

Cabinet

Agenda

MONDAY
9 MAY 2016
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
26 April 2016

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

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

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

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-12** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi 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 4 May 2016.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 11 May 2016**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 16 May 2016 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 16 May 2016**.

Cabinet Agenda

9 May 2016

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1. MINUTES OF THE CABINET MEETING HELD ON 11 APRIL 2016	1 - 6
2. APOLOGIES FOR ABSENCE	
3. DECLARATION OF INTERESTS	
<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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14.	EXCLUSION OF PRESS AND PUBLIC	
	<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>	
15.	ICT TRANSITION - ASSURING BUSINESS CONTINUITY : EXEMPT ASPECTS (E)	
16.	TRANSFER OF A STRIP OF LAND AT WOOD LANE : EXEMPT ASPECTS (E)	
17.	ONGOING PROVISION OF CORPORATE CONTACT CENTRE SERVICES AND ONLINE MY ACCOUNT PORTAL : EXEMPT ASPECTS (E)	
18.	CONTRACT AWARD REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM : EXEMPT ASPECTS (E)	
19.	CONTRACT RENEWAL REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM : EXEMPT ASPECTS (E)	

London Borough of Hammersmith & Fulham

Cabinet Minutes



Monday 11 April 2016

PRESENT

Councillor Michael Cartwright, Deputy Leader
Councillor Ben Coleman, Cabinet Member for Commercial Revenue and Resident Satisfaction
Councillor Stephen Cowan, Leader of the Council
Councillor Sue Fennimore, Cabinet Member for Social Inclusion
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

ALSO PRESENT

Councillor Sharon Holder

181. MINUTES OF THE CABINET MEETING HELD ON 7 MARCH 2016

Before the discussion of this item two Ashcroft Square residents, Desi and Annette Cranenburgh, invited all Councillors to attend the National Sleep-out on 15 April between 8pm to 10:30pm, outside Hammersmith Town Hall, to highlight the impact of the Housing & Planning Bill for council and private tenants.

RESOLVED:

That the minutes of the meeting of the Cabinet held on 7 March 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

182. APOLOGIES FOR ABSENCE

RESOLVED:

Apologies for Absence were received from Councillor Wesley Harcourt.

183. DECLARATION OF INTERESTS

RESOLVED:

There were no declarations of interest.

184. CORPORATE REVENUE MONITOR 2015/16 MONTH 9 - DECEMBER

RESOLVED:

- 1.1. That the General Fund and HRA month 9 revenue outturn forecast variance be noted.
- 1.2. That all overspending departments to agree proposals/action plans for bringing spend in line with budget.
- 1.3. To agree the virement totalling £1.250m (Appendix 10 of the report). This comprises £0.223m from Unallocated Contingency and £0.097m from the Private Sector (Direct Lettings) Incentive Payments Reserve; in order to fund Housing General Fund Temporary Accommodation Incentive Payments demand pressures totalling £0.320m. A transfer of £0.930m is requested from the Corporate Demands & Pressures reserve to the Managed Services Programme(MSP) reserve to fund additional costs of MSP implementation and stabilisation to end of June 2016.
- 1.4. To note that departments have requested that they be allowed to carry forward budgets of £2.021m from year-end underspends. These will be considered at the year-end, in the context of the Councils' overall position and other priorities.
- 1.5. To note that in order to produce the final accounts to the statutory deadline of 30th June, a significant amount of activity is necessary. It is therefore proposed that decision making in relation to these issues is delegated to the Strategic Finance Director in conjunction with the Cabinet Member for Finance.

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.

185. ADOPTION OF THE COUNCIL'S HOMELESSNESS PREVENTION STRATEGY

Councillor Sue Fennimore thanked officers for the considerable work done on this report setting out the key principles underpinning the Council's work on tackling homelessness and improving services to homeless people.

Councillor Lisa Homan reinforced the benefits of having a homelessness prevention strategy in place to tackle the housing needs in finding temporary accommodation. This prevention strategy would hopefully help the Council to become the best council in the country for preventing homelessness.

RESOLVED:

That the Homelessness Prevention Strategy be adopted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

186. PUBLIC HEALTH, HEALTHY SCHOOLS AND HEALTHY EARLY YEARS, DIRECT AWARD

Councillor Vivienne Lukey stated that Healthy Schools was a highly successful programme already in operation and highly respected by schools and early years settings in the borough. She supported the extension and modification of the scope of the existing contract.

RESOLVED:

1 That the Executive Director of Adult Social Care and Health seeks Cabinet Member for Adult Social Care and Public Health for each authority approval to;

- Make the direct award
- Amend the scope of the service specification

Each authorities governance process applies for the decision making procedure.

2 The three sovereign contracts can be terminated giving 3 months' notice

For Hammersmith and Fulham Council Cabinet is requested:

- 3 To approve a waiver in accordance with paragraph 3 of the Contract Standing Orders to waive the requirement to seek tenders in accordance with paragraph 11 of the Contract Standing Orders in order to allow LBHF to extend the existing contract with HEP Ltd .
- 4 To approve the modification of the existing contract to HEP Ltd as set out in Appendix A, Table 1 to provide for an extension of the term of the contract for a period of one year plus a further one year effective from 1 April 2016. Contract value of £65,326 per annum; aggregate £130,652 over two years.

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

- 5 To approve a waiver of the requirement to invite competitive tenders for the service in accordance with Regulation 2.10 of the RBKC Contract Regulations. This is necessary in order to allow RBKC to make a direct award of contract to HEP Ltd;
- 6 To make a direct award of contract to HEP Ltd for an initial period of 1 year at £66,946 p.a. with the option to extend the contract until 31st March 2018 at a total value for two years of £133,892.

For Westminster City Council:

- 7 In view of the value of the new contract being below the required threshold for a decision by Westminster's Cabinet Member for Adults & Public Health, the decision will be delegated to the Tri-Borough Director of Adult Social Care. The Cabinet Member for Adults & Public Health has been fully briefed on the contract award.
- 8 The Chief Procurement Officer approve a waiver in accordance with section 2.2 of the Westminster Procurement Code to allow WCC to extend the existing contract with HEP Ltd as listed in Appendix A, Table 1.
- 9 To approve the modification of the existing contract with HEP Ltd as set out in Appendix A, Table 1 to provide for an extension of the term of the contract for a period of one year plus one year effective from 1st April 2016 for a contract value of £75,136 per annum, aggregate £150,272 over two years.

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.

187. 2015/16 SECTION 106 EXPENDITURE

Councillor Andrew Jones stated that the key allocation of S106 funds was on enhanced policing to reduce crime. This Council had placed more police on the streets than any other borough. S106 funding was also allocated to the play facilities around Fulham Reach and a range of other things that were in line with the Administration's Manifesto, such as the cycle hire scheme, the regeneration of high streets and the arts strategy.

RESOLVED:

That officers be authorised to spend Section 106 monies as set out in section 5 of the report.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

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

None.

188. FORWARD PLAN OF KEY DECISIONS

RESOLVED:

The Key Decision List was noted.

189. 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.]


190. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 7 MARCH 2016
(E)

RESOLVED:

That the minutes of the meeting of the Cabinet held on 7 March 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

Meeting started: 7.00 pm
Meeting ended: 7.06 pm

Chair

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 MAY 2016</p>	
<p>ICT TRANSITION - ASSURING BUSINESS CONTINUITY</p>	
<p>Report of the Cabinet Member for Finance – Councillor Max Schmid</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: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Ed Garcez, Chief Information Officer</p>	
<p>Report Author: Jackie Hudson, Transition Director, shared ICT services</p>	<p>Contact Details: Tel: 020 8753 2946 Email: jackie.hudson@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. H&F Bridge Partnership (HFBP), a joint venture company owned by Agilisys and LBHF, currently provides all ICT services to LBHF. The HFBP service contract expires on 31 October 2016. The council therefore has to move all the existing services to new providers, to shared ICT services or to discontinue them.
- 1.2. Cabinet approved the award of three framework contracts to supply a set of ICT services, within which was the award of a framework contract to BT to deliver data centre services. The services available would deliver a solution to house and maintain applications in either, at one extreme, legacy data centres, which are on the customer’s premises, or to, at the other, provide infrastructure as a service (IaaS or cloud).
- 1.3. A further paper on the “ICT transition, phase 2, transfer of the ICT service desk, data centres and desktop computing from HFBP to new service providers”, recommended this council move its data centre service to BT

cloud provision and its desktop service to BT who would provide the Virtual Desktop service through Agilisys.

- 1.4. Subsequently, the council has found that the move of applications to BT data centres cannot be done within the required timescale or budget for a number of reasons.
- 1.5. This paper considers in detail options for ensuring ICT services can continue uninterrupted.

2. RECOMMENDATIONS

- 2.1 That the report be noted.
- 2.2 To note that further recommendations are contained in the exempt report on the exempt Cabinet agenda.

3. REASONS FOR DECISION

- 3.1. The council had originally intended to migrate all services to BT data centre provision with effect from 31st October 2016. That is not possible for financial and service reasons.
- 3.2. The council has business critical services, which it has to continue to provide following the end of the service contract with HFBP. Consequently, the council needs to assure its ICT services after the end of the HFBP service contract. A Cabinet decision is needed to implement the alternative options, due to the value of the contract award.

4. BACKGROUND

- 4.1. Right now, the council has a high degree of ICT enablement. It had already migrated its data centre services to a cloud or Infrastructure as a Service (IaaS) arrangement. Agilisys provide this service, through the contract with HFBP. HFBP deliver the services to support the arrangement via their systems and applications teams.
- 4.2. The council had called off from a framework contract that covers data centre services. This contract is with BT. The council intended that it would migrate services to BT data centres in Newport and Slough where, ultimately, the three councils could converge services in the BT data centres.

5. OPTIONS AND ANALYSIS

- 5.1. The ICT Transition Programme board of the 4th March 2016 rejected the BT and HFBP joint proposal and asked the team to consider alternatives.
- 5.2. While the ICT service is assured by taking these steps, the council can ask BT to carry out an assessment which would cover; migration costs within the original cost envelope; a future proofed solution involving low complexity for a future exit; delivery in the shortest possible timescale; alignment with shared

ICT services applications roadmap and support model; and effective capacity planning.

- 5.3. It would deliver a detailed integrated migration plan that demonstrates how the outcomes list here will be achieved, together with those requirements and outcomes identified as being delivered by the services called off in the order form. If the council accepted this it could then proceed on that basis.
- 5.4. The recommendation is that the council consult a procurement, data centre and migration specialist to help decide the best plan. This would be a specialist independent of HFBP, who could quality assure the proposal from BT and also conduct a review of the market, if needed, including leading migration tools to reduce cost and risks of migration

6. FINANCE

- 6.1. As set out in the exempt report on the exempt Cabinet agenda.

7. RISK MANAGEMENT

- 7.1. Information management, business continuity and market testing are all key risks on the Shared Services Risk Register. The primary risk is to ensure that services remain resilient throughout the implementation or transfer to a new service and that the exposure to service interruption risk is minimised to as low as reasonably practicable. Risk Management implications verified by Michael Sloniowski Shared Services Risk Manager – 0208 753 2587.

8. EQUALITY IMPLICATIONS

- 8.1. There are no direct equality implications arising from the recommendations of this paper.
- 8.2. Equality implications verified by Joyce Golder, Principal Solicitor, Legal – 02076312181.

9. LEGAL IMPLICATIONS

- 10.1 As set out in the exempt report on the exempt Cabinet agenda.

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. As set out in the exempt report on the exempt Cabinet agenda.

11. BUSINESS IMPLICATIONS

- 11.1. Previous papers on the ICT procurement strategy and approach have dealt with the social value aspects of ICT procurement.
- 11.2. Verified by Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning & Skills, Planning & Growth. Telephone 020 8753 1698

12. PROCUREMENT IMPLICATIONS

12.1. As set out in the exempt report on the exempt Cabinet agenda.


13. IT STRATEGY IMPLICATIONS

13.1. The report is aligned with the current shared services ICT strategy and vision.

Verified by: Ed Garcez, CIO, 020 8753 2900

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

No.	13 Description of 14 Background Papers	12 Name/Ext of holder of file/copy	Department/ Location
1	Tri-borough ICT strategy and ICT provision procurement options appraisal (published)	Jackie Hudson ext. 2946	FCS East Wing Hammersmith Town Hall,
2	Approval to award three Framework contracts to supply a set of tri-borough ICT Services” (published)	Jackie Hudson ext 2946	FCS East Wing Hammersmith Town Hall,
3	ICT transition phase 2 transfer of the ICT service desk, data centres and desktop computing from HFBP to new service providers (published)	Jackie Hudson ext 2946	FCS East Wing Hammersmith Town Hall,

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">9 MAY 2016</p>	
<p>TRANSFER OF A STRIP OF LAND AT WOOD LANE</p>	
<p>Report of the Cabinet Member For Economic Development And Regeneration: Councillor Andrew Jones</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: YES</p>	
<p>Wards Affected: College Park and Old Oak</p>	
<p>Accountable Director: Maureen McDonald-Khan – Director of Building and Property Management</p>	
<p>Report Author: Manjit Gahir – Corporate Property Services</p>	<p>Contact Details: Tel: 020 8753 4886 E-mail: manjit.gahir@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report details the transfer of a small strip of land along Wood Lane which is to facilitate the development and regeneration of White City.

2. RECOMMENDATIONS

- 2.1. That the Council declares the land identified in Plan 2 as surplus to the Council's requirements.
- 2.2. That officers be authorised to dispose of the strip of land as shown in Plan 2 for the best price reasonably obtainable to St James Group Limited as outlined in the main and exempt report and otherwise on such terms and conditions as the Director (Legal Services) and the Director of Building and Property Management consider appropriate in consultation with the Cabinet Member for Finance. This

disposal will directly enable the provision of new open space for community use and allow the development of substantial housing (affordable and private housing) in the borough.

3. REASONS FOR DECISION

- 3.1. The reason for this decision is to facilitate the development of the M&S site at 54 Wood Lane to help deliver over 1400 homes in this locality. The strip of land measuring 74m x 2m will form part of a bridge and pedestrian deck that will enhance the public realm and allow access to a newly formed open space for the public.

4. INTRODUCTION AND BACKGROUND

- 4.1. The subject site is no. 54 Wood Lane which is occupied by Marks and Spencer as their Warehouse. The property is accessed by a road bridge over the Central line which also provides access to other buildings in the area, notably the UGLI buildings. The site can also be accessed by Depot Road which is north of White City Station.
- 4.2. St James Developments acquired the site and obtained planning permission for a largely residential scheme . The planning consent includes the provision of a new open space next to Wood Lane Station. There are also plans to open some arches to provide pedestrian access to and from the green to the extended Westfield development which will be occupied by John Lewis.
- 4.3. The consent provides for a pedestrian deck which will cover a part of the Central line and will open out into the newly created open space. There will also be a new vehicular bridge which will run along the existing bridge to provide a more effective two way vehicular bridge with footpaths to the new residential scheme which is expected to provide approximately 1400 homes.
- 4.4. As part of the consent the Council has managed to secure out of the s.106 agreement a substantial sum for the provision of on-site affordable housing, a commuted sum for affordable housing as well as extra care housing in the borough.
- 4.5. St James Developments have obtained permission from Transport for London (TfL) to build over their railway lines but cannot rest the structure on the cutting wall. This means that the foundations of the two bridges will need the land along the highway. Whilst they will require s247 stopping up order, they will also need permission of the land owner.
- 4.6. The Council is registered proprietor of part of the land. This land was transferred to the Council under a Vesting order by the London Residuary Board when the Greater London Council (GLC) was wound up. The remainder is unregistered, see legal implications section in respect of ownership issues.

5. PROPOSAL AND ISSUES

- 5.1. St James Developments have been in discussions with the Council's Property department about acquiring an interest in the land in order to place the foundations for the two bridges.
- 5.2. The Council has obtained external advice on the land required by two different property specialists, see 6.11 below.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. There are few options with regards to this proposal as it is either to transfer the land or not, however as part of the discussions with St James the Council needed to weigh up whether this was a ransom strip situation whereby the Council could have the opportunity to share in the uplift in value to this development.

6.2. *Not agreeing the transfer of the land*

- 6.3. This option has been considered. The Council is not obliged to sell this piece of land, however it is considered that if the Council could agree a transfer to St James it would mean that the planning permission could be implemented accordingly and the bridge and the deck could be delivered.
- 6.4. In a situation where the Council does not agree to transfer to St James developments it would mean that St James would need to find an alternative way of providing the bridge. This could be by re-designing to a cantilever bridge.
- 6.5. St James believe that a cantilever bridge is possible and although there are higher costs of construction, they would save on the substantial amounts required to move services in their preferred solution which means that this is a cost neutral solution. However the pedestrian deck would inevitably have very high costs running into the millions and St James could decide not to proceed with the pedestrian deck as they are not obligated to build this out.
- 6.6. This option is not ideal because the open space would not easily be accessible for the public as it would with the pedestrian deck. The deck would certainly improve the public realm.

6.7. *Agreeing the transfer of the land*

- 6.8. This option would allow the developer to build out the preferred design of the bridge and deliver the pedestrian deck which would make the new open space more accessible to the public rather than appearing as private open space solely for the residents.
- 6.9. The Council recognises the importance of the bridge and pedestrian deck however also need to balance this with obtaining an appropriate sum for the transfer.

6.10. St James's initial view was LBHF would grant a long lease at nil consideration to help facilitate the developer. The Council obtained advice from BNP Paribas Real Estate for assessing if the land was considered a ransom strip and advice on negotiation; and Carter Jonas for valuing the development and assessing the impact of not having the bridge or pedestrian deck. Both consultancies advised the Council for which the details of the negotiated sum considered to be best value reasonably obtainable and supported by Carter Jonas is outlined in the exempt part of the report that show the heads of terms.

6.11. The proposal offered by St James is for all the land required as shown outlined in red in the attached plan headed 'Plan 2' and includes some of the registered land.

7. CONSULTATION

7.1. Consultations took place with the Planning department in relation to the s106 implications if there were any changes to the scheme which could affect the viability of building a bridge and pedestrian deck.

8. EQUALITY IMPLICATIONS

8.1. The creation of this new open space will provide a facility for the public and is not expected to affect any of the protected characteristics.

9. LEGAL IMPLICATIONS

9.1 The Council has the power under S.123 of the Local Government Act 1972 to dispose of land for the best consideration reasonably obtainable. The Council owns the part of the land edged red under title number LN93179.

9.2 Implications verified/completed by: (Dermot Rayner Senior Property Solicitor 0208 753 2715.

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. This report recommends disposing of a piece of land for a negotiated sum (at the best price reasonably obtainable). This will result in a capital receipt for the Council which can be used to support the Council's capital programme or the repayment of debt.

10.2. Implications verified/completed by: Christopher Harris, Head of Corporate Accountancy and Capital 0208 753 6440.

11. IMPLICATIONS FOR BUSINESS

11.1 It is expected that the proposal will have a positive impact on local businesses because of the ease of access to the new development and to the new Westfield development.

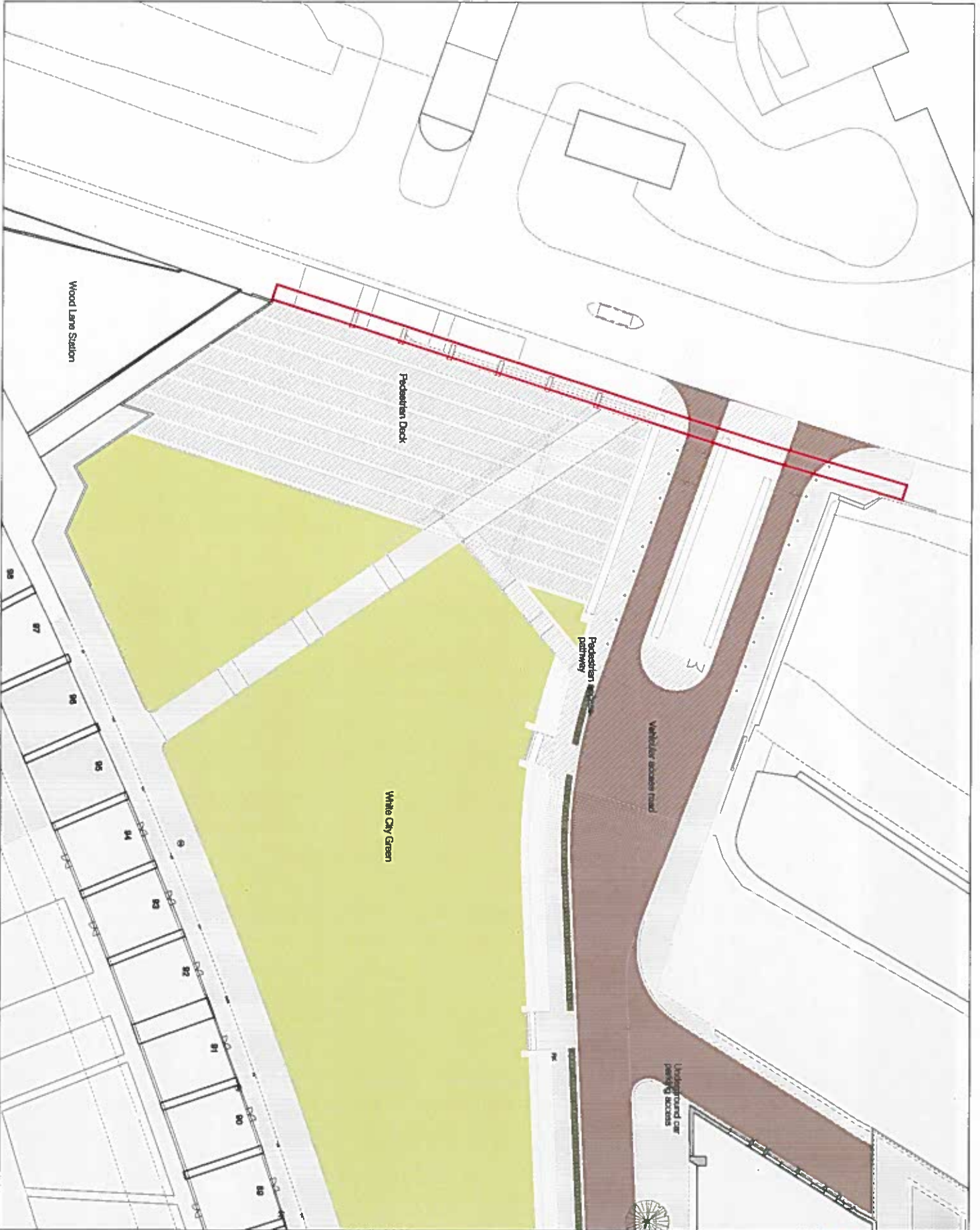
11.2 Implications verified/completed by: Manjit Gahir, Corporate Property Services
0208 7534886.

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:

- 1) Plan 1 (contained in the exempt report on the exempt Cabinet agenda)
- 2) Plan 2



General Notes

1. All dimensions are given in meters unless otherwise stated.

2. All dimensions are given to the center of the line unless otherwise stated.

3. All dimensions are given to the center of the line unless otherwise stated.

4. All dimensions are given to the center of the line unless otherwise stated.

5. All dimensions are given to the center of the line unless otherwise stated.

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10. All dimensions are given to the center of the line unless otherwise stated.

Key

L&P Highway Lane

PLAN 2

Scale: 1:200 @ A1, 1:400 @ A3

Project: White City Masterplan

Client: L&P Highway Lane

Project: White City Masterplan

Scale: 1:200 @ A1, 1:400 @ A3

Status: Preliminary

Drawing Number: 425-L-P-SK-118

Revision: P01

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Patel Taylor

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">9 MAY 2016</p>	
<p>ONGOING PROVISION OF CORPORATE CONTACT CENTRE SERVICES AND ONLINE MY ACCOUNT PORTAL</p>	
<p>Report of the Cabinet Member for Commercial Revenue and Resident Satisfaction – Councillor Ben Coleman</p>	
<p>OPEN REPORT</p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial and confidential information.</p>	
<p>Classification - For Decision</p> <p>Key Decision: YES</p>	
<p>Wards Affected: ALL</p>	
<p>Accountable Director: Hitesh Jolapara – Strategic Finance Director</p>	
<p>Report Author: Darren Atkinson – Change Manager</p>	<p>Contact Details:</p> <p>Tel:</p> <p>E-mail: darren.atkinson@lbhf.go.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The council has developed a Residents' Satisfaction Strategy, to set out the council's overall approach to customer services. To achieve the vision and outcomes of the strategy the council has appointed an interim director for resident satisfaction to support and drive forward our residents' satisfaction strategy and improve our customers' experience whilst reducing cost.
- 1.2. The director will have as one of their responsibilities the delivery of a change programme that will align the main channels of contact with the council – namely the corporate contact centre and the online My Account portal.
- 1.3. During weekdays the council's corporate contact centre receives approximately 155,000 contacts each year for services such as cleaner greener, environment and registrars. In the evening and at weekends the council receives approximately 10,000 contacts each year mainly relating to environmental issues and social care.
- 1.4. The corporate contact centre service is delivered via a variation to the Hammersmith & Fulham Bridge Partnership (HFBP) contract. This was entered

into following a procurement exercise conducted by H&F where Agilisys Ltd were the successful supplier. The result is that Agilisys Ltd provide the services as sub-contractor to HFBP.

- 1.5. The contact centre is based in Rochdale and handles telephony and email contacts for 6 service areas. The existing contract for the provision of daytime and out of hours (OOH) contact centre services expires on 31st October 2016.
- 1.6. The current online My Account portal gives H&F customers access to a number of council services such as council tax, benefits, parking, environmental reporting and licensing. There are currently 155,000 registered users and the online portal accounts for some 240,000 of council contacts per year.
- 1.7. The online My Account portal was co-developed with the council as part of a previous customer programme. It is hosted, supported and developed by Agilisys Digital and the current agreement is delivered via HFBP and also comes to an end on 31 October 2016.
- 1.8. The council conducted a mini-competition in November 2015 to obtain prices from the market for the provision of contact centre services under a Department for Work & Pensions framework. This exercise was discontinued because only one bid, which was unaffordable was received. Due to time constraints and ICT related risks it will not be possible to implement a replacement service before 31 October 2016.
- 1.9. A number of options are being explored for developing and enhancing the online provision for residents, including seeking efficiencies through the alignment of procurement with other London boroughs. As a result the council is seeking to maximise the time available to evaluate and consider these options and so the current service is required beyond the 31 October 2016.
- 1.10. The council must maintain business continuity whilst migrating and enhancing these two high volume contact channels and to minimise disruption to residents both services must be operational from 1 November 2016. To this end the council is seeking to maintain the existing service provision by continuing with the sub-contractor, Agilisys Ltd.

