

# Cabinet



## Agenda

**MONDAY**  
**6 JUNE 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**  
**24 May 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](mailto:kayode.adewumi@lbhf.gov.uk)

Reports on the open Cabinet agenda are available on the Council's website: [http://www.lbhf.gov.uk/Directory/Council\\_and\\_Democracy](http://www.lbhf.gov.uk/Directory/Council_and_Democracy)

### PUBLIC NOTICE

The Cabinet hereby gives notice of its intention to hold part of this meeting in private to consider items (11 to 12) which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, and Section 40 (personal data) of the FOIA 2000, 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 **4-7** 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 1 June 2016.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 8 June 2016**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 13 June 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 13 June 2016**.

# Cabinet Agenda

6 June 2016

<u>Item</u>		<u>Pages</u>
1.	<b>MINUTES OF THE CABINET MEETING HELD ON 9 MAY 2016</b>	1 - 11
2.	<b>APOLOGIES FOR ABSENCE</b>	
3.	<b>DECLARATION OF INTERESTS</b>	
	<p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Audit, Pensions and Standards Committee.</p>	
4.	<b>ICT TRANSITION PHASE 5 - THE TRANSFER OF SPECIALISED AND OTHER SERVICES AND STAFF FROM H&amp;F BRIDGE PARTNERSHIP TO THE COUNCIL</b>	12 - 20
5.	<b>ICT TRANSITION PHASE 6 - PRINT SERVICES CONTRACT AWARD</b>	21 - 26
6.	<b>SCHOOL ORGANISATION AND INVESTMENT STRATEGY 2016</b>	27 - 84

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| <b>7.</b> | <b>STREET LIGHTING CONTRACT EXTENSION</b> | 85 - 90  |
| <b>8.</b> | <b>FORWARD PLAN OF KEY DECISIONS</b>      | 91 - 102 |
| <b>9.</b> | <b>EXCLUSION OF PRESS AND PUBLIC</b>      |          |

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.

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|------------|--|--|
| <b>10.</b> | <b>EXEMPT MINUTES OF THE CABINET MEETING HELD ON 9 MAY 2016 (E)</b>  |  |
| <b>11.</b> | <b>ICT TRANSITION PHASE 5 - THE TRANSFER OF SPECIALISED AND OTHER SERVICES AND STAFF FROM H&amp;F BRIDGE PARTNERSHIP TO THE COUNCIL : EXEMPT ASPECTS (E)</b> |  |
| <b>12.</b> | <b>ICT TRANSITION PHASE 6 - PRINT SERVICES CONTRACT AWARD : EXEMPT ASPECTS (E)</b>   |  |

London Borough of Hammersmith & Fulham

# Cabinet Minutes



Monday 9 May 2016

## **PRESENT**

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

## **191. MINUTES OF THE CABINET MEETING HELD ON 11 APRIL 2016**

### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 11 April 2016 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

## **192. APOLOGIES FOR ABSENCE**

### **RESOLVED:**

There were no apologies for absence received.

## **193. DECLARATION OF INTERESTS**

### **RESOLVED:**

There were no declarations of interest.

#### **194. ICT TRANSITION - ASSURING BUSINESS CONTINUITY**

##### **RESOLVED:**

- 1.1 That the report be noted.
- 1.2 That the further recommendations contained in the exempt report on the exempt Cabinet agenda, be approved.

##### **Reason for decision:**

As set out in the report.

##### **Alternative options considered and rejected:**

As outlined in the report.

##### **Record of any conflict of interest:**

None.

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

None.

#### **195. TRANSFER OF A STRIP OF LAND AT WOOD LANE**

##### **RESOLVED:**

- 1.1. That the Council declares the land identified in Plan 2 as surplus to the Council's requirements.
- 1.2. 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.

##### **Reason for decision:**

As set out in the report.

##### **Alternative options considered and rejected:**

As outlined in the report.

##### **Record of any conflict of interest:**

None.

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

None.

**196. ONGOING PROVISION OF CORPORATE CONTACT CENTRE SERVICES AND ONLINE MY ACCOUNT PORTAL**

**RESOLVED:**

- 1.1. 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.
- 1.2. 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.
- 1.3. That the contact centre services require unbudgeted growth, which is to be funded by virement from unallocated contingencies, be noted.
- 1.4. That 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), be noted.
- 1.5. To delegate the commercial close of the contracts to the Cabinet Member for Commercial Revenue and Residents' Satisfaction.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**197. BUSINESS CASE FOR STREET LIGHTING LED LANTERN REPLACEMENT**

**RESOLVED:**

- 1.1. That approval be given to replace existing 8,343 lanterns with LED technology to achieve early savings in the next three years.
- 1.2. That the expenditure be funded from the Efficiency Projects Reserve.
- 1.3. That a tender for the delivery of a borough LED Lighting Programme be carried out to reduce costs and drive innovation.
- 1.4. That the LED lighting programme will be delivered to allow future use of CMS technology and in order 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, be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**198. PARKING PROJECTS & POLICY PROGRAMME 2016-2018**

**RESOLVED:**

- 1.1. 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 and the results of any CPZ consultation will be reported to the Cabinet member detailing the responses and any recommendations for decision.
- 1.2. 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 of the report.
- 1.3. That approval be given to deliver projects 1 and 3-9 as detailed in section 5 of the report.
- 1.4. 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.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.



## **199. CATALYST HOUSING GROUP CONTRACT AWARD**

### **RESOLVED:**

- 1.1 To waive the Contract Standing Orders that require a minimum of five tenders to be sought for contracts of £172,514 or greater total estimated value to allow the Council to directly award a contract to Catalyst Housing Group from 1 April 2016 to 31 March 2018.
- 1.2. 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.
- 1.3 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.

### **Reason for decision:**

As set out in the report.

### **Alternative options considered and rejected:**

As outlined in the report.

### **Record of any conflict of interest:**

None.

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

None.

**200. AWARD OF CONTRACTS FOR SECTION 75 SERVICES IN ADULT SOCIAL CARE INTEGRATED LEARNING DISABILITY TEAMS TO CENTRAL LONDON COMMUNITY HEALTH TRUST**

**RESOLVED:**

- 1.1 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).
- 1.2 To note 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).
- 1.3 To note 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).

**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.

**201. CONTRACT AWARD REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM**

**RESOLVED:**

1.1 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.

**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.

**202. CONTRACT RENEWAL REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM**

**RESOLVED:**

1.1 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.

1.2 That 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, be approved.

- 1.3 That 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, be approved.
- 1.4 That the retrospective award of the contract to White City Enterprise as for the period of July 2014 – June 2016 for the two year value of £165,000, be approved.
- 1.5 That 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, be approved.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**203. FORWARD PLAN OF KEY DECISIONS**

**RESOLVED:**

The Key Decision List was noted.

**204. 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 [enter relevant paragraph(s) here, i.e. 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.]

**205. ICT TRANSITION - ASSURING BUSINESS CONTINUITY : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the recommendation contained in the exempt report be approved.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**206. TRANSFER OF A STRIP OF LAND AT WOOD LANE : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the recommendation contained in the exempt report be approved.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**207. ONGOING PROVISION OF CORPORATE CONTACT CENTRE SERVICES AND ONLINE MY ACCOUNT PORTAL : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the recommendation contained in the exempt report be approved.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**208. CONTRACT AWARD REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the Appendix be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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

None.

**209. CONTRACT RENEWAL REPORT FOR COMMUNITY CHAMPIONS PROGRAMMES FOR HAMMERSMITH AND FULHAM : EXEMPT ASPECTS (E)**

**RESOLVED:**

That the Appendix be noted.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

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


None.

Meeting started: 7.00 pm

Meeting ended: 7.04 pm

Chair .....

# Agenda Item 4

<p><b>London Borough of Hammersmith &amp; Fulham</b></p> <p><b>CABINET</b></p> <p><b>6 JUNE 2016</b></p>	
<p><b>ICT TRANSITION PHASE 5 - THE TRANSFER OF SPECIALISED AND OTHER SERVICES AND STAFF FROM H&amp;F BRIDGE PARTNERSHIP TO THE COUNCIL</b></p>	
<p><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director: Nigel Palace, Chief Executive</b></p>	
<p><b>Report Author:</b> Jackie Hudson, Transition Director, shared ICT services</p>	<p><b>Contact Details:</b> <b>Tel:</b> 020 8753 2946 <b>Email:</b> 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, at which time Cabinet has determined that one of the following four strategic outcomes must have been achieved for all 20 services provided by HFBP:

- move to a new supplier via an existing procurement route (such as a framework contract);
- move to a new supplier via a new procurement;
- move to the shared services' ICT service (provided by officers shared by three shared service councils);
- the council ceases to use a particular service.

Square brackets indicate areas yet to be decided



- 1.2. Previous papers dealt with the first four towers to move. This paper deals with the fifth service tower, specialised services. It also covers the transfer of services for data networks and telephony. These are all business critical services which the council must continue to provide after the end of the service contract with HFBP.
- 1.3. The key success factors for this element of the ICT Transition programme are the continuity of services and their ongoing high quality post October 2016.

## **2. RECOMMENDATIONS**

- 2.1. To approve the transfer of specialised services and data networks and telephony staff to the council effective 31<sup>st</sup> October, 2016.
- 2.2. To delegate to the Chief Information Officer (CIO) approval of appropriate Section 113 agreements for staffing and service delivery.
- 2.3. To approve the use of £431,000 from previously allocated budgets to undertake transition activity. A Cabinet paper of 6 July 2015, entitled "ICT transition funding and viability" approved an estimated £775,000 for this service tower. At that point, the council only had early estimates for the plans for specialised services. The programme team has now refined these estimates. This reduced cost includes exit from HFBP, entry into the new service provision from shared ICT services, including staff transition and the relevant asset transfer and associated asset costs.
- 2.4. To note this assures savings of around £1,038,000 in 2017/18 toward the overall target of in excess of £4.7m.

## **3. REASONS FOR DECISION**

- 3.1. This report's recommendations seek to assure continuity of service, balancing the mitigation of service risk with the need to achieve the substantial level of savings required.
- 3.2. It proposes the specialised services transfer to the council. Thus the council is not legally required to procure the services externally which would likely be at a higher cost. Therefore the staff delivering these services transfer under the Transfer of Earnings Protection of Employment legislation (TUPE) to the council.
- 3.3. The paper also covers the practical aspects of the transfer under TUPE of the data networks and telephony technical staff from HFBP to the council, previously approved by Cabinet in March 2016.

Square brackets indicate areas yet to be decided

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

- 4.1. The council has business critical services which it must continue to provide following the end of the service contract with HFBP. Three service towers will be delivered by third party suppliers:
  1. desktop
  2. service desk and service management
  3. data centre services
- 4.2. For one element of service, that for service tower 4, i.e. data networks and telephony, the TUPE transfer was already agreed in a paper entitled "ICT transition phase 3 - the transition to the information technology and communications service delivery model and new service providers". This paper deals with the practical aspects of that decision.
- 4.3. The remaining choice for the council is whether it wishes to provide specialised services through existing resources transferring from HFBP or to procure them from elsewhere and how to determine the correct associated resourcing levels.
- 4.4. This paper is therefore mainly focused on the transfer of services, largely people-based, which HFBP currently provide to LBHF.
- 4.5. Specialised services include developing, designing and maintaining ICT strategy and enterprise architecture; strategic relationship management; information security; the delivery of programmes and projects; business analysis; infrastructure operations; procurement and contract management and applications support.
- 4.6. It only involves the transfer of staff but not the transfer of the sub-contracts for which they provide support. It does not therefore cover the novation of software, hardware, or other ICT services, which are dealt with in a separate paper entitled "ICT transition phase 4 – authority to execute ICT contract novations to the council and other providers authority to execute". Consequently there are no procurement implications in transferring these services to LBHF.
- 4.7. The council is convinced that it has a need for the services currently provided by HFBP staff, after the end of the service contract with the company. Currently, the only way this council could access these services, along with the skilled and knowledgeable staff providing them, after 31st October 2016, is by transferring them from HFBP.
- 4.8. When services transfer, the proposal is that the HFBP staff who provide them will transfer to this council under TUPE. They will then work within the shared ICT services, ideally from the outset within their correct section of the ICT organisation in the new target operating model.

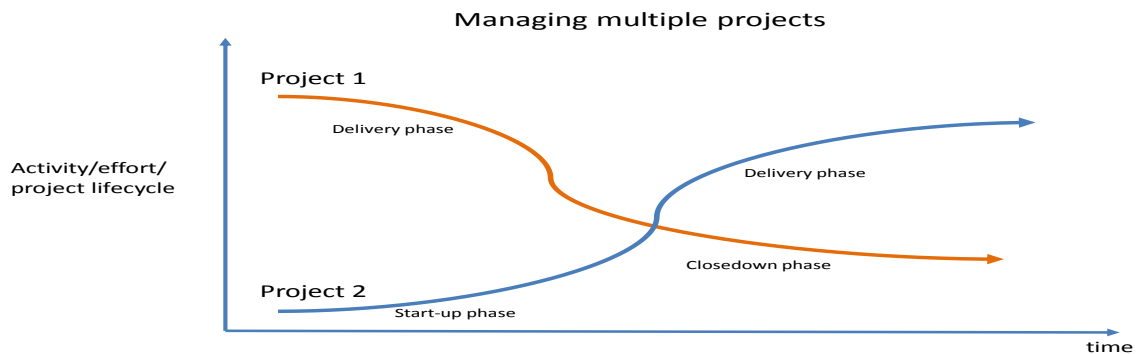
Square brackets indicate areas yet to be decided

- 4.9. The CIO is currently putting forward a Phase 2 Target Operating Model executive decision paper for the shared ICT services. This is due to be agreed by the three councils in June 2016. (Hence the square brackets indicating the team into which they may transfer.)
- 4.10. If, for any reason, this decision were to be delayed beyond October 2016, the staff transferring from HFPB would continue in their current organisational structure. They would then continue to report to their line manager the (now ex-HFBP) Partnership Director who would report directly to the CIO. Only the data networks and telephony team staff would immediately, at point of change, transfer into the Shared Services Operations team, i.e. their correct target team.
- 4.11. The first area is **business applications support services**. Application support consists of three layers - first line, i.e. service desk, second line (more in-depth support) and third line or supplier-delivered. The trend is to applications convergence and cloud or, at a minimum, hosted delivery, which means many applications now require first and third line support only.
- 4.12. Currently, around 19 HFBP permanent FTEs deliver the applications support (in some cases second and third line) for round 50 major LBHF applications, including some shared across the councils. This means that several applications are supported by one or two members of staff. These staff will transfer to the council.
- 4.13. When this service transfers to the council on 31st October 2016, it will give the council the opportunity to rationalise and converge further both applications and their support.
- 4.14. The total applications cost shown in the **table 1** (as set out in the exempt report on the exempt Cabinet agenda) is for all applications including the software, hardware and data centre services as well as staffing.
- 4.15. The original potential target of £900k savings for this area can only be made gradually and in the longer term through more hosting and convergence. The issue here is that departments are not necessarily planning on convergence. This tension is being managed through the Digital Technology Board. Nonetheless, while the target is shown in the table, the planned saving is unachievable until departments choose convergence.
- 4.16. Another complexity is that the current applications costs include the Managed Services existing applications (eg Cedar OLAS), which will be decommissioned shortly. The likelihood is that Finance will change these figures and affect the total cost of applications shown.
- 4.17. The second area is that of **portfolios, programme and project management**. Project managers use Prince2 to manage projects and

Square brackets indicate areas yet to be decided

programme managers use Managing Successful Programmes as a methodology. Projects with a major ICT component need input from ICT experts, who also need to be qualified or experienced PMs. These disciplines are there to assure the professional delivery of the project within agreed time, cost and quality constraints and, ultimately, to allow departments to achieve real business benefits.

- 4.18. The shared ICT services will likely deliver a trading account model with the correct level of forecast utilisation
- 4.19. There will be a transfer of service from HFBP to the council. According to legal advice received, any project management service for any borough in the service means it is being provided by the shared ICT services, therefore TUPE will apply. A team of Project Managers (12) and Project management support staff (PMO 4), consisting of 16 FTEs in total, will transfer to [the Portfolio team in] the shared ICT services.
- 4.20. Having control of a resource pool, especially with the economies of scale of a centralised model, allows a more effective use of capacity through the allocation of project managers to multiple projects, depending on the size of the projects and where they are in their lifecycle. See attached diagram for explanation of resource optimisation.
- 4.21. Diagram 1 resource optimisation



- 4.22. The third area is **business analysis**. This is the discipline which takes a client's idea and turns it into a project or the requirements which form the basis for a procurement. There is a transfer of service of 7 permanent FTE's to [Portfolios within] the shared ICT services. Without this, the risk to the council is that it acquires the wrong software or service.

