heggs@lbhf.gov.uk, David.Mcnamara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	12 Oct 2015 Reason: Expenditure more than £100,000	Capital Programme Monitor & Budget Variations, 2015/16 (First Quarter) This report provides a financial update on the Council's Capital Programme and seeks approval for budget variations as at the end of the first quarter, 2015/16 PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Hitesh Jolapara, Christopher Harris Tel: 020 8753 6440 hitesh.jolapara@lbhf.gov.uk, Harris.Christopher@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (other relevant documents may be submitted)
Cabinet	12 Oct 2015	<p>Completion of managed Services Implementation (Lot 1 - Finance and Human Resources)</p> <p>This report is to request additional funding to manage the completion of the managed services implementation (lot 1 - Finance & Human Resources)</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
2 November				
Cabinet	2 Nov 2015	<p>Fire Alarms and Emergency lighting & testing</p> <p>To give delegated authority to Award</p>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Income more than £100,000		Ward(s): All Wards	
Cabinet	2 Nov 2015	<p>Corporate Strategy 2015-18</p> <p>A new Corporate Plan for H&F, setting seven key priorities and new corporate objectives to deliver on over the next three years.</p>	Leader of the Council	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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				papers to be considered.
Cabinet	2 Nov 2015 Reason: Expenditure more than £100,000	TfL funded annual integrated transport investment programme 2016/17 This report refines and details the Council's integrated transport programme which forms part of the council's 2011 – 2031 Transport Plan (Local Implementation Plan 2 or LIP2) to be delivered in 2016/17 and funded entirely by Transport for London (TfL). This report seeks the approval of the submission of the programme to TfL and the design, consultation and implementation of various elements of the programme. It further seeks approval for the delegation of the approval of construction of the capital programme to the Cabinet Member for Environment, Transport and Residents Services.	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Nick Boyle Tel: 020 8753 3069 nick.boyle@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	2 Nov 2015 Reason: Expenditure more than £100,000	Multidisciplinary Family Assessment Service - Contract Award Approval to award a contract for a multi-disciplinary family assessment service following a procurement exercise. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Matthew Jones Tel: 020 7361 2001 Matthew.Jones@rbkc.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	2 Nov 2015	Improving Private Rented Housing in the borough A set of options as set out in the Housing Strategy to improve the private rented sector including exploring non-mandatory licensing and introduction of a Landlord's Rental Charter	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	2 Nov 2015	Corporate Revenue Monitor 2015/16 Month 5 - August To report the forecast revenue outturn position as at the end of August. To request budget virements	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
Cabinet	2 Nov 2015	Adoption of the Council's Housing Allocation Scheme; Tenancy Strategy: and Home Buy Allocation Scheme Adoption of the three documents following consultation with interested parties from 29 June 2015 to 16 September 2015.	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	2 Nov 2015	Community Asset Proposal Report seeking authority to secure and protect the use of properties for community use. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the	Leader of the Council	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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		financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		considered.
Cabinet	2 Nov 2015 Reason: Expenditure more than £100,000	<p>St Mungo's Broadway 229 King St (Rough Sleepers) Direct Contract Award</p> <p>Direct award of a contract (21 months) to St Mungo's Broadway for the provision of supported housing for rough sleepers with complex needs.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	2 Nov 2015 Reason: Expenditure more than £100,000	<p>Call-off from the Framework Agreement for Information Technology and Communications</p> <p>Call-off from the Framework Agreement for Information Technology and Communications, data networks, telephony and unified communications from a new service provider.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	2 Nov 2015 Reason: Expenditure more than £100,000	British Red Cross Hospital to Home contract extension The hospital to home contract has been successfully delivering over the last 2 years across the three boroughs. This report invokes the option to extend for a further 2 years as per contract terms.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: Marta Garcia-Farinos Tel: 020 8753 6786 Marta.Garcia-Farinos@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	2 Nov 2015 Reason: Expenditure more than £100,000	Funding Approval for Implementation of Cloud-based Productivity and Collaboration Tools (Office 365) The three councils agreed a strategy to align their productivity and collaboration tools in April 2015. The report seeks funding approval for the implementation stage of the programme. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in	Cabinet Member for Finance Ward(s): All Wards Contact officer: Howell Huws Tel: 020 8753 5025 Howell.Huws@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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		disclosing the information.		
7 December				
Cabinet	7 Dec 2015	<p>Borough-wide 20 mph limit</p> <p>The report details;</p> <p>(i) evidence of the operation of 20 mph limits in the UK to date, (ii) the results of public consultation on a possible Borough-wide 20 mph limit in H & F, (iii) results of technical appraisals within H & F.</p> <p>The report will make a recommendation and will seek Cabinet approval on:</p> <p>a. whether to install a 20 mph speed limit Borough-wide (excepting Transport for London roads), or b. whether to install more 20 mph speed limits in the Borough excepting some Borough roads, or c. not to proceed with further 20 mph speed limits.</p>	<p>Cabinet Member for Environment, Transport & Residents Services</p> <p>Ward(s): All Wards</p> <p>Contact officer: Mahmood Siddiqi, Graham Burrell, Slobodan Vuckovic Tel: 020 8753 3019, , mahmood.siddiqi@lbhf.gov.uk, graham.burrell@lbhf.gov.uk, Slobodan.Vuckovic@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards	<p>Community Sexual Health Recommissioning - Approval to Proceed</p> <p>The report makes the case for approval to proceed to procurement for community sexual health services across Hammersmith and Fulham, Kensington and Chelsea and Westminster.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Gaynor Driscoll Gaynor.Driscoll@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Dec 2015	<p>Community Sexual Health Recommissioning - Approval to Proceed</p> <p>The report makes the case for approval to proceed to procurement for community sexual health services across Hammersmith and Fulham, Kensington and Chelsea and Westminster.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Gaynor Driscoll Gaynor.Driscoll@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
		12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	7 Dec 2015 Reason: Expenditure more than £100,000	<p>Direct Award of Contract to Hestia for Provision of Domestic Violence Refuge Services</p> <p>Direct Award of a contract to Hestia for period 1 April 2016 to March 2018 for the provision of domestic violence refuge services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	7 Dec 2015 Reason: Expenditure more than £100,000	<p>Homeless Supported Housing Contract Extensions</p> <p>Three homeless contracts expire on 31/3/16. A procurement exercise has commenced but may not have concluded when the current contracts expire. Therefore it is necessary to extend the current arrangements for a limited period.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Julia Copeland Tel: 0208 753 1203 julia.copeland@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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11 January 2016				
Cabinet	11 Jan 2016 Reason: Affects 2 or more wards	Hammersmith & Fulham Arts Strategy 2015 - 2022 Hammersmith and Fulham is home to a cutting edge and vibrant arts and culture scene. We want to grow our dynamic and diverse landscape so that the creativity, production and skills development of the arts boosts our creative economy. In this paper we highlight the economic benefits of being a destination for the creative industries and the health and social benefits of participating in and creating art - from singing with dementia patients to offering diversionary activities for troubled teenagers. We also summarise our progress to date and set out our suggested actions and priorities for the future.	Cabinet Member for Economic Development and Regeneration Ward(s): All Wards Contact officer: Donna Pentelow Tel: 020 8753 2358 donna.pentelow@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	Corporate Revenue Monitor 2015/16 Month 6 - September To report the forecast revenue outturn position as at end of September. To request budget virements.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Affects 2 or more wards	Corporate Revenue Monitor 2015/16 Month 7 - October To report the forecast revenue outturn at end of October 2015. To request budget virements.	Cabinet Member for Finance Ward(s): All Wards Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