2. RECOMMENDATIONS.

- 2.1. That the council award a contract to Agilisys Ltd for daytime and out of hours contact centre services, commencing on 1 November 2016 initially for 12 months, with an option to extend for a further 12 months, based on the same terms and conditions as those set out in the HFBP Services Contract.
- 2.2. That the council award a contract to Agilisys Digital for the online My Account portal, commencing on 1 November 2016 initially for 12 months, with an option to extend for a further 12 months, based on the same terms and conditions as those set out in the HFBP Services Contract.
- 2.3. To note that the contact centre services require unbudgeted growth, which is to be funded by virement from unallocated contingencies. In addition a specific budget is to be created for the My Account services within Corporate budgets (it has in the past been funded from corporate unearmarked funds).

- 2.4. To delegate the commercial close of the contracts to the Cabinet Member for Commercial Revenue and Residents' Satisfaction.

3. REASONS FOR DECISION

- 3.1. The recommended approach allows maximum flexibility to develop these services further in a considered way that is in line with the overall strategy for residents' satisfaction. The proposed approach will maintain the current level of service provision, which meets the council's performance indicators and delivers a customer satisfaction score in excess of 95%.
- 3.2. The service transformation work will be delivered via the customer programme commencing in May 2016 and includes conducting a procurement exercise for online portal services and exploring shared service delivery for contact centre services with another West London Borough.

4. OPTIONS AND ANALYSIS OF OPTIONS

CORPORATE CONTACT CENTRE

Three options for the provision of the contact centre have been explored and two have been dismissed. The summaries below outline the options considered.

Option 1: Procure a new service from the market

Description of Option	<p>The provision of contact centre services would continue to be delivered by a private sector provider.</p> <p>Engage with contact centre services providers in the definition of a suitable specification to take to the market.</p> <p>Undertake a mini-competition using a DWP contact centre services framework to obtain prices for the services.</p> <p>The option to run an open competition was rejected because there was insufficient time to run a full OJEU compliant procurement exercise and ensure service continuity from 31 October 2016.</p> <p>Evaluate submissions against specification and decide whether to make an award or not.</p>	
Benefits of Option	Option Risks and Issues	
<ul style="list-style-type: none"> • Market competition should drive better prices, improved outcomes and stronger contractual arrangements for the council. • A new contractual arrangement could support the council in their transformation objectives for customer services. 	<ul style="list-style-type: none"> • Current telephony requirements are too limited and not attractive to the market • Limited market engagement – only 4 out of 6 suppliers expressed interest and only 1 out of 6 suppliers submitted a tender • Submitted tenders were not 	

	<p>affordable</p> <ul style="list-style-type: none"> • Significant change if a new supplier is selected, which presents a risk to the council during a period of significant ICT change
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Table 6: Option 1 Analysis Summary

- 4.1. To evaluate option (1) a mini-competition was conducted using the Contact Centre Services Framework agreement provided by the Department for Work and Pensions (DWP).
- 4.2. The competition was conducted under two lots (lot 1- daytime services only, lot 2-combined daytime and OOH services) to obtain prices for delivery of a three-year contract commencing 1 November 2016.

Option 2: Bring the service in house

Description of Option	<p>A new H&F corporate contact centre would be established at the Hammersmith Town Hall.</p> <p>The new contact centre will provide services for telephone calls and digital contacts from Monday – Friday 0900-1700 for the following services:</p> <ul style="list-style-type: none"> • Switchboard • Electoral Services • Cleaner Greener • Environment Services • Family Information Service • Registrars/NCS <p>The proposed multi-skilled team would handle the full range of customer contact for the service lines above on a day-to-day basis service and would employ 14.5 FTE at the start of the service and seek to reduce this to 9.5 FTE over a two year transition period.</p> <p>The proposed service would be subsumed into an existing staff structure under the Head of Customer Services.</p> <p>OOH services would be procured from the CHSS Framework and provided by GDIT.</p>	
Benefits of Option	Option Risks and Issues	
<ul style="list-style-type: none"> • Increased customer satisfaction: A council run contact centre will ensure customers are treated in a way that is empathetic, proactive and joined up, and which delivers an outcome that is clear, swift and fair. 	<ul style="list-style-type: none"> • H&F will be going through extensive change in October 2016, adding further change to that will increase complexity and risk • ICT will likely be changing the 	

<ul style="list-style-type: none"> • Increased Council control: Bringing the delivery of the daytime services to the council will increase the day-to-day control that the council has over this service. This will range from making improved strategic decisions about customer contact to closer monitoring of performance and resident satisfaction. • Increased flexibility and responsiveness: The proposed delivery model gives the council greater flexibility to increase and decrease the level of service in relation to service needs, without incurring expensive variance costs. • Potential for future savings by consolidating other contact services into the Contact Centre: With increasing need to provide a coherent experience for H&F residents, the proposed delivery model offers an opportunity to migrate new services into the contact centre over time. This has the potential to reduce costs for the council and contribute to on-going improvements to resident services. • Transforming services: With the council having direct control, and staff having immediate impact on the service, provides greater ability to transform service delivery in a responsive and inclusive manner. 	<p>platform for telephony, the Comms hub (moving floors) and other key telephony and network infrastructure in the same timeline, plus every other moving part in ICT during the coming year means that this project which depends on all that critical infrastructure is extremely high risk.</p> <ul style="list-style-type: none"> • H&F will have very limited ICT resource available during the transition period – H&F continue to receive ICT from HFBP and this will only meaningfully transition to the shared ICT service on 1 November. • If the new service is unable to drive a reduction in call volumes by effectively promoting and shifting contact to online services it will impact the level of staffing required. In turn this will impact the costs of the service, potentially increasing costs. • There is a risk that undefined costs might be incurred related to pensions and possible redundancies. • If a service launches consisting of mainly new staff there is a risk of drop in performance as the new staff learn the processes.
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Table 7: Option 1 Analysis Summary

- 4.3. To evaluate option (2) a Service Review Team explored the organisational, technical and financial implications of creating a new service delivery model for daytime and OOH services. The model explored consists of an H&F run daytime contact centre and OOH service provided by GDIT.
- 4.4. Following evaluation of the proposal by HFBB it was recommended to the customer programme board that the council does not proceed with bringing the service in house because the transition project presents too high an operational risk. This recommendation was accepted.

Option 3: Award a contract to Agilisys Ltd

Description of Option	<p>The provision of contact centre services continues as is for an initial 12 months via a new contract with Agilisys Ltd.</p> <p>Corporate contact centre services will therefore continue to be managed and delivered by the team in Rochdale.</p> <p>The contract management will revert to the head of customer services.</p> <p>There will be no transition costs incurred.</p> <p>The contact centre contract will be for an initial period of 12 months with an option to extend by a further 12 months</p>
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Table 8: Option 1 Analysis Summary

- 4.5. Following evaluation this report is recommending option 3 to Cabinet for agreement.

ONLINE CUSTOMER PROVISION

- 4.6. The council has co-developed, as part of a previous customer programme, an online “My Account” portal since November 2010. There are approximately 167,000 successful customer transactions each year.
- 4.7. The council is seeking to maximise the opportunity to transform its online services and is currently considering the options for this provision. It is expected that the council will seek to procure and develop online services to build on and enhance the existing provision.
- 4.8. Feedback from other local authorities and experience with the existing online My Account Portal suggest that to procure and implement an appropriate solution can take up to 18 months.
- 4.9. There is considerable risk in under taking any significant changes to the existing services during the transition period at the end of the HFBP contract on 31 October 2016.
- 4.10. Allowing a 12 month contract gives the council an appropriate amount of time to evaluate the available options in a considered manner and implement a solution with minimal disruption to residents. A review with service leads of the current provision indicates high levels of risk if the service does not continue that might result in back office resources being required to fulfil requests that the online services currently cover.
- 4.11. Following the review with services it is recommended to Cabinet that a contract is awarded to Agilisys Digital to maintain service continuity whilst the council develops its future solution.

5. CONSULTATION

- 5.1. As part of a service review process, key stakeholders were involved and were able to contribute to the discussions on the potential options.
- 5.2. The review team met with service representatives to discuss the current provision of contact centre services, their requirements of the future service and the opportunity to transform telephony services.

6. EQUALITY IMPLICATIONS

- 6.1. No risk of negative equality impacts have been identified arising from the recommendation of this report to award a contract to Agilisys Ltd to provide the Contact Centre and My Account services.
- 6.2. The impacts on the residents of the borough and therefore those individuals or groups having one or more of the protected characteristics is expected to be directly neutral as the new contract arrangement will provide an equivalent level of service to the current provision.
- 6.3. Equality impacts verified by David Bennett – Head of Change Delivery (Acting) – 0208 753 1628

7. LEGAL IMPLICATIONS

- 7.1. As set out in the exempt report on the exempt Cabinet agenda.
- 7.2. Implications verified/completed by: Kar-Yee Chan, Solicitor (Contracts), Shared Legal Services, 020 8753 2772

8. FINANCIAL AND RESOURCES IMPLICATIONS

- 8.1. As set out in the exempt report on the exempt Cabinet agenda.
- 8.2. Implications verified/completed by: Gary Ironmonger, Finance Manager Strategic Finance, Tel 2109.

9. IMPLICATIONS FOR BUSINESS

- 9.1. The preferred option does not further impact on local businesses.

10. RISK MANAGEMENT

- 10.1. Financial Corporate Services maintains a register of risks that are reviewed periodically by the Senior Management Team. Risks are monitored and if required nominated for escalation onto the Council's Shared Services Risk Register. The Shared Services Risk Manager concurs with paragraph 1.9 of the report specifically ensuring business continuity and resilience is maintained. Business Continuity is a corporate strategic risk and as such is noted on the Council's Shared Services Risk Register, risk number 6.
- 10.2. Implications verified by: Michael Sloniowski, Shared Services Risk Manager telephone 020 8753 2587.

11. PROCUREMENT IMPLICATIONS

- 11.1. A prior waiver of the requirement to seek competitive bids is required in accordance with Section 3 of the Contract Standing Orders which states that prior approval has to be obtained for contracts with contract values in excess of £100,000 and agreed by the Cabinet Member and the Leader of the Council.
- 11.2. Implications verified/completed by: Robert Hillman, Procurement Consultant, x1538.


12. IT STRATEGY IMPLICATIONS

- 12.1. Extending the Council's existing Contact Centre and Online provision for a short period will de-risk the wider HFBP transition programme and allow time for strategic solutions to be developed.
- 12.2. The shared IT service will continue to work with LBHF, and the new Interim Director of Resident Satisfaction to identify a future "My Account" capability which supports the full range of access channels including workforce mobility.
- 12.3. Implications verified by Ben Goward, Head of Digital.

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>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 MAY 2016</p>	
<p>BUSINESS CASE FOR STREET LIGHTING LED LANTERN REPLACEMENT</p>	
<p>Report of the Cabinet Member for Environment, Transport & Resident Services, Councillor Wesley Harcourt</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: Yes</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Mahmood Siddiqi, Director for Transport & Highways</p>	
<p>Report Author: Ian Hawthorn Head of Highways Maintenance and Projects</p>	<p>Contact Details: Tel: 020 8753 3058 E-mail: ian.hawthorn@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval for replacement of existing highway street light lanterns with LED (Light Emitting Diodes) over an 18 month period. This will allow early reductions on future maintenance and column replacement budgets, energy costs and carbon emissions.
- 1.2. Officers have explored alternative funding options however the feedback is that additional use of assets would be required such as Wi-Fi and banner advertising which the Council has already let as a concession to other operators. However officers will continue to seek out opportunities for additional funding throughout the programme as this remains an ever developing industry.
- 1.3. This report also requests approval to manage the 2016/17 planned capital street lighting column replacement programme and to carry out planned and general reactive maintenance work over the same period.
- 1.4. The report also identifies the potential use of CMS (Controlled Management Systems) as new technology that can control lighting levels, measure air quality and collect traffic data. This would be as a second phase implementation package in the main because this is a new

technology untested in the borough and with an estimated additional cost of £2 million. Therefore LED Lighting would be done first to achieve early savings whilst CMS once tested would be deployed bringing potential future savings because the cost of this new technology will decrease with further testing and development.

2. RECOMMENDATION

- 2.1. That approval be given to replace existing 8,343 lanterns with LED technology to achieve early savings in the next three years.
- 2.2. That the expenditure be funded from the Efficiency Projects Reserve.
- 2.3. That a tender for the delivery of a borough LED Lighting Programme be carried out to reduce costs and drive innovation.
- 2.4. To note that the LED lighting programme will be delivered to allow future use of CMS technology. To fully explore the potential benefits and functions the Council will carry out extensive trials of CMS systems to test them in the borough with a view to carrying out implementation as a second phase.

3. REASONS FOR DECISION

- 3.1. Replacing 8,343 lanterns in the borough with LED technology is estimated to cost approximately £3,053,000 (subject to tendered prices) with a payback period of 11.5 years. It is proposed that this be funded from the Efficiency projects Reserve reserves. This investment should produce future additional revenue budget savings of at least £212,000, over and above a £255,000 saving already anticipated in the revenue budget.
- 3.2. If all the proposed lanterns were replaced across the borough this could potentially reduce existing carbon rates by approximately 40%. The overall reduction in revenue costs is estimated to be £468,000. A financial model detailing the anticipated savings is included in Appendix 2.
- 3.3. A number of different LED trials have been undertaken over the last 18 months to gauge performance, aesthetics, light colour, residents perception, using a number of different manufacturers products designed to the current British Standards. In total 217 LED lights from 8 manufacturers have been trialled to date. These findings can be found in Appendix 2.
- 3.4. Decorative lanterns such as those used in Town Centres and heritage lighting would be retrofitted with LED technology to maintain existing aesthetics. The additional cost of this has been included in the financial model.

4. INTRODUCTION AND BACKGROUND

- 4.1. Current budgets provide £255,000 for planned maintenance of lit assets, £71,800 for general maintenance of signage, £368,000 for capital replacement of old columns, and £524,900 for energy costs at a current rate of 10.6p per kilo Watt hour (kWhr). A total revenue and capital budget of £1.22M.

In addition, the Council has a commitment to reduce carbon (CO₂) emissions to 40% below 2009 levels by 2016. Lighting improvements up to April 2015 have achieved a 12% reduction. Therefore a minimum further reduction of 28% needs to be achieved to meet the council's target.

- 4.2. The economic analysis is presented in full in Appendix 1.
- 4.3. The council's main opportunity to replace old technology with new is through the capital replacement programme, which allows for approximately 250 column replacements per annum. If this proposal is not accepted it would take over 30 years using existing budget levels to replace all the columns and introduce LED's across the borough.

5. PROPOSAL AND ISSUES

- 5.1. It is proposed to replace all lanterns on street lights in the borough with LED lanterns over 24 months, with a lead-in of 6 month to prepare tender documents, design specifications and allow for a consultation period prior to starting. The works will be programmed to achieve the savings required by the MTFs and the carbon reduction commitment.
- 5.2. It is proposed to request permission to seek funding to finance the £3.053,000 estimated cost of the works from the Efficiency projects Reserve. External funding has been reviewed and additional companies would expect access to additional funding streams like Wi-Fi and banner advertising, for which concessions have already been let to other operators.
- 5.3. The capital replacement programme will also make use of LED lanterns as part of the programme to start the use of LED lanterns as quickly as possible.

6. OPTIONS AND ANALYSIS OF OPTIONS

Options for Achieving Cost Savings and Reducing Carbon Emissions

- 6.1. The only practical way of achieving the savings at a reasonable pace is to replace the remaining 8,343 of highway street lights in the borough with more energy efficient lanterns, over an 18 month installation period. LED lanterns are proposed for use as they are currently the most energy efficient light source available and therefore provide the largest cost savings and reduction in carbon emissions. The light they provide, whilst

more energy efficient, also provides colour rendering favoured by emergency services and for CCTV enforcement.

- 6.2. Existing lanterns could either be replaced with new LED lanterns, which is the preferred option, or retrofitted with LED technology. Retrofitting is only recommended for existing heritage lanterns in conservation areas and the decorative lanterns in town centre areas, where the intention is to maintain the character of these areas.

Cost of Bulk Replacement of Existing Lanterns with LED Lanterns

- 6.3. In carrying out our analysis we have used a Street Lighting Toolkit, developed in partnership with the Department of Energy and Climate Change. Appendix 1 indicates the potential savings to budgets with an LED replacement over 1, 1.5, 2, or 3 years. The cost to replace all remaining 8,343 lanterns in the borough with LED lanterns is estimated at a cost approximately £3,053,000, with a payback period of 11.5 years if installed over an 18 month period.
- 6.4. The investment cost of £3,053,000 is based on manufacturers current lantern costs for lanterns. A tendered programme would be used to explore how that figure could be reduced by a competitive process.

Additional Technology Options Identified

Controlled Management Systems (CMS) and Motion Sensors

- 6.5. CMS provides for an exciting opportunity to add a number of benefits to LED lighting. In the market place at the moment companies such as Harvard and Telensa provide facilities such as air quality measurement, pedestrian, cyclist and vehicle counts as well as motion sensors that will control the light levels.
- 6.6. Other Local Authorities Hounslow, Brent, Barnet, Enfield and Transport for London have been implementing a CMS system, unfortunately they have been reported problems one of which is seeing a number of lights on during the day and off during the night, showing this technology is still in its infancy. We are in the process of developing a trial of this technology with equipment provided free by the company at the Talgarth Road Air/Quality scheme. We will be testing light control, pedestrian, cycling and vehicles counts. We will also be in discussion with Westminster and City of London who are also trialling these CMS systems.
- 6.7. CMS systems could potentially provide an additional 20% cuts to energy potentially, by dimming the lights at certain times of the night when vehicle and pedestrian volumes decrease in line with British Standards for lighting. However, the potential additional cost of approximately £2.3M for the borough to implement such a system would result in a repayment rate of more than 20 years.
- 6.8. New developments in CMS have seen potential for greater lighting control, for example Highways England are linking traffic volume sensors with their

CMS system to control the level of light output based on traffic volume. There have been some issues with their accuracy, and because HE roads are predominantly without footways, pedestrian volumes do not need to be considered.

- 6.9. Additional development have seen noise, pollution, act as Wi-Fi units (Or the emerging Li-Fi, visible light Wi-Fi that does not penetrate walls for added security), include gyroscopes to indicate when columns have been hit. However we have had recent negotiation with a company called Silvers Spring Networks who have agreed for us to trial their CMS devices on 10 of our columns on Talgarth Road as part of the Air Quality/SuD's Scheme. Their devices can monitor air quality, motion (To activate either dimming or increase light) and counts various traffic modes including cyclists. Silver Springs Network are also piloting their devices in City of London and Westminster.
- 6.10. The decision to proceed will not prevent the implementation of future CMS and it is expected that cost of this technology will decrease with the new developments with the technology.

Solar Power

- 6.11. Currently the wattage of even LED lighting is too high to use Solar power adequately. Solar panels would also be of such a size to cause possible complaints from residents over aesthetics, light reflection from the panel surface, and also issues with wind loading.
- 6.12. Currently solar power has only been trialled on an LED sign light where performance has been good, but there have been issues with the battery pack failing that stores the solar energy. There is potential for this to be used in the future, with decreasing LED wattages, and improvements with solar technology.

Energy

- 6.13. Total expenditure on energy for street lighting in the 2014/15 financial year was around £520,000. This figure includes both metered and unmetered connections, unmetered being the majority of the boroughs street lights operating on a set programme, metered being special lighting with a high output or difficult operation, such as Hammersmith Bridge or subway lights.

Maintenance Savings

- 6.14. Changing to LED lanterns would reduce spending on routine maintenance, as unlike the lanterns currently used, LED lanterns are sold by manufacturers as not requiring replacement on a routine basis, with a life of up to 20 to 25 years being advised by some manufacturers. As the technology is still relatively new this has not been fully tested yet. However, life expectancy of the light source is expected to be considerably longer than existing lamps. It has been assessed that the savings from not

needing to replace lamps every 4-6 years, as currently undertaken, would be in the order of £12,000 per year.

- 6.15. Savings on reactive maintenance on lanterns as shown on the Financial Model is based on an audit of the last few years of the council's Confirm ordering system, which gave an average of 890 defects per year where a light was reported as not working. The average repair cost is around £30 per defect, totalling £26,700 per year. Other common defects that need to be repaired on existing lanterns that LED lanterns should avoid include lanterns working intermittently and hanging lantern covers, raising that potential saving to £41,000.

Reduction in Capital Works Expenditure

- 6.16. The capital works budget could be reduced by just under 20% as only the columns would need to be replaced and power transferred, in the future. The LED lanterns would just need to be transferred to the new columns.
- 6.17. The current capital budget as noted in Appendix 1 is £368,000, hence reducing this budget by £70,000 would be possible as part of the bulk LED lantern replacement. This capital expenditure is funded by the annual surplus on the Parking Account. This can be redirected to fund other revenue spend.
- 6.18. This results in total savings of £468,000.

Funding Options

- 6.19. The cost of replacing 8,343 lanterns with LED lanterns cannot be accommodated within the Street Lighting Department's budgets over a short period. It is recommended that the Council use the efficiency Projects reserve to implement this project, as indicated by finance in section 10 of this report. However below is set out alternative funding options that have been investigated but not found to be satisfactory.
- 6.20. The first would involve borrowing the money for the LED lanterns from a funding company and paying back the loan over a fixed period, using the money saved on energy costs. If this funding option was used the Street Lighting Department's energy budget could not be reduced until after the payback period. The West London Alliance councils have a preferred funding company at present called Salix. Salix currently require repayment of the loan within 5 years, in six monthly instalments, with 0% interest on the loan. However the West London Alliance do not have a framework for us to join and because of the low numbers of lanterns involved in just our borough the savings would not cover the loan within that time period. Most similar funding companies charge interest on the loan, but are more flexible on the repayment term and schedule. Some funding companies also only fund much larger projects of £5 million or more.
- 6.21. A type of Private Finance Initiative funding can be offered by LED manufacturers. This option can be in two variants. A preferred lantern

manufacturer can pay for materials and installation. The Council would make fixed annual payments to them and the supplier would make its profit from energy and maintenance savings and from interest built into the annual charge.. The companies officers spoke to were Orange TEK, CU Phosco and Urbis. They were reluctant to express any interest in LBHF as they regard it as too small for their business model. The 8,400 lanterns in H&F is a small number compared to Lambeth (13,000), Brent (29,000), Barnet (27,000) and Enfield (25,000) . They also indicated that they would need additional funding streams to be incorporated such as Wi-Fi and banners advertising. If the Council were to pay for its own LED lanterns now from its own resources that would not necessarily rule out a PFI style deal in the future, if the Council's smaller stock of streetlights became attractive to the market. In that scenario the Council's lighting infrastructure could be sold to a PFI operator in return for the Council paying an annual charge. The second variation on a PFI deal is that the preferred lantern manufacturer pays for materials and installation, but with no annual payments from the Council. This sort of deal would only be viable if additional features were built in such as the right to operate Wi-Fi or banner advertising from lamp columns. The council currently has existing contracts for both these options with other companies, and cancelling those contracts is not likely to be worthwhile with the Wi-Fi predicted to make some £330,000 per year. Letting the manufacturers have a whole borough dedicated to the use of the boroughs column assets may be a selling point to increase their market visibility, however, as far as officers are aware no manufacturer is yet to take on this type of arrangement for local authority street lighting in the UK, due to the risk and lack of benefits to the manufacturer.

- 6.22. The final option was private funding, such as businesses, wealthy philanthropists, or crowd funding etc., Officers discussed this with other Borough Officers and with people within the industry and could not find where this had been done before. A review of crowdfunding websites such as Kickstarter and Indiegogo suggests that crowdfunding is particularly popular for new products and creative projects being delivered by very small businesses. Investors are typically offered something in exchange for their investment such as the product itself, or for creative projects some degree of involvement or recognition in the credits. It is hard to see the appeal to the public of a large investment in street lighting.
- 6.23. Like all the options above it would require significant work exploring and developing these option with no guarantee for success with the disadvantage of delaying the replacement programme and any savings. The second advantage of the council funding this programme is the potential to offer these lanterns as part of a service package to future contract bidders.

Timeframe

- 6.24. The report has highlighted two key Council targets; MTFs savings and Carbon Reduction Targets, as a result it is important the existing lanterns are replaced with LED quickly so the forecast savings and carbon

reductions can be realised. To realise the savings in energy and carbon in the quickest way, an 18 month installation programme is proposed.

- 6.25. Using a longer replacement programme than 18 months would allow further advances in LED technology to reduce energy costs and carbon emissions. How far those advances may extend is not known, and the pace of development of LEDs is bound to slow as the technology matures. The CMS technology is likely to have the bigger impact once it is ready to use. Lantern costs would also be likely to reduce over a longer rollout programme as market demand increases. However the advantage of a shorter 18 month programme, as recommended, is that the savings are achieved earlier.

7. CONSULTATION

- 7.1. Officers will work with the Communication team to deliver a notification leaflet for delivery and published on the website explaining the benefits of LED Lighting such as lower energy costs, less light pollution, lower maintenance costs, better lighting (crime prevention) and the work programme.
- 7.2. Ward Councillors, resident and businesses will be informed prior to the replacement works taking place in their area.
- 7.3. There have been meetings with funding and LED Manufacturing companies to assess their requirements for loans and payback details which are incorporated within this report.
- 7.4. Attached in Appendix 6 is the current heritage lighting consultation in conservation areas. And in Appendix 2 is a list of streets where we have already trialled LED Lighting with no adverse feedback.

8. EQUALITY IMPLICATIONS

- 8.1. The proposed works would not cause any notable changes to equality. An EIA Assessment is attached in Appendix 5.
- 8.2. The use of LED lighting will give a sharp cut off of light behind the lantern. This should greatly reduce the amount of obtrusive light into windows, but may also affect visibility to front door key locks. The majority of front yards in Hammersmith and Fulham are very narrow, which should minimise issues seeing door locks, and the council have not heard about any issues from residents regarding this from the LED trails undertaken.

9. LEGAL IMPLICATIONS

- 9.1. The Council is a Highway Authority for the purposes of section 1 (3) of the Highways Act 1980 ("The Act") and is therefore responsible for public highways in the borough. Transport for London are the highway authority for "Red Routes" where the waiting and loading restrictions are red rather than the usual yellow.