Square brackets indicate areas yet to be decided

- 4.23. The fourth area is **strategic relationship management and enterprise architecture**. Within HFBP there is an establishment consisting of the head of service and five account manager posts, four of which are currently vacant, one being occupied by an Enterprise Architect. The service transfers as it exists to the [Strategy and Enterprise Architecture area within] shared ICT services. One enterprise architect in HFBP could transfer, i.e. one FTE.
- 4.24. The fifth area is **information security and quality**. Two staff will transfer to [Information Management within] the shared ICT services. Information security in particular is a growth area globally and experienced staff are difficult to recruit.
- 4.25. The sixth area is that of **procurement and contract management** where there is a range from high level strategic supplier management to basic contract management, where a small contract exists. High level contract management applies to major strategic suppliers like Vodafone, Virgin Media, VMWare, BT, CoreLogic etc. as these are all responsible for major parts of the ICT ecosystem.
- 4.26. Without good clienting, customers may not always have the most optimal service. This is therefore a vital discipline to maintain. If it were not to be available, the cost of failure can be high. With it, there should be proportional rigour and excellence in service delivery. There will be a transfer of service of 7 permanent FTEs to [the Business Partnering team within] the shared ICT services.
- 4.27. The **Operations** team within HFBP deliver the service management wrap without which service escalations would have nowhere to go. Service excellence is their target. Two FTEs will transfer to [the Operations team within] the shared ICT services.
- 4.28. The final area is that of **data networks and telephony** where the team support the data and voice networks, unified communications and telephony, including mobile and landline services. Three staff will transfer. This decision was made by Cabinet in March 2016.
- 4.29. The total number of staff in scope to transfer is currently 57. This number can vary up to and beyond the point of transfer which is at end of contract. It will be firmed up four weeks before, i.e. on October 1st 2016 and finalised at the point of transfer, at which point most of the financial considerations can also be determined with more confidence.

## 5. FINANCIAL CONSIDERATIONS

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

Square brackets indicate areas yet to be decided

## **6. HUMAN RESOURCES CONSIDERATIONS**

- 6.1. HFBP staffing figures (as set out in the exempt report on the exempt Cabinet agenda) – the savings are realised through either non-renewal of contract posts or attrition over time. No compulsory redundancies are envisaged or planned.
- 6.2. The following staff will transfer to the employment of the council as at 1st November 2016:
  - All HFBP permanent staff
  - Any Agilisys employee who has worked mainly for the council, i.e. on this account as shown in reliable records, in the period running up to the transfer
  - Any member of staff on a fixed term contract rolled over for 4 or more years, who is therefore deemed to be permanent.
- 6.3. Contractors or agency staff may continue to work for the council following the transfer from HFBP, by means of the council entering into a new contractual arrangement with them at that point. Otherwise, their contracts will cease with HFBP at the point of transfer.
- 6.4. When staff transfer they do so on their current terms and conditions. Their pension arrangement will change, if they so choose, to a “broadly comparable” scheme offered by the council. The council will absorb these pension costs into the corporate figures and they will be incorporated at the point of the periodic actuarial valuation.
- 6.5. The council has a good record of dealing with staff transferring both out to and in from other organisations eg the HF Homes transfer. It therefore has a good methodology and acts both in line with legal requirements and with empathy in undertaking such a transfer.

## **7. RISK MANAGEMENT**

- 7.1. Several strategic risks, all relating to the timeliness, proximate risk, of decision-making need to be managed. A timely decision is essential, otherwise staffing impact and service failure are all likely.
- 7.2. Uncertainty and retaining experienced and knowledgeable staff in HFBP is a key risk. This is a resilience risk noted on the council’s strategic risk register, risk number 6 and was a risk the council was exposed to in the Managed Services Programme albeit in reverse with experienced staff electing to not transfer to the new service provider. The council risks losing key staff, who should transfer to this council’s in-house ICT services under TUPE regulations, if this decision is delayed. This would mean that the experience, understanding and knowledge of this council’s ICT services would be lost as staff could choose to pursue alternative career options. This would in turn lead to service failure if the skilled staff

Square brackets indicate areas yet to be decided

who support the applications were to have left and those remaining had no knowledge of those systems. Mitigation may be available in the form of other experienced staff if they could be recruited but that could not be guaranteed.

- 7.3. Savings delivered as a result of the programme contribute positively to the management of budget risks, noted as risk number 1 on the council's strategic risk register.
- 7.4. Implications verified by: Michael Sloniowski, Shared Services Risk Manager, telephone 020 8753 2587.

## **8. CONSULTATION**

- 8.1. The process of informal consultation with the affected staff has started with the CIO and Transition Director attending several HFBP meetings to date. Formal consultation will take place nearer the time of transfer.

## **9. EQUALITY IMPLICATIONS**

- 9.1. From a service provision perspective there are no direct equalities implications for the purposes of this report. In so far as any of the individuals who transfer to LBHF from HFBP have protected characteristics under the Equalities Act 2010 then reasonable adjustments will be made in compliance with the Public Sector Equality Duty.

Equality implications verified by: Kevin Beale, Principal Solicitor, Legal Services Tel: 020 8753 2740 on behalf of Ed Garcez, CIO, 020 8753 2900.

## **10. LEGAL IMPLICATIONS**

- 10.1. This report proposes the insourcing of those employees of HFBP who provide specialised services, data networks and telephony services and are assigned to the provision of ICT services for LBTH under a contract for services which is to end on 31 October 2016.
- 10.2. Where activities cease to be carried out by a contractor on a client's behalf and are carried out instead by the client on his own behalf as is proposed, there is a relevant transfer by way of a service provision change such that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) will apply.

Implications completed by: Katie Pyne, Senior Employment Solicitor, telephone 0207641 1814

Square brackets indicate areas yet to be decided

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

- 11.1. Cabinet on 6th of July 2015 approved £4.401m of funding to implement the transition of ICT services to new suppliers. The costs identified within this paper are to be funded from this approved budget.
- 11.2. The potential savings of £1,038,000 will support the achievement of the original savings target of £4,700,000.

Implications verified by: Gary Ironmonger, Finance Manager – Strategic Finance 020 8753 2109

## **12. BUSINESS IMPLICATIONS**

- 12.1. Previous papers on the ICT procurement strategy and approach have dealt with the social value aspects of ICT procurement. This paper is at the final stage the transition and deals with the staff transfer aspects.
- 12.2. Verified by Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning & Skills, Planning & Growth. Telephone 020 8753 1698

## **13. PROCUREMENT IMPLICATIONS**

- 13.1. There are no immediate procurement related implications contained in the recommendations.

Verified by: Alan Parry, Interim Head of Procurement (Job-share). Telephone 020 8753 2581.

## **14. IT STRATEGY IMPLICATIONS**

- 14.1. The report is aligned with the current shared services ICT strategy and vision. It is a key enabler to a range of critical council initiatives, including a contribution of over a million pounds to the realisation of savings in excess of £4.7m from 2017/18.


Implications verified by: Ed Garcez, CIO, 020 8753 2900

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

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

Square brackets indicate areas yet to be decided



<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>6 JUNE 2016</b></p>	
<p style="text-align: center;"><b>ICT TRANSITION PHASE 6 - PRINT SERVICES CONTRACT AWARD</b></p>	
<p style="text-align: center;"><b>Report of the Cabinet Member for Finance – Councillor Max Schmid</b></p>	
<p><b>Open Report</b></p> <p>A separate report on the exempt part of the Cabinet agenda provides exempt financial information.</p>	
<p><b>Classification - For Decision</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Nigel Palace, Chief Executive</p>	
<p><b>Report Author:</b> Jackie Hudson, Transition Director, shared ICT services</p>	<p><b>Contact Details:</b> <b>Tel:</b> 020 8753 2946 <b>Email:</b> 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, at which time all HFBP services must have moved to other suppliers or to the Shared ICT Services function or they will cease.
- 1.2. Included within the HFBP service contract is the first line support and management of a Print Service. This is provided through HFBP by Xerox who have Multi-Function Devices (MFD's) installed in the LBHF estate. Xerox support their own equipment plus a small number of other suppliers' printers.
- 1.3. Before the end of the HFBP service contract, on 31 October 2016, the Xerox agreement will have to transfer or novate from HFBP to LBHF till the end of its life on 31<sup>st</sup> August 2017.
- 1.4. During 2015, the three councils, LBHF, the Royal Borough of Kensington and Chelsea (RBKC) and Westminster City Council (WCC) participated in a procurement exercise to identify and select a suitable alternative supplier to

provide print services via a framework contract. This Print and Document Management Services framework agreement was awarded to Ricoh.

- 1.5. As LBHF were named on the framework, it can call-off from that contract. Calling off from an existing framework both saves time and money in procurement and also gives productivity benefits to staff who only have to deal with one method of printing.
- 1.6. This paper therefore seeks approval for LBHF to call-off from the Print Services framework agreement.
- 1.7. This paper details the current annual costs, the savings and the transition effort and cost required to transfer the LBHF print services from Xerox to Ricoh.

## **2. RECOMMENDATIONS**

2.1. That Cabinet grants approval:

- for the London Borough of Hammersmith and Fulham to call-off, with immediate effect, from the Print and Document Management Services framework awarded by Westminster City Council to Ricoh UK Limited, such call off contract to be for a period of 5 years with the option of two one-year extensions.
- for option 3, as the most cost effective option, to be implemented, whereby the Shared ICT Services function would manage the transfer of print services from Xerox to Ricoh.

2.2. That Cabinet notes:

- that the council will also call-off from this contract for equipment and services to Hammerprint to continue provision of their industrial-strength print service.

## **3. REASONS FOR DECISION**

- 3.1. The council plans to adopt the Print and Document Management Services framework to maintain the current high quality of service delivery and to reduce ongoing costs.
- 3.2. By having in place the agreement to call-off from the Print and Document Management Services framework, LBHF will have the option to install the new Ricoh devices into the refurbished Hammersmith Town Hall. The Ricoh printers offer additional benefits to LBHF, through a reduction in energy consumption and carbon dioxide (CO<sub>2</sub>) emissions, as well as potentially increased productivity through having only one method of printing.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1. The ICT strategy set out a plan for convergence and sharing ICT services to improve services while reducing cost. The three councils currently use three

different suppliers for the delivery of print services with a sub-optimal user experience as a result, particularly for the majority of staff who move between buildings. The council therefore wishes to take the opportunity to converge to deliver a better experience for end users.

- 4.2. In order to maintain the high quality of print service, the councils selected a supplier who uses the same software as the council has in place today. This therefore ensures that, in future, the user experience will be the same, regardless of the location of the user, at least across the LBHF and WCC estate.
- 4.3. For the year from September 2014 to August 2015, LBHF printed over 16 million pages (excluding those handled by Hammerprint) via the 157 rented Xerox MFD's. This is down from an initial high of 21 million pages from over 200 Xerox machines at the outset.
- 4.4. The three councils had let a framework agreement to Ricoh previously. LBHF have now investigated the options, potential benefits and estimated savings that could be achieved by a call-off from that Print and Document Management Services framework.
- 4.5. By transferring the print service from Xerox to Ricoh, LBHF will have an approved exit and transition approach in advance of the end of the HFBP service contract.

## **5. OPTIONS AND ANALYSIS OF OPTIONS**

- 5.1. The proposal is for LBHF to call-off from the Print and Document Management Services framework awarded to Ricoh. The question is how best to achieve the benefits and savings the council requires.
- 5.2. The current agreement in place between HFBP and Xerox takes the form of a Master Service Agreement and an incorporated Statement of Works (SOW).
- 5.3. Three possible options were identified for estimates to be modelled by using different dates on which LBHF could give termination notice to Xerox.
- 5.4. The following three options have been considered and evaluated by the council to determine which will provide the greatest financial benefit ie savings.
  - Option 1 – HFBP to terminate the Xerox agreement before the end of the HFBP service contract on 31 October 2016 and then call-off from the Print and Document Management Services framework awarded to Ricoh. LBHF would commission HFBP to manage the transfer of print services from Xerox to Ricoh.
  - Option 2 – HFBP to novate the Xerox agreements to LBHF at the end of the service contract on 31 October 2016. LBHF terminate the Xerox agreement before the end of the Xerox minimum term, modelled on a completion date of April 1<sup>st</sup> 2017. The Shared ICT Services function would manage the transfer of print services from Xerox to Ricoh.

- Option 3 – HFBP to novate the Xerox agreement to LBHF at the end of the service contract on 31 October 2016. LBHF terminate the Xerox agreement to align with the end of the minimum term. The Shared ICT Services function would manage the transfer of print services from Xerox to Ricoh.

5.5. The three options are summarised in the exempt report on the exempt Cabinet agenda.

## **6. CONSULTATION**

6.1. The process of informal consultation with the affected staff has started with the CIO and Transition Director attending several HFBP meetings to date. Formal consultation will take place nearer the time of transfer as part of the TUPE process.

## **7. EQUALITY IMPLICATIONS**

7.1. The council has carried out an Equalities Impact Assessment (EIA) already ahead of this paper and is doing a further more detailed one as part of the wider programme of work to transition HFBP services to new providers or to the Shared ICT Services function.

7.2. From a service provision perspective there are no direct equalities implications for the purposes of this report. In so far as any of the individuals who transfer to BT or to LBHF from HFBP have protected characteristics under the Equalities Act 2010 then reasonable adjustments will be made in compliance with the Public Sector Equality Duty.

7.3. Implications verified: Ed Garcez, CIO, telephone: 020 8753 2900

## **8. LEGAL IMPLICATIONS**

### **Calling off the Ricoh Print Framework**

8.1. The Council was named in the OJEU notice setting up the framework is therefore in compliance with EU procurement rules for it to call off services under the framework.

8.2. The Framework agreement is for a 4 year term with the call-off contract being for five years with an option for two 1-year extensions.

### **Novation and continuation of existing Xerox Contract**

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

8.4. Implications verified/completed by: Cath Tempest; Senior Solicitor (Contracts); Tel: 020 8753 2774.

## **9. FINANCIAL AND RESOURCES IMPLICATIONS**

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

## **10. IMPLICATIONS FOR BUSINESS**

- 10.1. Previous papers on the ICT procurement strategy and approach have dealt with the social value aspects of ICT procurement. This paper is at the final stage the transition and deals with the staff transfer aspects.
- 10.2. Verified by Antonia Hollingsworth, Principal Business Investment Officer, Economic Development Learning & Skills, Planning & Growth. Telephone 020 8753 1698

## **11. RISK MANAGEMENT**

- 11.1. The Ricoh printers offer additional benefits to LBHF, through a reduction in energy consumption and carbon dioxide (CO<sub>2</sub>) emissions as well as potentially increased productivity through having one method of printing. The stated benefits contribute positively to the management of natural environmental risks. Savings from the change of supplier contribute positively to the management of finance risk as noted in the council's Shared Services Risk Register, risk number 1. Market testing of the existing service against the framework contract is noted and contributes to the delivery of services at highest possible quality and at best possible cost to the local taxpayer.
- 11.2. Implications verified by: Michael Sloniowski, Shared Services Risk Manager, telephone 020 8753 2587.

## **12. COMMERCIAL & PROCUREMENT IMPLICATIONS**

- 12.1. Westminster City Council on 2 April 2014 placed a Contract Notice 2014/S 065-111125 in the Official Journal of the European Union (OJEU) for a framework agreement for "Print and Document Management Services" on behalf of itself and 19 other London councils (including LBHF).
- 12.2. The Contract Award Notice 2015/S 247-450201 (CAN) was published on 22 December 2015 following the award on 13 July 2015.
- 12.3. The Interim Head of Procurement (Job-share) agrees with the recommendations to call off from the Westminster City Council framework agreement and the approach to use option 3 set out Section 9.
- 12.4. Implications verified/completed by: Alan Parry, Interim Head of Procurement (Job-share). Tel: 020 8753 2581.

## **13. IT STRATEGY IMPLICATIONS**

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

productivity amongst staff. It is a key enabler to a range of council initiatives, including the realisation of savings in excess of £4.7m from 2017/18.


13.2. Verified by: Ed Garcez, CIO, 020 8753 2900

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

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

**LIST OF APPENDICES:**

**APPENDIX 1 – Assumptions for each option** (As set out in the exempt report on the exempt Cabinet agenda).

<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>6 JUNE 2016</b></p>	
<p><b>SCHOOL ORGANISATION AND INVESTMENT STRATEGY 2016</b></p>	
<p><b>Report of the Cabinet Member for Children and Education – Councillor Sue Macmillan</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For decision</b></p> <p><b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Clare Chamberlain, Interim Executive Director of Children’s Services</p>	
<p><b>Report Author:</b> Alan Wharton, Head of Asset Strategy (Schools and Children’s Services)</p>	<p><b>Contact Details:</b>          Tel: 020 7641 2911          E-mail:  <a href="mailto:awharton@westminster.gov.uk">awharton@westminster.gov.uk</a></p>

**1. EXECUTIVE SUMMARY**

- 1.1. The School Organisation and Investment Strategy 2016 is attached for approval.

**2. RECOMMENDATIONS**

- 2.1. That the School Organisation and Investment Strategy 2016 be approved.