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Cabinet	11 Jan 2016 Reason: Expenditure more than £100,000	<p>Contract for Electronic Payment Services</p> <p>Retendering of payment services available via third party outlets (shops and Post Office branches) for residents paying council tax, housing rents, temporary accommodation and leaseholder services.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Finance Ward(s): All Wards Contact officer: Sue Evans Tel: 020 8753 1852 Sue.Evans@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	11 Jan 2016 Reason: Affects 2 or more wards	<p>BID Renewal</p> <p>To inform the Cabinet of the intention of Hammersmith London's (HL) decision to ballot for renewal of its mandate within the Hammersmith town centre area, and to seek Council support for this Business Improvement District (BID) and the authority to take the necessary steps resulting from this decision.</p>	Cabinet Member for Economic Development and Regeneration Ward(s): Avonmore and Brook Green; Hammersmith Broadway Contact officer: Antonia Hollingsworth, George Neal Tel: 020 8753 1698, Antonia.Hollingsworth@lbhf.gov.uk, George.Neal@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
8 February 2016				
Cabinet	8 Feb 2016 Reason: Expenditure more than	<p>Corporate Planned Maintenance Programme 2016/2017</p> <p>Budget Approval</p>	Cabinet Member for Finance Ward(s): All Wards	A detailed report for this item will be available at least five working days before the date of the meeting and

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	£100,000	<p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Contact officer: Nigel Brown</p> <p>Nigel.Brown@lbhf.gov.uk</p>	<p>will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet	<p>8 Feb 2016</p> <p>Reason: Affects 2 or more wards</p>	<p>Corporate Revenue Monitor 2015/16 Month 8 November</p> <p>To report the forecast revenue outturn position as at the end of November. To request budget virements.</p>	<p>Cabinet Member for Finance</p> <p>Ward(s): All Wards</p> <p>Contact officer: Gary Ironmonger, Hitesh Jolapara Tel: 020 8753 2109, Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>
Cabinet Full Council	<p>8 Feb 2016</p> <p>24 Feb 2016</p> <p>Reason: Affects 2 or more wards</p>	<p>Revenue Budget and Council Tax Levels 2016/17</p> <p>The 2016/17 revenue budget proposals are set out regarding:</p> <ul style="list-style-type: none"> • Council tax levels • Savings and growth proposals • Changes to fees and charges • Budget risks, reserves and balances • Equalities Impact Assessments • Implementing the retail business rates relief scheme as proposed by the Government. 	<p>Leader of the Council</p> <p>Ward(s): All Wards</p> <p>Contact officer: Elizabeth Nash Tel: Elizabeth.Nash@lbhf.gov.uk Elizabeth.Nash@lbhf.gov.uk</p>	<p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>

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7 March 2016				
Cabinet	7 Mar 2016	Corporate Revenue Monitor 2015/16 Month 9 - December To report the revenue outturn forecast as at the end of December. To request budget virements.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	7 Mar 2016	Award of a Contract for provision of a Contact Centre To approve recommendation(s) to award a contract to provide a Contact Centre post October 2016. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
11 April 2016				
Cabinet	11 Apr 2016	Corporate Revenue Monitor 2015/16 Month 10 - January To report the forecast outturn position as at the end of January. To request budget virements	Cabinet Member for Finance	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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			Gary.Ironmonger@lbhf.gov.uk, hitesh.jolapara@lbhf.gov.uk	papers to be considered.