- 9.2. Section 97 of the Act provides that a highway authority may provide lighting for any highway or proposed highway. Section 41 of the Act places a duty on the highway authority to maintain highways at public expense. This implies that whilst a highway authority does not have to provide lighting on the highway, where it is not required to maintain it.
- 9.3. Section 17 of the Crime and Disorder Act 1998 places an obligation on the Council to consider crime and disorder in relation to street lighting. This section applies to a local authority and in essence states:
- (1) "Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those function, on and the need to do all that it reasonably can to prevent, crime and disorder in its area".
- 9.4. The above section could be interpreted on the basis that where the provision of street lighting could help to prevent and reduce crime and disorder (in this case the use of better quality lighting by LAD) the Council therefore has a duty to provide and maintain such lighting as well as carry out improvements to street lighting within the borough.
- 9.5. There are a number of Acts of Parliament and Statutory Instruments that apply to the installation and maintenance of street lighting and these are set out below:-
- The Management of Health and Safety at Work Regulations, 1999 and 2006.
 - Electricity at Work Regulations 1989
 - British Standard for the Lighting of Highways
- 9.6. The Council has a duty of care to ensure that highway electrical equipment is maintained in a safe condition, and all its equipment should be maintained to a standard that ensures its, economic, effective and reliable operation. All electrical equipment including that on a public highway must be maintained in accordance with the Electricity at Work Regulations. These regulations require that electrical equipment be regularly tested to ensure its safety and correct operation. In order to minimise the risk to the public of electrical shock from electrical equipment, the Council should undertake regular inspections.
- 9.7. Members will note that an Equality Impact Analysis Toolkit was undertaken and is attached at Appendix 5. The Council in its capacity as highway authority must ensure that the replacement of existing highway lanterns with LED will not adversely affect those who are children, elderly or disabled, including wheelchair users, those that are unable to walk unaided, blind and partially sighted all of whom would find it difficult to get around with less lighting.

9.8. Section 149 of the Equalities Act 2010 provides that the Council must have due regard to when carrying out its statutory function as highway authority so as not to unlawfully discriminate against any person having one of the seven protected characteristics (it is noted that the toolkit identified, Age, Disability and Sex as the primary affected groups). It is therefore considered that any impact on equality issues is low risk (if at all) provided there is compliance with the policy.

9.9. Members are advised that the Human Rights Act 1998 incorporates the European Convention on Human Rights and makes it unlawful for a local authority to act in a way that is incompatible with a Convention Right.

Article 8 of the European Convention should be borne in mind in so far as residents in the borough are entitled to the right to respect for home and private life. In this regard unreasonable light pollution caused by LED lighting could potentially interfere with this right. Likewise Article 1 of the First Protocol states that every person is entitled to peaceful enjoyment of his or her possessions so in the event that residents complained of light pollution in predominately residential areas the Council would have to take a view as to whether it would be reasonable to dim the lighting in those affected areas, having regard to the urban nature of the borough and the paramount requirement to ensure the safety of the road user.

9.10. As mentioned above, the installation of LED lighting should bring long term financial benefits to the Council, which can only be seen as a positive step in ensuring that the replacement programme is delivered within the forecasted budget and by the existing street lighting contractor

9.11. Implications verified/completed by: (Horatio Chance, Solicitor (& Licensing & Highways) phone 020 8753 1863..

9.12. The proposal to carry out the LED lantern installation work under the current contract with Bouygues E&S Infrastructure Ltd which envisages such upgrade works means that the Council is complying with its obligations under the Procurement laws.

9.13. Implication on Procurement Law verified/completed by: (Babul Mukherjee, Senior Solicitor (Contracts) 020 7361 3410

10. FINANCIAL AND RESOURCES IMPLICATIONS

10.1. This report recommends the installation of LED lamps for all of the council's street lighting at an upfront cost of £3,053,000.

10.2. It is recommended that this be funded from the Efficiency projects Reserve.. Funding from capital resources was considered but has a revenue consequence. Interest charges arise and the capital investment has to be recharged to revenue over the asset life. Based on an estimated 20 year life, before the lights require replacement, the average annual revenue charge, if capital financing were used (for both interest and loan

repayment) is estimated at £205,000. Using revenue reserves means that these costs do not arise.

10.3. The annual saving in energy is expected to be £357,000 when comparing new expenditure levels with existing spend. This estimate is based on the reduction in energy consumption seen in the LED lighting already installed in the borough. Annual maintenance costs are expected to reduce by £41,000 against budget. There is also a reduction against budget of £70,000 on the column replacement programme, which can be redirected to fund revenue spend. The total annual revenue saving is therefore £467,000 compared with existing spend. In anticipation of this programme proceeding a budget saving of £100,000 has already been included in the 2015/16 budget, with a further £155,000 being included in budgets for 2016/17.

10.4. The net revenue position is summarised below:

Energy Savings	£357,000
Maintenance	£40,000
Column Replacement	£70,000
Expenditure Saving	£467,000
Saving already assumed in budgets	-£255,000
Further Potential MTFS Saving	£212,000

10.5. Using revenue reserves means there would not be a net cost of borrowing and the net revenue saving would be £205,000 larger at £467,000 rather than the £262,000 saving that would occur if capital financing were used.

10.6. Other funding options have been considered but are not recommend. These were:

- **Using s106 funding from planning agreements,** The Council is separately considering how it may use its s106 funding to support its financial position generally, using s106 funding which has purposes that are relatively unconstrained. This means that any s106 funding for LED lighting would have to come from agreements that could not be used for other purposes and are not part of the Council's wider consideration of s106 funding. Only £50,000 has been identified as suitable which would not enable the programme to proceed. Should additional section 106 resources be identified this would reduce the funding required from revenue reserves..
- **Use of PFI or crowd source funding.** It does not appear that such investors would be drawn to invest in LBHF lighting.

10.7. The uncommitted balance of the Efficiency Projects Reserve currently stands at £5.5m. In addition the 2016/17 budget provides for a further £4m contribution to the reserve. The level of reserve will be reviewed as part of the closure of the 2015/16 Accounts.

10.8. Implications verified by: Mark Jones, Director for Finance 020 8753 6700.

11. IMPLICATIONS FOR BUSINESS

11.1 The provision of enhanced lighting from LED's will improve the street environment for business and residents alike. A reduction in maintenance requirements will require less visit on site to columns which will benefit traffic flows and carbon reduction.

11.2 The tender will incorporate the use of local business supplies and services as a factor in deciding the successful contractor.

12. RISK MANAGEMENT

12.1 As Highway Authority, the Council have power under the Highways Act 1980 to provide lighting, while also having a duty of care to prevent danger to road users. Management of our Statutory Duty is noted on the Bi-Borough Enterprise Wide Risk Register as risk number 6, including the subsidiary risks, non-compliance with laws and regulations, and breach of duty of care. Our duty to prevent danger to road users is fulfilled by undertaking an annual replacement and maintenance programme to minimise risks to the Council and road users.

12.2 Details of Hammersmith & Fulham's Street Lighting asset inventory, including asset history, are stored in the Council's database system

12.3 Implications verified/completed by: Dean Wendelborn, Principal Street Lighting Engineer, Tel: 020 8753 1151

13. PROCUREMENT IMPLICATIONS

13.1 The procurement will be undertaken in accordance with the Public Contracts Regulations and the Council's Contracts Standing Orders. As the estimated value of the proposed contract is over £1,000,000 the Business Case setting out the procurement must be approved by the Cabinet Member for Environment, Transport & Resident Services.

13.2 Implications verified/completed by: Alan Parry, Interim Head of Procurement (Job share) 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
1.	None		

LIST OF APPENDICES:

Appendix 1 – LED Lighting Review

Appendix 2 – Financial model

Appendix 3 – Hammersmith & Fulham Lighting Background

Appendix 4 – Capital Street Lighting Replacement Programme road list

Appendix 5 – LBHF Equality Impact Analysis Tool

Appendix 6 – Heritage Lighting Sponsorship in Conservation Areas

Street Lighting - LED replacement**1 Estimated Savings in annual Energy Costs**

Road type	Current number of LED lights (trial areas)	Non LED energy usage (kWh per light per year) ¹	LED Energy Usage (kWh per light per year)	Reduction in kWh per year	Cost per kWh (pence) ³	Saving per light (£)	Total number of lights in the borough	Total saving expected (£)
Residential	74	372	131	241	10.6	25.55	6,276	160,327
Main roads (primary)	50	1,246	610	636	10.6	67.42	780	52,584
Main roads (secondary)	93	745	417	328	10.6	34.77	1,287	44,746
Totals	217						8,343	257,658

¹Based on current average energy usage²Average energy usage based on trial of LED lighting³Assuming a constant price per unit of 10.6 pence. The budget will be adjusted through inflation bids for any fluctuation in this rate.⁴Average of 4,140 hours of lighting per light per year**2 Estimated Savings in annual Maintenance Costs**

Maintenance type	Residential Roads (£/yr)		Main roads (big) (£/yr)		Main roads (small) (£/yr)		Total (£/yr)		% Saving from LED	Comments
	non LED	LED	non LED	LED	non LED	LED	non LED	LED		
Routine/planned mtce										
Software licences										Lighting reality design software, Power data associates energy management, cost cannot be adjusted
Electrical testing	1,950	1,950	350	350	700	700	3,000	3,000	0%	Statutory item, costs cannot be changed
Structural testing	11,000	11,000	1,000	1,000	3,000	3,000	15,000	15,000	0%	Statutory item, costs cannot be changed
Bulk Clean and Change of 1 scout area	11,100	0	2,500	0	5,000	0	18,600	0	-100%	Not statutory, could be reduced
Painting	2,000	2,000	0	0	0	0	2,000	2,000	0%	Not statutory, could be reduced
Nightscoouts	10,500	10,500	1,500	1,500	3,000	3,000	15,000	15,000	0%	Contract agreed costs to meet requirements of Well Lit Highways, costs cannot be changed without impacting service and safety
Emergency on-call	9,000	9,000	1,000	1,000	3,000	3,000	13,000	13,000	0%	Contract agreed costs to meet requirements of Well Lit Highways, costs cannot be changed without impacting service and safety
Reactive mtce										
Road Traffic Accidents/Callouts	36,500	36,500	8,000	8,000	14,000	14,000	58,500	58,500	0%	Cost outside our control, cannot be changed without impacting service and safety
investigate defect	17,500	7,000	3,500	2,000	4,500	3,000	25,500	12,000	-53%	Should be reduced as part of LED replacement
lamp replacement	5,100	1,250	1,100	450	800	300	7,000	2,000	-71%	Should be reduced as part of LED replacement
private cabling repairs/replacement	3,500	3,500	2,000	2,000	500	500	6,000	6,000	0%	Cost outside our control, cannot be changed without impacting service and safety
replace missing signs or posts	29,500	29,500	5,500	5,500	7,000	7,000	42,000	42,000	0%	Cost outside our control, cannot be changed without impacting service and safety
replace damaged bollards	15,000	15,000	7,500	7,500	10,700	10,700	33,200	33,200	0%	Cost outside our control, cannot be changed without impacting service and safety
replace damaged columns	14,700	14,700	2,100	2,100	4,200	4,200	21,000	21,000	0%	Cost outside our control, cannot be changed without impacting service and safety
replace damaged lanterns	2,800	0	400	0	800	0	4,000	0	-100%	Should be reduced as part of LED replacement
replace damaged cut outs	1,050	1,050	150	150	300	300	1,500	1,500	0%	Cost outside our control, cannot be changed without impacting service and safety
replace damaged photocells	2,800	2,800	400	400	800	800	4,000	4,000	0%	Cost outside our control, cannot be changed without impacting service and safety
missing doors	1,050	1,050	150	150	300	300	1,500	1,500	0%	Cost outside our control, cannot be changed without impacting service and safety
Illuminated signage mtce	6,000	6,000	1,200	1,200	4,000	4,000	11,200	11,200	0%	Not statutory, but costs outside our control. Costs could be reduced but not as a result of LED work
Non-illuminated signage mtce	42,150	42,150	750	750	2,000	2,000	44,900	44,900	0%	Not statutory, but costs outside our control. Costs could be reduced but not as a result of LED work
Totals (£/yr)	223,200	194,950	39,100	34,050	64,600	56,800	326,900	285,800		
Number of lights	6,276	6,276	780	780	1,287	1,287	8,343	8,343		
Cost per light (£/yr)	35.56	31.06	50.13	43.65	50.19	44.13	39.18	34.26		
Saving per light (£/yr)		4.50		6.47		6.06		4.93		
Total Saving (£/yr)		28,250		5,050		7,800		41,100		

3 Reduction in annual capital expenditure

(funded from the Parking surplus, which can then be used to fund other revenue expenditure)

Capital Cost	non LED		LED		Saving
	Unit Cost (£)	Total Cost (£)*	Unit Cost (£)	Total Cost (£)*	
ELECTRICAL TEST ON LANTERN	8.54	2,178	8.54	2,178	0
ERECT FROM STORE RECTANGULAR SIGN	13.34	3,402	13.34	3,402	0
SUPPLY & INSTALL LAMP COLUMN COMPLETE, WILLOW BRACKET	598.41	152,594	222.12	56,640	95,953
SUPPLY & INSTALL SINGLE WILLOW BRACKET		0	52.30	13,337	-13,337
SUPPLY & INSTALL COLUMN IDENTIFICATION NUMBER SIGN	9.50	2,423	9.50	2,423	0
TAKE UP & DISPOSE/RECYCLE LAMP COLUMN COMPLETE	87.51	22,314	87.51	22,314	0
RE-WIRE LAMP COLUMN	33.58	8,564		0	8,564
ERECT FROM STORE		0	29.21	7,448	-7,448
SUPPLY & INSTALL CUT-OUT		0	39.09	9,968	-9,968
Transfer UMC service to Street Lighting					
Column	642.00	163,710	642.00	163,710	0
WRP Noticing	52.00	13,260	52.00	13,260	0
Contingency				3,764	-3,764
Totals	1,444.88	368,446	1,155.61	298,445	70,000

*based on a column replacement programme of 255 per year

4 Programme of replacement

Road type	Number of Lights Year 1				Year 2 - 25	Total
	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
Residential roads		2,000	2,276	2,000		6,276
Main roads (primary)	780					780
Main roads (secondary)	1,287					1,287
Supply and Installation Costs (£)	1,233,180	580,000	660,040	580,000		3,053,220

Operational Savings (cumulative £)

Reduction in annual energy costs		97,331	148,423	206,566	257,658
Reduction in annual maintenance costs		12,850	21,853	32,097	41,100
		17,343	34,123	53,220	70,000
Total Annual reduction in costs (£)		127,524	204,399	291,883	368,758

1.5 Year Replacement

Road type	Number of Lights Year 1				Number of Lights Year 2				Year 2 - 25	Total
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
Residential roads		714	1,391	1,391	1,391	1,389				6,276
Main roads (primary)	780									780
Main roads (secondary)	610	677								1,287
Supply and Installation Costs (£)	867,600	572,640	403,390	403,390	403,390	402,810	0	0		3,053,220

Operational Savings (cumulative £)

Reduction in annual energy costs		73,793	115,571	151,105	186,640	222,174	257,658	257,658	257,658
Reduction in annual maintenance costs		8,747	16,064	22,325	28,586	34,848	41,100	41,100	41,100
		11,663	23,333	35,004	46,675	58,346	70,000	70,000	70,000
Total Annual reduction in costs (£)		94,202	154,968	208,435	261,901	315,368	368,758	368,758	368,758

2 Year Replacement

Road type	Number of Lights Year 1				Number of Lights Year 2				Year 3 - 25	Total
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
Residential roads		400	600	1,100	1,050	1,050	1,050	1,026		6,276
Main roads (primary)	780									780
Main roads (secondary)	200	600	487							1,287
Supply and Installation Costs (£)	646,200	440,000	436,980	319,000	304,500	304,500	304,500	297,540		3,053,220

Operational Savings (cumulative £)

Reduction in annual energy costs		59,538	90,617	122,877	150,977	177,801	204,624	231,447	257,658
Reduction in annual maintenance costs		6,262	11,699	17,351	22,303	27,029	31,755	36,482	41,100
Reduction in column replacement costs		8,223	16,613	25,733	34,962	43,772	52,582	61,392	70,000
Total Annual reduction in costs (£)		74,023	118,929	165,961	208,243	248,602	288,962	329,321	368,758

3 Year Replacement

Road type	Number of Lights Year 1				Number of Lights Year 2				Number of Lights Year 3				Year 4 - 25	Total
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
Residential roads			150	700	650	700	700	676	650	700	700	650		6,276
Main roads (primary)	780													780
Main roads (secondary)		700	587											1,287
Supply and Installation Costs (£)	538,200	378,000	360,480	203,000	188,500	203,000	203,000	196,040	188,500	203,000	203,000	188,500		3,053,220

Operational Savings (cumulative £)

Reduction in annual energy costs		52,584	76,922	101,163	119,045	135,650	153,532	171,414	188,683	205,288	223,170	241,053	257,658
Reduction in annual maintenance costs		5,050	9,292	13,525	16,676	19,602	22,753	25,904	28,947	31,872	35,023	38,174	41,100
		6,544	12,418	18,601	24,475	29,928	35,801	41,675	47,347	52,800	58,673	64,547	70,000
Total Annual reduction in costs (£)		64,179	98,632	133,289	160,196	185,180	212,086	238,993	264,976	289,961	316,867	343,774	368,758

5 Summary of annual savings

	£			
	1 Year Replacement	1.5 Year Replacement	2 Year Replacement	3 Year Replacement
Year 1	291,883	208,435	165,961	133,289
Year 2	368,758	368,758	329,321	238,993
Year 3	368,758	368,758	368,758	343,774
Years 4 - 25	368,758	368,758	368,758	368,758
Payback period (years)	8.49	8.71	8.94	9.34

6 MTFS Profile

Replacement programme beginning in June 2016

	18 Month Replacement (£)
2016-17	154,968
2017-18	368,758
2018-19	368,758

For a bulk supply and install cost:

	£ per lantern
Residential	290
Main roads (primary)	690
Main roads (secondary)	540

1 Estimated Savings in annual Carbon emissions

Road type	Current number of LED lights (trial areas)	Non LED energy usage (kWh per light per year) ¹	LED Energy Usage (kWh per light per year)	Reduction in kWh per year	Cost per kWh (pence) ³	Saving per light (£)	Total number of lights in the borough	Total saving expected (£)
Residential	74	372	131	241	10.6	25.55	6,276	160,327
Main roads (primary)	50	1,246	610	636	10.6	67.42	780	52,584
Main roads (secondary)	93	745	417	328	10.6	34.77	1,287	44,746
Totals	217						8,343	257,658

Non LED carbon usage (T)	LED carbon usage (T)	carbon saving per light (T)	total carbon saving expected (T)
0.17	0.06	0.11	690.36
0.56	0.27	0.29	226.2
0.33	0.19	0.14	180.18
			1,097

APPENDIX 2: LED Lighting Review and Trials

Summary

The purposes of this report are to:

- Provide background information on LED lighting technology and its advantages and disadvantages.
- Provide an overview of the LED lantern review and trials undertaken by the LBHF Street Lighting Department.
- Present the ranking of the lanterns trialled.

1.0 Introduction

LED street lighting has been on the market for over 10 years. There have been large improvements in the technology over this time and further improvements continue to be made. The cost of LED street lighting has reduced considerably since it first came out and is continuing to fall as the technology is more widely adopted. It is only recently that LED street lighting has surpassed the performance of the Cosmopolis lighting currently used in the borough in terms of energy efficiency and cost.

LED street lighting has now developed to the point where substantial cost savings can be achieved by bulk replacing older types of lanterns with LED lanterns. The cost savings result from reduced energy consumption and maintenance requirements. LED lighting also offers a number of other benefits over the standard lighting currently used in the borough. The main advantages and disadvantages of LED lighting are listed below.

Advantages:

- Uses less energy than previous light sources to produce an equivalent amount of useful light. This reduces energy consumption and carbon emissions.
- Based on manufacturers' warranties and laboratory test data LEDs should last around 20 years without needing to be replaced. The lanterns currently used have lamps that need to be replaced every 4-6 years.
- Can achieve more even illumination of the road surface and footways.
- Reduced light pollution as less light falls outside the area that needs to be illuminated.
- Some luminaires are designed so that they can be upgraded to take advantage of future improvements in LED lighting technology.
- Capital cost of some LED lanterns is less than the standard lanterns currently used in the borough.
- There are LED Lanterns available that fit in with the aesthetic of the lighting currently used in the borough. Although these tend not to be cheapest option.

- LED lanterns are compatible with Central Management System (CMS) technology and programmable ballasts. Both of these can be used to decrease energy consumption and carbon emissions further by dimming the output of the light at quieter times during the night when there is less traffic on a given road. If programmable ballasts are used the ballast for each light needs to be individually programmed. If a CMS system is used the lights are controlled remotely using computer software and can be switched on or off, dimmed or brightened remotely at any time.

Disadvantages:

- Some LED lanterns cannot be repaired easily if the LED panel or another component fails, meaning that in the event of a failure the whole lantern may need to be replaced.
- Performance can be reduced if the design of the lantern does not control temperature adequately. Some early LED lanterns did not allow sufficient dissipation of heat. This resulted in the colour of the light emitted by the LEDs changing unfavourable over time. However this is unlikely to be an issue with the lanterns currently on the market.
- Can be difficult to get decent warranties on existing lanterns that are retro-fitted with LEDs due to concerns from manufacturers over the water tightness of older lighting units.

2.0 Overview of LED Lantern Review and Trials

In 2013 the Street Lighting Department undertook a review to identify LED lanterns that would be suitable for use in the borough. The lanterns selected are given in Table 1 below. Photographs of the lanterns are referenced in Table 2.1 below and are provided at the end of this report.

Table 2.1 – Lanterns considered for use in borough

Manufacturer	Lantern Name	Physical Trial	Photographs*
Cree	LEDway Road	Yes	1
CU Phosco	P851	Yes	2 & 3
Gemma Lighting	Majestic	Yes	12 & 13
Low Carbon Lighting	Luxon	Yes	4 & 5
OrangeTEK	AriaLED	Yes	6 & 7
Phillips/WRTL	Arc RetroLED	Yes	8 & 9
Phillips/WRTL	Mini Iridium	Yes	14 & 15
Urbis Schreder	Axia	Yes	10 & 11
DW Windsor	Kirium	No	17
Iguzzini	Wow	No	16

*Photographs attached at end of report

From August 2013 physical trials of the majority of the lanterns selected have been undertaken, as detailed in Table 2.1 above. The trials were done on residential roads around the Hammersmith Town Hall, and in several housing estates where lighting was being upgraded and the Council's Housing Department were keen to use LED lighting. The purpose of the trials was to

observe the relative performance of the lanterns in the field. And also to compare the light produced by the LEDs against that from the Cosmopolis lamps currently used.

The lanterns were assessed based on their: performance against the British Lighting Standard; aesthetics when installed on the standard residential lamp column used in the borough; the colour of light produced; glare; cost, warranty; and ease of installation and maintenance. The assessment criteria for each of these factors is discussed in more detail in Section 3. The lanterns have been ranked against each other based on the above.

A number of other London boroughs have also undertaken trials over the last 3 years. However due to the length of time it was taking for the findings to be published, LBHF Transport and Technical Services decided to undertake their own trials. The locations of the trials have been shared with the lighting departments of other Councils in London, so that they can observe the performance of the luminaires for themselves if they wish to do so.

Roads and housing estates trialled with LED lighting;
Nigel Playfair Avenue,
Riverside Gardens,
Macbeth Street,
Great Church Lane,
Barb Mews,
Bedford Passage,
Goldhawk Road,
Uxbridge Road,
William Church Estate,
Alice Gillart Court,
Fulham Court,

3 Assessment Lanterns Used in LED Lighting Trials

The performance of the lanterns trialled by Transport and Technical Services have been assessed and ranked based on the criteria presented below. The results are presented in Table 3.1 at the end of this section.

3.1 Performance against British Lighting Standard

The performance of each lantern against the British Lighting Standard was assessed by modelling the lighting in the software package Lighting Reality. The average, minimum, and maximum horizontal illuminance and also the uniformity of the lighting on the road surface and footways was calculated for each lantern, using the same road geometry and column arrangement. The designs were produced such that the chosen lantern met the requirements of the British Standard in terms of the above parameters. The lanterns have therefore been ranked based firstly on the wattage of the lantern needed to meet the illuminance requirements; the lower being favoured, and secondly based on uniformity of the lighting achieved on the road surface, the higher uniformity favoured..

3.2 Appearance

It is considered to be important that any lanterns used in the borough look appropriate when installed on the Council's standard lamp columns and brackets. And also that they are in general keeping with the aesthetic of the areas where they are installed. The lanterns trialled have been ranked from lanterns that are most similar in appearance to the standard lantern currently used in the borough down to least similar.

Heritage and town centre lighting is likely to be retrofitted with LED technology rather than being replaced with new lanterns, to maintain the special character of that lighting.

3.3 Colour

The trial included LED lanterns with different correlated colour temperatures (CCT). The purpose of this was to determine what CCT would provide the best colour rendition in the borough's environment. The neutral white (4,000K) colour was assessed to give the best results. This seems to be the general consensus among other local authorities and also manufacturers. All of the lanterns trialled are available in neutral white (4,000k). Therefore the performance of the lanterns cannot be differentiated based on this parameter.

The correlated colour temperature (CCT) provides a measure of the appearance of the colour emitted by a lamp. A CCT of 2,700K corresponds to warm light (yellow/orange). Warm light sources include candles (2,000k) and High Pressure Sodium lamps (2,200k). Cosmopolis lamps (2,700k) produce warm white light. A CCT of 4,000k corresponds to neutral 'white' light. A CCT of 6,000K corresponds to cool light (blue tinge). Clear blue sky has a CCT of 6,500K. LEDs on the market, mainly produce warm white light (3,000-3,500K), neutral white light (4,000K), or cool white light (5,700K).

The efficiency of LED lighting increases with increasing CCT. However at higher colour temperatures the colour of the light can make the area feel quite stark. The light can also have an unappealing blue tinge. Because of these effects there is a practical limit to the efficiency gains that can be achieved by increasing the CCT of LEDs.

3.4 Glare

A subjective assessment of the levels of obtrusive and disability glare produced by each lantern relative to the other lanterns trialled.

Disability glare as defined in British Standard 5489, as glare that "reduces the contrast between objects and the background"

Discomfort Glare/Obtrusive glare relates to the amount of light emitted that falls outside the area being illuminated. This includes light going into the sky – referred to as skyglow, and light going into windows.

3.5 Cost

The capital cost of each lantern has been ranked against the capital cost of the other lanterns in trial.

Cost is a very important consideration in the selection of LED lanterns because the lower the capital cost is the shorter the payback period on energy and maintenance savings is.

3.6 Warranty

All the lanterns trialled are covered by a Manufacturer's warranty. The warranties provided with the lanterns have been ranked by the length of the warranty period.

The longer the warranty period is the less risk there is of the Council having to carry out unplanned maintenance, or pay to replace the lantern earlier than its design life. A longer warranty gives greater certainty that predicted savings on maintenance costs will be realised.

A minimum warranty of 6 years is the benchmark, as this is what is provided with the lamps that are currently used. There is a statutory requirement to electrically test lamps every 6 years. So in theory routine maintenance of street lights is only required once every 6 years.