**3. INTRODUCTION AND BACKGROUND**

- 3.1. The School Organisation Strategy was last updated in April 2015. The Strategy outlined the programme of capital investment projects which are in progress to accommodate the projected demand for school places.
- 3.2. The current projections indicate that the investment programme is sufficient to comply with the Council’s statutory duty to provide primary school places for 10 years but further secondary school places will be

required by 2021. A number of secondary schools have capacity at present. This is largely a result of parents choosing schools in other areas and secondary pupils typically travelling further to school than in the primary sector. Factors influencing choice of schools can change rapidly so that existing capacity can diminish quickly. The School Organisation Strategy is revised every year so that trends can be reviewed and assessed, and investment planned accordingly.

3.3 The Strategy takes account of the new draft Local Plan which envisages major new housing investment in five regeneration areas, including the Old Oak area which is now under Mayoral planning control. These will potentially deliver up to 37,800 homes during the Local Plan period of 20 years. They are not yet included in the GLA projections because the proposals are not confirmed. However the School Organisation Strategy notes the scale of new school provision likely to be required as a result of these plans, and anticipates that existing schools will absorb the demand for places in the early phases. The Strategy notes that later phases of regeneration after 2020 will require new provision in the north of the Borough, and with the allocation of Basic Need grant having reduced to nil after 2018, the costs of providing this provision would be met from development agreements and planning obligations.

3.4 The Council is proceeding with the development of a new Alternative Provision academy in collaboration with TBAP at its existing site in Finlay Street, Fulham, together with a free school for post 16 pupils at the adjoining Greswell Street site.

West London Free School opened its secondary school at Palingswick House in King Street in March 2016.

#### **4. CONSULTATION**

4.1 Key stakeholders including the Diocesan Authorities, the Education Funding Agency, Tri-Borough forums, and individual schools, are consulted on the development of strategy and on individual proposals.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising directly from these proposals.

5.2 *Implications verified/completed by: (David Walker, Head of Legal Services, 020 7361 2211)*

#### **6. FINANCIAL AND RESOURCES IMPLICATIONS**

6.1 The Council was not allocated Basic Need grant for the period 2015 to 2017 and has not been allocated grant for 2018.

6.2 Revenue funding is provided through the Dedicated Schools Grant based on student numbers. However this funding is based on numbers in the



October Census for the following financial year. This means that where there is growth in planned student numbers through expansion, the initial costs for the expanding school is effectively funded by a top-slice on all schools' budgets. The costs are approximately £50,000 per class, equating to just over £1,000 per school per year. This is negligible, but where there are a number of schools growing concurrently then this has a larger impact, particularly on small primary schools. The Council has made this point in the recent consultation on National Fair Funding suggesting that the Education Funding Agency (EFA) needs to take a strategic view on funding growth.

- 6.3 *Implications verified/completed by: (Dave McNamara, Director of Finance, Children's Services, 020 8753 3404)*

**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:**

School Organisation and Investment Strategy 2016

# London Borough of Hammersmith & Fulham

## School Organisation and Investment Strategy

### 2016

#### Executive Summary

The number of pupils on roll in state-funded schools in Hammersmith & Fulham at the start of the 2015/16 academic year (both resident and non-resident) is as follows<sup>1</sup>:

- 308 at 4 Nursery schools
- 10,513 at 37 Primary schools (9,590 plus 923 in nursery)
- 7,603 at 11 Secondary schools (5,738 plus 1,004 in 6<sup>th</sup> forms)
- 1,173 at one All Through school (46 primary, 889 secondary plus 238 6<sup>th</sup> form)

In addition:

- 861 at 1 Post 16 Provision
- 400 at 4 Schools for children with Special Educational Needs
- 125 at Alternative Provision (TBAP) Multi Academy Trust

Hammersmith & Fulham is the third smallest of the London boroughs, excluding the City of London, but it borders six other London boroughs: Brent, Kensington & Chelsea, Wandsworth, Richmond-Upon-Thames, Ealing and Hounslow. The Borough's population has increased by over 14% from 165,242 in 2001 to just over 189,000 in 2015.

The Council has responded to increased pupil numbers over the last decade and has built in a reasonable balance of surplus provision to enable delivery of its education commitments.

In recent years, the impact of housing benefit changes and a declining birth rate within the Borough means pressure at primary level has eased and the focus will be on ensuring there are sufficient secondary school places as the higher numbers in the middle years of primary education roll through to secondary phase. The current expectation for the secondary phase is that any place planning pressure will be manageable in the medium term.

The Council has invested heavily in providing sufficient places for every child who needs a mainstream, alternative provision or special school place. New schools will be created as part of development or regeneration schemes where there is a requirement for additional places. Burlington Danes Academy became an all through school in September 2015 and will deliver an additional 420 primary places by 2021.

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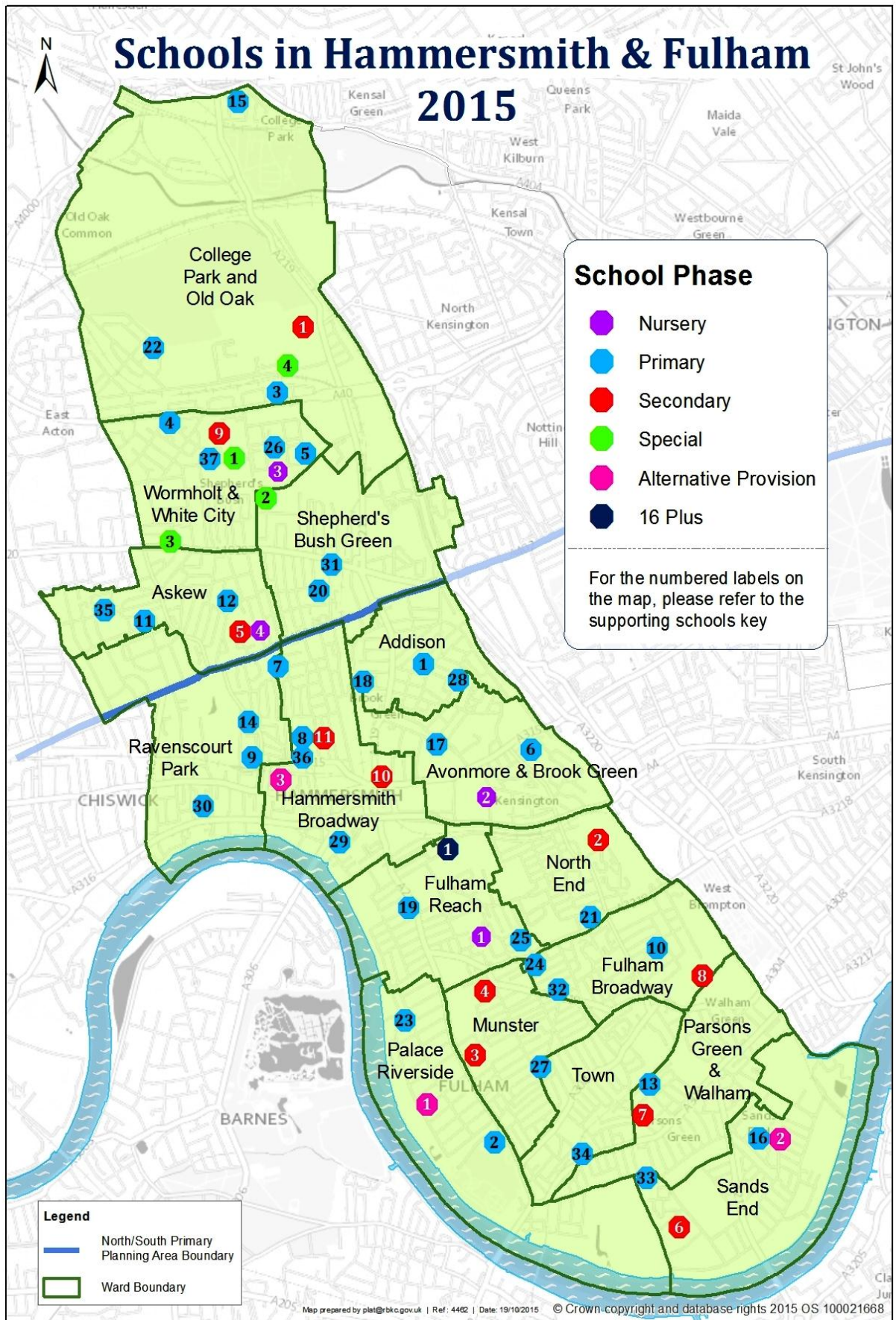
<sup>1</sup> DfE Pupil Autumn Census 2015

The Council's current investment programme is also utilising resources to ensure school buildings are sustained for continued use in the future. Details of the capital programme are set out later in this report.

The significant amount of regeneration including the larger projects at Old Oak and White City were the main drivers behind school expansion at primary level in recent years. Although the timetable for the Old Oak regeneration has been set back there will still be a need for additional school places and new schools in future years as these housing developments and regeneration schemes mature.

Hammersmith and Fulham schools represent a major asset in the community, so as well as providing an excellent standard for education, the buildings are increasingly being used to deliver other strategies for improving the lives of very young children, pupils leaving schools and entering the world of work, and a wide range of other community services, in a cost- effective and coordinated way.

This Strategy sets out the Council's plans to respond to these factors. It will be revised annually.



See Appendix 1: Schools Key

## **Background**

London as a whole is facing an increase in demand for school places as set out in London Councils' publications 'Do the Maths 2015' and 'The London Equation'. There will be a 3% increase in primary pupil growth over the period 2015 and 2019 creating a need for up to 83,000 additional primary school pupils, and by 73,000 secondary school pupils by 2020. It will have a larger secondary pupil population compared to other regions in England, and its rate of growth will almost double over the next 5 years. See appendix 2.

According to the GLA, in Hammersmith & Fulham, the primary population is expected to increase by up to 8% and the secondary population by as much as 27% during the period to 2019. The projected shortfall of places at primary level of up to 4% and at secondary phase of up to 8% will be addressed by the investment set out in Section 4 of this Strategy.

School place planning operates in a constantly changing social and economic environment. The demand for school places in Hammersmith & Fulham is based on a combination of factors that include

- Parental preference and student travel to learn patterns
- The Council use a 55-60% conversion ratio of births in H&F into demand for Reception class places.
- The impact of regeneration schemes and families residing in social and private properties increase future demand for school places
- Changes to housing benefits have seen some families resident in Hammersmith & Fulham displaced from private rented accommodation.

### **1. Projections**

The Council subscribes to the GLA School Roll Projection Service (SRP). The annual projections form the initial source of data for local authority maintained school place planning. Updated projections of London's population by age, sex, and local authority or ward of residence are produced in January. The GLA pupil projections are used by the majority of local authorities in London. The GLA's school roll projection model incorporates multiple sets of GLA ward-level population projections, historic roll data, and urban regeneration data. The GLA school roll projections are also used to complete the annual School Capacity (SCAP) return which the DfE uses to calculate the Borough's Basic Needs allocations to fund the provision of all new school places except free schools.

The GLA School Roll Projection Service enables comparisons to be made on a consistent basis with RB Kensington & Chelsea and Westminster and other London boroughs including Brent, Camden, Lambeth and Southwark where demand for school places is more acute. The GLA model does not take account of new schools not yet open, or forecast the potential impact of

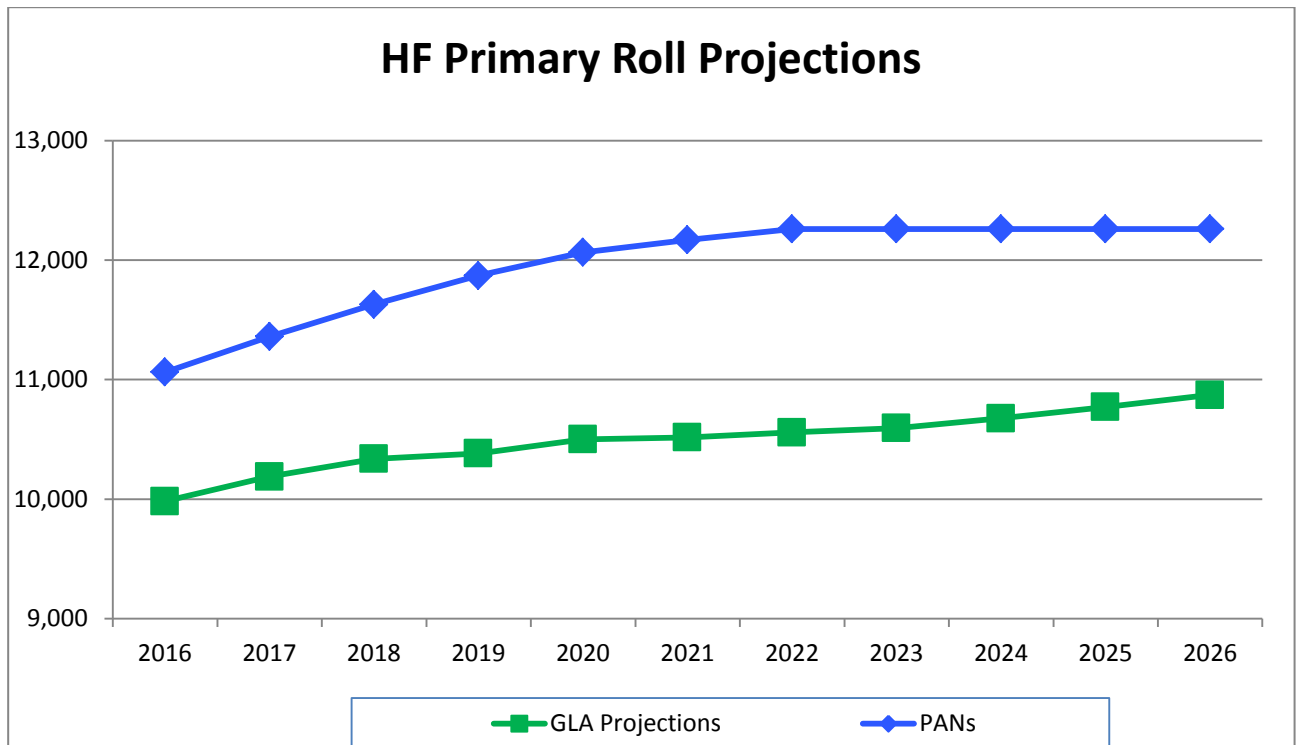
regeneration. GLA pupil projections are based on existing school rolls, which include non residents on roll at local authority schools, forward population estimates and migration, new housing developments that have been agreed by the Borough planning department, GP registrations, child benefit and ONS data.

Birth rates and Housing Benefits reforms may affect future primary and secondary pupil projections over time. Fluctuations in any of these factors will affect future projections and should be taken into account as pupil forecasts are adjusted over time. The GLA model does not account for children in the Private, Voluntary and Independent (PVI) settings.

Demand for secondary school places is projected to grow at a much faster rate than for primary places. The following charts summarise the primary and secondary roll projections, based on current GLA projections, compared to school Published Admissions Numbers for the next ten years. When planning investment to provide additional school places, the Council will review the capacity of existing buildings and sites, where space can be re-designated or create scope for temporary solutions. The DfE recommends that local authorities aim to hold a surplus of up to 5% in order allow for mobility. Section 3, Analysis, outlines how the Council anticipates the potential impact of regeneration on future pupil place planning.

The Primary Roll Projection table (YR - Y6) shows sufficient capacity to meet primary school place demand in maintained schools.

- For the next 10 years 2015/16 to 2025/26 there are sufficient primary places to meet demand.
- As regeneration starts to have an impact, this surplus capacity will start to diminish.
- The current GLA estimates show primary numbers in H&F will not increase at such a high rate as anticipated.



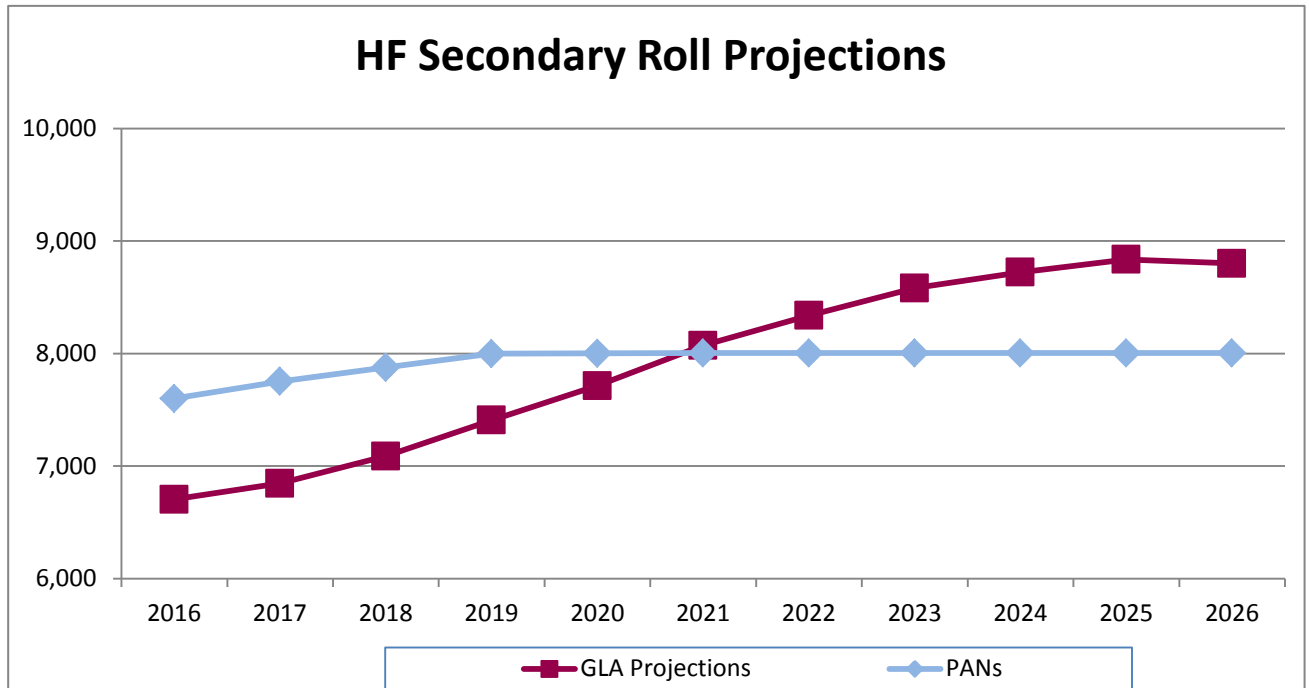
Year	Published Admissions Number (PAN)	GLA Projection	Projection Reported in 2015	Difference PAN/Projection
2016	11,048	9,982	9,953 (2015)	1,066 10.8% surplus
2021	12,171	10,518	11,560 (2020)	1,653 16.7% surplus
2026	12,261	10,872	12,957 (2025)	1,389 12.8% surplus

The increasing number of surplus places may offer opportunities for different education provision in future

The capacity of the secondary school portfolio to meet demand is diminishing.

- The Council’s planned expansion programme will provide sufficient places until 2020.

These statistics exclude 6th form provision at schools.



Year	Published Admissions Number (PAN)	GLA Projection	Projection Reported in 2015	Difference PAN/projection
2016	7,630	6,704	6,494 (2015)	896 13.4% surplus
2021	8,005	8,072	8,345 (2020)	-67 0.8% deficit
2026	8,005	8,801	10,020 (2025)	-796 8.5% deficit



## 2. **Analysis**

- **School Population Trends**

Birth rates across London are falling, although variations occur across local authorities. Data on GP registrations suggests that the rate of population increase is declining. At the 2015 mid-year point 2,036 births were registered in H&F which is 458 fewer than at the same point in 2014.

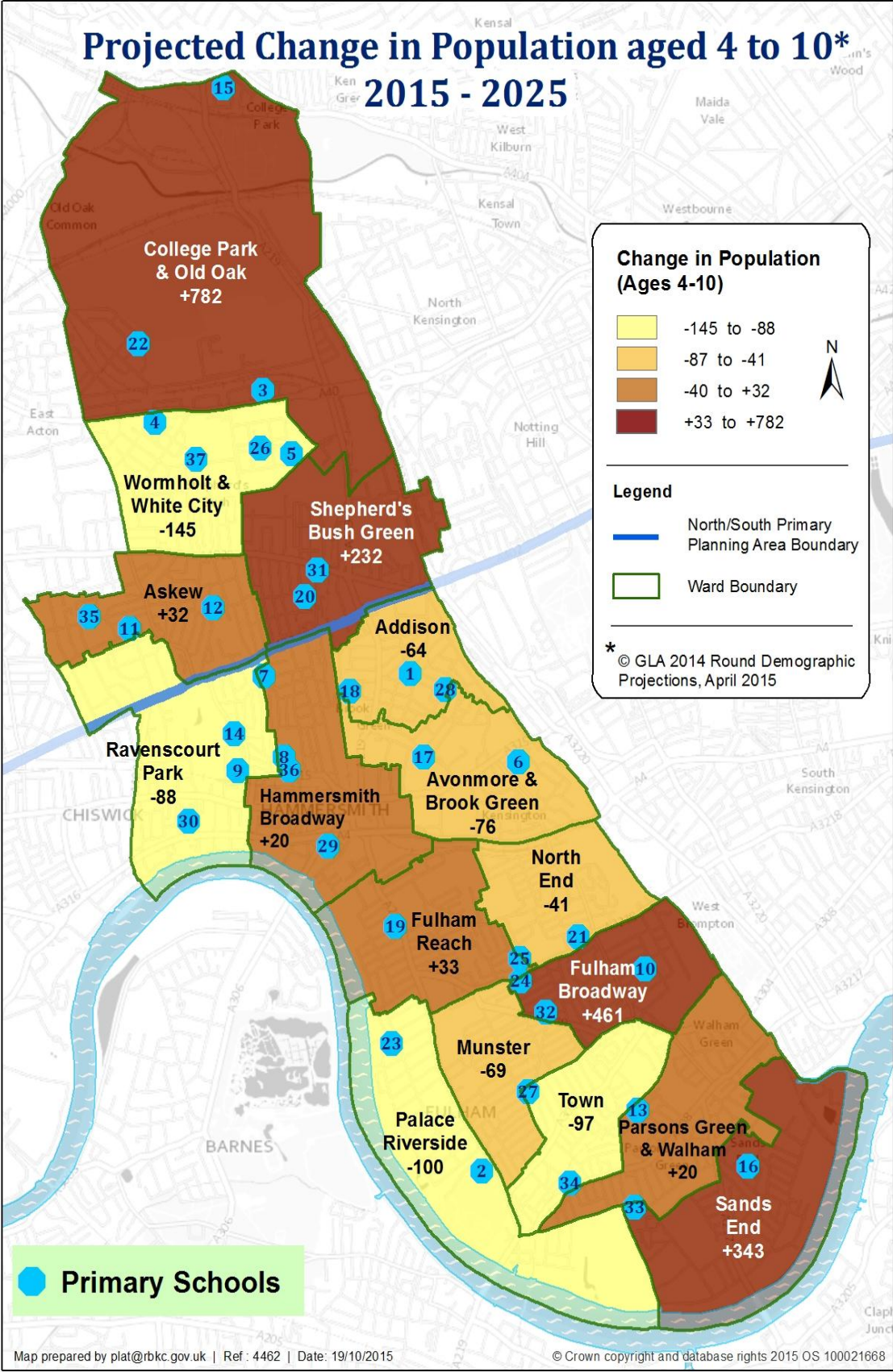
- **Local Variations**

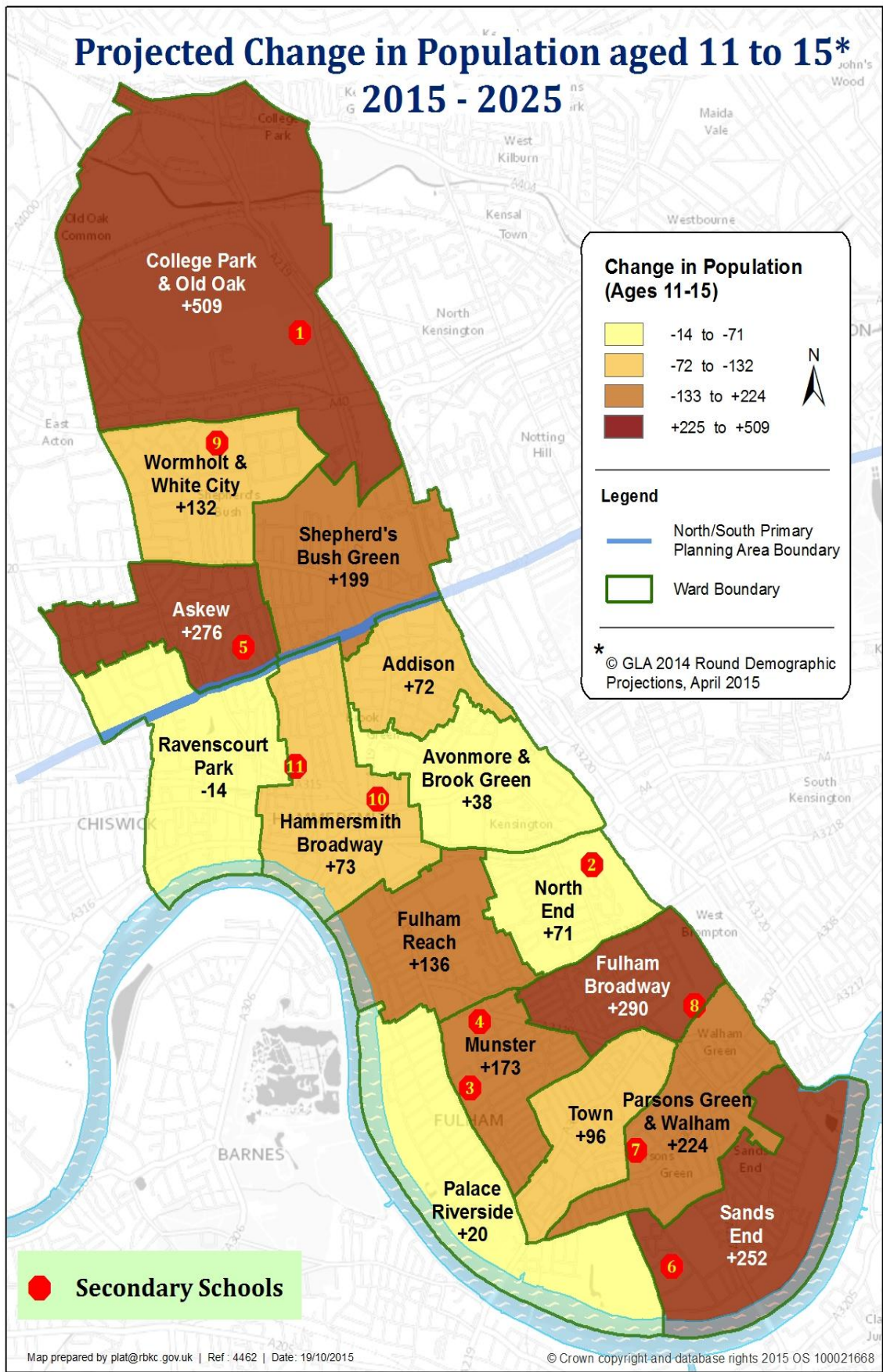
Wards in H&F also show variations in population growth over the next period 2016 – 2026. The current GLA Borough Preferred Option (BPO) ward projections forecast the secondary and post 16 populations will increase by 34% and 29% respectively, while the primary population boom will slow down with a modest increase of 8%.

The BPO ward forecasts are not school roll projections and should be viewed as indication of wider population trends relating to school place planning. These are consistent with ONS projections which, whilst showing a slight decline in birthrates, do not take into account regeneration projects. Future regeneration cannot be fully reflected accurately by GLA projections.

- **Regeneration**

Future regeneration cannot be fully reflected accurately by GLA projections which only take account of committed schemes which have been agreed. Estate regeneration schemes are underway in a number of areas with the largest being in the Old Oak and White City area.





See Appendix 1: Schools Key

- **Independent Sector**

The following table illustrates the proportion of resident school-age pupils attending independent schools in the private sector both in and out borough.

Year	Primary Population	% Independent Sector	Secondary Population	% Independent Sector
2013	13,255	32%	7,411	30%
2014	13,739	33%	7,414	34%
<b>2015</b>	<b>13,739</b>	<b>32%</b>	<b>7,558</b>	<b>32%</b>

Using ONS Mid-Year Estimates

The number of residents attending independent sector schools is estimated as being the balance remaining after the number of pupils on roll in state schools are deducted from the estimated school age population.

- **Cross Border Movement**

ONS 2015 midyear estimates indicate there were 13,739 primary and 7,608 secondary aged pupils living in Hammersmith & Fulham<sup>2</sup>. After allowing for residents attending the independent sector, 9,284 of primary and 5,157 of secondary aged residents are on roll at H&F schools, and 842 primary aged pupils and 1,748 secondary aged resident pupils attended state maintained schools in other boroughs.

Local authorities have a statutory duty to provide a place to every child who needs one in their area, however the Admissions Code states 'applications can include schools outside the local authority where the child lives', therefore some places will be filled by non residents.

The table below shows the distribution of the resident school aged population in Hammersmith & Fulham.

Year	Primary		Secondary	
	On roll in H&F	On roll in other LAs	On roll in H&F	On roll in other LAs
2013	8,218	795	3,261	1,927
2014	8,381	824	3,188	1,705
2015	8,381	824	3,401	1,738

using ONS midyear population estimates.

<sup>2</sup> H&F Local Authority Cross Border Movement based DfE Census data Autumn 2015

The following table shows net imports in schools over a 3 year period. The change over time indicates a growing increase in imports at both primary and secondary phase; however pupil exports for the same period have remained stable.

Net Import		
Year	Primary	Secondary
2013	177	1,156
2014	165	1,120
2015	269	1,242

Primary and secondary level pupil cohorts do not include pupils in PVI settings, special schools or Alternative Provision settings.

The number of imports and exports, and distribution of cross borough movement at primary and secondary level, is shown in appendix 3<sup>3</sup>.

This means that 1,203 (14%) of primary pupils and 3,305 (49%) pupils in secondary schools are resident in other boroughs.

The high levels of performance in schools encourages applications from other areas and contributes to a significant number of net imports. The Council's programme of expanding secondary schools aims to increase the number of places available to Hammersmith & Fulham resident pupils.

- **Mobility**

Mobility is indicated by the number of pupils arriving and leaving school other than at the normal intake or transfer times. This is relatively stable in H&F as shown in the tables below.

Primary	2011/12	2012/13	2013/14	2014/15	2015/16
Starters	7%	7%	7%	8%	9%
Leavers	9%	10%	10%	11%	11%

Secondary	2011/12	2012/13	2013/14	2014/15	2015/16
Starters	5%	4%	4%	6%	5%
Leavers	7%	5%	6%	6%	6%

<sup>3</sup> London Councils Cross Border Movement Trend

- **Voluntary Aided (VA) Sector**

The contribution of Voluntary Aided (VA) schools is significant in H&F. The majority of VA schools are funded by the local authority or funded by central government in the case of academies and free schools. 13<sup>4</sup> primary schools have a religious affiliation (5 are C of E and 7 are Catholic). Of the 11 secondary schools 2 are C of E and 2 are Catholic.

The majority of C of E schools offer a balance of open places and foundation places which use a faith based criteria. Catholic schools set admission arrangements that award the highest priority to practicing Catholics. Only when a school does not receive sufficient applications to fulfill these criteria that non-faith applicants are offered vacant places.

- **Admissions Policies**

State-maintained schools/academies are required to participate in a nationally coordinated admissions process for the main point of entry to school at Reception and Y7. Voluntary Aided, Foundation, Free Schools and Academies operate their own admission authority and are free to administer their own in-year admissions process, but must adhere to the Admissions Code. The majority of primary and secondary schools opt for either partial LA in-year coordination or no co-ordination. All H&F schools are required to provide the local authority with data on their roll number and vacancies. See appendix 4.

The local authority retains responsibility for admissions for community schools in the borough. The rest, which comprise the majority, are now their own 'admissions authority', as shown below:

<b>Phase</b>	<b>Community schools</b>	<b>Free School &amp; Academies, Foundation or VA schools</b>	<b>Total</b>
<b>Primary*</b>	15	22	37
<b>Secondary</b>	0	10	10
<b>All Through</b>	0	1	1

Admission authority schools must be compliant with the requirements of the Code. Each school's oversubscription policy will dictate how places are offered and vary considerably depending on the status of the school. Faith schools will usually give priority to applicants that can demonstrate a faith commitment. Secondary schools may offer up to 10% of places to applicants who demonstrate an aptitude for a specialist subject as defined by the school.

Admission authorities must formally consult on any changes to their admission arrangements which affect how places are offered. The Council works closely

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<sup>4</sup> London Diocesan Board for C of E School and the Diocese of Westminster for Catholic schools. \*\* Excluding London Oratory Junior House

with schools when changes are proposed and continues to nurture a close relationship with free schools and academies as they are key partners in the provision of new school places.

The impact of how places are offered manifests in the availability of provision for resident pupils. The Council has a duty to provide all resident applicants with full-time education provision but no legal requirement to provide a school located in the borough of residence.

- **School Preferences**

**Primary**

Although the number of resident applications has decreased slightly, 87% of residents expressing a preferences for H&F schools in 2015.

**Secondary**

Applications for H&F secondary school show a high level of parental preference for local schools. In 2015 the number of preferences from Hammersmith & Fulham Residents increased by 6%.

- **Primary School Admissions Offers**

Borough residents are more likely to choose local schools. In 2015 there were 1,488 year of entry admissions applications for 1,678 school places (see appendix 6). 1604 offers were made for H&F schools of which 1,488 (93%) were made to H&F residents

- **Secondary School Place Offers**

There were 1,560 Y7 'Year of entry' secondary school places in 2015 (see appendix 6). The number of resident applicants seeking a school place was 1,245. These figures would indicate that there are sufficient school places to accommodate all borough residents with a comfortable surplus for further late applications. The number of resident applicants suggests that the Council has fulfilled its statutory duty; however the admission criteria for each school will dictate how places are available for resident pupils. For some schools, predominately those with faith affiliation, offers will be made to non-residents across several local authorities.