3.7 Installation & Maintenance (IM)

The relative ease of installing and maintaining the LED lanterns has been assessed based on feedback from the Council's Lighting Term Contractor who was responsible for this aspect of the trials. The lanterns have been ranked from easiest to hardest to install and maintain.

Table 3.1 – Ranking of LED Lanterns Trialled for Use in Borough

Manufacturer	Lantern Name	Picture	Performance	Appearance	Colour	Glare	Cost	Warranty	Installation & Maintenance	Ranking
OrangeTEK	AriaLED	6&7	1	4	1	1	3	1	2	1
CU Phosco	P851	2&3	4	2	1	1	2	3	3	2
Urbis Schreder	Axia	10&11	2	5	1	2	4	3	3	3
Phillips/WRTL	Arc RetroLED	8&9	6	1	1	1	6	4	1	3
Gemma	Majestic	12&13	7	2	1	1	5	4	2	5
DW Windsor	Kirium	17	3	7	1	2	4	3	5	6
Low Carbon Lighting	Luxon	4&5	8	7	1	1	1	2	6	7
Iguzzini	Wow	16	5	7	1	2	4	3	4	7
Phillips/WRTL	Mini Iridium	14&15	9	3	1	2	7	4	3	9
Cree	LEDway Road	1	10	6	1	2	8	3	3	10

Table 3.2 – Assessed Weighted Ranking of LED Lanterns Trialled for Use in Borough

Manufacturer	Lantern Name	Picture	Performance (30%)	Appearance (5%)	Colour	Glare (10%)	Cost (45%)	Warranty (5%)	Installation & Maintenance (5%)	Ranking
OrangeTEK	AriaLED	6&7	1	4	1	1	3	1	2	1
CU Phosco	P851	2&3	4	2	1	1	2	3	3	2
Urbis Schreder	Axia	10&11	2	5	1	2	4	3	3	3
DW Windsor	Kirium		3	7	1	2	4	3	5	4
Low Carbon Lighting	Luxon	4&5	8	7	1	1	1	2	6	5
Iguzzini	Wow	1617	5	7	1	2	4	3	4	6
Gemma	Majestic	12&13	7	2	1	1	5	4	2	7
Phillips/WRTL	Arc RetroLED	8&9	6	1	1	1	6	4	1	8
Phillips/WRTL	Mini Iridium	14&15	9	3	1	2	7	4	3	9
Cree	LEDway Road	1	10	6	1	2	8	3	3	10

4 Trial findings

The above tables show that the top three lanterns trial come out top in both the ranking tables, which is a good result for both a well performing lantern and competitive price. Therefore it is proposed to use the most appropriate lantern from the top 3, on a road by road basis, for rollout of LED lanterns in the borough.

OrangeTEK AriaLED ranks highest amongst those lanterns trialled. They are a low cost, high warranty product, that work suitably well with the council's existing curved brackets. They are quite a new manufacturer into the UK, but have been widely trialled in London with positive feedback.

The CU Phosco P851 lantern ranked second, again, this works well with the aesthetic of the councils curved bracket, it also has very good glare control due to the internal reflectors the lamp employees, rather than direct LED illumination of the road surface. Has been chosen by TfL as their lantern of choice.

The Urbis Axia lantern ranked third, a well-known manufacturer historically used throughout the borough in the 1990's and 2000's with their older lighting technology. Their LED lantern performs well, a few aesthetic issues, but has been chosen as Ealing's lantern of choice.

Philips/WRTL Arc RetroLED ranked third due to it being the same lantern as currently used with Cosmopolis lamps, but only ranked 8th when undertaken as a weighted assessment, due to its comparatively high cost and lower performance.

5 Conclusions

It is proposed to use the most appropriate lantern for a given road in the borough, chosen from one of the top 3 lanterns reviewed. Each road is designed to current British Standards using specific lighting software, with each design quickly comparing the 3 top lanterns to determine the best whole life cost option for the road.

6 Photographs



Photograph 1: Cree – LEDway Road Lantern at Margravine Estate, Field Road



Photographs 2 & 3: C U Phosco – P851 Lantern at Nigel Playfair Avenue



Photographs 4 & 5: Low Carbon Lighting – Luxon Lantern at Holcombe Street



Photographs 6 & 7: OrangeTEK – AriaLED Lantern at Macbeth Street



Photograph 8 & 9: Philips/WRTL – ARC RetroLED Lantern at Fulham Court



Photographs 10 & 11: Urbis – Axia LED Lantern Riverside Gardens



Photographs 12 & 13: Gemma Lighting – Majestic LED lantern Great Church Lane



Photographs 14 & 15: Philips/WRTL – Mini Iridium LED lantern Alice Gillart Court



Photograph 16: Iguzzini – Wow LED lantern, manufacturers picture



Photograph 17: DW Windosr – Kirium LED lantern, manufacturers picture

APPENDIX 3 – Hammersmith & Fulham Lighting Background

- 1.1. The Street Lighting Department currently operates four separate budgets. capital column replacement, planned maintenance, general lighting works; and energy costs. The street lighting budgets are used to maintain and operate approximately 8,750 lamp columns, 110 wall and subway lights, 950 illuminated bollards, 1,110 illuminated signs, 300 flashing beacons, and 18,900 non-illuminated signs. Budgets for the last three years as agreed in the Street Lighting Report, Section 4.5 are shown in Table 1 below.

Table 1: Budgets from Section 4.5 of Street Lighting Report April 14

Activity	Budget 2013/14	Budget 2014/15	Budget 2015/16
Capital column replacement	£516,000	£369,000	£369,000
Lighting Roads - Planned Including defects to; <ul style="list-style-type: none"> • Street lights • Illuminated signs • Non-illuminated signs • Illuminated/Solar powered bollards • Flashing/centre island beacons • Damage caused from Road Traffic Accidents 	£477,300	£319,000	£311,100
Lighting Roads - General	£136,900	£127,100*	£15,700
Public Lighting Energy	£675,000	£551,800	£524,000

* reduced to £16,000 following council approval due to budget reductions.

- 1.2. Between the 2013/14 and 2014/15 financial years the Street Lighting Department's budget was reduced by £400k. This was due to a need to reduce Council spending and historic underspending of budgets. This came from decreased energy costs due to new modern white lighting from 2007 onwards having more efficient lamps and decreased energy, lower maintenance costs due to redundant illuminated assets being removed as part of decluttering works; and a reduction in the scope of routine maintenance works due to the need to reduce Council spending.
- 1.3. In 2007 the type of lamps used in new lighting were switched from high pressure sodium "yellow" light lamps (Photographs 1 & 2 below) to Cosmopolis "white" light lamps (Photographs 3 & 4 below). This reduced energy usage and carbon emissions because Cosmopolis lamps can produce an equivalent amount of useful light (compared to high pressure sodium lamps) using lower wattage lamps. The switch to Cosmopolis lamps also improved visibility at night. This is because white light provides better colour rendition than yellow light, as can be seen by comparing Photographs 2 and 4 below. LEDs also produce white light but are more energy efficient than Cosmopolis lamps and sold as requiring like or no routine work over the life of the lantern.



Photographs 1 & 2 – High Pressure Sodium Lamps



Photographs 3 & 4 – Cosmopolis Lamps

- 1.4. In 2007 the type of photocell used on new lanterns, and to replace broken photocells on existing lanterns was changed from a 70/35 lux photocell to a

35/18 lux photocell. The photocell tells the lantern when to switch on and off based on measured light levels. Using the 35/18 lux photocell reduces energy usage because the lights switch on approximately 10min later and off approximately 10min earlier than if a 70/35 lux photocell was used.

- 1.5. Historically the inventory of lighting assets owned by the Council was poorly maintained leading to uncertainty over the age, condition, types and quantities of these. Substantial work has been done in the past couple of years to bring the electronic asset inventory up to date. This has included physical inspection of assets and structural testing of lamp columns.
- 1.6. Having an accurate inventory allows possible savings from switching to more energy efficient lighting technology to be evaluated easily and accurately.
- 1.7. The amount of power used by individual streetlights and other illuminated assets is not measured. Instead the amount of power used by these is calculated by the energy supplier based on the asset inventory the Council provides, called an unmetered supply. Improving the accuracy of the asset inventory has reduced electricity bills over the last couple of years, even with increases to the unit price of power.
- 1.8. Having an accurate asset inventory has also allowed the budget for replacing worn out street lighting to be used more efficiently, as the inventory now provides reliable information on the age and structural condition of the assets. The results of the structural testing can be used to determine which lamp columns need to be replaced based on their structural condition rather than replacing columns in bulk based solely on their age. And the locations that have the least energy efficient lighting can be identified easily and prioritised for replacement.

Name	Ward	Existing Column Type
2015-2016		
ASHCHURCH GROVE	Ravenscourt Park	Steel
ASHCHURCH PARK VILLAS	Ravenscourt Park	Steel
ASHCHURCH TERRACE (Lanterns only)	Ravenscourt Park	Steel
ASKHAM ROAD (Partial)	Wormholt & White City	Steel
ASPENLEA ROAD (Partial)	Fulham Reach	Steel
AVERILL STREET (Partial)	Fulham Reach	Steel
AYCLIFFE ROAD (Partial)	Wormholt & White City	Steel
BAYONNE ROAD (Partial)	Fulham Reach	Concrete
BURNFOOT AVENUE	Munster	Concrete
CASSIDY ROAD	Town	Concrete
CATHNOR ROAD	Askew	Steel
COLEHILL LANE	Munster	Concrete
DUNRAVEN ROAD (Partial)	Wormholt & White City	Steel
DURRELL ROAD	Munster	Concrete
EDGARLEY TERRACE	Munster	Concrete
ELLERSLIE ROAD	Shephard's Bush Green	Steel
ERCONWALD STREET (Partial)	College Park & Old Oak	Steel
ESTCOURT ROAD	Fulham Broadway	Concrete
FIRTH GARDENS	Munster	Concrete
GALLOWAY ROAD (Partial)	Wormholt & White City	Steel
GIRONDE ROAD	Fulham Broadway	Concrete
HALSBURY ROAD (Partial)	Wormholt & White City	Steel
HARTSWOOD ROAD	Askew/Ravenscourt Park	Steel
HENCHMAN ROAD (Partial)	College Park & Old Oak	Steel
HESTERCOMBE AVENUE	Munster	Concrete
KENMONT GARDENS (Partial)	College Park & Old Oak	Steel
KIMBELL GARDENS	Munster	Concrete
LALOR STREET	Munster	Concrete
LANFREY PLACE	North End	Concrete
LEFROY ROAD	Askew	Steel
LETFORD GARDENS (Partial)	College Park & Old Oak	Steel
MAY STREET (Partial)	North End	Concrete
MELLITUS STREET	College Park & Old Oak	Steel
MILSHOTT CLOSE (Partial)	Palace Riverside	Steel
NORBROKE STREET (Partial)	College Park & Old Oak	Steel
ORMISTON GROVE	Wormholt & White City	Steel
PARKVILLE ROAD	Munster	Concrete
PERRERS ROAD (Partial)	Ravenscourt Park	Steel
PRIMULA STREET (Partial)	College Park & Old Oak	Steel
RIGELEY ROAD	College Park & Old Oak	Steel
ROSAVILLE ROAD	Munster	Concrete
SAWLEY ROAD LC17-25	Wormholt & White City	Steel
STOKESLEY STREET (Partial)	College Park & Old Oak	Steel
THORPEBANK ROAD (Partial)	Wormholt & White City	Steel
TILTON STREET	Fulham Broadway	Concrete
TOWNMEAD ROAD (Partial)	Sands End	Steel
TRENNAR GARDENS (Partial)	College Park & Old Oak	Steel
VALLIERE ROAD (Partial)	College Park & Old Oak	Steel
WILLOW VALE (Partial)	Wormholt & White City	Steel
WORMHOLT ROAD	Wormholt & White City	Steel
WULFSTAN STREET (Partial)	College Park & Old Oak	Steel

Name	Ward	Existing Column Type
2016-2017		
ABBEY GARDENS	Fulham Reach	Steel
ARCHEL ROAD	North End	Steel
ASKHAM ROAD	Wormholt & White City	Steel
BRAYBROOK STREET	College Park & Old Oak	Steel
CANADA WAY	Wormholt & White City	Steel
CARNWATH ROAD	Sands End	Steel
CHARECROFT WAY	Addison	Steel
CRAMMOND CLOSE	Fulham Reach	Steel
DUNRAVEN ROAD	Wormholt & White City	Steel
FERNHURST ROAD	Munster	Steel
FIELD ROAD	Fulham Reach	Steel
FITZNEAL STREET	College Park & Old Oak	Steel
GLENROY STREET	College Park & Old Oak	Steel
HOLBERTON GARDENS	College Park & Old Oak	Steel
HUMBOLT ROAD	Fulham Reach	Steel
INDIA WAY	Wormholt & White City	Steel
JERDON PLACE	Fulham Broadway	Decorative Steel
KINNOUL ROAD	Fulham Reach	Steel
MAURICE STREET LC1-LC3	College Park & Old Oak	Steel
NASCOT STREET	College Park & Old Oak	Steel
PALGRAVE ROAD	Ravenscourt Park	Steel
PRIMULA STREET	College Park & Old Oak	Steel
SEDFORD ROAD	Wormholt & White City	Steel
SHORROLDS ROAD	Fulham Broadway	Steel
STRONSA ROAD	Askew	Steel
ST THOMAS'S WAY	Fulham Broadway	Steel
SWINDON STREET	Shephard's Bush Green	Steel
TERRICK STREET	College Park & Old Oak	Steel
TITMUSS STREET	Shephard's Bush Green	Steel

Based on column age we expect that the street lights on the roads below will need to be replaced within the next 5 years. The replacement programme for each year will be finalised once we have received the results of structural testing that is undertaken. The structural testing will tell us what the remaining life of the street lights is and therefore how soon they need to be replaced.

Name	Ward	Existing Column Type
2017-2021		
ATALANTA STREET	Munster	Steel
AUSTRALIA ROAD	Wormholt & White City	Steel
BENTWORTH ROAD	College Park & Old Oak	Steel
BENTWORTH SERVICE ROAD	College Park & Old Oak	Steel
BRANKSEA STREET	Munster	Steel
BRONSART ROAD	Munster	Steel
CHURCH GATE	Palace Riverside	Steel
COMMONWEALTH AVENUE	Wormholt & White City	Steel
DISBROWE ROAD	Fulham Reach	Steel
HEATHSTAN ROAD	College Park & Old Oak	Steel
MABLETHORPE ROAD	Munster	Steel
MARGRAVINE GARDENS	Fulham Reach	Steel
MOYLAN ROAD	Fulham Reach	Steel
MUSARD ROAD	Fulham Reach	Steel
PONSARD ROAD LC2-LC7	College Park & Old Oak	Steel
RIVERWALK B - CHANCELLORS RD TO COLWITH RD LC12-16	Fulham Reach	Steel
SCOTTS ROAD LC1-8	Shephard's Bush Green	Steel
STRODE ROAD	Munster	Steel
ADDISON BRIDGE PLACE	Avonmore & Brook Green	Steel
APPLEGARTH ROAD	Addison	Steel
AUGUSTINE ROAD	Addison	Steel
AVONMORE PLACE	Avonmore & Brook Green	Steel
AVONMORE ROAD	Avonmore & Brook Green	Steel
BEACONSFIELD TERRACE ROAD	Avonmore & Brook Green	Steel
BERYL ROAD	Fulham Reach	Steel
BISCAY ROAD	Hammersmith Broadway	Steel
BISHOP KING'S ROAD	Avonmore & Brook Green	Steel
BOLINGBROKE ROAD	Addison	Steel
BRAMBER ROAD	North End	Steel
BRECON ROAD	Fulham Reach	Steel
CAVERSWALL STREET	College Park & Old Oak	Steel
CEYLON ROAD	Avonmore & Brook Green	Steel
CHESSON ROAD	North End	Steel
CUMBERLAND CRESCENT	Avonmore & Brook Green	Steel
DEWHURST ROAD	Addison	Steel
DU CANE ROAD	College Park & Old Oak	Steel
DUNSANY ROAD	Addison	Steel
EARSBY STREET	Avonmore & Brook Green	Steel
EDITH VILLAS	Avonmore & Brook Green	Steel
ERCONWALD STREET	College Park & Old Oak	Steel
EYNHAM ROAD	College Park & Old Oak	Steel
FOLIOT STREET	College Park & Old Oak	Steel
GORLESTON STREET	Avonmore & Brook Green	Steel
GRATTON ROAD	Avonmore & Brook Green	Steel
GREYHOUND ROAD	Fulham Reach	Steel
HAZLITT ROAD	Avonmore & Brook Green	Steel
HENCHMAN STREET	College Park & Old Oak	Steel
LISGAR TERRACE	Avonmore & Brook Green	Steel
LUXEMBURG GARDENS	Avonmore & Brook Green	Steel
MACLISE ROAD	Avonmore & Brook Green	Steel
MARGRAVINE ROAD	Fulham Reach	Steel
MASBRO ROAD	Addison	Steel
MATHESON ROAD	Avonmore & Brook Green	Steel
MAURICE STREET	College Park & Old Oak	Steel
MILSON ROAD	Addison	Steel
MINFORD GARDENS	Addison	Steel
MORNINGTON AVENUE	Avonmore & Brook Green	Steel
NORBROKE STREET	College Park & Old Oak	Steel
NORMAND ROAD	North End	Steel
NORTH END CRESCENT	Avonmore & Brook Green	Steel
OSMUND STREET	College Park & Old Oak	Steel
QUEEN'S CLUB GARDENS	North End	Steel
RICHMOND WAY	Addison	Steel
ROCKLEY ROAD	Addison	Steel
RYLETT ROAD	Ravenscourt Park	Steel
SHINFIELD STREET	College Park & Old Oak	Steel
SINCLAIR GARDENS	Addison	Steel
SPENCER MEWS	Fulham Reach	Steel
SPRING VALE TERRACE	Addison	Steel
ST DUNSTAN'S ROAD	Fulham Reach	Steel
STANWICK ROAD	Avonmore & Brook Green	Steel
STOKESLEY STREET	College Park & Old Oak	Steel
STONOR ROAD	Avonmore & Brook Green	Steel
TASSO ROAD	Fulham Reach	Steel
TURNVILLE ROAD	North End	Steel
WESTWICK GARDENS	Addison	Steel
WULFSTAN STREET	College Park & Old Oak	Steel
WYFOLD ROAD	Munster	Steel
YELDHAM ROAD	Hammersmith Broadway	Steel

LBHF Equality Impact Analysis Tool

Conducting an Equality Impact Analysis

An EqIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative or unlikely to have a significant impact on each of the protected characteristic groups.

Page 58 The tool has been updated to reflect the new public sector equality duty (PSED). The Duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under this Act;**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

Whilst working on your Equality Impact Assessment, you must analyse your proposal against the three tenets of the Equality Duty.

General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Equality Officer for support.
6. Further advice and guidance can be accessed from the separate guidance document (link), as well as from the Opportunities Manager: PEIA@lbhf.gov.uk or ext 3430

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2015/16 & 2016/17
Name and details of policy, strategy, function, project, activity, or programme	Street Lighting LED lantern replacement Rollout of LED lantern replacement of all highway lights following LED trials. To reduce energy and carbon emissions, improve light colour and quality, reduce maintenance costs
Lead Officer	Name: Dean Wendelborn Position: Principal Street Lighting Engineer Email: dean.wendelborn@lbhf.gov.uk Telephone No: 0208 753 1151
Date of completion of final EIA	17/07/2015

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Section 02	Scoping of Full EIA		
Plan for completion	Timing: 18month programme from June 2016 Resources: Street Lighting Department, Term Public Lighting Contractor		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral or negative impact on equality, giving due regard to relevance and proportionality.		
	Protected characteristic	Analysis	Impact: Positive, Negative, Neutral
	Age	Improved night-time visibility on streets.	Positive
	Disability	Improved night time visibility on streets.	Positive
	Gender	N/A	Neutral

reassignment		
Marriage and Civil Partnership	N/A	Neutral
Pregnancy and maternity	N/A	Neutral
Race	N/A	Neutral
Religion/belief (including non-belief)	N/A	Neutral
Sex	Improved street lighting colour rendering favoured by Police for use with CCTV.	Positive
Sexual Orientation	N/A	Neutral

Human Rights or Children’s Rights

If your decision has the potential to affect Human Rights or Children’s Rights, please contact your Equality Lead for advice

Will it affect Human Rights, as defined by the Human Rights Act 1998?

No

Will it affect Children’s Rights, as defined by the UNCRC (1992)?

No

Section 03

Analysis of relevant data

Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.

Documents and data reviewed

N/A

New research

If new research is required, please complete this section

APPENDIX 5

Section 04	Consultation
Consultation	N/A
Analysis of consultation outcomes	

Section 05	Analysis of impact and outcomes
Analysis	What has your consultation (if undertaken) and analysis of data shown? You will need to make an informed assessment about the actual or likely impact that the policy, proposal or service will have on each of the protected characteristic groups by using the information you have gathered. The weight given to each protected characteristic should be proportionate to the relevant policy (see guidance).

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Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.

Section 07	Action Plan												
Action Plan	<p>Note: You will only need to use this section if you have identified actions as a result of your analysis</p> <table border="1"> <thead> <tr> <th>Issue identified</th> <th>Action (s) to be taken</th> <th>When</th> <th>Lead officer and borough</th> <th>Expected outcome</th> <th>Date added to business/service plan</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan						
Issue identified	Action (s) to be taken	When	Lead officer and borough	Expected outcome	Date added to business/service plan								

Section 08	Agreement, publication and monitoring
Chief Officers' sign-off	<p>Name: Ian Hawthorn Position: Bi-Borough Head of Highways Maintenance & Projects Email: ian.hawthorn@lhb.gov.uk Telephone No:0208 753 3058</p>

Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 07/12/2015 Key equalities issues have been included: Yes
Opportunities Manager (where involved)	Name: Position: Date advice / guidance given: Email: Telephone No:

APPENDIX 6 – Heritage Lighting Sponsorship in Conservation Areas

Background;

Currently there is insufficient funding to allow heritage lighting as standard when undertaking capital column replacement work on existing standard columns in conservation areas. We have previously confirmed with the council member that like for like replacements of columns at the end of their life will be with modern equivalents of those columns.

We have been given approval to allow sponsorship to convert to heritage lighting when we are due to replace columns at the end of their useful life in conservation areas. A previously agreed unit cost per column of £660, based on the difference in cost between a standard modern lantern, and the heritage lantern and embellishment kit, was used to provide a quote to an interested residents association.

This cost is not actually a true cost difference, as the true cost difference was deemed as too high at the time. The agreed cost was met by the term contractors cost difference between a standard modern lantern and a heritage lantern, minus the contractors material on-costs, installation costs, fees to redesign, and excluded the power companies additional cost for a new connection. This is due to some columns possibly requiring relocation as a heritage light is lower down than a standard column. Those extra costs were paid from the street lighting capital replacement budget. The Street lighting departments' preference is for each sponsored conservation area to fully fund the difference in costs inclusive of all items, so as not to favour any one area of the borough over another. This true difference in cost is £990 per column

Consultation letters;

Consultation letters are sent shortly before standard works are programmed advising of column replacement works that are at the end of their useful life and at risk of falling down. Residents are then welcome to contact us regarding the possibility of heritage lighting at this time. This puts the work on hold, and full resident consultation is undertaken with a sponsorship questionnaire. If the majority of residents are for heritage lighting and adequate sponsorship funds are indicated, then the road is designed for heritage lighting, funding received and works undertaken.

Only sponsorship which covers the total amount of lights in the road or area of interest will be allowed.

To not allow individual columns to be changed to heritage lighting if surrounding columns are kept as standard lighting, can affect lighting distribution to meet British Standards, and also an aesthetic consideration.

If residents contact the council separately requesting heritage lighting in a conservation area, discussions are held to confirm if roads in question are due for

replacement, and if so, the level of sponsorship monies required to fund the difference in costs are proposed as noted above.

If roads are not due for replacement, sponsorship can still be consulted on following a request, but would need to cover the full replacement cost of the lantern and labour costs, currently £1,400 per column, again only a whole road sponsorship would be allowed. And only where the existing spaces of the columns will allow heritage lights to still meet British lighting standards for the type of road.

General Comments

Resident associations are usually well informed of heritage sponsorship via regular communication with their Ward Councillors, who have approved the cabinet report from previous years and are aware of the provision of sponsorship in conservation areas.

On a recent site where a resident was interested in heritage sponsorship, we installed the standard lights as the existing columns were in very bad state, but made resident aware that if there was agreement with the resident association, this could be changed to heritage following sponsorship and consultation. The resident association was not in agreement and the new standard lighting has been installed without further comment.

There is some conflict between promoting heritage lighting and also the Councils quest to reduce energy costs, carbon emissions, and also minimise skyglow. Heritage lighting is currently not as efficient as LED lighting, and will produce a lot more spill light as well. However they will have lower energy costs compared to the existing high pressure sodium lighting, due to the advancements of modern lamps.

Option

Proposal to send specific consultation letters to ward councillors in conservation areas to canvas their residents for support of an LED heritage lantern and sponsorship for them.

Residents in conservation areas to be aware that heritage lights provide more spill light into windows than modern downward LED lanterns, and additional columns may be necessary as heritage lights are at a lower height than a standard light column.

References


Local Development Framework, Borough Wide Policy DC8, Heritage and Conservation & Supplementary Planning Document, Design Policy 54

- The Council's Local Development Framework refers the preference to install heritage lighting on highway land where funds available.

LBHF Streetsmart Guidance, Conservation section, drawing 82168/3/2/5 Rev C

- This is echoed in our streetsmart guidance for conservation areas

Agenda Item 8

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 MAY 2016</p>	
PARKING PROJECTS & POLICY PROGRAMME 2016-2017	
Report of the Cabinet Member for Environment, Transport and Residential Services: Councillor Wesley Harcourt	
Open Report	
Classification - For Decision	
Key Decision: Yes	
Wards Affected: All	
Accountable Director: Mahmood Siddiqi – Director Highways and Transport	
Report Author: Edward Stubbing	Contact Details: Tel: 020 8753 4651 E-mail: edward.stubbing@lbhf.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. This report outlines the key parking priorities for the current administration and presents the parking projects and policy programme that will support these objectives. The report seeks formal approval for these proposals to be approved for design, consultation and implementation during the 2016/17 financial year.
- 1.2. The key priorities set out in the proposals for the 2016/17 financial year relate to maintaining and improving existing parking provision, improving local air quality, helping to reduce CO² and NO_x emissions, & congestion. These priorities are in line with the commitments outlined in the current administrations manifesto for parking and moving traffic.
- 1.3. As part of this year's programme there are projects to support initiatives such as electric vehicle charging and car clubs. There are also two larger projects separate to the programme; to upgrade the existing pay & display infrastructure and to introduce new moving traffic signage. These projects will help improve the

usability of the available parking spaces and local highways network, allow for more innovative and accessible initiatives and will help reduce annual operating/maintenance costs.

- 1.4. The budget for the parking projects and policy programme comes from the parking reserve. It is required that parking revenue is used for improvements to the highway, this programme includes both maintenance of existing schemes and projects that review potential new initiatives and ideas. The budget request for the 2016/17 financial year is £425,000 and represents a similar amount to last financial year.

2. RECOMMENDATIONS

- 2.1. That approval be given to carry out feasibility design and consultation on project 2 as set out in section 5, based on direction from the Cabinet Member for Environment, Transport and Residents Services input as to which CPZ. The results of any CPZ consultation will be reported to the Cabinet member detailing the responses and any recommendations for decision.
- 2.2. That authority be delegated to the Cabinet Member for Environment, Transport and Residents Services in consultation with the Director of Transport and Highways for the design and implementation of the special ICO signage project as detailed in section 6.
- 2.3. That approval be given to deliver projects 1 and 3-9 as detailed in section 5.
- 2.4. That approval be given to place all works orders with one of the council's existing term or framework contractors; and in exceptional circumstances (where the council does not have the specific expertise) design work services through the London Borough of Ealing's framework consultants contract with Project Centre Limited.

3. REASONS FOR DECISION

- 3.1. Physical improvements to the public highway and programmes of work designed to reduce congestion, manage traffic and promote road safety fall under the council's statutory duties under a variety of acts including the Traffic Management Act 2004.
- 3.2. Where changes to the highway are proposed, these are in line with section 122 of the Road Traffic Regulation Act 1984; securing the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities.

4. INTRODUCTION AND BACKGROUND

4.1. This report relates to Chapter 3 of the second local implementation plan for transport 2011-31 whereby the Council will:

- Ensure the smooth flow of traffic and alleviate congestion in the borough through the introduction and enforcement of moving traffic contraventions, such as yellow box junctions
- Review some of the 28 Controlled Parking Zones (CPZs) in the borough depending on annual parking stress surveys, verified problems and issues reported by residents' and businesses such as the effects of the Westfield Shopping Centre and the football grounds in the borough and also developments in the borough
- Introduce new parking bays within CPZs where safe to do so, and upgrade single yellow lines to double yellow lines at informal crossing points to facilitate pedestrian safety. Additionally, removing/de-cluttering signage to reduce maintenance costs and ensure clarity, and review waiting and loading restrictions to ensure they are still applicable and appropriate for the needs of the area.

4.2. During the 2015-16 financial year, the parking programme has introduced a number of initiatives based primarily on three principles;

- Maximising parking spaces and reducing clutter – this was achieved by converting unnecessary yellow lines to parking bays, and removing excessive parking signage and sign posts in order to improve the streetscape, reduce obstructions for pedestrians, and reduce the cost of maintenance of signs and posts.
- Helping to ensure the continued vibrancy of local town centres – Schemes we have initiated include installing new phone payment and ticket machines to improve the user experience for parking.
- Developing and incorporating new technologies and ideas that target the growing issue of air quality. This has included commissioning the first on-street EV charging points, expanding the car club network and looking at policies and procedures that can help to improve air quality.

4.3. During the 2015-16 financial year CPZs J, N, B and E have been reviewed, which has included creating additional parking bays by removing redundant yellow lines, resulting in around 40 additional parking bays and around 80 less posts, thereby reducing street clutter and reducing ongoing maintenance costs. Double yellow lines were also introduced at informal crossing points to facilitate pedestrian safety, and waiting and loading restrictions were reviewed.

- 4.4. Council officers have also been investigating the introduction of cashless parking solutions for visitors to the borough, which would eliminate the need for people to carry coins for parking. The introduction of phone payment has now been approved and officers are preparing a shared services tender with RBKC. A tender for the introduction of new ticket machines is also being prepared. It is anticipated both will be introduced in a phased approach over the next two years.

5. PROGRAMME FOR 2016/17

- 5.1. This report is intended to seek approval for the programme of works listed in table one on the following pages. The table summarise the proposed projects and anticipated costs associated with the delivery of this year's programme. These works are subject to change if council priorities change.

Ref	Project	16.17 budget	17.18 budget	Description
1	General Parking Correspondence and Amendment works	£100,000	£100,000	The Parking Project Team receives high levels of correspondence throughout the year. Many of the requests are investigated with site inspections and assessments by officers. As part of the solution to some of these queries, minor amendments and small projects are required. This can include physical works, designs and public engagement
2	CPZ Consultations	£60,000	£60,000	This would allow between 4 and 5 parking consultations to be conducted by officers during the financial year. At present none of the CPZs to be reviewed for the year have been determined, these can be chosen based on correspondence and directions from the Cabinet member
3	Quarterly amendments to traffic orders	£40,000	£40,000	To save on advertising costs for individual waiting and loading amendments, the changes to yellow lines and kerb blips are grouped into 4 larger amendments every year. Yellow line amendments from all groups in the environment department are included in the quarterlies in order to save overall departmental cost. The cost includes fees, works orders and advertising.

4	Annual daytime and overnight parking stress surveys	£25,000	£25,000	The annual daytime and overnight parking stress surveys are required to maintain an accurate picture of the level of demand for parking in the borough. This data is used for a variety of purposes across the authority, particularly in planning and transport policy.
5	Moving Traffic Reactive Works	£40,000	£40,000	This covers the ongoing review of some bus lanes and the need to amend and update markings, design and signage with new regulations, Camera signs and yellow box junction line adjustments are required as well as working with the DfT for authorisations for continued yellow box junction enforcement. This does not generally fall under the remit of Parking Projects Team but is high priority for the Council
6	EV bays	£15,000		Ongoing development and installation of a network of electric vehicle charging points across the borough.
7	Car Club bays	£20,000		The expansion of the existing network of car club bays and the ongoing review of existing spaces and network
8	P&D review works	£20,000		The ongoing rationalisation and implementation of the new P&D arrangement across the borough
9	Parking Permit Replacements	£35,000		Work to replace the existing Permit and SVP system and structure. These costs include communications and some development cost associated with the transfer.
10	PAC priority projects	£70,000	£160,000	
	Total	£425,000	£425,000	

- 5.2. The indicative budget for the financial year 2017/18 is only to provide information as to which parts of the programme will be likely be committed to in future financial years. The final budget for the 2017/18 financial year is not yet determined, however it is expected that the total budget will be similar to that of the 2016/17 budget.

6. SPECIAL PROGRAMMES

- 6.1. The section above covers the parking projects programme for the 2016-17 financial year, however as well as this programme there are two other special projects that are being led by the parking policy team. These two projects don't form part of the annual programme due to the nature of both projects, however both still require approval from Cabinet.
- 6.2. The first project is the Pay & Display infrastructure project. This project has already been approved in September 2015 by cabinet, however for reference details of this project are included. The project encompasses the removal of the existing on street pay & display ticket machines, with new ticket machines and the introduction of phone payment parking. The new system will also allow for the existing visitor parking permit system to be replaced with a new system that will be easier to access and use.
- 6.3. This project includes tendering for both phone payment and new ticket machines as well as the maintenance contract. The programme includes a roll out borough wide of phone payment parking with a target of 3 CPZs a month being introduced. It also includes the removal of all 1100 existing ticket machines which will be replaced with about 400 new ticket machines that will be more economically spaced to provide full coverage of the borough. Once this new pay & display network is in place we will look to replace the existing SMART visitor permit with a phone based permit system, and also take advantage of new technology available in ticket machines.
- 6.4. A second major project spanning at least the next two years is the introduction of signage for moving traffic offences. This requirement has been introduced by the ICO and requires the usage of special DfT signage around areas where moving traffic is enforced. This project will be funded using the parking reserve, with funding already identified and reserved for this project.
- 6.5. This project is scheduled to begin in the early part of the 2016/17 financial year, and is expected to run for two years. The budgeted cost for this programme is £300,000.

7. OPTIONS AND ANALYSIS OF OPTIONS

- 7.1. The proposed programme for the 2016/17 financial year includes a number of projects that are a mixture of political priorities and initiatives, as well as several key service functions that are an annual commitment.
- 7.2. In section 5 projects 1, 3 and 4 are projects that the team conduct on an annual basis. The team is engaged with a range of small scale reactive works and

correspondence. There is also a need to conduct annual parking stress surveys that are used by several departments in the council.

- 7.3. Project number 2 is aimed at allowing the Cabinet member to recommend which Controlled Parking Zones they want reviewed based on ward councillors and resident feedback. The funding would allow for several parking consultations to take place during the financial year. These consultations would be in the form of a one stage consultation with feedback then reported to the Cabinet member via a report with any recommendations.
- 7.4. The EV charging and Car Club projects are both aimed at encouraging modal shift and working to improve air quality. These schemes along with the number 10 are based on objectives and ideas set out by the current administration.
- 7.5. The remaining projects aim to address current operational issues, such as the P&D review. These projects are primarily targeting a more streamline and smooth service for residents, businesses and other users.

8. CONSULTATION

- 8.1. As part of the development of the parking projects and policy programme for the 2016/17 financial year the proposed schemes are presented to several different groups. These groups help to shape the programme by providing feedback and suggestions on the direction and content of the programme.
- 8.2. Following the Public Accountability Committee meeting in September 2014, a special sub PAC parking taskforce was established. The parking taskforce consists of several councillors who are independent of the usual governance process for transport decisions. These councillors have reviewed the proposals for this year's programme on the 11th of February 2016.
- 8.3. As part of the consultation process with councillors and cabinet members the following three priorities were identified for the coming year:

PRIORITY 1 – Introducing measures designed to encourage and support new low emission modes of transport

- The Council is committed to tackling the issue of air quality and the policies and initiatives in parking are seen as one of the major areas for tackling these measures.

PRIORITY 2 – The review and amendments of CPZ days and hours of controls to suit the needs of residents and business

- The Council is committed to ensuring that residents and businesses parking needs are balanced. This includes reviewing zones around major stadiums

and event centres and introducing measures and legislation that priorities these users.

PRIORITY 3 – Review of the existing legislation and on-street controls to ensure smooth operation of the existing network

- The Highways department is committed to ensuring that network continues to move and ensuring that suitable and enforceable parking and traffic measures exist in appropriate locations is essential to this objective.

- 8.4. As part of any controlled parking zone review the Council carries out a consultation by means of a questionnaire that is sent to residents, businesses and other stakeholders by post and it is also made available online. Respondents are encouraged to respond within 21 days, as this is generally the duration of a parking consultation. Consultations are held outside of school holiday periods in order to ensure that stakeholders are available to respond and make their views known.
- 8.5. The statutory traffic management order notices form part of the formal consultation process for the alteration to parking, waiting and loading restrictions on the public highway.
- 8.6. Our consultations are open and accessible online and by post. If requested, the consultations can be made available in different languages and Braille to accord with best practice under the Equality Act 2010 (“The 2010 Act”).

9. EQUALITY IMPLICATIONS

- 9.1. As provided for in section 7 of this report, some proposals in the programme will undergo consultation. Should adverse impacts be identified, officers will consider mitigating actions and if these are not possible, the overall benefits of any proposal must be considered before members make a final decision including the need to give due regard to the needs identified in the public sector equality duty under section 149 of the 2010 Act.
- 9.2. The approval of the parking projects programme for 2016/17 is considered to have positive impacts on several sectors including disabled people, older people with mobility impairments, pregnant women and parents with small children. Any proposals that impact places of worship will be considered as and when proposals are developed and faith groups will be consulted as part of that process. At this stage, any such impacts are not yet known.
- 9.3. A completed Equality Impact Assessment which summarises the impacts given in 8.2 of this report is attached in Appendix 3.

10. LEGAL IMPLICATIONS

- 10.1. The Council has the power under section 84 of the 1984 Act” to make any proposed changes to the Controlled Parking Zones or other Traffic Regulation Order (TROs). The procedure for making an Order in England and Wales is contained within the Local Authorities’ Traffic Orders (Procedure) (England and Wales) Regulations 1996 (“The Regulations”) and is set out briefly as follows:
- 10.2. **Preliminary requirements:** The Council must consult with any body specified in Regulation 6 (depending on the order, other authorities and/or emergency services) and it must publish a notice in a local newspaper. The London Gazette and on its website. Adequate publicity must be provided to those likely to be affected. This may include display of notices in the relevant area and distribute the same to local properties and road users. The relevant documents must be held on deposit from the date that the notice of proposal is first published and must remain on deposit until six weeks after the proposed Order has been made (or a decision has been made by the Council not to proceed with the proposal).
- 10.3. **Public Objections and Inquiries:** Any proposals to amend TROs by way of the prohibition or loading or unloading of vehicles may lead to an inquiry if objections are made. Anyone may object in writing to an Order by the date specified in the notice or if later within 21 days of the notice being given and publicity being adequate. It should be noted that a public inquiry only has to be held in permitted circumstances under the regulations. Should the Council hold an inquiry it must give notice of the fact and the inquiry must begin within 42 days of that notice being made. The Inspector decides how the inquiry is to proceed.
- 10.4. **Making an order:** Orders cannot be made before the statutory period for objections has ended or after a period of **two years** from the making of the initial notice. Within 14 days of making the Order the Council must place a notice in the local press announcing its decision, ensuring again that adequate publicity is given to the making of the Order and write to those who objected to the proposal outlining the reasons for the decision to proceed. Any traffic signs required as a consequence of the Order must be in place before it comes into force. It should be noted that the above requirements are strict and must be complied with in full so as to minimise the risk of judicial challenge on public law grounds, for example procedural impropriety.
- 10.5. The Council has a duty under section 122 of the 1984 Act to exercise its functions to secure the expeditious convenient and safe movement of vehicular and other traffic including pedestrians and the provision of suitable and adequate parking facilities on and off the highway. Accordingly, factors that the Council must have particular regard to are:-
- Maintaining access to premises
 - Effect on amenities in the area
 - National Air Quality Strategy

- Facilitating the passage of public service vehicles
- Other relevant matters

- 10.6. Where further consultation is required, this must follow public law principles in that it must be carried out at a formative stage of the decision making process, last for a reasonable period of time, provide sufficient information for consultees to make an informed representation and all representations must be taken into account before any decision is made.
- 10.7. The proposal to introduce a card-only payment mechanism is not regulated by the highways legislation. However, the Council can use its general power of competence under section 1 of the Localism Act 2011 to achieve this objective. However, Members are reminded of the equality impacts arising from it in light of its public sector equality duty under section 149 of the 2010 Act before arriving at such a decision.
- 10.8. The Council must in the exercise of its functions (in this case as Highway and Traffic Authorities) have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it in accordance with section 149 of the 2010 Act. The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take the account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding and in the context of parking policy must ensure that any person/s sharing one or more of the nine protected characteristics are not directly or indirectly discriminated against any of the proposed measures as set out in the body of this report.
- 10.9. The Council should take reasonable care to ensure that any new arrangements or schemes would include appropriate provision for disabled parking and the protection of other vulnerable road users such as children and the elderly.
- 10.10. The Human Rights Act 1998 incorporates the European Convention on Human Rights and makes it unlawful for a local authority to act in a way that is incompatible with a Convention right. The Council acting as a Highway Authority will have particular regard to its rights and responsibilities under the Human Rights Act 1998 when implementing parking policy across the Borough. The Council will have regard to:
- **Article 6** - that in the determination of civil rights everyone is entitled to a fair and public hearing within a reasonable period of time by an independent and impartial tribunal established by law
 - **Article 8** - that everyone has the right to respect for his home and private life; and

- **Article 1 of the First Protocol** - that everyone is entitled to peaceful enjoyment of his or her possessions

10.11. Implications verified/completed by: (Horatio Chance, Licensing and Highways Solicitor, Deputy Team Leader, 020 8753 1863)

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1. Parking Projects have funding of £425,000 in 2016/17. This funding is provided from the Parking Account surplus.

11.2. The Pay and Display infrastructure project was approved by cabinet in September 2015, and is to be funded from the Efficiency Projects Reserve. The project to introduce signage for moving traffic offences will be funded from a carry forward of a further £300,000 from the surplus in the Parking account in 2015/16.

11.3. The funding is limited to the amounts detailed above. If extra work is required then the mix of projects would need to be reviewed to ensure that the overall programme remains within budget.

11.4. Implications verified/completed by: (Amit Mehta, Principal Accountant, ex.3394).

12. IMPLICATIONS FOR BUSINESS

12.1. The parking projects programme for this financial year includes several projects that are anticipated to have a positive impact on business within the borough. The introduction of new pay & display technology and visitor permit parking is likely to make parking easier and more accessible for residents and visitors accessing shops and businesses.

12.2. The introduction of new electric vehicle charging points are also anticipated to improve the type of vehicle using the local highway network. In particular these vehicles are expected to produce less emissions which will help improve air quality and enhance the street environment.

12.3. Implications completed by: (Edward Stubbing, Transport Planner, ext:4651)

12. RISK MANAGEMENT

12.1 The project is to be managed within the TTS programme and risks identified and communicated to the Public Accounts Committee Parking Sub-group and Cabinet Member. Moving towards electronic payments will require suitable controls being applied and designed to ensure that adequate counter fraud, continuity and customer service provisions are made in advance of the pilot.

Trialling a number of green initiatives contributes positively to the management and control of risk including reducing noise and air pollution. These will form part of the overall management of risk within the project.

13. PROCUREMENT IMPLICATIONS

- 13.1 The majority of schemes in this report will be covered by the existing Term Contract with Bouygues and Colas and F.M.Conway. Term contractors will be used for the majority of work detailed in this report. For projects not covered by the term contract officers will seek quotations or tenders in accordance with the Council’s Contracts Standing Orders.
- 13.2 Implications verified/completed by: (Alan Parry, Procurement Consultant, 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 – Glossary of parking terminology**
- Appendix 2 – Borough CPZ map indicating controls, P & D tariffs etc.**
- Appendix 3 – Equality Impact Assessment**

APPENDIX 1 – Glossary of parking terminology

Parking Review (Review of controlled parking zone)

This is a full review of all parking restrictions in a controlled parking zone. This is carried out via a consultation with all residents and businesses within the controlled zone. Aspects such as the length and days of operation of the parking bays are reviewed and other options such as a maximum stay for pay and display parking are offered. Changes are made based on a majority support via the consultation. Yellow lines are installed in front of all dropped kerbs in order to facilitate pedestrian movement, and parking bays are extended where possible as part of the review in order to maximise parking in the borough and reduce parking stress. All signage in the area is updated where required.

Permit Saturation Levels

Permit saturation levels are calculated by dividing the number of permits issued in a zone with the number of parking spaces in that zone. For the purposes of this exercise, parking spaces are taken as 5 metres. For example, the permit saturation of Zone T is 84%, which means there are more spaces than there are permit holders.

Consultation –

- **Full Consultation**

A full consultation is carried out for all parking reviews. All residents and businesses of a controlled zone are sent a consultation document with a reply paid questionnaire which gives them the opportunity to either maintain or alter the current parking controls. Consultations usually run for a period of 3 weeks. The statutory consultation period is also observed through the advertisement of the legal traffic order.

- **Local Consultation**

A local consultation is carried out for smaller projects such as the installation of a loading bay, the introduction of short stay shopper bays, the alteration of a significant section of single or double yellow line, etc. This is usually in the form of a letter requesting comments or objections. The statutory consultation period is also observed through the advertisement of the legal traffic order.

- **Statutory Consultation**

For all minor amendments such as the installation of a double yellow line in front of a private crossover or other small changes to waiting and loading restrictions the statutory consultation process is observed. All changes to waiting, loading or parking restrictions must be accompanied by an amendment to the legal traffic order. The amendments are advertised in two local papers for 4 weeks whereby objections to the changes can be made in writing to the Highways Department.

Legal Traffic Order (TRO)

All on street restrictions are covered by a legal traffic order. This includes waiting restrictions (single and double yellow lines), loading restrictions, parking restrictions (including loading bays, disabled bays, doctor bays, and motorcycle bays), bus lanes, 20mph zones and so on. The legal traffic order states the extent of the restrictions, their operating times, etc. and is a vital part of parking and traffic enforcement. Without a legal traffic order detailing the restriction, it cannot be enforced. Therefore any change on street must be accompanied by a change to the legal order.

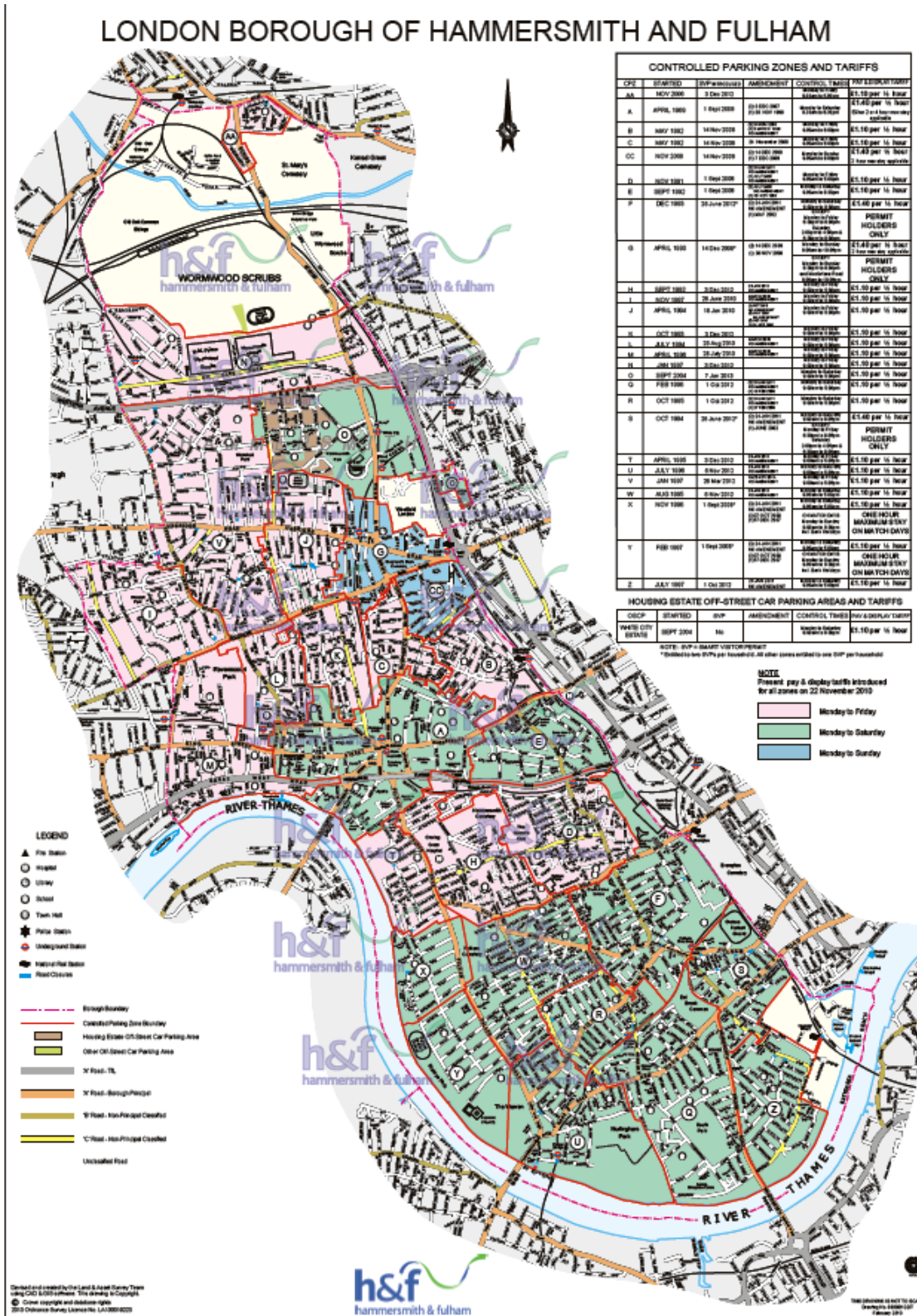
Traffic Order Consolidation

For traffic orders such as the waiting and loading order, or a parking place order for a specific zone, minor amendments are made on a regular basis. In order to combine all the amendments back in to one document again, the order can be consolidated. To ensure traffic orders are easy to manage and refer to, consolidations should be carried out on a regular basis.

SMART Visitor Permit

An electronic visitor permit that is currently available in all controlled parking zones. The permit acts as a cashless alternative to the on-street pay and display machines. Residents can top up the permit with credit then activate it and deactivate it over the phone when their visitor arrives and leaves. It charges by the minute (P&D machines charge by the half hour) and offers a small reduction on the on-street tariff.

APPENDIX 2 – Borough CPZ map indicating controls, P & D tariffs etc.



APPENDIX 3: EIA Document

LBHF Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	2015/16 Q4
Name and details of policy, strategy, function, project, activity, or programme	PARKING PROJECTS & POLICY PROGRAMME 2016-2017 To note and approve the 2016/17 parking projects & policy programme.
Lead Officer	Name: Edward Stubbing Position: Transport Planner Email: edward.stubbing@lbhf.gov.uk Telephone No: 020 8753 4651
Date of completion of final EIA	14/01/2016

Section 02	Scoping of Full EIA
Plan for completion	Timing: By March 2017 Resources: Parking Projects Team
Analyse the impact of the policy, strategy, function, project, activity, or programme	<p>Examples of works that are likely to impact more on older and disabled people include:</p> <p>Improving Pedestrian Environment - Street Decluttering During the planned maintenance schemes streets are analysed for 'Decluttering'. This involves reducing and consolidating, where possible, the amount of street furniture. Removal of redundant signs posts and attaching signs to lamp columns as well as the removal of bollards all helps reduce the 'clutter' on the street. These small improvements can make the street easier to negotiate for vulnerable road users such as the disabled and elderly by removing potential obstructions.</p> <p>Improving pedestrian environment - Ensure dropped kerbs protected from parked cars During the review of CPZs road markings are reviewed to ensure they are DDA compliant. Single yellow</p>

lines at informal crossing points are upgraded to double yellow lines. These small improvements can make the street easier to negotiate for vulnerable road users such as the disabled and elderly because they ensure that vehicles do not obstruct the crossing points.