Non residents find Hammersmith schools attractive and may be awarded priority above an H&F applicant where proximity, faith commitment and the school's admission criteria are met. Legislation as set out in the Code

stipulates that oversubscription cannot be used as a justification to allot priority to Borough residents as set out in the Greenwich Judgment<sup>5</sup>

Many parents have historically made preferences for schools in neighbouring boroughs due to proximity. Of the 328 H&F residents were offered school places outside of Hammersmith & Fulham, 132 were offered schools in Kensington & Chelsea.

89% of the H&F resident applicants were offered a school place with sufficient school places remaining within the Borough to accommodate those that were unsuccessful in gaining a school of choice.

- **Deprivation and Welfare**

Welfare reform and changes to social benefits have impacted some children and families in H&F. Roll counts have not changed significantly across the Borough because of this. Children resident in areas of high property rents in the private housing sectors are most likely to be affected.

In reviewing performance of schools in H&F, an analysis is made of the achievements of pupils in vulnerable groups. This includes those entitled to a free school meal (FSM), special educational needs (SEN) and those with English as an additional language (EAL). It also includes minority ethnic pupils, and those who are in the care of the local authority.

The following shows the 5 year trend for FSM compared to the national and Inner London equivalent, and shows a changing position where HF's trend is faster than the Inner London and national average.

Primary	2011/12	2012/13	2013/14	2014/15	2015/16
H&F	37%	35%	28%	24%	23%
National	18%	18%	17%	16%	n/a
Inner London	33%	32%	29%	25%	n/a

Secondary	2011/12	2012/13	2013/14	2014/15	2015/16
H&F	32%	32%	25%	22%	21%
National	16%	16%	16%	15%	n/a
Inner London	35%	35%	33%	30%	n/a

### 3. **Progress on School Development**

The GLA projections were revised in 2015. The primary sector is split into north and south planning areas as reported in the SCAP return.

<sup>5</sup> R v Greenwich London Borough Council, ex parte John Ball Primary School (1989) 88 LGR 589 [1990] Fam Law



Primary Planning Area NORTH - Reception - Year 6				
Academic Year	GLA Projected Population	Published Admission Number (PAN)	Surplus/Deficit = PAN number minus Projected Population	New Provision/Expansions
2015/16	3,141	3,585	444	Ark Conway = + 30 (Y4) Old Oak = + 15 (Y3) St Stephen's = + 30 (Y2) Burlington Danes Academy Primary = + 60 (Y R)
				<b>TOTAL = + 135</b>
2016/17	3,252	3,735	483	Ark Conway = + 30 (Y5) Old Oak = + 15 (Y4) St Stephen's = + 30 (Y3) Burlington Danes Academy Primary = + 60 (Y1) Pope John = + 15 (YR)
				<b>TOTAL = + 150</b>
2017/18	3,313	3,900	587	Ark Conway = + 30 (Y6) Old Oak = + 15 (Y5) St Stephen's = + 30 (Y4) Burlington Danes Academy Primary = + 60 (Y2) Pope John = + 30 (Y1)
				<b>TOTAL = + 165</b>
2018/19	3,384	4,035	651	Ark Conway COMPLETE Old Oak = + 15 (Y6) St Stephen's = + 30 (Y5) Burlington Danes Academy Primary = + 60 (Y3) Pope John = + 30 (Y2)
				<b>TOTAL = + 135</b>
2019/20	3,506	4,155	649	Old Oak = COMPLETE St Stephen's = + 30 (Y6) Burlington Danes Academy Primary = + 60 (Y4) Pope John = + 30 (Y3)
				<b>TOTAL = + 120</b>
2020/21	3,530	4,245	715	St Stephen's = COMPLETE Burlington Danes Academy Primary = + 60 (Y5) Pope John = + 30 (Y4)
				<b>TOTAL = + 90</b>
2021/22	3,604	4,335	731	Burlington Danes Academy Primary = + 60 (Y6) Pope John = + 30 (Y5)
				<b>TOTAL = + 90</b>
2022/23	3,649	4,365	716	Burlington Danes Academy Primary = COMPLETE Pope John = + 30 (Y6)
				<b>TOTAL = + 30</b>
2023/24	3,728	4,365	637	Pope John = COMPLETE

				<b>TOTAL = + 0</b>
2024/25	3,811	4,365	554	<b>TOTAL = + 0</b>
2025/26	3,897	4,365	468	TOTAL = + 0

Hammersmith and Fulham School Place Planning  
Primary Planning Area **SOUTH/CENTRAL** - Reception - Year 6

Academic Year	GLA Projected Population	Published Admission Number (PAN)	Surplus/Deficit PAN minus Projected Population	New Provision/Expansions
2015/16	6,841	7,478	637	West London Free Primary = + 60 (Year 2) St John's = + 30 (Year 6) St Thomas' = + 15 (Year 6) Holy Cross bilingual school = + 28 (Year 5) Holy Cross Primary = + 30 (Year 3) Earls Court Primary 1FE = + 15 (Year 1 - 50% H&F) <b>TOTAL = + 178</b>
2016/17	6,937	7,611	674	West London Free Primary = + 60 (Year 3) St John's = COMPLETE St Thomas' = COMPLETE Holy Cross bilingual school = + 28 (Year 6) Holy Cross Primary = + 30 (Year 4) Earls Court Primary 1FE = + 15 (Year 2 - 50% H&F) <b>TOTAL = + 133</b>
2017/18	7,024	7,716	692	West London Free Primary = + 60 (Year 4) Holy Cross bilingual school = COMPLETE Holy Cross Primary = + 30 (Year 5) Earls Court Primary 1FE = + 15 (Year 3 - 50% H&F) <b>TOTAL = + 105</b>
2018/19	6,999	7,836	837	West London Free Primary = + 60 (Year 5) Holy Cross Primary = + 30 (Year 6) Earls Court Primary 1FE = + 15 (Year 4 - 50% H&F) <b>TOTAL = + 120</b>
2019/20	6,995	7,911	916	West London Free Primary = + 60 (Year 6) Holy Cross Primary = COMPLETE Earls Court Primary 1FE = + 15 (Year 5 - 50% H&F) <b>TOTAL = + 75</b>
2020/21	6,988	7,926	938	West London Free Primary = COMPLETE Earls Court Primary 1FE = + 15 (Year 6 - 50% H&F) <b>TOTAL = + 15</b>
2021/22	6,955	7,926	971	Earls Court Primary 1 FE COMPLETE

				<b>TOTAL = + 0</b>
2022/23	6,945	7,926	981	<b>TOTAL = + 0</b>
2023/24	6,948	7,926	978	<b>TOTAL = + 0</b>
2024/25	6,961	7,926	965	<b>TOTAL = + 0</b>
2025/26	6,975	7,926	951	<b>TOTAL = + 0</b>

Hammersmith and Fulham School Place Planning Secondary - Year 7 - Year 11				
Academic Year	Projected Population	Published Admissions Number (PAN)	Surplus/Deficit PAN minus Projected Population	New Provision/Expansions
2015/16	6,704	7,600	896	Hammersmith Academy = + 120 (Y11) West London Free School = + 120 (Y11) Lady Margaret = + 30 (Y8) Fulham Boys School = + 120 (Y8) <b>TOTAL = + 390</b>
2016/17	6,846	7,753	907	Hammersmith Academy = COMPLETE West London Free School = COMPLETE Lady Margaret = + 30 (Y9) Sacred Heart High = + 33 (Y7) Fulham Boys School = + 120 (Y9) *Phoenix High = - 30 <b>TOTAL = + 153</b>
2017/18	7,088	7,876	788	Fulham Boys School = + 120 (Y10) Sacred Heart High = +33 (Y8) *Phoenix High = - 30 <b>TOTAL = +123</b>
2018/19	7,409	7,999	590	Fulham Boys School = + 120 (Y11) Sacred Heart High = + 33 (Y9) *Phoenix High = - 30 <b>TOTAL = + 123</b>
2019/20	7,714	8,002	288	Fulham Boys School = COMPLETE Sacred Heart High = + 33 (Y10) *Phoenix High = - 30 <b>TOTAL = + 3</b>
2020/21	8,072	8,005	-67	Sacred Heart High = + 33 (Y10) *Phoenix High = - 30 <b>TOTAL = + 3</b>
2021/22	8,339	8,005	-334	Sacred Heart High = COMPLETE <b>TOTAL = + 0</b>
2022/23	8,582	8,005	-577	<b>TOTAL = + 0</b>
2023/24	8,723	8,005	-718	<b>TOTAL = + 0</b>
2024/25	8,837	8,005	-832	<b>TOTAL = + 0</b>
2025/26	8,801	8,005	-796	<b>TOTAL = + 0</b>

\*Phoenix High School will reduce its PAN by 30 from 180 to 150 pupils at the start of the 2016/17 academic year commencing in Y7. By 2020 its PAN will be 750.

#### 4. Early Years

Hammersmith and Fulham Early Education provision is generally of a high standard. 82% of the providers of Early Years education are judged to be either good or outstanding by Ofsted, which is comparable to other local authorities and the national average, which stands at 85% as of the last published figures.

Theme	Indicator	England	LBHF	North	South
Places	Places per child of population 0-4	-	0.47	0.43	0.5
	Places per child of population 5-11				
Cost/Income	Childminder cost variation from England average				
	Day Nursery cost variation from England average				
	Take up per child of population of 3 and 4 year old funding	96.0%	81.9%	83.4%	80.8%
	Take up of two year old funding	63%	49%	28%	34%
Quality	Ofsted views on quality	Outstanding - 13%	Outstanding - 18%	Outstanding - 18%	Outstanding - 18%
		Good - 72%	Good - 65%	Good - 63%	Good - 66%
		RI - 14%	RI - 17%	RI - 18%	RI - 16%
		Inadequate - 1%	Inadequate - 1%	Inadequate - 1%	Inadequate - 0%
	Percentage "Good" or "Outstanding" providers	85%	82%	81%	84%
Time/Flexibility	Percentage of childcare providers open before 8am	-	17%	14%	21%
	Percentage of childcare providers open after 6pm	-	17%	14%	21%
	Percentage of childminders offering additional flexibility				

Hammersmith & Fulham currently offers a 0.47 childcare place available per child ratio for the 0-4 years' age group which is comparable with Westminster and Kensington & Chelsea.

The majority of these places are provided in Early Year's setting in the south of the Borough although provision between wards varies. Town (514 places) and Parsons Green & Walham wards (503) offer the highest number of Early Years' places compared to Munster ward offering the lowest number of places (87).

The Borough relies heavily on private day nurseries, which provide approximately 45% of all Early Years' childcare places. The Early Years' Childcare place to child ratio across the Borough ranges from 0.11 available places per child in Munster Ward which has only 87 places on offer to its Early Years' population of 764 to 0.72 places per child in Town ward.

Funded early education supports children's development and also assists parents with childcare costs. Since September 2010 all 3 and 4 year olds are entitled to 15 hours per week of state-funded early education. The key challenge for the Borough is to ensure there are sufficient places available and that eligible families are aware of the offer and encouraged to take up a place for their child.

Approximately 82% of resident children aged 3 - 4 years old, access part or all of their 15 hours free childcare entitlement. Although the Borough's participation rate appears to be significantly lower than the national average (96%) it is comparable with RBKC and Westminster. However, the participation rate reflects only H&F residents utilising a local provision within

the Borough. It is likely that many other resident H&F families access their entitlement, at providers in other boroughs. With this in mind, the 81.9% participation rate indicates a significant majority of resident H&F parents chose to access local provision within the Borough rather than seek alternatives elsewhere.

In September 2013 childcare entitlement was extended to disadvantaged 2 year olds. Eligible families are identified in a dataset released by the Department of Work and Pensions at the start of each term. In 2016, 637 families were identified as being eligible for a place.

In summer 2015 the take up rate for the targeted offer of childcare for vulnerable 2-year-olds in Hammersmith & Fulham was 49%, which was lower than the London average of 51%, and 14 percentage points lower than the national average (63%). However, significant work has been undertaken to increase the take up rate. In autumn 2015 the participation rate had increased by 16 percentage points to 66%.

In February 2016, the Borough had 387 2 year old childcare places available to 637 eligible families. Of these, 347 were occupied by children from the targeted group. This means that 55% of eligible families were benefiting from a place.

The Early Years and Children's Commissioning Teams have successfully worked with participating providers to continue to develop more places. DSG capital funding is available for investment in local settings to create additional places to meet the level of local demand required. Feasibility studies have been completed to determine the relevance of the proposals, to extend current Early Years' education facilities at Melcombe Primary and Randolph Beresford nursery schools. The capital development at Randolph Beresford Nursery would deliver up to an additional 70 (15 hour) places. In addition Melcombe primary school would deliver a further 28 full-time places

The effect of the 2 year offer and 3 - 4 year old extended free childcare entitlement may have an impact on school place planning at primary level. Children who attend settings under these early years' provision are likely to apply for reception places at these schools.

There may not be a markedly different increase in cohort size when compared to primary pupil projections as these children are more likely to be Borough residents contributing to the increase in roll counts.

By focusing investment at primary schools there is the added potential to attract new pupils at nursery phase and retain them through to Y6.

Furthermore, the Department for Education is now making progress towards the provision of an additional 15 free hours to working parents of 3- and 4-

year-olds from September 2017. The extended free childcare entitlement will provide eligible parents with a total of 30 hours of free childcare per week, over 38 weeks or the equivalent number of hours across more weeks per year. This area is subject to further development in the light of the consultation which is taking place regarding the Early Years Block.

- **Children's Centres**

Hammersmith and Fulham currently commission a number of providers to deliver children's centre services across the 16 Children's Centre locations; the delivery is organised in a hub and spoke arrangement with seven hub children's centres and 9 spoke centres

Children's Centres play a key role in providing early help to vulnerable young families. Children's Centres improve outcomes for young children and their families and reduce inequalities, particularly for those families in greatest need of support. As a universal service they are ideally placed to identify early need and to work intensively with parents drawing on a range of multi-agency support to enable individuals and families to be resilient and self-reliant.

The volume of people using Children's Centres is on the increase. Registrations for children aged 0 - 4 years old at Hub children centres has increased by 25% from 7,746 in 2012/13 to 9,645 in 2014/15. Six out of the H&F's seven centres have shown a rise in registrations over the last three years with Fulham Central and Melcombe having recorded the largest increases in registrations.

There are plans to develop a new model for delivery, building on the existing infrastructure and expertise in Children's Centres to deliver the best possible offer for children and families, through a single integrated early help offer. The proposed model is an opportunity for Children's Centres across the Borough to work innovatively and more effectively with stakeholders and partners, enabling them to bring services and professionals together to support children and families to identify need at an earlier stage in order to ensure a joined up response and improve outcomes for H&F children and families.

## **5. Special Educational Needs**

Schools, Early Years settings, and the local authority work together so that resources are matched to children's needs in order to provide a suitable and efficient continuum of SEN support for children and young people. The Council's Local Offer for children and young people with SEN and High Needs focuses on achievement of outcomes through evidence-based provision in mainstream and specialist early years settings, schools and Further Education Colleges.



The Council aims to provide a Local Offer in settings that have been judged being Good or Outstanding by Ofsted so that children with SEN can be educated and supported in becoming independent in or near their local community. The provision provides access to educational intervention addressing children and young people's learning difficulties in the following areas:

- Communication and Interaction (CI)
- Cognition and Learning (CL)
- Social Emotional and Mental Health (SEMH) and
- Sensory/Physical (SP)

• **Schools and Resource Bases**

The number of pupils with statements of SEN and Education, Health Care (EHC) plans on roll in HF schools has changed as follows:

2006	2011	2014	2016
779	609	647	783

The age profile of these children and young people is as follows:

	2014	2015	2016
<b>Under 5</b>	31	31	61
<b>5-10</b>	288	299	331
<b>11-15</b>	274	262	266
<b>16-19</b>	54	133	125
<b>20-25</b>	0	0	0
<b>Total</b>	<b>647</b>	<b>725</b>	<b>783</b>

Post 19 provision, for young people and adults with autism and complex learning needs, will be offered at Queensmill School in Hammersmith and Alexandra College in Camden.

According to the most up to date SEN data, 783 H&F pupil residents with a statement or EHC plan were enrolled in over 140 educational settings.

Age Group	Pupils
Aged 0 to 5	61
Aged 5 to 10	331
Aged 11 to 15	266
Aged 16 to 25	125
Aged 20 to 25	0
<b>Total</b>	<b>783</b>

The SEN Service provides 'shared services' for resident pupils with SEN. The Council will endeavour to place resident pupils with SEN in RBKC or other state maintained school in the shared service area. 528 resident pupils with SEN are enrolled in resourced provision, SEN units or mainstream classes at 36 maintained schools across Hammersmith & Fulham. Where pupils cannot be enrolled in a school in H&F, RBKC or Westminster, the SEN team utilise established links with neighbouring local authorities such as Camden, Lambeth and Wandsworth.