As a result of the overall works, there may be benefits associated with certain groups and not others as detailed below:

Protected characteristic	Analysis	Impact:
Age	Older people are more likely than others to benefit from resurfaced carriageways and footways, as it provides a smoother ride and reduces the likelihood of trip hazards. Making it easier for disabled people to get about removes barriers and encourages participation in public life.	+
Disability	Disabled people are more likely than others to benefit from protection of informal crossing points. Making it easier for disabled people to get about removes barriers and encourages participation in public life.	+
Gender reassignment	N/A	Neutral
Marriage & Civil Partnership	N/A	Neutral
Pregnancy & maternity	Continued upgrading of single yellow lines at informal crossing points to double yellow lines will ensure that vehicles do not obstruct crossing facilities for prams/pushchairs	Neutral
Race	N/A	Neutral
Religion/belief	Places of worship within a controlled parking zone are consulted when the parking controls within that Zone are reviewed. Any impact would be unknown until a full consultation is carried	Unknown

		out and the responses are assessed.	
	Sex	N/A	Neutral
	Sexual Orientation	N/A	Neutral
	<p>Human Rights or Children's Rights Will it affect Human Rights, as defined by the Human Rights Act 1998? No</p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)? No</p>		
Section 03	<p>Analysis of relevant data Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>		
Documents & data reviewed	Annual parking stress survey data helps to determine which controlled parking zones are reviewed as part of the annual parking projects programme. Those Zones that have consistently high level of parking demand are given priority.		
New research	N/A		
Section 04	Consultation		
Consultation	Our consultations are open and accessible online and by post, and can be made available in different languages and Braille when requested.		
Analysis of consultation outcomes	N/A		
Section 05	Analysis of impact and outcomes		
Analysis	Following any parking consultation the results are analysed and presented to the Cabinet Member for a decision.		
Section 06	Reducing any adverse impacts and recommendations		
Outcome of Analysis	N/A		

Section 07	Action Plan
Action Plan	N/A

Section 08	Agreement, publication and monitoring
Chief Officers' sign-off	Name: Nick Boyle Position: Chief Transport Planner Email: nick.boyle@lbhf.gov.uk Telephone No: 020 8753 3069
Key Decision Report (if relevant)	Date of report to Cabinet/Cabinet Member: 11/04/2016 Key equalities issues have been included: Yes

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">9 MAY 2016</p>	
<p>CATALYST HOUSING GROUP CONTRACT AWARD</p>	
<p>Report of the Cabinet Member For Health and Adult Social Care: Councillor Vivienne Lukey</p>	
<p>Open Report</p>	
<p>Classification - For Decision Key Decision: YES</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Liz Bruce, Executive Director Adult Social Care</p>	
<p>Report Author: David Goulding, Procurement & Contract Officer</p>	<p>Contact Details: Tel: 020 8753 5070 E-mail: David.Goulding@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report requests approval to waive the Contract Standing Orders to allow the London Borough of Hammersmith and Fulham ("The Council") to agree to directly award a two year contract for the block provision of 30 nursing dementia beds to Catalyst Housing Group from 1 April 2016 to 31 March 2018. Councillors are asked to note that the proposed value of the contract, £2,012,400, exceeds the EU Public Contract Regulations 2015 ("the Regulations") threshold of £159,148 for this type of service and, should the Council exercise this option, it could be perceived to be acting in direct contravention of the Regulations. However, as detailed in the report, officers recommend that a balanced approach to risk should be taken. The Council could use Regulations 32 and 76 of the Regulations to justify making this direct award. Regulation 32 provides that a contract can be awarded without prior advertisement where no reasonable alternative or substitute exists and Regulation 76 recognises that various specific considerations on certain occasions need to be taken into account when awarding health and social care contracts including the needs of vulnerable groups (in this case people with dementia) and the need to ensure continuity, accessibility, affordability and availability (in this case access to a block of 30

nursing dementia beds close to the borough that could not be sourced elsewhere at a comparable price). While the risk of possible challenge cannot be completely removed, it will be significantly reduced by the placing of a Prior Information Notice. This would both publicly signal the Council's intention to tender a long-term contract in 2018 and can be used to facilitate pre-procurement dialogue with interested organisations to help inform the Council's shaping and pricing of the new contract.

- 1.2. This award is an interim arrangement needed to secure important service continuity while a commissioning strategy is developed for meeting longer-term need and will allow the current agreement for the provision of 30 nursing dementia beds at Acton Care Centre to continue until 31 March 2018 at a price increase of 2.54% on 2014-15 costs, the price increase to be backdated to 1 April 2015. The award will allow vulnerable existing service users with dementia to stay in-situ at the Acton Care Centre and will secure future supply of available beds close to the borough for a vulnerable service group.
- 1.3. In addition, this report asks Councillors to note the continuation of the informal arrangement for preferred status for spot purchase of a further ten nursing dementia beds and 20 nursing frail elderly beds at Acton Care Centre. The arrangement to continue to 31 March 2018 at a price increase of 2.54% on 2014-15 costs. The report asks Councillors to agree the price increase be backdated to 1 April 2015.
- 1.4. Further, this report asks Councillors to note that the Clinical Commissioning Groups (CCGs) of Hammersmith and Fulham, West London and Central London are considering the options for moving to a block contract arrangement with Acton Care Centre and that these options include joining a joint contract with the Local Authority through the Section 75 agreement from April 2016. A further report will be submitted seeking permission to enter into such an agreement should the CCGs wish to pursue this option.
- 1.5. The report asks Councillors to note the future potential of entering into a section 75 Agreement under the National Health Service Act 2006 for the provision of 10 block beds which are presently purchased under "spot" purchasing arrangements.
- 1.6. The report asks Councillors to note that Catalyst Housing Group is looking to sell Acton Care Centre. It is not known whether a sale will result in a change of use. However, the Council has Business Continuity Plans in place to deal with urgent home closures.

2. RECOMMENDATIONS

- 2.1 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 Catalyst Housing Group from 1 April 2016 to 31 March 2018.

- 2.2. To elect to directly award a contract to Catalyst Housing Group in accordance with Regulation 32(2)(b)(ii) of the Public Contracts Regulations 2015 (the “Regulations”), on the grounds that “the services can be supplied only by a particular economic operator” and “competition is absent for technical reasons” and Regulation 76 (8) (a)“ in relation to the award of contracts subject to this section, contracting authorities may take into account any relevant considerations, including the need to ensure, quality, continuity, accessibility, affordability, availability and comprehensiveness of the services” and 76 (8) (b) contracting authorities may take into account “the specific needs of different categories of users, including disadvantaged and vulnerable groups” and that contract to be for the provision of 30 nursing dementia beds at Acton Care Centre for two years with a maximum contract value of up to £2,012,400 during the period 1 April 2016 to 31 March 2018. This represents a price increase of 2.54% on 2014-15 costs, the price increase to be backdated to 1 April 2015.
- 2.3 To note the continuation of the informal arrangement for preferred status for spot purchase of a further ten nursing dementia beds and 20 nursing frail elderly beds at Acton Care Centre. The arrangement to continue to 31 March 2018 and to agree a price increase of 2.54% on 2014-15 costs, the price increase to be backdated to 1 April 2015.

3. REASONS FOR DECISION

- 3.1 This contract meets the Council’s statutory duty to provide nursing care to people with dementia and is an interim arrangement needed to secure important service continuity while a commissioning strategy is developed for meeting longer-term need.
- 3.2 As outlined in section 5 and 6 of this report, in order for the Council to meet its statutory duty to provide this service, the Procurement Team believes this is the only option available as no other provider in the London Borough of Hammersmith and Fulham or in neighbouring boroughs has the available capacity.
- 3.3 Regulation 32(2)(b)(ii) of the Regulations provides that a contract can be awarded without prior advertisement “where the works, supplies or services can be supplied only by a particular economic operator...[when]...competition is absent for technical reasons, but only...where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement”. Regulation 76 of the Regulations provides that “.—(1) Contracting authorities shall determine the procedures that are to be applied in connection with the award of contracts subject to this Section, and may take into account the specificities of the services in question.” and “(8) In relation to the award of contracts subject to this Section, contracting authorities may take into account any relevant considerations, including — (a) the need to ensure quality, continuity, accessibility, affordability, availability and comprehensiveness of the services; (b) the specific needs of different categories of users, including disadvantaged and vulnerable groups. The quality of provision, size and location of Acton Care Centre means this is a valuable resource. Catalyst Housing Group owns Acton Care Centre so there is no scope for putting the service out to tender; in order to make placements at the

home, the Council has to contract with Catalyst Housing Group. The block of 30 nursing dementia beds (plus a further 30 informal beds) is not readily available elsewhere. Though not in LBHF, there are good public transport links to Acton Care Centre which is an important priority for customers and their families when requiring placements, particularly given that many customers have elderly relatives who are themselves becoming frail. Furthermore, changes in environment and routine can increase confusion or sometimes distress people with dementia. Therefore, failure to secure supply would pose a significant risk to the well-being of customers currently placed at Acton Care Centre if, as a result, they were required to move to other provision.

- 3.4 Securing the supply of nursing dementia beds is of strategic importance. “[There are an estimated] 683,597 people with dementia in the UK. This represents one person in every 88 (1.1%) of the entire UK population. The total number of people with dementia in the UK is forecast to increase to 940,110 by 2021.”
Source: Dementia UK (2007) London School of Economics, King’s College London, and the Alzheimer’s Society.
- 3.5 There is no ready supply of nursing dementia beds in LBHF. The contract award will secure a supply of nursing dementia beds near to the borough. A snapshot of spot placements at 31 December 2015 shows 18 spot purchased nursing dementia beds in LBHF and 59 spot purchased nursing dementia beds out of borough in use on that day.
- 3.6 The continuation of the informal arrangements will secure supply of a further ten nursing dementia beds and 20 nursing frail elderly beds near to the borough. A snapshot of spot placements at 31 December 2015 shows 11 spot purchased nursing frail elderly beds in LBHF and 29 spot purchased nursing frail elderly beds out of borough in use on that day.
- 3.7 The current pricing structure is no longer sustainable for the provider. The proposed pricing structure provides value for money as compared with other block agreements as detailed below.
- 3.8 Feedback from the Placements Team, CCG at Joint Operational Group meetings and the Contracts and Procurement Team all point towards a good working relationship with the provider.

4. INTRODUCTION AND BACKGROUND

- 4.1 Acton Care Centre is a purpose built care home located in LB Ealing. The home can accommodate 125 people in five units: two for people with dementia and three for people with nursing needs. The home is owned by Vintage Care Limited, part of Catalyst Housing Limited. The home is currently on the market and a prospective buyer is conducting due diligence.
- 4.2 In 2003, the London Borough of Hammersmith and Fulham (“the Council”), in conjunction with Hammersmith and Fulham PCT, entered into a contract with Catalyst Housing to block book 36 nursing dementia beds. The PCT contract ended in 2008 and from this point, the Council solely contracted for 30 nursing

dementia beds and, in addition, made an informal arrangement for first use of ten further nursing dementia beds and 20 general beds. The terms of the informal arrangement are that beds will be held for the Council for 24 hours and can then be sold on the open market if a referral is not made. The Council is not liable for the void costs of informal beds.

- 4.3 The formal block bed contract ended on 31st March 2013 and the Council took up the option to extend for 12 months to 31st March 2014. The Council also continued with the informal arrangements. A two-stage price restructuring was agreed as part of the terms of the extension. From 1st April 2013 a rate of £700 per week per bed was agreed for contract beds and £629 per week per bed for informal beds. From 1st April 2014, the price of contract beds reduced to £629 per week.
- 4.4 The reduced rate was implemented from 1st April 2014 but a new contract was not signed. This is because Catalyst Housing wanted to renegotiate the bed rates and agreement could not be reached. Therefore, the Council is out of contract and working to the implied terms of the old agreement.

5. PROPOSAL AND ISSUES

- 5.1 It is proposed that Cabinet agrees to directly award a contract to Catalyst Housing Group for two years from 1 April 2016.
- 5.2 The current bed price of £629 gross per week for nursing dementia beds is not sustainable for the provider. Staffing costs comprise 60% of expenditure. There is a registered nurse in charge of each unit. There is a shortage of registered nurses available due to changes in UK entry quotas. Any gaps in the compliment of nursing staff are covered at greater cost through agency nursing staff. The proposed contract increases the bed price for nursing dementia beds to £645 gross per week. This brings the nursing dementia bed price into line with the West London Alliance rates and is cheaper than the nursing dementia bed price paid by LBHF for block contract beds at St Vincent's (£870.52) and Farm Lane (£751.61) and is also cheaper than the average spot bed price for nursing dementia beds paid by LBHF in 2014-15 (£664.34). Benchmarking against other authorities: Westminster City Council (WCC) has block bed agreements for nursing dementia beds at £879.14 (10 beds) and £644.45 (20 beds). Royal Borough Kensington and Chelsea (RBKC) has no block contracts for nursing dementia beds. Average spot purchase prices for nursing dementia beds paid by WCC and RBKC in 2014-15 were £666.93 and £658.38 respectively.
- 5.3 Councillors are asked to note the continuation of the informal arrangement for preferred status for spot purchase of a further ten nursing dementia beds and 20 nursing frail elderly beds. This arrangement will mean that the Placements Team for LBHF, RBKC and WCC will have first option on voids outside the block contract up to the point where all of the "informal" beds are occupied. This is at the rate of £645 gross per week for both nursing dementia beds and nursing frail elderly beds. Please refer to paragraph 5.2 above for nursing dementia beds benchmarking information. The bed price for nursing frail elderly placements is cheaper than the block contract rate paid by LBHF for nursing frail elderly beds at St Vincent's (£752.00) but is more expensive than the average spot bed price for

nursing frail elderly beds paid by LBHF in 2014-15 (£623.57). Benchmarking against other authorities: WCC has a block bed agreement for nursing frail elderly beds at £611.39 (20 beds). RBKC has a block bed agreement for nursing frail elderly beds at £1,028.02 (17 beds). Average spot purchase prices for nursing frail elderly beds paid by WCC and RBKC in 2014-15 were £624.89 and £683.51 respectively. The arrangement has the added advantage of mitigating against voids in the block contract as LBHF customers in informal nursing dementia beds are “transferred” (administratively, not physically) to block contract beds as they are vacated.

- 5.4 The CCGs of Hammersmith and Fulham, West London and Central London continue to work jointly with the Local Authority on the discussions and negotiations with Acton Care Centre. The CCGs place people in Acton Care Centre on a spot basis or as part of informal block arrangements and currently have 12 people placed at the home. The CCGs are considering the options for moving to a block contract arrangement with Acton Care Centre for the purchase of 10 beds across the frail elderly and dementia client groups at an agreed unit cost per week. These options would include joining a joint contract with the Local Authority through the Section 75 agreement from April 2016 or entering into a contract directly with the home. The consideration of these options is subject to the formal governance procedures of the CCGs and will be progressed during January and February 2016. The CCGs and Local Authority work together closely with Acton Care Centre through monthly joint operational group meetings covering operational and quality areas within the home.

6. OPTIONS AND ANALYSIS OF OPTIONS

6.1 The proposed recommendation: Directly Award a Contract for Two Years (1 April 2016 to 31 March 2018).

Directly awarding a contract for two years from 1 April 2016 to 31 March 2018 will allow the Council to secure supply and stabilise cost

- 6.1.1 It should be noted that, as the maximum value of the proposed contract (£2,012,400) would exceed the EU Public Contract Regulations 2015 threshold of £589,148 for this type of service, should the Council exercise this option it could be perceived to be acting in direct contravention of the Regulations and would be at risk of challenge from other providers in the field. However, it is proposed to award the contract using Regulation 32(2)(b)(ii) of the Regulations on the grounds that “the services can be supplied only by a particular economic operator” and “competition is absent for technical reasons” and Regulation 76(8)(a) “in relation to the award of contracts subject to this section, contracting authorities may take into account any relevant considerations, including the need to ensure, quality, continuity, accessibility, affordability, availability and comprehensiveness of the services” and 76 (8) (b) contracting authorities may take into account “the specific needs of different categories of users, including disadvantaged and vulnerable groups”.

- 6.1.2 While the risk of possible challenge cannot be completely removed, it will be significantly reduced by the placing of a Prior Information Notice. This would both publicly signal the Council’s intention to tender a long-term contract in 2018 and

can be used to facilitate pre-procurement dialogue with interested organisations to help inform the Council's shaping and pricing of the new contract.

- 6.1.3 Procurement Officers have reviewed the risk of challenge and assessed the other options, and although it acknowledges the risks, it is considered the preferred course of action. This is because Acton Care Centre provides 30 beds (plus a further 30 informal beds) that could not be readily sourced from the market; it is in the Council's best interests to sign an agreement in order to secure supply; the price for dementia beds is better than the cost of other block contract dementia beds; there will be price stability for two years; existing placements for vulnerable customers will be secured; direct award will provide an interim arrangement needed to secure important service continuity while a commissioning strategy is developed for meeting longer-term need. This is the preferred option.

6.2 Convert Existing Placements to Spot Placements

- 6.2.1 The Council is working to the terms of a contract that expired on 31 March 2014. The provider adhered to the agreement regarding bed price for the financial year 2014-15 but is under no obligation to continue with this arrangement for existing or future placements. A move to spot contracts would leave the Council exposed to price hikes and would also mean that supply was not secure. This option is not recommended.

6.3 Do Nothing

The provider has indicated that the current price arrangement is no longer sustainable. Therefore, there is a risk to our clients inherent in doing nothing as placements at the home may not be able to be sustained and clients may need to be transferred to other homes. This option is not recommended.

7. CONSULTATION

- 7.1 Consultation with customers and stakeholders is not required as the proposals represent continuation of the existing provision on a formal contractual basis.

8. EQUALITY IMPLICATIONS

- 8.1 There are no negative equality implications in the proposals for any of the protected groups, as the proposals represent continuation of the existing provision on a formal contractual basis.
- 8.2 The home provides nursing and care to frail older people and people with dementia (including "end of life" care). The continuation of these contractual arrangements contained in the proposals will provide consistency in the location of nursing and care for those H & F residents already placed at Acton Care Centre, and so will have a positive effect on older and disabled people in these vulnerable care groups.

8.3 The continuation of the contractual arrangements contained in the proposals will continue to provide a resource close to the borough for residents and will provide easy access to families and carers.

9. LEGAL IMPLICATIONS

9.1 This report requests various matters to be approved namely:

- a) the waiving of the Contract Standing Orders to establish an agreement to formalise a current arrangement with some increase to the prices with Catalyst Housing Group. This Agreement is to be for a period of two years;
- b) the carrying on of 'informal' spot purchases for a period of two years.

9.2 Procurement obligations have been mentioned in this report and the risk of not complying with those obligations have been stated at paragraph 13, Therefore it is necessary to consider whether the risks associated with failing to advertise the opportunity as required by the Regulations are significant. As such it may be worth considering whether a contract for a shorter period could be awarded to a provider in compliance with the Regulations.

9.3 It is noted that it is intended to award in accordance with Regulation 32(2)(b)(ii) of the Regulations. Regulation 32(2)(b)(ii) may only be used in the specific circumstances referred to above, and which are repeated here for the sake of convenience namely "where the works, supplies or services can be supplied only by a particular economic operator...[when]...competition is absent for technical reasons" If challenged the council would have to prove that that ground existed.

9.4 Where a reasonable alternative or substitute exists and the lack of competition is due to the artificial narrowing down of competition, the Council will not be able to claim the use of Regulation 32. However it would appear reasonable that the reasons should relate in particular to the service recipients. Procurement should be requested to consider preparing the relevant notifications in order to mitigate a finding of ineffectiveness.

9.5 Additionally where a spot purchase is formalised, a contract will come into being and its award may be subject to the Regulations. However the council would be able to argue that Regulation 32 permits the award of that contract without prior advertisement for the reasons contained in this report.

9.6 The establishment of a section 75 Agreement under the National Health Service Act 2006 will need to state the purposes for which it is to be created and those must be chosen from those stated in the relevant legislation or regulations. Alternatively if there is a commissioning arrangement already in place this could be considered as a vehicle for the provision of NHS services by the CCG.

9.7 Implications verified/completed by: Keith Simkins, Head of Division, Contracts and Employment, Shared Legal Services. Tel: 020 7361 2194

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 The proposed contract extension covers the period 1st April to 2016 to 31st March 2018, for 30 block contracted and a maximum of 30 spot purchased beds. The maximum cost per annum is £2,012,400
- 10.2 This equates to an increase in the current contract value of 2.54%, effective from 1st April 2015. The ASC placements budgets were inflated by 2.4% as part of the annual budget setting process. The additional 0.15% increase will be met from within the ASC placements budget.
- 10.3 The table below illustrates the financial implications.

<i>Revenue Implications</i>	2015/16		2016/17	
	Confirmed budget £	Costs of proposal £	Confirmed budget £	Costs of proposal £
Current Budgets				
Council Revenue budget	1,132,400	1,132,400	1,132,400	1,132,400
External funding: Client Contributions (based on 2015/16 assessed charges)	880,000	880,000	880,000	880,000
SUB TOTAL REVENUE BUDGET	2,012,400	2,012,400	2,012,400	2,012,400
Start-up Costs				
Lifetime Costs	2,012,400	2,012,400	2,012,400	2,012,400
Close-down Costs				
TOTAL REVENUE COST	2,012,400	2,012,400	2,012,400	2,012,400
SAVINGS				

- 10.4 There are ongoing discussions between ASC, Care Commissioning Groups (CCGs) of Hammersmith and Fulham, West London and Central London considering the options to extend this contract to include 10 block contract beds. If progressed it will require a S75 agreement under the National Health Service Act 2006 with the CCGs to recover costs incurred. A further report will be submitted seeking permission to enter into such an agreement.
- 10.5 Implications verified/completed by: David Hore, Finance Manager (Community Services). Tel: 020 8753 4498.

11. IMPLICATIONS FOR BUSINESS

- 11.1 The recommended proposal has no impact on businesses in London Borough of Hammersmith and Fulham as it is essentially a continuation of business that has been in place since 2003.

12. RISK MANAGEMENT

- 12.1 The principal risks associated with the recommendations are identified on the Contracts Risk Register. Risks are regularly reviewed by a designated Contracts Officer as part of on-going contract management. The Contract Risk Register is discussed at ASC Leadership Team (ALTT) meetings and at Cabinet meetings.
- 12.2 There is a risk of legal challenge from other providers on the basis of the legal requirements contained in the Public Contract Regulation 2015 which requires all Social and Other Specific Services that have an estimated value exceeding €750,000 (i.e. £589,148) to be subject to an open, transparent and non-discriminatory procurement process.
- 12.3 The risk to continuity of service is being mitigated by the proposal. For example, as the Council no longer has an agreement with Catalyst Housing, the provider could unilaterally end the implied agreement and only accept new placements on a spot basis at a price that they determine. There is a further risk that the provider could ask for a price increase for existing placements and if there was no agreement the provider could seek Judicial Review on the grounds that the price paid for placements is not adequate to sustain the business and that customers' well-being would be at risk if they were forced to move to other provision.
- 12.4 The insurance provision is not prejudiced by the current contract having expired as the contract monitoring and management continued and, in the event of a claim, HM Courts are likely to accept that all contractual provisions and obligations remained in effect and binding on parties. - Ray Chitty (Shared Services Insurance Services Manager).
- 12.5 Catalyst Housing Group is looking to sell Acton Care Centre. The inherent risks of a sale of the business are: the new owner may seek to withdraw from the block contract; the new provider may seek to renegotiate the terms of the block contract; the new provider may terminate or seek to alter the informal arrangement; the new provider may not be able to maintain the standard of care currently provided.
- 12.6 There is a further risk in that the new owner may seek to change the use of the building. LB Ealing Legal Department has advised that the Council doesn't own this site and is not aware of any restrictions on the title for the property / land. However, the Council has a Business Continuity Plan in place to deal with the event of an urgent home closure.
- 12.7 Implications verified/completed by: Michael Sloniowski, Shared Services, Risk Manager. Tel: 020 8753 2587.

13. PROCUREMENT STRATEGY IMPLICATIONS

- 13.1 Section 3 paragraph 12.3 of the Contract Standing Orders states that for contracts of £172,514 or greater total estimated value, a minimum of five tenders should be sought and Cabinet is responsible for award.

- 13.2 Approval for a waiver of the requirement to conduct a competitive exercise is being sought in order to directly award a contract to the existing service provider to ensure supply of provision. A waiver is being sought in accordance with Section 3 of the Contract Standing Orders which states that a prior written waiver to these CSOs may be agreed by the appropriate persons if they are satisfied that a waiver is justified insofar as they relate to the Council's own competition rules governing quotes and tenders.
- 13.3 However, there can be no waiver of the legal requirements contained in the Public Contract Regulation 2015 which requires all Social and Other Specific Services that have an estimated value exceeding € 750,000 (i.e. £589,148) to be subject to an open, transparent and non-discriminatory procurement process.
- 13.4 The proposal to follow the negotiated procedure without prior publication, in accordance with Regulation 32(2)(b)(ii), is only legally viable if "the works, supplies or services can be supplied only by a particular economic operator...[when]...competition is absent for technical reasons, but only...where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement". There are grounds to argue that this procurement meets the criterion set out in Regulation 32(2)(b)(ii) and Regulation 76 (8) (a) and (b) as the location of the Acton Care Centre, number of available beds, current usage by the Council, vulnerability of existing service users and risks involved in moving customers all determine that a direct award is reasonable to ensure continuity, accessibility, affordability and availability and also to meet the specific needs of different categories of users including vulnerable groups (i.e. people with dementia).
- 13.5 This award is an interim arrangement needed to secure important service continuity while a commissioning strategy is developed for meeting longer-term need. While the risk of possible challenge cannot be completely removed, it will be significantly reduced by the placing of a Prior Information Notice. This would both publicly signal the Council's intention to tender a long-term contract in 2018 and can be used to facilitate pre-procurement dialogue with interested organisations to help inform the Council's shaping and pricing of the new contract.
- 13.6 Failure to comply with the Regulations may lead to the decision being challenged. The options available to the court would be to declare the contract with Catalyst Housing Group ineffective, and may order it to be terminated. In addition the Council would have to pay damages and civil financial penalty (i.e. a fine). In defending such an action the Council would spend considerable sums.

Performance

- 13.7 The Care Quality Commission (CQC) inspected Acton Care Centre (report published 5 January 2016) and rated the service overall as "requires improvement". CQC rated the service as "good" for the categories "is the service caring?" and "is the service responsive?" but rated the service as "requires

improvement” for the categories “is the service safe?”, “is the service effective?” and “is the service well-led?”. CQC has not taken formal enforcement action but has asked the provider to send CQC a report detailing the action that the provider will take in regard to three regulations that are not being met. Representatives from Care Commissioning Groups, NHS Community Healthcare (CLCH) and ASC Contracts met the General Manager of Acton Care Centre on 28 January 2016 and have seen the report on actions that Acton Care Centre has sent to CQC. The meeting was satisfied with the actions that the management of the Acton Care Centre has taken in response to the report.

13.8 Feedback from the Placements Team is that Acton Care Centre is a home that works constructively with the Council.

13.9 Implications verified/completed by: Mike Boyle, Director of Strategic Commissioning and Enterprise, Adult Social Care and Health. Tel: 020 8753 6041.