The table below shows the distribution of SEN resident pupils placed in H&F schools.

Phase	H&F Pupils In H&F Schools	H&F Pupils In Out Borough Schools
Nursery	4	2
Primary	204	27
Secondary	102	57
Special School	209	19
Alternative Provision	9	0
Independent	3	14
Other	133	0
<b>Total</b>	<b>783</b>	<b>119</b>

However from time to time pupils are placed in independent schools. At present, 17 H&F residents with SEN are on roll in the private sector and 105 are on roll at state maintained schools outside the Borough.

- **16 – 25**

Post-16 capacity for resident SEN learners is being reviewed and developed on an ongoing basis. Data for 2014/15 show that 187 (16%) of learners attending further education colleges considered themselves to have some degree of learning difficulty and/or disability. 27 (2%) of learners in school sixth forms had an Education Health and Care Plan (EHCP) or statement of SEN and 118 (9%) had been supported as School Action or School Action Plus.<sup>6</sup>

From September 2016 the Borough will implement a multi-agency transition plan to meet the needs of the 16-25 year old cohort. Supported internship opportunities for young people with SEND are due to be offered across the Borough within Hammersmith & Fulham Council and at L’Oreal (UK) Ltd. Where appropriate, working in partnership with the Borough’s Social Care and Health services as well as Further Education partners and Employers, young people and adults with SEN will be supported through transition to employment and greater independence.

- **Alternative Provision**

A Multi-Academy Trust (TBAP) has been established to oversee the delivery of alternative education provision across H&F, RBKC and Westminster. From September 2016, TBAP will open a small sixth form provision delivering the International Baccalaureate (IB).

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<sup>6</sup> Source: EFA Residency Report available through Management Information Portal

## 6. Post 16 and Not in Education Employment or Training (NEET)

- **Post 16**

From 2015 full implementation of Raising the Participation Age (RPA) to enable all young people to continue to participate in education or training until their 18th birthday. It is the duty of the local authority to support young people to engage in education and training in order to secure sufficient suitable provision for all young people aged 16 to 19 and for those up to age 25 with a learning difficulty assessment (LDA) or Education, Health and Care (EHC) plan. To fulfill this duty, local authorities must maintain a strategic overview of the provision available and identify and resolve any identified gaps in service.

<b>Young People aged 16-17 years Participating in Education 2015</b>	
<b>Hammersmith &amp; Fulham</b>	<b>96%</b>
London	93.1%
National	89.5%

DfE figures indicate 2,263 aged 16 and 17 years old who are already has increased since 2015. Hammersmith & Fulham's participation rates are above National and London averages. However, 150 (6%) of Westminster's 16-17 population, either does not participate in education or their activity is 'not known'. In order to achieve the 'full participation' sufficient capacity to accommodate an additional 150 learners would be required<sup>7</sup>.

Young people can fulfill their statutory duty in a number of ways: fulltime education, either in a school sixth form or further education college; an apprenticeship; working (or volunteering) fulltime alongside studying for an accredited qualification. The number of residents starting an apprenticeship is small: less than 60 residents aged 16-18 started an apprenticeship in 2014/15<sup>8</sup>.

In August 2015 the government announced initiatives such as the apprenticeship levy, industrial standards and the 5% Club to create an additional 3 million apprenticeships across England by 2020. The government has indicated that young people should be prepared for one of two routes: apprenticeship or university.

In addition to securing sufficient suitable provision for all 16 and 17 year olds, the needs of 18 year olds must also be accommodated, where young people require 3 years to complete education or training, because a one-year level 2 study programme is required before progressing to a two-year level 3

<sup>7</sup> Source: <https://www.gov.uk/government/publications/participation-in-education-and-training-by-local-authority> downloaded on 1 October 2015

<sup>8</sup> Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships#history>, Apprenticeship Programme Starts by Local Education Authority, Local

Authority, Level and Age (2005/06 to 2014/15)

programme, or a study programme that better meets their needs is restarted. At present the existing number of post-16 places and planned growth in apprenticeships are sufficient to accommodate small increases in demand from the 16-18 year old population.

In 2015/16 post-16 provision in Hammersmith and Fulham is provided by:

- 1 maintained (sixth-form only) school
- 6 academies
- 1 general further education college
- 2 maintained special schools

In 2014/15 the EFA allocated funded places for 5,482 16-19 year olds across providers in Hammersmith and Fulham. These included 168 places for high need students.

Hammersmith & Fulham's Post 16 population has remained stable at around 2,900. However, the population as a whole is forecast to increase by 29% over the next 10 years, exceeding 3,700 in 2025.<sup>9</sup>

Predicting the required capacity for post-16 is complicated by pupil travel to learn patterns. In 2014/15 41% (1,135) 16-18 year olds remained in the Borough to continue learning or training but over half (1,625) travelled to neighbouring boroughs of RBKC, Hounslow, and Ealing. H&F is a net importer of 16-18 year old learners. A significant number of non-resident learners are attracted by Post-16 provision in Hammersmith & Fulham mostly travel from neighbouring boroughs of Ealing, RBKC, Brent and Westminster<sup>10</sup>.

Assuming there is no change to pupil travel to learn patterns the authority should have sufficient capacity to meet demand until 2019. Local capacity will come under pressure, and places more competitive, in the following circumstances:

- more residents chose to stay in Hammersmith and Fulham, or
- local provision becomes more attractive to young people resident in the neighbouring boroughs
- local provisions close

A rolling programme of Area Reviews across London focused specifically on further education colleges will be completed by spring 2017. The government expects Area Reviews will result in "*fewer, often larger, more resilient and efficient providers*". *The subsequent implementation* may result in changes to local provision with entire areas of curriculum provision relocated and volume of provision located in Hammersmith and Fulham may decline. A review of Post-16 capacity should be carried out in response to the outcome of Area Reviews and in preparation of an increase in the post-16 population forecast in 2019.

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<sup>9</sup> Source: GLA population projections

<sup>10</sup> Source: LCCIS Travel to Study Report

School sixth forms providers in Hammersmith have introduced higher entry requirements for students starting academic provision. As a consequence some students who would have previously progressed to sixth form within the school are now required to seek alternative providers such as further education colleges and apprenticeships. While these changes may be offset by increases in the proportion of students achieving 5 A\*-C including English and mathematics the balance between school sixth form and further education provision may shift.

The Borough's Alternative Provision (TBAP) Multi Academy Trust is due to open a small sixth form provision delivering the International Baccalaureate (IB) from September 2016.

From 2015 full implementation of Raising the Participation Age (RPA) places a duty on all young people to continue to participate in education or training until their 18<sup>th</sup> birthday. It is the duty of the local authority to support young people to engage in education and training in order to secure sufficient suitable provision for all young people aged 16 to 19 and for those up to age 25 with a learning difficulty assessment (LDA) or Education, Health and Care (ECH) plan. To fulfill this duty, local authorities must maintain a strategic overview of the provision available and identify and resolve any identified gaps in service.

As with many other London colleges, Ealing Hammersmith and West London College is exploring opportunities and prospects for collaboration, federation and merger but no announcements have been made. The college is reviewing the current estate and is considering the disposal of the Acton Campus.

West London has a number of further education colleges judged to be good or outstanding by Ofsted. It is likely that collaborative announcements may follow the outcome of the Area Review.

## **NEETs**

Young people, who are not in education, employment or training, go on to earn approximately 11% less per year in salary compared with their peers<sup>11</sup>. There are also associated costs to the taxpayer for the provision of additional services.

Hammersmith and Fulham ranked within the top 20% of local authorities with the lowest NEET (by percentage)<sup>12</sup>.

Using the most up to date figures, at the end of 2013, 106 young people between the age of 16 and 18 were recorded as NEET by the end of 2014<sup>13</sup> the

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<sup>11</sup> [http://impetus-pef.org.uk/wp-content/uploads/2013/12/Make-NEETs-History-Report\\_ImpetusPEF\\_January-2014.pdf](http://impetus-pef.org.uk/wp-content/uploads/2013/12/Make-NEETs-History-Report_ImpetusPEF_January-2014.pdf)

<sup>12</sup> <https://www.gov.uk/government/publications/young-people-neet-comparative-data-scorecard>

<sup>13</sup> <https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>

number of young people recorded as NEET had reduced to 86 which is below the national average.

Effective collaboration across the range of services supporting young people towards employment and ensure that they do not become long-term unemployed is needed because the patterns of NEET differ between age groups. Low levels of NEET among 16 and 17 year olds are expected because of the Raising Participation Age. At age 16 2.4% of young people were NEET, dropping to 1.7% for 17 year olds but rising for 18 year olds who are most likely to be NEET.

Early identification and intervention of young people who may become NEET will depend on how well IAG is delivered in schools and the availability of sufficient and suitable provision to match their needs, including high quality vocational study programmes, traineeships and apprenticeships. And an effective re-engagement programme as the final safety net. While there is sufficient capacity to meet the demand for mainstream provision there is a need to monitor the quality and quantity of vocational, alternative provision and special provision to ensure the needs of all students are accommodated.

## **7. Regeneration and development**

A review of the Council's development plan documents, including the Core Strategy (adopted in October 2011) and the Development Management Local Plan (DMLP) (adopted in July 2013), has been undertaken. The review reflects the need to acknowledge new housing targets set by the Mayor of London in the draft further alterations to the London Plan, as well as the need for new policy for the Old Oak Regeneration Area (OORA).

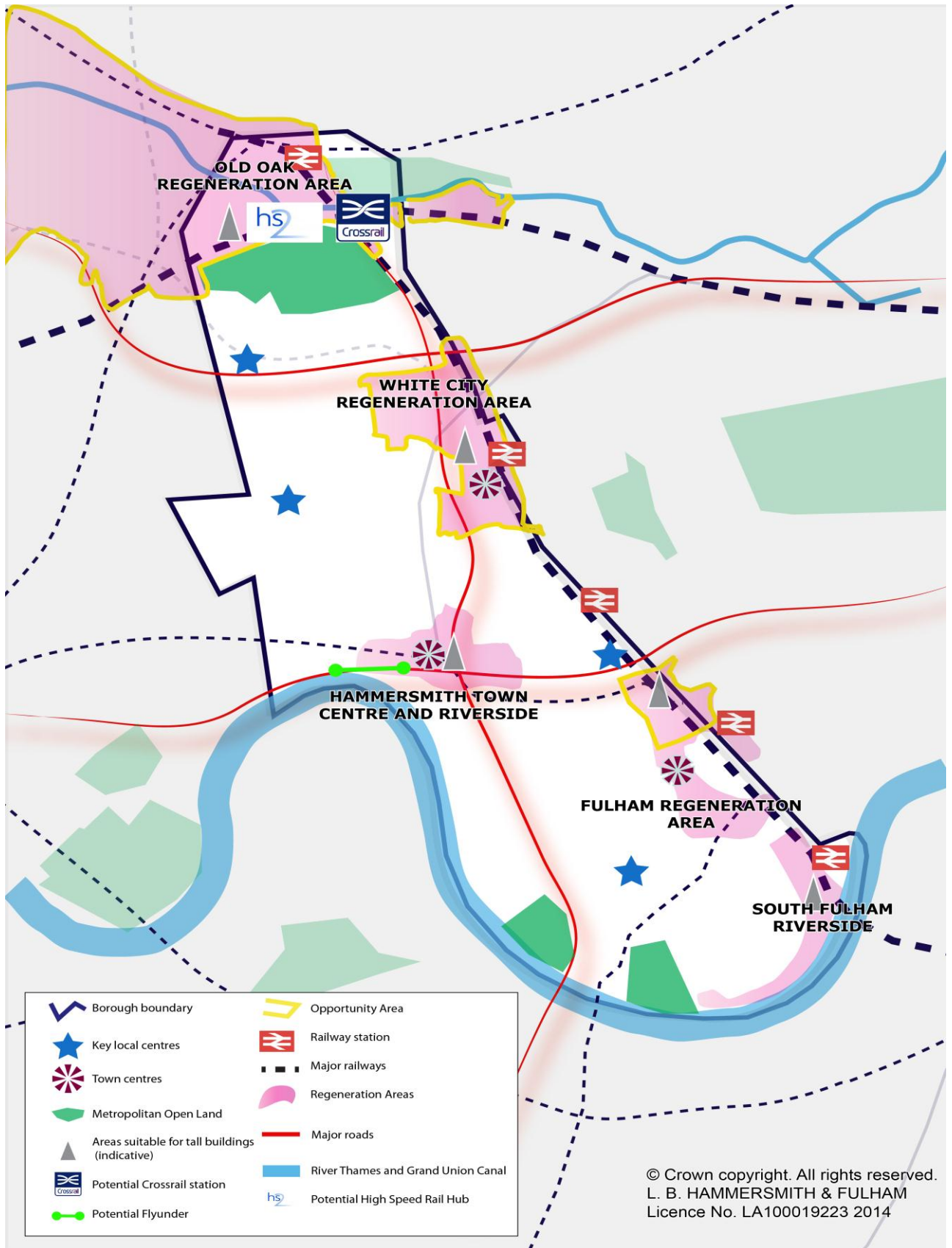
The Council's own draft Local Plan 2014 proposes significant growth in 5 regeneration areas which will result in the need for additional school places (see following tables). The Council has revised its policies for the supply of affordable housing (Borough wide policy HO3). An initial assessment of the 'child yield' resulting from each regeneration area is set out below, based on previous analysis of development impact in the South Fulham and Old Oak areas. For high-level planning purposes, this shows that each development of 1,000 homes requires an average of 0.5-1 FE at primary level and up to 0.5FE at secondary level. In the table below, a broad view has been taken of how the additional demand for school places could be met from developments already in the investment programme, or where new places will need to be provided through expansion or new schools.

As some of the regeneration plans are at a relatively early stage, some broad assumptions have also been made of the size of school required. While the Indicative Housing Targets have a 20 Year lifespan, the School Investment Strategy has a 10 year lifespan, and therefore no detailed consideration is given to the need for school places for years 11-20. However, the design of any new schools will have regard to the need for possible expansion in future years.

The current projected surplus of primary school places will continue beyond 2025, and secondary school places until 2021, and has been noted in this assessment.



# Hammersmith & Fulham Regeneration Map



## North

Area	2015-2020			2020-2025			2025-2035	Total
	No. of dwellings	Child Yield	Solution	No. of dwellings	Child Yield	Solution	No. of dwellings	
White City	1,000	0.5 FE primary, 0.5 FE secondary	Absorb both primary and secondary in existing schools	2,500	2.5 FE primary, 1.0 FE secondary	New provision for both (see comment below)	2,500	6,000
Old Oak	<b>Planning responsibility for Old Oak is now the responsibility of the Mayoral Development Corporation Old Oak Park Royal Development Corporation (OPDC)</b>							

- **White City**

At the start of the 2015/16 academic year St John XXIII RC (formerly Pope John RC) School and ARK Swift Primary Academy expanded to 2 forms of entry and Burlington Danes Academy opened a new 2 FE primary academy on the BDA site to become an all through school.

Although there are no proposed new secondary schools within the development area, Phoenix High School currently has spare places, particularly in Y7, and Burlington Danes Secondary Academy is a popular local school.

Although some schools currently have vacancies, further consideration of secondary provision in H&F will be required.

- **Old Oak**

The Old Oak Park Royal Development Corporation (OPDC) came into force on 1st April 2015. OPDC is now the planning authority for the OPDC Opportunity Area (OA). The Development Infrastructure Funding (DIF) study for Old Oak has been published; schools in the OA include Old Oak, ARK Conway and Wormholt primary schools, and Phoenix High School, all of which may be able to absorb some additional demand for places before new schools are required.

OPDC is in consultation until 31 March 2016 with residents and local authorities in the regeneration zone. Below is the provisional timetable taken from the Old Oak and Park Royal Draft Local Plan. The Council is liaising with advisers to the OPDC to determine the level and funding of new investment for schools.

Years	Development Phase	Delivery Phase	Unit Delivery
0-5	2017 - 2021	1	2,100
6-20	2022 - 2037	2	19,600
20+	2037+ (post plan period)	3	4,000

## South

Area	2015-2020			2020-2025			2025-2035	Total
	No. of dwellings	Child Yield	Solution	No. of dwellings	Child Yield	Solution	No. of dwellings and Child Yield	
<b>Hammersmith Town Centre</b>	200		Absorb within existing schools	600	0.5FE primary	Expand existing schools	2,000	<b>2,800</b>
<b>Fulham Regeneration Area (FRA) – including Earl’s Court</b>	1,500	1FE primary 0.5 FE secondary	New primary provision already secured Absorb within existing secondary schools	2,500	2.5 FE primary 1 FE secondary	New primary provision Expand existing secondary schools	3,000	<b>7,000</b>
<b>South Fulham Riverside</b>	1,500	1 FE Primary 0.5FE Secondary	New provision already secured (with FRA above) Expand	1,500	1 FE primary 0.5FE secondary	Expand existing primary and secondary	1,000	<b>4,000</b>

- **Hammersmith Town Centre and Riverside**

No further major school development is expected in this area.