14 IT STRATEGY IMPLICATIONS

14.1 There are no IT strategy implications as a result of the proposed direct award of this contract.




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

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 of meeting : 9 May 2016	 hammersmith & fulham
	Cllr Weale – Cabinet Member for Adult Social Care and Public Health Date of meeting or formal issue(i.e. not before): <i>[insert]</i>	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	Cllr Robathan – Cabinet Member for Adults and Public Health Date of meeting or formal issue(i.e. not before): <i>[insert]</i>	 City of Westminster
Report title (decision subject)	LONDON BOROUGH OF HAMMERSMITH AND FULHAM, ROYAL BOROUGH OF KENSINGTON AND CHELSEA, WESTMINSTER CITY COUNCIL - AWARD OF CONTRACTS FOR SECTION 75 SERVICES IN ADULT SOCIAL CARE INTEGRATED LEARNING DISABILITY TEAMS TO CENTRAL LONDON COMMUNITY HEALTH TRUST	
Reporting officer	Liz Bruce - Executive Director of Adult Social Care and Health Mike Boyle - Director of Adult Social Care Commissioning and Enterprise	
Key decision	Yes	
Access to information classification	OPEN REPORT	

1. EXECUTIVE SUMMARY

- 1.1 The London Borough of Hammersmith and Fulham (LBHF), the Royal Borough of Kensington and Chelsea (RBKC), and Westminster City Council currently have section 75 Agreements (under the National Health Services Act 2006) whereby they purchase health services within the Adult Social Care (ASC) Learning Disability Teams from Central London Community Health Trust (CLCH). These are namely the health staff for the Learning Disability Teams in each of the three boroughs across ASC Shared Integrated Learning Disability Teams Services. The costs for these services are met by the Clinical Commissioning Groups (CCGs) in each of the three boroughs. The service is jointly funded by the local authorities and the CCGs with the CCG element contributing towards the health staff costs.
- 1.2 The health staff (including Learning Disability Nurses, Physiotherapists, and Speech and Language Therapists) are managed by the three Heads of Service for Learning Disabilities within Adult Social Care Integrated Learning Disability Teams. They work alongside the Adult Social Care staff and contribute towards the outcomes of the Learning Disability Teams regarding the health and well-being of those with learning disabilities in each of the three boroughs.
- 1.3 The CCGs and local authorities jointly commission the integrated learning disability teams via the section 75 Agreement. The local authority are the lead commissioner and therefore need to hold a contract with CLCH for the provision of the health staff element within these teams. The appointment of CLCH is a choice of the CCGs under the National Health Services Act 2006. There is a very limited choice in terms of NHS organisations who can provide specialist learning disability nurses in these numbers and in fact CLCH are the only organisation who can currently do this across the three boroughs
- 1.4 The CCGs have paid for these services to date either directly, or via the local authority (with the costs recharged to the CCGs). It is appropriate for the boroughs to be the purchasers of services (rather than the CCGs) as they manage the integrated teams paid for under the section 75 agreements and are thus in a better position to monitor outcomes and performance of the services for people with learning disabilities.
- 1.5 It is recommended that three separate contracts are directly awarded for three years in each borough (with possibilities of two annual extensions), as a means of formalising the existing arrangements.

2. RECOMMENDATIONS

- 2.1 That Cabinet delegates the award decision for this service to the Cabinet Member for Health and Adult Social Care, London Borough of Hammersmith and Fulham to directly award contracts to Central London Community Health Trust for section 75 services in Learning Disability Teams for three years from 1st January 2016 to 31st December 2018 (with the option of two further annual extension), having a total contract value of approximately £5,432,139 (including two possible annual extensions valued at approximately £1,072,043 p.a).

- 2.2 That the Cabinet Member for Adult Social Care and Public Health, Royal Borough of Kensington and Chelsea, agrees to directly award contracts to Central London Community Health Trust for section 75 services in Learning Disability Teams for three years from 1st January 2016 to 31st December 2018 (with the option of two further annual extension), having a total contract value of approximately £5,507,575 (including two possible annual extensions valued at approximately £1,101,595 p.a).
- 2.3 That the Cabinet Member for Adults and Public Health, Westminster City Council agrees to directly award contracts to Central London Community Health Trust for section 75 services in Learning Disability Teams for three years from 1st January 2016 to 31st December 2018 (with the option of two further annual extension), having a total contract value of approximately £5,477,900 (including two possible annual extensions valued at approximately £1,095,580 p.a).

3. REASONS FOR DECISION

- 3.1 The London Borough of Hammersmith and Fulham (LBHF), the Royal Borough of Kensington and Chelsea (RBKC), and Westminster City Council currently have section 75 agreements (under the National Health Services Act 2006) whereby they purchase health services from CLCH. These are namely the health staff within the Adult Social Care Integrated Learning Disability Teams across the three boroughs. The costs for these services are met by the CCGs in each of the three boroughs via their section 75 Agreement contribution.
- 3.2 The health staff (which includes Learning Disability Nurses, Physiotherapists, and Speech and Language Therapists) are managed by the three Heads of Service for Learning Disabilities within Adult Social Care Integrated Learning Disability Teams. They contribute towards the outcomes of the Learning Disability Teams by improving the health and well-being of those with learning disabilities in each of the three boroughs.
- 3.3 The CCGs and local authorities jointly commission the integrated learning disability teams via the section 75 Agreement. The local authority are the lead commissioner and therefore need to hold a contract with CLCH for the provision of the health staff element within these teams. The appointment of CLCH as the contractor is a choice of the CCGs under the National Health Services Act 2006. There is a very limited choice in terms of NHS organisations who can provide specialist learning disability nurses in these numbers and in fact CLCH are the only organisation who can currently do this across the three boroughs.

4. BACKGROUND

- 4.1 These services have been in existence for some time. Historically the arrangements have changed over the years due to the introduction of the purchaser and provider market within the National Health Service (NHS). The arrangement with CLCH goes back to the former Kensington and Chelsea and Westminster Health Authorities, Parkside Health Authority and Riverside Health Authority which covered the three boroughs. CLCH came into existence when the health authorities broke up into purchasing bodies and provider bodies.

- 4.2 CLCH was formed in 2009 from an alliance of the community service provider arms of three central London primary care trusts (Hammersmith and Fulham, Kensington and Chelsea, and Westminster). Since their creation in 2009 CLCH has become the largest community healthcare provider in London. CLCH were awarded NHS Trust status in 2010. They have since merged with Barnet Community Services in 2011 and are working towards becoming an NHS foundation trust
- 4.3 CLCH came into existence and became the chosen provider by the lead commissioning bodies (PCTs now CCGs) as a result of the PCTs ceasing to be providers of services.
- 4.4 CLCH was inspected by the Care Quality Commission (CQC) between the 5th and 7th April 2015. The report was published on 20th August 2015 and an overall rating of “good” was Awarded. The summary stated the following;

“During our inspection we observed patients being treated with dignity respect and compassion....managers worked with commissioners of services, local authorities, other providers, GPs and patients to coordinate and develop services responsive to the needs of patients”

5. PROPOSAL AND ISSUES

- 5.1 The CCGs and local authorities jointly commission the integrated learning disability teams via the section 75 Agreement. The local authority are the lead commissioner and therefore need to hold a contract with CLCH for the provision of the health staff element within these teams.
- 5.2 The CCGs have paid for these services to date either directly, or via the local authority (with the costs recharged to the CCGs). It is appropriate for the boroughs to be the purchasers of services (rather than the CCGs) as they manage the integrated teams paid for under the section 75 agreements and are thus in a better position to monitor outcomes and performance of the services for people with learning disabilities.
- 5.3 It is recommended that three separate contracts are directly awarded for three years in each borough (with possibilities of two annual extensions), as a means of formalising the existing arrangements.

6. OPTIONS AND ANALYSIS

- 6.1 These services have been in existence for some time. Historically the arrangements have changed over the years due to the introduction of the purchaser and provider market within the National Health Service (NHS).
- 6.2 The appointment of CLCH was and is a choice of the CCGs under the National Health Services Act 2006. There is a very limited choice in terms of NHS organisations who can provide specialist learning disability nurses in these numbers and in fact CLCH are the only organisation who can currently do this across the three boroughs.

6.3 The only other possibility is to do nothing but this is not recommended as the local authorities are the purchasers of these services and responsible for delivering the integrated learning disability teams and thus need to monitor these services via appropriate contracts.

7. CONSULTATION

7.1 A consultation is not required when using powers under section 75 of the National Health Services Act 2006.

8. EQUALITY IMPLICATIONS

8.1 The award of these contracts to CLCH do not have any adverse effect on any of the protected group.

9. INFORMATION, COMMUNICATIONS AND TECHNOLOGY (ICT) IMPLICATIONS

9.1 There are no know impacts on ICT delivery or strategy of the borough.

10. LEGAL IMPLICATIONS

10.1 Section 75 of the National Health Service Act 2006 provides for the entering into of arrangements between both the NHS and Local Authorities in relation to the exercise of health related functions of such bodies. Section 3A of the National Health Service Act 2006 (inserted by the Health and Social Care Act 2012 amendments), specifies that:

“(1) Each clinical commissioning group may arrange for the provision of such services or facilities as it considers appropriate for the purposes of the health service that relate to securing improvement;

(a) in the physical and mental health of the persons for whom it has responsibility, or

(b) in the prevention, diagnosis and treatment of illness in those persons....”

10.2 It is understood that the proposed arrangements to be entered into by each Westminster City Council, Royal Borough of Kensington and Chelsea and London Borough of Hammersmith with CLCH give effect to agreements signed by the Chief Executives of each authority. Respective section 75 agreements have been provided between the following organisations:

(a) Royal Borough of Kensington and Chelsea and NHS West London Clinical Commissioning Group;

(b) London Borough of Hammersmith and Fulham and NHS Hammersmith And Fulham Clinical Commissioning Group;

(c) Westminster City Council and NHS Central London Clinical Commissioning Group;

(d) Westminster City Council and NHS West London Clinical Commissioning Group.

10.3 It is understood that the arrangements with CLCH are a pre-existing relationship and that the recommendations seek to formalise the arrangement which are commissioned under the section 75 Agreements detailed in 7.2

above. The arrangements with CLCH are to be entered into in the form of contracts with each authority which provide for the relevant services, monitoring of staff, management of the relationships and determine the professional responsibility of the respective organisations.

10.4 Legal implications verified by Jonathan Miller, Telephone: 020 7361 3488, E mail: jonathan.miller@lbhf.gov.uk

11. FINANCIAL AND RESOURCES IMPLICATIONS

11.1 The annual cost for the three separate contracts in each borough is shown in the table below.

11.2 There are no funding implications to RBKC, the contract is fully recovered through the Section 75 agreement.

11.3 There are no funding implications to WCC, the contract is fully recovered through the Section 75 agreement.

table 1

	Current Budget Available	Current Contract Cost 15/16	Proposed Contract Cost 16/17
LBHF	£1,108,005	£1,108,005	£1,072,043
RBKC	£1,101,595	£1,101,595	£1,101,595
WCC	£1,095,580	£1,095,580	£1,095,580

11.4 There is a finance section of the contract which states that the local authorities will only pay for staff in post-up to a maximum amount shown in table 1. The proposed contract states the annual amount may vary from year to year.

11.5 Financial implications verified by David Hore - Finance Manager, Telephone: 020 8753 4498, E mail: david.hore@lbhf.gov.uk, Mark Sone - Group Accountant Adult Social Care, Telephone: 020 7361 3135, E mail: mark.sone@rbkc.gov.uk, and Ashley Hughes - Finance Business Partner, Telephone: 020 7641 1190, E Mail: a.hughes2@westminster.gov.uk

12. FINANCIAL IMPLICATIONS FOR LBHF

12.1 This contract covers the period 1st January 2016 to 31st December 2018, 3 years, with the option of a further 2 years.

12.2 The costs incurred against the contract will be fully recharged to Hammersmith & Fulham Clinical Commissioning Group (HF CCG), through the S75 that LBHF have with HF CCG.

12.3 The LBHF and HF CCG S75 are agreed on an annual basis. Therefore if the funding to reimburse the Council for the payments made to CLCH changes, then this contract will need to be changed to reflect the revised funding available.

12.4 The net effect of this contract on the Council's General Fund budget is neutral. Table 2 below illustrates the financial implications.

<i>table 2</i>	2015/16		2016/17		Full year effect of proposals
	Confirmed budget £	Costs of proposal £	Confirmed budget £	Costs of proposal £	
Revenue Implications					£
Current Budgets					
Council Revenue budget					
External funding: HF CCG funding	277,001		1,072,043		1,072,043
SUB TOTAL REVENUE BUDGET	277,001		1,072,043		1,072,043
Start-up Costs					
Lifetime Costs		277,001		1,072,043	1,072,043
Close-down Costs					
TOTAL REVENUE COST	277,001	277,001	1,072,043	1,072,043	1,072,043
SAVINGS					

Financial implications verified by David Hore - Finance Manager, Telephone 020 8753 4498 E mail: david.hore@lbhf.gov.uk

13. IMPLICATIONS FOR BUSINESS

12.1 There is no known impact of any of the proposals on businesses in the borough.

14. RISK MANAGEMENT

14.1 The Adult Social Care department remains responsible for the management of procurement risk, contract management and supply chain resilience. A framework for risk management operates within the department. Risks are periodically monitored by the Senior Leadership team. Market Testing,

delivering the best possible services at best possible cost for the local taxpayers, and Successful Partnerships, ensuring successful contracts exist between the Councils, NHS and Commissioning Groups are risks noted on the Royal Borough of Kensington and Chelsea and London Borough of Hammersmith and Fulham Councils Shared Services Risk Register.

14.2 Risk Implications verified by Michael Sloniowski - Shared Services Risk Manager, Telephone: 020 8753 2587, E mail: michael.sloniowski@lbhf.gov.uk

15. PROCUREMENT IMPLICATIONS

15.1 The purchasing of section 75 services under the National Health Services Act 2006 are exempt from the Public Procurement Regulations 2015.

15.2 The local authority are the lead commissioner and therefore need to hold a contract with CLCH for the provision of the health staff element within these teams. The appointment of CLCH is a choice of the CCGs under the National Health Services Act 2006. However the proposed contract would have a six month break clause which could be used if required.

15.3 The length of the contract (three years with the provision to extend for up to a further two years) is required in order to carry out market testing in this area, and to build up capacity and competition within the market, which is at present extremely limited.

15.4 The local authorities will set up a joint project group work with the CCGs during 2016 and beyond to discuss how to build capacity within the market including in the area of personal health budgets.

15.5 The National Health Service (Procurement, Patient Choice and Competition) (No. 2) Regulations 2013 may be relevant to the choice of provider by the CCGs. Under these regulations a direct award can be made if the organisation is the only body able to provide these services.

15.6 A waiver of the contract standing orders is not required as the local authority has the power to purchase section 75 services under the National Health Services Act 2006 and the choice of provider is the responsibility of the CCGs. (See legal section 9.1 above).

15.7 As the value of the LBHF Contract is £1,108,005 p.a. in accordance with a recommended decision of the Cabinet on 11th April 2016 to delegate the award decision for this service, this report will be presented to the Cabinet Member for Health and Adult Social Care, London Borough of Hammersmith and Fulham, for approval.

15.8 As the value of the RBKC Contract is £1,101,595 p.a. this report will be presented to the Cabinet Member for Adult Social Care and Public Health for approval.

15.9 As the value of the WCC Contract is £1,095,580 p.a. this report will be presented to the Cabinet Member for Adults and Public Health for approval.

- 15.10 In accordance with the ASC Shared Services Procurement Code this report will be presented to the Contract Approval Board.
- 15.11 Procurement implications verified by Sherifah Scott - Head of Procurement and Contracting Adult Social Care, Tel: 07796313662, E mail: sherifah.scott@lbhf.gov.uk

Director name: Liz Bruce


Director title: Executive Director - Adult Social Care and Health

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

Contact officer(s):

Christine Baker - Procurement Manager, ASC Shared Services, Commissioning and Contracts, Telephone 020 8753 1447, E mail: christine.baker@lbhf.gov.uk

Agenda Item 11

<p>London Borough of Hammersmith & Fulham</p> <p>CABINET</p> <p>9 MAY 2016</p>	 <p>h&f hammersmith & fulham</p>
<p>CONTRACT AWARD REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM</p>	
<p>Report of the Cabinet Member For Health And Adult Social Care – Councillor Vivienne Lukey</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 – Yes</p>	
<p>Wards Affected: Addison, Fulham Reach, North End</p>	
<p>Accountable Director: Liz Bruce, Executive Director for Adult Social Care and Health</p>	
<p>Report Author: Christine Mead Behaviour Change Commissioner Public Health</p>	<p>Contact Details: Tel: 020 7641 4662 E-mail: cmead@westminster.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval from the Cabinet to award three new Community Champions contracts to the following providers following the tender exercises.
- 1.2. The rationale for this award is that existing projects are being successfully delivered and will be further developed through partnership links with Hammersmith and Fulham Clinical Commissioning Group (HFCCG) and Housing Associations, including an extension of outcomes and a saving to Public Health budgets while maintaining project viability. Partnership agreements are in development in each location to create a local health and housing partnership group who will collectively support and develop the Community Champions projects.

2. RECOMMENDATIONS

2.1 That the Cabinet award the three new contracts for provision of Community Champions projects in North End, Fulham Reach and Addison wards, to the recommended providers as listed below.

- To award a five year contract to Pinnacle/Pulse to deliver a Community Champions project in North End ward on Gibbs Green and West Kensington Estates at a total contract cost of £212,500.
- To award a five year contract to the Hammersmith and Fulham Volunteer Centre to deliver a Community Champions project in Fulham Reach ward on the Bayonne and Field Road Estates at a total contract cost of £243,830.
- To award a five year contract to the Urban Partnership Group to deliver a Community Champions project in Addison ward in the Shepherds Bush Green Area at a total contract cost of £250,000.

3. REASONS FOR DECISION

3.1 The tender process and recommendations are discussed in Appendix 1. The reasons for extending the Community Champions project from three to six neighbourhoods are:

- A Social Return on Investment evaluation demonstrated the value added by the projects as equivalent to £5.05 for every £1 invested.
- Outcomes to residents include improved physical health, healthy eating and weight reduction; improved mental wellbeing; reduced isolation; increased social cohesion and community safety; improved knowledge of local services.
- Outcomes for volunteer Champions include improved health, weight loss, increased activity; improved wellbeing; reduced isolation; increased skills, employability and employment; intercultural cohesion; improved knowledge about local services.
- Outcomes for children include improved physical health and wellbeing; improved dental hygiene; improved relationships with family and friends; school readiness; sense of community and cohesion.
- Outcomes for local services include reduced care needs for health services through prevention of long term conditions including diabetes, lifestyle related cancers, and cardiovascular diseases; reduced health and social inequalities, improving access to services; economic contribution from volunteers moving from benefits to paid employment; increasing citizenship and further volunteering.

4. BACKGROUND

- 4.1 Community Champions projects began seven years ago in White City as part of the Well London programme to develop groups of volunteers in deprived neighbourhoods across London to reduce health inequalities and improve health.
- 4.2 The White City project was one of the most successful across London, both in terms of the impact and development of the volunteers (16/18 of the first cohort went on into employment) and because of the reach across the community. After five years the funding for the project was stopped, but the Residents Association had by then developed the resources, along with the development of the Big Local, to set up White City enterprise as a local organisation to take forward future work in White City.
- 4.3 Two further projects were commissioned, at Edward Woods and at Old Oak Estates, and these projects have both delivered for the past two years consistently above contract, in terms of the ability to attract, train and sustain volunteers, and the success of getting residents engaged with local activities and services.
- 4.4 In November and December 2014 a procurement strategy was presented to the Cabinet Member for Health and Adult Social Care, and to ASC CoCo and CAB to proceed with the procurement of three more community champions projects with the idea of developing partnerships with housing and health services.
- 4.5 Projects were scoped in Addison, Fulham Reach and North End wards. These areas were selected as priority areas for Community Champions projects as they all are areas of deprivation, with poorer health outcomes, and health inequalities. Scoping involved visiting the organisations working in the area, making contact with Residents' Associations, Third sector providers, health services, and housing associations, to understand what the needs of the area are, as seen by the people who live and work there, and the willingness to engage with a community champions project.
- 4.6 A stakeholder engagement event was held in each area to help shape the project further, and to gather feedback into what should be required of a provider of a Community Champions project. The feedback was then used to develop the specification and tender documents.
- 4.7 Draft service specifications were sent to Children's and Adults Services for comment, and to the Hammersmith and Fulham CCG.
- 4.8 Tenders were sent out in January 2016 with a closing date of February 8th – 10th, and a moderation meeting held on February 12th. Further detail is included in Appendix 1.

5. PROPOSAL AND ISSUES

- 5.1 See Appendix 1 for the Technical and Financial Evaluation for the Contract Award Recommendations for three new projects in Fulham Reach, North End and Addison wards.

6 CONSULTATION

- 6.1 An extensive consultation process was undertaken during the scoping phase of the new projects (from May to August 2015). Local stakeholders were engaged in discussions around which estates the Community Champions project should be based on, which organisations to involve in discussions, and whether local residents would be interested in getting involved in a Community Champions project.
- 6.2 Local community organisations were advised about the upcoming tender to ensure they would be registered on Capital Esourcing in time to bid for the tender if they should wish to.
- 6.3 Other areas were also discussed in the stakeholder engagement meetings – for example, the relative merits of starting a Community Champions project on the Clem Attlee Estate, where there are already a number of activities, versus the Gibbs Green and West Kensington Estates, where there are fewer activities.
- 6.4 Consultation was held with housing associations in terms of finding out what their resident engagement activities are, what could be joined together and what could be offered to tenants of other housing associations or council housing owned properties in terms of employment support, meeting rooms and promotion through resident communication channels.

7 EQUALITY IMPLICATIONS

- 7.1 The Community Champions projects are designed to reduce health and social inequalities, and have been evaluated to demonstrate outcomes which support employment, health improvement, social cohesion, children's school readiness and knowledge and access to local services.

8 LEGAL IMPLICATIONS

- 8.1 In respect of the three new contracts, tenders have been sought via Capital E sourcing and also in Contracts Finder. This is compliant with Regulation 110 of the Regulations (advertising for below threshold contracts) and also with the Council's CSOs. The Cabinet has power to approve the award of contract under CSO 12.

- 8.2 Implications verified/completed by Margaret O'Connor, Solicitor, Legal Department.

9 FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1 The individual contract prices are listed in Appendix 1.
- 9.2 The contract prices are within the planned Public Health budget, and meet the criteria for use for the ring fenced Public Health grant.
- 9.3 Through partnership agreements, savings have been identified while maintaining substantial levels of partnership project investment. The savings are identified in Appendix 1 Part B for the new contracts (as set out in the exempt report on the exempt Cabinet agenda).
- 9.4 The maximum contract budget for each of the three new projects was set at £250,000, and contributions of £5,000 per annum per project have been secured from HFCCG. In light of these contributions, and the financial submissions from successful Bidders for Gibbs Green/West Kensington and Bayonne/Field Road projects coming in lower than the maximum budget allocated for each project (Part B), a saving has been achieved for these projects, and revised (lower) contribution is required from the Public Health budget.
- 9.5 Implications verified/completed by Richard Simpson, Finance Manager, Public Health Department.

10. IMPLICATIONS FOR BUSINESS

- 10.1 This procurement allows local organisations delivering the project to actively engage with other local businesses and service providers to build up a network of local working partnerships. It is also intended that the project will employ local people to both manage the project and the local Champions.
- 10.2 When delivering activities, campaigns and events the project aims to work with other local individuals, groups and businesses, ensuring that benefit and economic gains from this programme stays local.
- 10.3 Implications verified/completed by Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning & Skills, Planning & Growth.

11. RISK MANAGEMENT

- 11.1 The Public Health Department remain responsible for procurement risk. The Department maintains a risk register that is reviewed quarterly and where risks escalate they may be included in the Shared Services Risk Register. Market

Testing, achieving best value at lowest possible cost to the local taxpayer is a key corporate risk, risk number 4 on the Shared Services risk register.

- 11.2 The development of Health and Housing Partnerships is intended to minimise risk in the long run by creating a supportive funding and development group around each Community Champions project which will sustain it in the future.
- 11.3 Implications verified by Michael Sloniowski, Shared Services Risk Manager telephone 020 8743 2587.

12. PROCUREMENT IMPLICATIONS

- 12.1 Under the Public Contracts Regulations 2015 (PCRs), which came into force on 26th February 2015, all of the services required from the Community Champions are defined as “Social and Other Specific” services and fall under the Light Touch Regime. A mandatory competition would only be required if a contract value exceeds £589,148.
- 12.2 Whilst each of the new contracts would be below the £589,148 figure requiring a mandatory competition, the risk of a possible challenge to the awards would remain. A balanced approach to this risk should be taken. Given the nature of the supply market for the local Community Champions contracts, the service department believe this risk is low.
- 12.3 Implications verified and completed by Tim Lothian, ASC Procurement Manager, 020 8753 5377

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		


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List F Appendices

Appendix 1: Technical Scoring and Financials for New Projects
Appendix 1 - Part B for the new contracts (as set out in the exempt report on the exempt Cabinet agenda).

Appendix 1: Technical Scoring and Financials for New Projects

1. Opportunity notices were issued via CapitalEsourcing in January 2016 for three new Community Champions projects in Gibbs Green/West Kensington (North End ward), Bayonne/Field Road (Fulham Reach ward), and Shepherds Bush Green (Addison ward) with closing dates of 8th, 9th and 10th of February 2016 respectively. The contracts were also advertised on Contracts Finder.
2. Tenderers were required to complete a three stage evaluation process, Qualification, Technical and Commercial.
3. Three tenders were received for each project and assessed on their technical and financial responses in line with the published evaluation criteria.
4. All tenders were weighted at 80% for Technical (Quality) and 20% for Commercial (Price).
5. The evaluation team scored each Tenderer's written submission individually against the published technical evaluation criteria. The evaluation team then met to reach a consensus score for each of the Tenders.
6. The commercial envelope was evaluated by the Finance Manager for Public Health.

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CABINET</p> <p style="text-align: center;">9 MAY 2016</p>	
<p>CONTRACT RENEWAL REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM</p>	
<p>Report of the Cabinet Member for Health and Adult Social Care – Councillor Vivienne Lukey</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 – Yes</p>	
<p>Wards Affected: Wormholt and White City, College Park and Old Oak, Shepherds Bush Green</p>	
<p>Accountable Director: Liz Bruce, Executive Director for Adult Social Care and Health</p>	
<p>Report Author: Christine Mead Behaviour Change Commissioner Public Health</p>	<p>Contact Details: Tel: 020 7641 4662 E-mail: cmead@westminster.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. This report seeks agreement from Cabinet to waive the application of the Council's Standing Orders (CSO) to approve the modification of the three existing contracts for a further period of three years, with amended terms, for the provision of Community Champion projects to incumbent providers, for the period of the three years from 1st April 2016 – 31st March 2019. The details of each award are listed in Appendix 1 (as set out in the exempt report on the exempt Cabinet agenda).
- 1.2. The rationale for this award is that existing projects are being successfully delivered and will be further developed through partnership links with Hammersmith and Fulham Clinical Commissioning Group (HFCCG) and

Housing Associations, including an extension of outcomes and a saving to Public Health budgets while maintaining project viability. Partnership agreements are in development in each location to create a local Health and Housing Partnership Group who will collectively support and develop the Community Champions projects.