- **South Fulham Riverside**

The requirement for a new 2FE primary school within the regeneration area and the equivalent of 1FE at secondary level can be met within existing schools where space is currently available, e.g. Sullivan, and Langford primary schools and Thomas’s Academy (New King’s academy converter), and Hurlingham Academy (Hurlingham & Chelsea academy converter) at secondary level.

- **Fulham Regeneration Area (including Earl’s Court)**

Earl’s Court Free School opened as a 1 FE school based in interim accommodation in Hammersmith. Pupil rolls have already been factored into the projections of pupil numbers. The review of the Earl’s Court development proposals will determine a requirement for these places.

## **Investment programme for New Schools**

Where new provision is required, the Council would expect that developer contributions (from s106 or Community Infrastructure Levy), external Government grant (including uncommitted Basic Need allocations) and funding for free schools, will meet the majority of the funding.

- **Planning and Infrastructure Contributions**

The Council is currently holding unallocated s106 funds of £2m for education projects. These funds must be spent in accordance to the individual S106 agreements and within each agreed timescale.

From 6 April 2015 Section 106 Agreements were replaced by the Community Infrastructure Levy (CIL) which is a non-negotiable tax on all new developments which have a net additional floor space of 100 square metres or more, or creates a new dwelling. Section 106 Agreements may be granted in exceptional circumstances if the size or nature of the development has an impact on the community.

H&F's Planning Department has identified Children's Services (Early Years, Schools and Youth) as an area which allows its CIL to be spent on part or all of the cost of provision, improvement, replacement, operation or maintenance under Regulation 123. No contributions have yet been received from CIL under the terms of Regulation R123.

HF is still in the process of finalising its CIL schedule and no contributions have yet been received. The CIL will take at least 18 – 24 months to recoup sufficient revenue for departments to bid for allocations of funds. In the meantime contributions from s106 agreements are still being used for projects in Education.

- **DfE Allocations for Basic Need Provision**

The DfE funding allocations for new school places (Basic Need) are based on statistical returns on projected pupil numbers, supplied by the Council, which are in turn derived from data provided by the GLA.

The pattern of Basic Need Allocations since 2011 is as follows:

2011-12	£19,097,586
Basic Need Allocation 2012-13 Including Additional Allocation of £18.8M from the national £600M pot to address the need for additional places	£33,139,004

Basic Need Allocation 2013 to 2015 (two years)	£8,491,985
Basic Need Allocation 2015-17	NIL
<b>Total</b>	<b>£60,728,575</b>

Spends against pooled Basic Need allocation over time has been as follows:

Primary and secondary schools listed in <b>section 4</b> above	£27,310,000
Queensmill Special School plus Council and other funds towards a total scheme cost of £11M	£2,800,000
Priority condition needs across the portfolio	£7,770,000
Curriculum improvements	£2,302,000
Other works including previous schemes, re-modelling and extensions	£20,546,575
<b>Total</b>	<b>£60,728,575</b>

The Council's Basic Need grant is fully committed and no further Basic Need grant has been allocated for 2018 onwards.

- **Investment in new Free Schools and Academies**

Fulham Boys Free School opened in 2014, in temporary accommodation. A permanent site has been confirmed as the site of the former Fulham Police Station. The new building will offer a sixth form and outstanding facilities.

The West London Free School has just opened its secondary school in Palingswick House. This will enable the primary school to open further year groups in its current accommodation, and continue to house the Earl's Court Free School.

## **12. Investment Programme for Schools**

The investment programme set out above will deliver 1,228 primary places and 405 secondary places over the period 2015 to 2026.

Whilst it is expected that this will provide sufficient primary places during the 10 year period, additional secondary provision will be required by 2021.

The Council will also review its existing school portfolio in collaboration with its Voluntary Aided sector and academy partners, with a view to maximising the potential of each site. It will do this by a programme of reviewing the capacity and condition of buildings in order to target resources most effectively.

Hammersmith & Fulham's policy remains to expand high-performing schools where justified by need, and to enhance the viability of schools by increasing 1.5FE schools to 2.FE schools where possible. The Borough will also seek to improve the quality and suitability of buildings where opportunities are presented within the corporate asset management process.

This Strategy will be revised on an annual basis as the impact of proposed development in the Regeneration Areas, and other demand drivers are confirmed.

Ian Heggs  
Director of Education

Alan Wharton  
Head of Asset Strategy

## **Appendices**

1. Key for School Map Reference
2. Pupil Growth against School Place Shortfall (Primary and Secondary)
3. Cross Border Movement
4. Capacity and Surplus Places (Primary and Secondary)
5. Neighbouring Borough School Place Planning proposals
6. School Place Preference (Primary and Secondary)
7. Ofsted Ratings
8. Glossary of School Types

## Appendix 1: Key for School Reference Map

Hammersmith and Fulham Schools Key for School Reference Map					
	School	Academy Status	DfE Number	Postcode	Map Key
Nursery	Bayonne Nursery		2051059	W6 8PF	1
	James Lee Nursery		2051056	W14 9BH	2
	Randolph Beresford		2051034	W12 7PH	3
	Vanessa Nursery		2051039	W12 9JA	4
Primary	Addison		2052002	W14 0DT	1
	All Saints C of E		2053300	SW6 6ED	2
	Ark Bentworth Academy	Converter	2052045	W12 7AJ	3
	Ark Conway Academy	Academy	2052000	W12 0QT	4
	Ark Swift Academy	Converter	2052003	W12 7PT	5
	Avonmore		2052026	W14 8SH	6
	Brackenbury		2052061	W6 0BA	7
	Burlington Danes Primary Academy	Academy	2056905	W12 0HR	1
	Earls Court Free School	Free School	2052004	W6 0LB	8
	Flora Gardens		2052223	W6 0UD	9
	Fulham		2052286	SW6 1JU	10
	Good Shepherd RC		2053602	W12 9BY	11
	Greenside	Converter	2052913	W12 9PT	12
	Holy Cross RC		2053354	SW6 4BL	13
	John Betts		2053368	W6 0UA	14
	Kenmont		2052350	NW10 6AL	15
	Langford		2052367	SW6 2LG	16
	Larmenier & SH RC		2053649	W6 7BL	17
	Lena Gardens	Converter	2052383	W6 7PZ	18
	Melcombe		2052408	W6 9ER	19
	Miles Coverdale		2052134	W12 8JJ	20
	Normand Croft Community		2053650	W14 9PA	21
	Old Oak		2052444	W12 0AS	22
	Queen's Manor School		2052484	SW6 6ND	23
	Sir John Lillie		2052555	SW6 7LN	24
	St Augustine's RC (H&F)		2053378	W6 8QE	25
	St John XXIII Catholic School*		2053645	W12 7QR	26
	St John's Walham Green C of E		2053463	SW6 6AS	27
	St Mary's		2053529	W14 0LT	28
	St Paul's C of E		2053566	W6 9BP	29
	St Peter's (H&F)		2053578	W6 9BA	30
	St Stephen's C of E (H&F)		2053600	W12 8LH	31
	St Thomas of Canterbury		2053648	SW6 7HB	32
	Sullivan		2052577	SW6 3BN	33
	Thomas's Academy**	Converter	2052309	SW6 4LY	34
	Wendell Park		2052632	W12 9LB	35
	WLFS Primary	Free School	2052001	W6 0DT	36
Wormholt Park		2052660	W12 0SR	37	
New School Name		Former Name			
*St John XXIII RC Primary		Pope John RC Primary			
**Thomas's Academy		New King's Primary			



## Appendix 1: Key for School Reference Map

### Hammersmith and Fulham Schools Key for School Reference Map

	School	Academy Status	DfE Number	Postcode	Map Key
<b>Secondary</b>	Burlington Danes Academy (3-18)	Converter	2056905	W12 0HR	1
	Fulham Boys' Free School	Free School	2054001	W14 9LY	2
	Fulham College Boys'	Converter	2054106	SW6 6SN	3
	Fulham Cross Girls'	Converter	2054315	SW6 6BP	4
	Hammersmith Academy	Academy	2056906	W12 9JD	5
	Hurlingham Academy*	Converter	2054319	SW6 3ED	6
	Lady Margaret	Converter	2054632	SW6 4UN	7
	London Oratory	Converter	2055400	SW6 1RX	8
	Phoenix High School		2054314	W12 0RG	9
	Sacred Heart High School	Converter	2054620	W6 7DG	10
	West London Free School	Free School	2054000	W6 0LB	11
<b>Special Schools</b>	Cambridge		2057204	W12 0SP	1
	Jack Tizard		2057203	W12 7PA	2
	Queensmill		2057014	W14 9LY	3
	Woodlane High School		2057153	W12 0TN	4
<b>Alternative Provision</b>	Bridge AP Academy	Converter	2051101	SW6 6HB	1
	Courtyard AP Academy	Converter	2051106	SW6 2LG	2
	Westside AP:	Free School	2056394	W6 0LT	3
<b>Sixth Form</b>	William Morris 6th Form		2054320	W6 8RB	1
	<b>New School Name</b>	<b>Former Name</b>			
	*Hurlingham Academy	Hurlingham & Chelsea			

## Appendix 2: Primary Growth against Primary Shortfall

Figure 2: Forecast primary pupil growth map 2015/16 to 2019/20



Figure 7: Map of primary shortfall



## Appendix 2: Secondary Growth against Secondary Shortfall

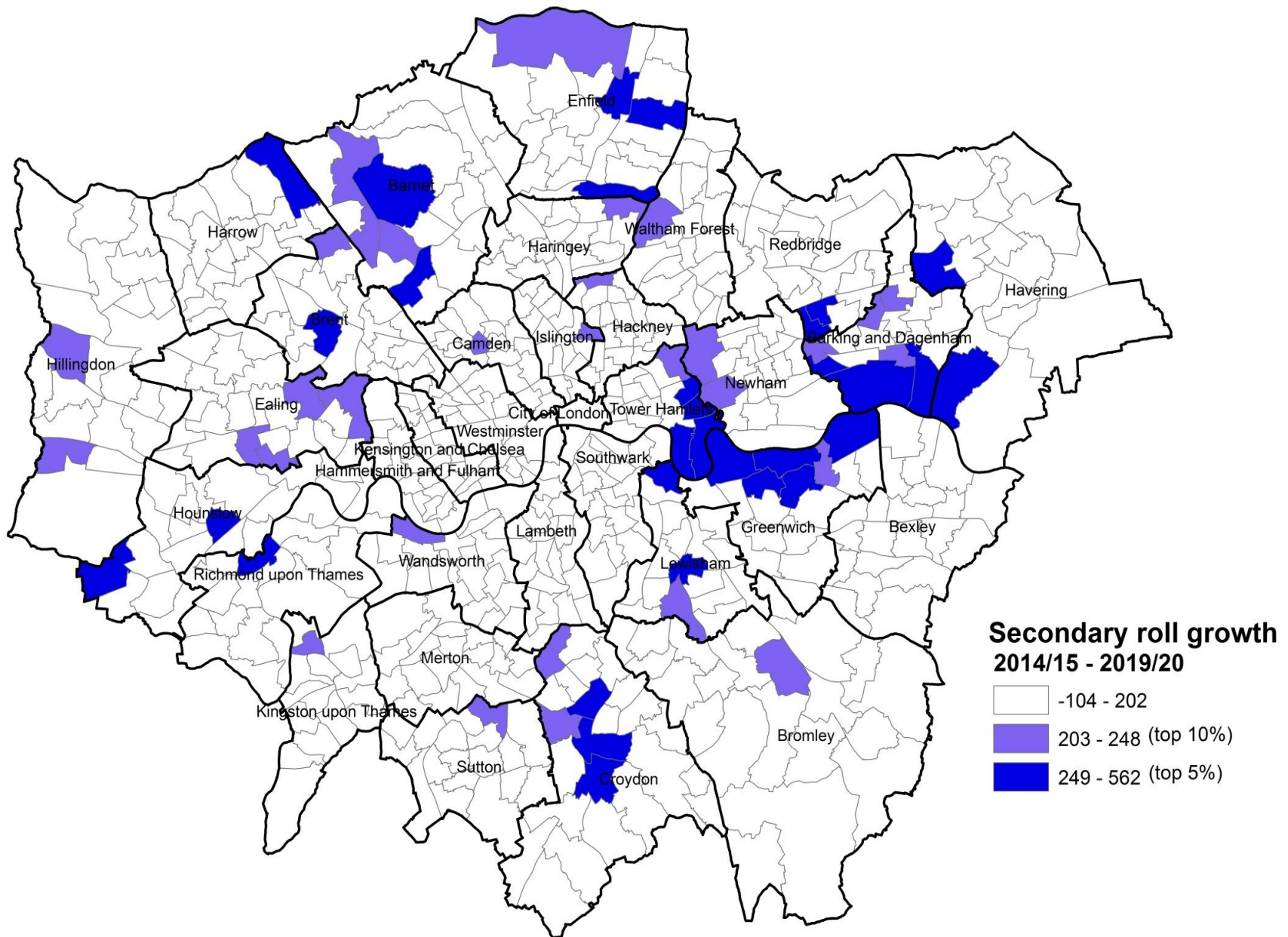
Figure 3: Forecast secondary pupil growth map 2015/16 to 2019/20



Figure 8: Map of secondary shortfall



## Appendix 2: Secondary Pupil Population Growth across London



### Appendix 3: Cross Border Movement

2015	ONS MYE 2014	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Private sector estimate	Pupils residing in other LAs attending LA maintained schools	Pupils attending schools maintained by the LA	% imports	net import/export
Primary	13,739	8,436	848	61%	6%	32%	1,117	9,553	12%	269
Secondary	7,608	3,403	1,754	45%	23%	32%	2,996	6,399	47%	1,242
All	21,347	11,839	2,602	55%	12%	32%	4,113	15,952	26%	1,511
2014	ONS MYE 2014	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Private sector estimate	Pupils residing in other LAs attending LA maintained schools	Pupils attending schools maintained by the LA	% imports	net import/export
Primary	13,739	8,329	865	61%	6%	33%	1,030	9,359	11%	165
Secondary	7,608	3,289	1,780	43%	23%	33%	2,900	6,189	47%	1,120
All	21,347	11,618	2,645	54%	12%	33%	3,930	15,548	25%	1,285
2013	ONS 2013 MYE	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Private sector estimate	Pupils residing in other LAs attending LA maintained schools	Pupils attending schools maintained by the LA	% imports	net import/export
Primary	13255	8,157	820	62%	6%	32%	997	9,154	11%	177
Secondary	7411	3,225	1,890	44%	26%	31%	2,869	6,094	47%	979
All	20,666	11,382	2,710	55%	13%	32%	3,866	15,248	25%	1,156
2012	ONS 2012 MYE	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Private sector estimate	Pupils residing in other LAs attending LA maintained schools	Pupils attending schools maintained by the LA	% imports	net import/export
Primary	12722	8,067	782	63%	6%	30%	971	9,038	11%	189
Secondary	7414	3,138	2,096	42%	28%	29%	2,712	5,850	46%	616
All	20,136	11,205	2,878	56%	14%	30%	3,683	14,888	25%	805
2011	ONS 2011 MYE	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Residents attending LA maintained schools	Residents attending other boroughs maintained schools	Private sector estimate	Pupils residing in other LAs attending LA maintained schools	Pupils attending schools maintained by the LA	% imports	net import/export
Primary	12354	7,911	798	64%	6%	30%	904	8,815	10%	106
Secondary	7558	2,945	2,266	39%	30%	31%	2,705	5,650	48%	439
All	19,912	10,856	3,064	55%	15%	30%	3,609	14,465	25%	545

## Appendix 4: Capacity and Surplus Places

PRIMARY	Pan October 15 YR-Y6	October 15 Roll YR-Y6	Surplus Places	% Surplus Places
Addison	420	379	41	9.8%
All Saints	210	205	5	2.4%
Ark Bentworth	237	180	57	24.1%
Ark Conway	210	149	61	29.0%
Ark Swift	420	327	93	22.1%
Avonmore	208	198	10	4.8%
Brackebury	480	452	28	5.8%
Burlington Danes Primary	60	46	14	23.3%
Earl's Court Primary FS	60	60		
Flora Gardens	270	190	80	29.6%
Fulham	420	296	124	29.5%
Good Shepherd	240	229	11	4.6%
Greenside	210	209	1	0.5%
Holy Cross	440	456		
John Betts	240	238	2	0.8%
Kenmont	210	207	3	1.4%
Langford	315	158	157	49.8%
Larmenier Sacred Heart	420	420		
Lena Gardens	210	156	54	25.7%
Melcombe	420	354	66	15.7%
Miles Coverdale	210	216		
Normand Croft	210	164	46	21.9%
Old Oak	375	327	48	12.8%
Queens Manor	210	199	11	5.2%
Sir John Lillie	420	325	95	22.6%
St John XXIII	210	210		
St. Augustine's	240	257		
St. John's	390	353	37	9.5%
St. Mary's	210	201	9	4.3%
St. Paul's	210	206	4	1.9%
St. Peter's	210	205	5	2.4%
St. Stephen's	300	318		
St. Thomas	405	343	62	15.3%
Sullivan	315	257	58	18.4%
Thomas Academy	210	173	37	17.6%
Wendell Park	450	383	67	14.9%
WLFS Primary	180	179	1	0.6%
Wormholt Park	450	411	39	8.7%
Total Community (+ /-)	5518	4783	735	13.3%
Total VA (+ /-)	5387	4853	534	9.9%
North of Borough	6490	5781	709	10.9%
South of Borough	4415	3855	560	12.7%
<b>Primary Total</b>	<b>10905</b>	<b>9636</b>	<b>1269</b>	<b>11.6%</b>

## Appendix 4: Capacity and Surplus Places

SECONDARY	PAN October 15 Y7-Y11	October 15 Roll Y7-Y11	Surplus Places	% Surplus Places
Burlington Danes	900	889	11	1.2%
Fulham Boys'	300	218	82	27.3%
Fulham College Boys'	765	396	369	48.2%
Fulham Cross Girls'	625	618	7	1.1%
Hammersmith Academy	600	608		
Hurlingham Academy	750	349	401	53.5%
Lady Margaret	570	569	1	0.2%
London Oratory	900	906		
Phoenix High	750	660	90	12.0%
Sacred Heart	795	820		
WLFS	600	594	6	1.0%
Total Community (+/-)	750	660	90	12.0%
Total VA (+/-)	6805	5967	877	12.9%
<b>Secondary Total</b>	<b>7555</b>	<b>6627</b>	<b>928</b>	<b>12.3%</b>

Note:

**Burlington Danes Primary** opened in September 2015 with phased Year entry. A full complement of pupils will be on roll by 2020.