- 1.3. There are very limited numbers of community organisations in each of the neighbourhoods who would be able to deliver a community champions project, so there would be no competitive advantage gained by going out to tender while there would be a risk of destabilising the trust and capacity of the existing organisation delivering the project.

2. RECOMMENDATIONS

- 2.1 That approval be given for a retrospective waiver of the Council's Standing Orders (CSO) and that approval be given to extend the term of the three contracts to the existing service providers, as set out in Appendix 1 (in the exempt report on the exempt Cabinet agenda), from 1st April 2016 to 31st March 2019. The maximum lifetime value of each of the 3 contracts will not exceed £589,148 (see Appendix 1), the threshold where Schedule 3 contracts would be subject to competition under the Public Contracts Regulations 2015.
- 2.2 To approve the modification of the existing contract to Old Oak Housing Association as set out in Appendix 1 (in the exempt report on the exempt Cabinet agenda) to provide for an extension of the term of the contract for a further period of three years effective from 1 April 2016 for a contract value of £40,000 per annum, aggregate £120,000 over three years.
- 2.3 To approve the modification of the existing contract to Urban Partnership Group as set out in Appendix 1 (in the exempt report on the exempt Cabinet agenda) to provide for an extension of the term of the contract for a further period of three years effective from 1 April 2016 for a contract value of £45,000 per annum, aggregate £135,000 over three years.
- 2.4 To approve the modification of the existing contract to White City Enterprise as set out in Appendix 1 (in the exempt report on the exempt Cabinet agenda) to provide for an extension of the term of the contract for a further period of three years effective from 1 July 2016 for a contract value of £45,000 per annum, aggregate £135,000 over three years.

3. REASONS FOR DECISION

- 3.1. The decision to modify and renew existing sovereign contracts is considered to be the optimum solution in order to:
 - achieve continuity for residents in the existing Community Champions neighbourhoods, so that the networks and relationships with community services and local residents which have been developed by the providers in the last two years are extended further extended further

- develop, during this contract term, a new service model through partnership support from housing providers and the Clinical Commissioning Group, both in kind and financial
- work with existing providers to increase the reach of the Community Champions across the whole community
- enable existing providers to work with residents to develop a sustainable model to take community projects forward after the three year contract, e.g. develop social enterprise, develop crowd sourcing funding for specific projects
- to continue to achieve outcomes to residents including improved physical health, healthy eating and weight reduction; improved mental wellbeing; reduced isolation; increased social cohesion and community safety; improved knowledge of local services
- to continue to achieve outcomes for local services including reduced care needs for health services through prevention of long term conditions including diabetes, lifestyle related cancers, and cardiovascular diseases; reduced health and social inequalities, improving access to services; economic contribution from volunteers moving from benefits to paid employment; increasing citizenship and further volunteering.

4. BACKGROUND

- 4.1 Community Champions projects began seven years ago in White City as part of the Well London programme to develop groups of volunteers in deprived neighbourhoods across London to reduce health inequalities and improve health.
- 4.2 The White City project was one of the most successful across London, both in terms of the impact and development of the volunteers (16/18 of the first cohort went on into employment) and because of the reach across the community to residents of all ages and backgrounds. After five years the funding for the project was stopped, but the Residents Association had by then developed the resources, along with the development of the Big Local, to set up White City enterprise as a local organisation to take forward future work in White City.
- 4.3 Two further projects were commissioned, at Edward Woods and at Old Oak Estates, and these projects have both delivered for the past two years consistently above contract, in terms of the ability to attract, train and sustain volunteers, and the success of getting residents engaged with local activities and services.
- 4.4 Community Champions projects are commissioned to deliver on the following outcomes:

- 4.4.1 To increase Community Champions Programme intelligence and knowledge of residents' attitudes to health and wellbeing and access to services
- 4.4.2 To increase local residents' awareness, knowledge and take-up of local health & wellbeing services
- 4.4.3 To increase local residents' awareness, knowledge, attitude change and health seeking behaviour viz a viz specific health concerns and conditions as needed e.g.
- Maternity & children's services
 - cancer awareness (breast, bowel, lung etc)
 - cardiovascular disease (heart disease, stroke, diabetes)
 - mental and emotional health
 - physical activity
 - tobacco cessation
 - healthy eating / nutrition
- 4.4.4 To increase local residents' awareness and knowledge of the social determinants of health such as housing, education, training, employment and welfare reform
- 4.4.5 To increase community champions understanding, skills and competencies in health promotion and health improvement
- 4.4.6 To increase local awareness of Community Champions Project as a result of community events, campaigns, activities, web-site and newsletter distribution
- 4.4.7 To influence the work of Hammersmith and Fulham Clinical Commissioning Group, Hammersmith and Fulham Healthwatch, Public Health Services, local council services and Housing Association services and relevant local service providers and initiatives
- 4.5 The outcomes achieved by community champions projects, as measured through the Social Return on Investment Evaluation, include improved wellbeing, increased social cohesion, weight loss, increased physical activity, improved school readiness, increased employability and employment, improved knowledge of local services.
- 4.6 The plans for extending the three projects for a further three years are to further build the assets of the community in designing and running their own health and prevention programmes, and to link more closely with the prevention work in Adult Social Care, Housing and the CCG in order to support residents in maintaining healthy, active lives.
- 4.7 The three existing projects are part of building and co-creating the community champions programme which enables residents to both lead and deliver local activities which improve mental and physical health, as well as the sense of community in those neighbourhoods.

5. OUTCOMES FROM COMMUNITY CHAMPIONS PROJECTS

- Over the last year there have been 56 Community and maternity Champions volunteering on the project, some giving three hours a day and some giving three hours a month. 80% of the volunteers are not currently in employment and are using their volunteering to develop their skills and qualifications to support their future employment. Last year 15 champions were successful in either getting jobs or being accepted onto full time educational courses leading to specific professional qualifications. 82% of the volunteers are parents with children, 88% are from ethnic minority backgrounds, and 90% are in the age range of 25-44, all of which means that the volunteers on these projects are not 'typical' volunteers.
- Quotation from a champions:
"As an individual, I'm respected as a Community Champion and seen as a real help and motivator. I work with people from different organisations which has helped people having problems with GPs, housing or schools. I really want to make my neighbourhood safer and healthier and so I am organising a meeting with Notting Hill Housing. This week I'm helping a neighbour who is being evicted. Being a Champion allowed me to put a smile on children's faces when I organised a trip to Brighton." (Edward Woods)
- "I became a Community Champion mainly from interest, and wanting to give something back to my local community. Community Champions live and work in the community with local residents and share and give health advice on a number of issues. As a health champion I did several courses and took part in a number of community events, from promoting Vitamin D for pregnant mothers and children to taking part in the community health survey s well as cooking on a budget courses. We also did some nationally accredited courses.....As a result of this I now have a career as Health Trainer and value so much the training and experience I had as a Community Champion – and of course the many friends I have made." (Old Oak)
- "I joined the team of Community Champions towards the end of 2014 with the expectation of supporting my local community in some way. How naïve was that? I have since gained confidence to approach and speak with members of my community by taking part in events like Dry January and the Community Research Training held at Parkview Health Centre, something I would have never said that I am capable of undertaking. Learnt about myself: I have good listening skills, am well informed about my area, am a good team player and a few other attributes. My participation in the courses has changed my behaviour towards others....being a Community Champion has unleashed something within me and given me a chance to explore my personal capabilities. I now have direction for what I want to do jobwise, where I want to go and the path to get me there. Not only do I feel that my contribution is worthwhile whilst working for my local community, but I actually know what I am talking about and am passionate about the work we are doing. The Community champions are a fun group of people who

truly represent our diverse population and I am proud to be a member.”
(Parkview)

- Community Champions attended 222 days of training over the year, including amongst other courses, level 2 courses in Understanding Health Improvement and Understanding Behaviour Change, level 3 course in Health Trainer Certificate, Mental Health First Aid, CIEH courses in Food hygiene and Paediatric First Aid, Community Research, Walk Leader.
- 22 large community events took place, with 2483 residents attending them
- Over 100 weekly activity sessions took place, with an average of 15 residents attending each session. Activities included: health themed coffee morning, healthy eating, cooking on a budget, school lunch box, debt management, mental health, relaxation and sleep improvement, buggy walks, “Booty Camp”, Zumba, drop ins for expectant and new parents, community choir.
- 10 Public Health Campaigns ranging in length from one month to one year reached 1458 residents. Campaigns included: healthy eating, child oral health, eye health, Vitamin D, Dry January and monthly awareness campaigns on various cancers, heart health and children and salt.
- The external Social Return on Investment evaluation confirmed that on average each project engages with 200 people actively – they are involved in at least three of the weekly activity sessions – and reaches 1000 residents in their patch through campaigns and community events.

6. PROPOSAL AND ISSUES

- 5.1 See Appendix 1 (in the exempt report on the exempt Cabinet agenda) for proposals to extend the existing contracts for the three projects at Edward Woods, Old Oak and Park View (White City).
- 5.2 As the value for each of the three contracts will be below £589,148 (see Appendix 1 in the exempt report on the exempt Cabinet agenda)) they did not need to be advertised in the Official Journal of the European Union and are not subject to the full extent of EU procurement rules.

7 CONSULTATION

- 7.1 An extensive consultation process was undertaken during the scoping phase of the existing projects (in 2013). Local stakeholders were engaged in many aspects at these discussions and to ascertain whether they would be interested in getting involved in a Community Champions project.
- 7.2 Consultation was held with housing associations in terms of finding out what their resident engagement activities are, what could be joined together and what could be offered to tenants of other housing associations or council housing owned properties in terms of employment support, meeting rooms and promotion through resident communication channels.

8 EQUALITY IMPLICATIONS

- 8.1 The Community Champions projects are designed to reduce health and social inequalities, and have been evaluated to demonstrate outcomes which support employment, health improvement, social cohesion, children's school readiness and knowledge and access to local services.
- 8.2 There is evidence from the Social Return on Investment (SROI) of behaviour changes of residents in terms of weight loss and increasing physical activity which reduces the likelihood of developing diabetes and heart diseases, as well as some lifestyle related cancers, thus reducing health inequalities.
- 8.3 There is evidence from the SROI of improved school readiness for children, which contributes to reducing educational inequalities.
- 8.4 There is evidence from the SROI of improved employability for the volunteers, which contributes towards reducing poverty and social inequalities.

9 LEGAL IMPLICATIONS

- 9.1 The contracts which are the subject of this report fall within Schedule 3 of the Public Contracts Regulations 2015 (the Regulations) i.e contracts which relate to social and other specific services.
- 9.2 In respect of the three contracts recommended for extension, these would also be subject to Regulation 72 of the Regulations (modification of contracts during their term). In certain circumstances contracts may be modified under Regulation 72 (1) (b) or (e) provided that certain requirements are met. It is recommended that a contract award notice is placed in OJEU advising of the modification of these contracts.
- 9.3 In respect of the three contracts recommended for extension, a waiver of Contract Standing Order (CSO) 12.3 (competition requirement requiring quotations/tenders) is requested. Cabinet has power to approve the waiver under CSO 3.1. Subject to approval of the waiver, Cabinet may approve the award the contract, as allowed under CSO 12.
- 9.4 Normally a request to extend a contract would be made to the Cabinet Member. As the value of the extension is above £100,000, approval is sought from the Cabinet.

Implications verified/completed by Margaret O'Connor, Solicitor, Legal Department.

10 FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1 The individual contract prices are listed in Appendix 1 (in the exempt report on the exempt Cabinet agenda).

- 10.2 The contract prices are within the planned Public Health budget, and meet the criteria for use for the ring fenced Public Health grant.
- 10.3 Through partnership agreements, savings have been identified while maintaining substantial levels of partnership project investment. The savings are identified in Appendix 1 (in the exempt report on the exempt Cabinet agenda) for the existing contracts.
- 10.4 Implications verified/completed by Richard Simpson, Finance Manager, Public Health Department.

11. IMPLICATIONS FOR BUSINESS

- 11.1 This procurement allows local organisations delivering the project to actively engage with other local businesses and service providers to build up a network of local working partnerships. It is also intended that the project will employ local people to both manage the project and the local Champions.
- 11.2 When delivering activities, campaigns and events the project aims to work with other local individuals, groups and businesses, ensuring that benefit and economic gains from this programme stays local.
- 11.3 Implications verified/completed by Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning & Skills, Planning & Growth.

12. RISK MANAGEMENT

- 12.1 The Public Health Department remain responsible for service related risk. The Department maintains a risk register that is reviewed quarterly and where risks escalate they may be included in the Shared Services Risk Register. Market Testing, achieving best value at lowest possible cost to the local taxpayer is a key corporate risk, risk number 4 on the Shared Services risk register. The risk of extending existing contracts has been accepted by Public Health to enable sustained delivery of the service, business continuity risk number 6 on the register, whilst strengthening the building of local social capital in the three existing projects. Re-tendering would mean starting again, possibly with a new provider who would have to start to build new networks.
- 12.2 The development of Health and Housing Partnerships is intended to minimise risk in the long term by creating a supportive funding and development group around each Community Champions project which will sustain it in the future.
- 12.3 Implications verified by Michael Sloniowski, Shared Services Risk Manager telephone 020 8743 2587.

13. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 13.1 Approval for the existing service arrangements for current Community Champions projects expires in March 2016. Normally, under the Council's Contracts Standing Orders, a competitive tendering exercise would be run to select providers for new contracts.
- 13.2 Under the Public Contracts Regulations 2015 (PCRs), which came into force on 26th February 2015, all of the services required from the Community Champions are defined as "Social and Other Specific" services and fall under the Light Touch Regime. A mandatory competition would only be required if a contract value exceeds £589,148.
- 13.4 If the existing contracts can be modified under Regulation 72 of the PCRs for the period of time needed by the service department to ensure service continuity, this course should be taken. If, however, it is not permissible under the PCRs to modify and extend the contracts for the period of time needed, the Interim Head of Procurement supports the award of new interim contracts to run for a period of no more than 36 months, with options allowing earlier termination as and when the Council requires.
- 13.5 A balanced approach to this risk should be taken. Given the nature of the supply market for the local Community Champions contracts, the service department believe this risk is low.
- 13.6 Provision exists within Contracts Standing Orders for these to be waived if the appropriate body, in this case Cabinet, believe the waiver is justified, given the nature of the supply market, and in the Council's interests.
- 13.7 Implications verified and completed by Tim Lothian, ASC Procurement Manager, 020 8753 5377.

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		

Contact: Christine Mead, Public Health Behaviour Change Commissioner
T: 020 7641 4662 E: cmead@westminster.gov.uk

List F Appendices

Appendix 1: Part B (as set out in the exempt report on the exempt Cabinet agenda).

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 9 MAY 2016 AND AT FUTURE CABINET MEETINGS UNTIL SEPTEMBER 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. 43 (published 7 April 2016)

KEY DECISIONS LIST - CABINET ON 9 MAY 2016

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 (other relevant documents may be submitted)
9 May 2016				
Cabinet	9 May 2016	Award of a Contract for provision of a Contact Centre	Councillor Ben Coleman	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	<p>This report seeks approval to award a contract to provide a Contact Centre post October 2016.</p> <p>The Council's Contact Centre and out of hours call handling service is the first point of contact for the majority of residents and general public. It is an essential service. The current service is run by Hammersmith and Fulham Bridge Partnership (who contracted it directly to Agilisys) and the contract comes to an end on the 31st October, with no option of extending. The recommendation to bring the daytime service back in-house and contract out the 'out of hours' service using the London framework follows the decision not to award the contract following a mini competition. Key to the successful implementation of this is ensuring the right people, telephony and IT systems are in place in time and connected to the appropriate back office systems. This will involve a significant amount of work from</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Hitesh Jolapara, Darren Atkinson Tel: 020 8753 2501, Tel: 020 8753 2758 hitesh.jolapara@lbhf.gov.uk, Darren.Atkinson@lbhf.gov.uk</p>	

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>)
		<p>an HR and ICT perspective. Given that the Council is concurrently changing ICT provider and developing a new ICT shared service with neighbouring councils means there is additional complexity and time required to get the appropriate technology in place. Time is considered a critical factor as the deadline is immovable and thus a significant risk. The earlier the council can start this work will help mitigate this risk and provide time to sufficiently address the complexities.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		
Cabinet	<p>9 May 2016</p> <hr/> <p>Reason: Expenditure more than £100,000</p>	<p>Appropriation of Land at Wood Lane</p> <p>To Facilitate White City Development</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): Wormholt and White City</p> <hr/> <p>Contact officer: Manjit Gahir Tel: 020 8753 4886 Manjit.Gahir@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>

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)
		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	9 May 2016 Reason: Expenditure more than £100,000	Street Lighting LED Lantern Replacement Bulk replacement of highway street lights with LED lanterns to provide energy and carbon savings, reducing maintenance and capital budgets	Cabinet Member for Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	9 May 2016 Reason: Affects 2 or more wards	Parking Projects & Policy Programme 2016-2018 Details of the proposed programmes and budget for the parking policies team for the next two financial years	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	9 May 2016 Reason: Expenditure more than £100,000	Catalyst Housing Group Contract Award Requests approval to waive the Contract Standing Orders to allow the Council to directly award a two year contract to Catalyst Housing Group for the provision of 30 dementia Care beds at Acton Care Centre.	Cabinet Member for Health and Adult Social Care Ward(s): All Wards Contact officer: David Goulding Tel: 020 8753 5070 David.Goulding@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	9 May 2016	<p>Award Of Contracts For Section 75 Services In Adult Social Care Integrated Learning Disability Teams To Central London Community Health Trust</p> <p>London Borough Of Hammersmith And Fulham - Award Of Contract For Section 75 Services In Adult Social Care Integrated Learning Disability Teams To Central London Community Health Trust. The Contract Is For The Health Staff Element Of The Integrated Teams.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): All Wards</p> <p>Contact officer: Christine Baker Tel: 020 8753 1447 Christine.Baker@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			
Cabinet	9 May 2016	<p>Contract Extension report for Community Champions Projects</p> <p>This report recommends contract extensions for three community champions projects for three years through approval of a waiver to CSO 12.3.</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): College Park and Old Oak; Shepherds Bush Green; Wormholt and White City</p> <p>Contact officer: Christine Mead Tel: 020 7641 4662 cmead@westminster.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000			
Cabinet	9 May 2016	<p>Contract Award report for three Community Champions Projects</p> <p>This report recommends contract awards to three providers following three tenders for 5 year</p>	<p>Cabinet Member for Health and Adult Social Care</p> <p>Ward(s): Addison; All Wards</p>	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			

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
	£100,000	<p>community champions projects.</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>	Contact officer: Christine Mead Tel: 020 7641 4662 cmead@westminster.gov.uk	will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>9 May 2016</p> <p>Reason: Expenditure more than £100,000</p>	<p>ICT transition - Assuring Business Continuity</p> <p>Assure business continuity in the ICT transition.</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 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.
6 June 2016				
Cabinet	<p>6 Jun 2016</p> <p>Reason: Expenditure more than £100,000</p>	<p>Community Asset Proposal</p> <p>Report seeking authority to secure and protect the use of properties for community use.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from</p>	<p>Cabinet Member for Finance, Cabinet Member for Social Inclusion</p> <p>Ward(s): All Wards</p> <p>Contact officer: Sue Spiller</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

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.	Tel: 020 8753 2483 sue.spiller@lbhf.gov.uk	background papers to be considered.
Cabinet	6 Jun 2016 Reason: Income more than £100,000	<p>Lilla Huset</p> <p>Lilla Huset is currently occupied by Libraries and Children's Services. The existing lease expires in June 2016. This report will consider and recommend whether the Council should renew its lease.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): Hammersmith Broadway</p> <hr/> <p>Contact officer: Nigel Brown, Lzhar Haq Tel: 020 8753 2835, Tel: 020 8753 2692 Nigel.Brown@lbhf.gov.uk, izhar.haq@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	6 Jun 2016 Reason: Affects 2 or more wards	<p>Guidance For Assessing Young People Aged 19 And Above For Continuing In Education With An Education Health And Care Plan</p> <p>To agree initial guidance for assessing the need of young people aged 19 and above who have requested the support of an education, health and care plan.</p>	<p>Cabinet Member for Children and Education</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Ian Heggs, Steve Comber Tel: 020 7745 6458, Tel: 020 8753 2188 ian.heggs@lbhf.gov.uk, Steve.Comber@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	6 Jun 2016 Reason: Affects 2 or more wards	School Organisation & Investment Strategy 2016 Updated school roll projections and capital investment programme.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Ian Heggs Tel: 020 7745 6458 ian.heggs@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	6 Jun 2016 Reason: Expenditure more than £100,000	Street lighting contract extension This report seeks your approval to grant a one year extension to the contract in order to maintain service continuity and to align the contracts with the Royal Borough of Kensington and Chelsea (RBKC). A similar recommendation was made to and was approved by the Cabinet Member in RBKC to extend their public lighting term contract so it will enable both authorities to co-ordinate our approach to future procurement. 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 Environment, Transport & Residents Services Ward(s): All Wards Contact officer: Anvar Alizadeh Tel: 020 8753 3033 anvar.alizadeh@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	6 Jun 2016	Recommissioning of the Community Independence Service	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000	Setting out the results of an NHS led recommissioning of Community Independence Service across Hammersmith & Fulham, Kensington and Chelsea and Westminster. The decision will request approval for associated funding mechanisms to give effect to decisions which best serve vulnerable residents.	Ward(s): All Wards Contact officer: Liz Bruce Tel: 020 8753 5001 liz.bruce@lbhf.gov.uk	
Cabinet	6 Jun 2016	ICT Transition phase 4 - Authority to execute ICT contract novations to the council and new service providers	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	ICT Transition phase 4 - the Council needs the authority to execute ICT contract novations to the Council and new service providers at the end of the H&F Bridge Partnership service management contract. PART OPEN PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Ward(s): All Wards Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet (<i>other relevant documents may be submitted</i>)
Cabinet	6 Jun 2016	<p>Development of a Resource Centre for Disabled Children at the Queens Manor site</p> <p>The Resource Centre will be the point of delivery for Disability Services for children in Hammersmith and Fulham and their families. The centre will include an open front door for assessment, information and advice; a range of activity spaces and office space for two teams of staff. The report requests that the Cabinet agrees capital funding to build and develop the centre; to rebuild the SEN unit at Queens Manor School and to fund project and specialist resources to develop the service offer of the Resource Centre in co-production with partners and families.</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 Children and Education	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): Palace Riverside	
Cabinet	6 Jun 2016	<p>Extension of the existing contract for the social care case management system</p> <p>To extend the term of the contract for the existing social care case management system and upgrade it to the latest version of the product as part of the Adult Social Care Transformation Programme.</p> <p>PART OPEN</p> <p>PART PRIVATE</p>	Cabinet Member for Health and Adult Social Care	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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		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.	Karen.Joseph@lbhf.gov.uk	
4 July 2016				
Cabinet	4 Jul 2016	Economic Development and Growth Strategy Economic Development and Growth Strategy	Cabinet Member for Economic Development and Regeneration	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Sally Agass, Beth Morgan Tel: 020 8753 4982, Tel: 020 8753 3102 Sally.Agass@lbhf.gov.uk, beth.morgan@lbhf.gov.uk	
Cabinet	4 Jul 2016	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	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Donna Pentelow Tel: 020 8753 2358 donna.pentelow@lbhf.gov.uk	

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Cabinet	4 Jul 2016	<p>ICT Transition phase 5 - transfer of specialised services from HFPB to the council and/or new service providers</p> <p>ICT Transition phase 5 - transfer of specialised services from HFPB to the Council and/or new service providers</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: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	4 Jul 2016	<p>Award of Tree Maintenance Contract</p> <p>Award of term contract for the maintenance of the council's trees along streets, in parks and housing estates and open spaces.</p> <p>PART OPEN</p> <p>PART PRIVATE Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

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Cabinet Full Council	4 Jul 2016	<p>Hammersmith & Fulham Local Plan: Proposed submission</p> <p>This report seeks approval to the proposed submission Local Plan and associated changes to the adopted Proposals Map and for public consultation on the documents to be carried out for a six week period commencing in July/August 2016.</p> <p>The report notes that after consideration of representations received during public consultation, the Local Plan will be submitted to the Secretary of State along with a number of other submission documents identified in the Regulations for independent examination expected in Autumn 2016.</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.
	20 Jul 2016		Ward(s): All Wards	
	Reason: Affects 2 or more wards		Contact officer: Trevor Harvey trevor.harvey@lbhf.gov.uk	
5 September 2016				
Cabinet Full Council	5 Sep 2016	<p>Libraries Future Delivery And Saving</p> <p>This report considers options to deliver Libraries service.</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: Budg/pol framework		Ward(s): All Wards Contact officer: Sue Harris, Mike Clarke, Donna Pentelow Tel: 020 8753 4295, Tel: 020 7641 2199, Tel: 020 8753 2358 Sue.Harris@lbhf.gov.uk, mclarke1@westminster.gov.uk , donna.pentelow@lbhf.gov.uk	
Cabinet	5 Sep 2016	<p>Emission Linked Parking Permits</p> <p>A report reviewing the current parking permit structure and recommending options to change the residents parking permit structure to a sliding scale of charges based on emissions produced by the vehicle</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
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Edward Stubbing Tel: 020 8753 4651 Edward.Stubbing@lbhf.gov.uk	

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		<p>PART OPEN PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>		papers to be considered.
Cabinet	<p>5 Sep 2016</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p>ICT Transition phase 6 - procurement and implementation of print services</p> <p>ICT Transition phase 6 - procurement and implementation of print services.</p> <p>PART OPEN</p> <p>PART PRIVATE</p> <p>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for Finance</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Jackie Hudson Tel: 020 8753 2946 Jackie.Hudson@lbhf.gov.uk</p>	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	<p>5 Sep 2016</p> <hr/> <p>Reason: Affects 2 or more wards</p>	<p>LBHF Older People's Housing Strategy</p> <p>Report setting out framework and direction of travel for older people's housing.</p>	<p>Cabinet Member for Housing</p> <hr/> <p>Ward(s): All Wards</p> <hr/> <p>Contact officer: Helen Mcdonough Tel: 020 8753 4592 Helen.Mcdonough@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.