**Fulham Boys Free School** opened in September 2014 with phased Year entry. A full complement of students will be on roll by 2018.

## **Appendix 5: Neighbouring Borough's School Place Programme**

### **Brent Primary Expansion**

**2015** Primary pupil population has increased by 17.68%.from 21,427 in 2008 to 26,028 2015.

Current projections indicate birth rates in Brent have risen in the past 12 months. GLA projections are expected to be revised upward.

Low cost options include additional classes at new Free Schools and recycling bulge classes.

Forecast deficit of primary places in all year groups in Planning Area 1 surplus capacity in other planning areas will meet demand.

**2016** Demand for Reception places is projected to decrease

Temporary provision at Elsley, Leopold and Uxendon Manor schools to become permanent.

Additional Year 1 bulge classes needed

**2017** (2FE) Floreat Primary Alperton opens

(3FE) The Ark Somerville Primary School opens

### **Brent Secondary Expansion**

**2015** A number of Brent Secondary head teachers have expressed interest in collectively sponsoring a new free school and are expected to make an application to the DfE.

**2016** The significant growth in the Primary phase begins to move through to secondary phase.

**2017** Alperton Secondary and Ark Elvin Academy will provide an additional 2FE provision

Gladstone Free School (6FE) hopes to open in a permanent site creating sufficient places until 2020.

**2018** Secondary places demand expected to outstrip supply.

**2022** An additional 18.8 FE, equivalent to 2 or 3 new schools will be required. Additional 12.8 Y7 classes required to meet demand.

### **Camden Primary Expansion**

**2015** Temporary bulge classes at Kingsgate school (2FE), Primrose Hill (1FE) King's Cross Academy (2FE)

Abacus Belsize (1FE) temporary site

**2016** Kingsgate School opens. (2FE).

Hawley Infants becomes a 1FE primary school.

Like for like rebuild Edith Neville School

**2017** Edith Neville School reopens

Abacus Belsize (2FE) moves to permanent site

### **Camden Secondary Expansion**

**2012** UCL opened providing additional phased 6FE starting from Y7, with a provision for post 16 pupils.



## **Appendix 5: Neighbouring Borough's School Place Programme**

**2015** Camden School for Girls increased admission number

**2019** Regent High School will expand by 2FE when additional capacity is required.

### **Ealing Primary Expansion**

**2014** 2FE free school (Floreat Southall) has approval to open in September **2016**, although has not yet secured a site

**2017** Provision of 34.5 forms of entry (FE) in permanent expansions complete. 7FE were provided in four new schools.

### **Ealing Secondary Expansion**

Projected need for 23 additional forms of entry at secondary level by 2019.

**2016** LB Ealing expects to have an overall shortfall in capacity in year 7.

4FE in permanent capacity will be added to Elthorne Park High and Brentside High schools.

Ealing Fields - 4FE free school approved for September 2015 but deferred.

**2017** North Twyford - 6.5FE free school approved for September 2016 but deferred.

Ark Secondary 6FE free school approved for September 2017.

### **Lambeth Primary Expansion**

There is a sufficiency of primary places in the north and expansions are agreed and being put in place for the deficit in the south of the borough.

### **Lambeth Primary Expansion**

**2016** The secondary provision will be in deficit by the 2016/17 academic year.

**2017** Planned 6FE secondary school likely to be open from September.

**2018** Further expansions are proposed for September 2018 onwards.

### **Richmond-Upon-Thames Primary Expansion**

**2015** Richmond Bridge Primary (2FE) and Twickenham Primary (2FE) open both are free schools.

**2017** Recommend 2 schools for expansion in Planning Area 10 (Ham, Petersham and Richmond Riverside).

1FE needed in Planning Area 2 (Teddington / Hampton Wick)

### **Richmond-Upon-Thames Secondary Expansion**

**2015** The Kingston Academy 6<sup>th</sup> Form Free School opened

**2017** Richmond upon Thames College Free School (5FE)

**2018** Turing House to increase admission number from 100 to 150

**2019** Additional places will be required within the eastern half of the borough

## **Appendix 5: Neighbouring Borough's School Place Programme**

### **RBKC Primary Expansion**

**2016** Kensington Primary Academy (1 FE) opens in September.

### **RBKC Secondary Expansion**

No additional school expansions.

### **Southwark Primary Expansion**

**2016** Galleywall City of London Primary Academy opens.

**2017** Completion of extensive rebuilding and expansion programme which has created an additional 425 permanent reception places since 2012.

### **Southwark Secondary Expansion**

**2015** Haberdashers Aske Federation have applied to open a 6FE free school.

**2016** Charter School East Dulwich opens (4FE).

**2018** Charter School East Dulwich expands to 8FE.

### **Westminster Primary Expansion**

No additional school expansions.

### **Westminster Secondary Expansion**

**2016** King Solomon Academy admissions number to increase by 150.places.

Pimlico Academy admissions number to increase by 150 places.

Quintin Kynaston - Bulge class 15 places.

St George's CE admissions number to increase by 75 places.

Westminster City admissions number to increase by 150 places.

## Appendix 6 School Preferences – 2015

Primary School	PAN	All Preferences			1st Preference			Applications per place
		All Preferences	H&F	Other	All	H&F	Other	
Addison	60	122	106	16	31	30	1	2.0
All Saints CofE	30	171	165	6	63	63	0	5.7
ARK Bentworth	30	68	62	6	15	14	1	2.3
ARK Conway Primary	30	189	150	39	58	49	9	6.3
ARK Swift Primary Academy	60	61	60	1	21	21	0	1.0
Avonmore	30	97	76	21	30	23	7	3.2
Brackenbury	60	317	301	16	62	60	2	5.3
Burlington Danes	60	109	82	27	27	20	7	1.8
Earls Court	30	138	118	20	9	7	2	4.6
Flora Gardens	30	100	94	6	12	12	0	3.3
Fulham Bilingual School	28	118	114	4	58	57	1	4.2
Fulham	60	112	102	10	37	34	3	1.9
Good Shepherd RC	30	125	99	26	47	37	10	4.2
Greenside	30	160	149	11	35	34	1	5.3
Holy Cross RC School	60	163	156	7	55	51	4	2.7
John Betts	30	320	288	32	63	60	3	10.7
Kenmont	30	100	14	86	33	12	21	3.3
Langford	45	37	34	3	22	20	2	0.8
Larmenier & SH RC	60	184	167	17	74	70	4	3.1
Lena Gardens	30	102	100	2	18	17	1	3.4
Melcombe	60	156	151	5	43	42	1	2.6
Miles Coverdale	30	136	127	9	32	30	2	4.5
Normand Croft	30	52	51	1	16	16	0	1.7
Old Oak	60	80	69	11	43	37	6	1.3
Queen's Manor	30	99	98	1	26	25	1	3.3
St Augustine's RC	30	142	140	2	55	55	0	4.7
St John XXIII**	60	89	77	12	37	32	5	1.5
St John's Walham Green CofE	60	177	174	3	64	63	1	3.0
St Mary's RC	30	102	98	4	17	16	1	3.4
St Paul's CofE	30	63	61	2	20	19	1	2.1
St Peter's CofE	30	88	55	33	18	12	6	2.9
St Stephen's CofE	60	222	191	31	94	84	10	3.7
St Thomas of Canterbury RC	60	99	95	4	26	25	1	1.7
Sir John Lillie	60	88	87	1	30	30	0	1.5
Sullivan	45	119	114	5	30	29	1	2.6
Thomas Academy*	30	113	109	4	23	23	0	3.8
Wendell Park	60	113	72	41	25	18	7	1.9
West London Free School (Primary)	60	331	281	50	85	79	6	5.5
Wormholt Park	60	117	109	8	44	44	0	2.0
<b>Total</b>	<b>1708</b>	<b>5179</b>	<b>4596</b>	<b>583</b>	<b>1498</b>	<b>1370</b>	<b>128</b>	<b>3.0</b>

## Appendix 6: School Preferences – 2015

Secondary	PAN	Total offers	H&F resident offers	Other borough residents offers	% H&F resident offered a place
Burlington Danes Academy	180	180	114	66	63%
Fulham Boys' School	120	120	88	32	73%
Fulham College Boys'	120	95	70	25	74%
Fulham Cross Girls'	125	120	99	21	83%
Hammersmith Academy	120	120	112	8	93%
Hurlingham Academy	150	115	83	32	72%
Lady Margaret	120	120	72	48	60%
London Oratory	160	160	25	135	16%
Phoenix High	180	150	124	26	83%
Sacred Heart High	165	162	45	117	28%
West London Free School	120	120	85	35	71%
<b>Total</b>	<b>1560</b>	<b>1493</b>	<b>917</b>	<b>545</b>	<b>61%</b>

## Appendix 7: Primary - Current Ofsted Rating

PRIMARY	Ofsted	Judgement	Teach	Lead	Achieve	Behaviour
Addison	Oct-11	G	G	G	G	G
All Saints CE	Jun-11	G	G	G	G	G
Ark Bentworth Academy	Nov-14	G	G	G	G	G
Ark Conway Primary Academy	Jul-13	O	O	O	O	O
Ark Swift Academy	Jul-12	I	I	I	I	RI
Avonmore Primary School	Sep-11	G	G	G	G	O
Brackenbury	Jan-09	O	O	O	O	O
Earls Court Free School						
Flora Gardens	Mar-15	RI	RI	RI	RI	G
Fulham	Sep-12	G	G	G	G	G
The Good Shepherd RC	Apr-14	O	O	O	O	O
Greenside	Oct-14	G	G	O	G	O
Holy Cross RC	Sep-15	G	G	O	G	G
John Betts	Jun-07	O	O	O	O	O
Kenmont	Sep-12	G	G	G	G	G
Langford	Jul-14	RI	RI	RI	RI	G
Larmenier and Sacred Heart Catholic	Feb-15	O	O	O	O	O
Lena Gardens Academy	Jul-09	G	G	G	G	G
Melcombe	Sep-13	O	O	O	O	O
Miles Coverdale	Feb-13	O	O	O	O	O
Thomas's Academy (New King's)	Dec-12	G	G	G	G	G
Normand Croft Community	Oct-14	RI	RI	RI	RI	G
Old Oak	Nov-13	G	G	G	G	G
St John's XXIII (Pope John RC)	May-08	O	O	O	O	O
Queen's Manor	May-12	G	G	G	G	O
Sir John Lillie	Nov-13	RI	RI	RI	RI	RI
St Augustine's Catholic	Jan-07	O	O	O	O	O
St John's CE Walham Green	Dec-12	G	G	G	G	G
St Mary's RC	Nov-14	G	G	G	G	G
St Paul's CE	Apr-15	O	O	O	O	O
St Peter's CE	May-12	G	G	G	G	G
St Stephen's CE	May-11	O	O	O	O	O
St Thomas of Canterbury Catholic	Dec-13	G	G	G	G	G
Sullivan	Mar-15	G	G	G	G	G
Wendell Park	Jan-13	G	G	G	G	G
West London Free Primary Academy	Jun-15	O	O	O	O	O
Wormholt Park	May-13	G	G	G	G	G

**Appendix 7: Secondary - Current Ofsted Rating**

<b>SECONDARY</b>	<b>Ofsted</b>	<b>Judgement</b>	<b>Teach</b>	<b>Lead</b>	<b>Achieve</b>	<b>Behaviour</b>
Burlington Danes Academy	Dec-13	O	O	O	O	O
Fulham College Boys' Academy	Jan-15	G	G	G	G	G
Fulham Boys Free School						
Fulham Cross Girls' Academy	Sep-09	O	G	O	O	O
Hammersmith Academy	Feb-13	G	G	G	G	O
Hurlingham Academy	Feb-14	I	I	I	I	RI
Lady Margaret CE Academy	Sep-11	O	G	O	O	O
London Oratory RC Academy	Mar-09	O	O	O	O	O
Phoenix High	Nov-13	RI	RI	RI	RI	G
Sacred Heart RC High Academy	Jan-09	O	O	O	O	O
West London Free Academy	Jul-13	G	G	G	G	O
<b>Sixth Form</b>						
William Morris	May-13	G	G	G	G	G

## **Appendix 8: Glossary: Definition of schools (GOV.uk)**

### **Overview**

All children in England between the ages of 5 and 16 are entitled to a free place at a state school. Most state schools have to follow the national curriculum. The most common types are:

- **community schools**, controlled by the local council and not influenced by business or religious groups
- **foundation schools**, with more freedom to change the way they do things than community schools
- **faith schools**
- **academies and free schools**, run by a governing body, independent from the local council - and can follow a different curriculum
- **grammar schools**, run by the council, a foundation body or a trust - they select all or most of their pupils based on academic ability and there is often an entrance exam

### **Community Schools**

A community school in England and Wales is a type of state-funded school in which the local education authority (LEA) employs the school's staff, is responsible for the school's admissions and owns the school's estate.

### **Foundation Schools**

Foundation schools are run by an elected governing body, which has authority over what happens inside the school. The governing body not only employs the staff and sets admissions criteria it can also own the land on which the school is situated as well as its buildings. In most cases the land is owned by a charity (or charitable foundation).

### **Faith schools**

There are many different types of Faith schools, e.g. voluntary aided; free schools or academies and each will be associated with its particular religion. Faith schools are run like other state schools in that they follow the national curriculum except for religious studies, where they are free to only teach about their own religion. Anyone can apply for a place as long as the school's admissions criteria are met.

### **Free schools**

Free schools are run on a not-for-profit basis and can be set up by businesses education bodies, parents and charitable organisations and are funded by the government independently of the local council. They don't have to follow the national curriculum and have more control over how the school is operated. Free schools offer 'all-ability' places, so are not able to use academic selection processes like a grammar school.

## **Appendix 8: Glossary: Definition of schools (GOV.uk)**

### **Academies**

Academies are publicly funded independent schools. Academies don't have to follow the national curriculum and can set their own term times. They still have to follow the same protocols relating to admissions, special educational needs and exclusions as other state schools.

### **Trust Schools**

Trust schools have evolved from Foundation schools, in that they have developed a partnership, known as a charitable trust, with an outside body. Although Trust schools are still funded by the state, the land and buildings used by the school will be owned by either the governing body, or the charitable trust.

### **Special schools**

Special schools with pupils aged 11 and older can specialise in 1 of 4 areas of special educational needs:

- communication and interaction
- cognition and learning
- social, emotional and mental health
- sensory and physical needs

Schools can further specialise within these categories to reflect the special needs such as Autistic spectrum disorders, visual impairment or speech, language and communication needs (SLCN).

### **City Technology Colleges**

City Technology Colleges are independent schools in urban areas that are free to attend. CTCs are owned and funded by companies as well as central government and have a particular emphasis on technological and practical skills.


### **State boarding schools**

State boarding schools provide free education but charge fees for boarding. Some state boarding schools are run by local councils, and some are run as academies or free schools.

### **Private schools**

Private schools (also known as 'independent schools') charge fees to attend instead of being funded by the government. Pupils don't have to follow the national curriculum. All private schools must be registered with the government and are inspected regularly. There are also private schools which specialise in teaching children with special educational needs.



<p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>CABINET</b></p> <p style="text-align: center;"><b>6 JUNE 2016</b></p>	
<p><b>STREET LIGHTING CONTRACT EXTENSION</b></p>	
<p><b>Report of the Cabinet Member for Environment, Transport &amp; Resident Services - Councillor Wesley Harcourt</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b> <b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Mahmood Siddiqi, Director for Transport and Highways</p>	
<p><b>Report Author:</b> Anvar Alizadeh Highways Structures Group Manager</p>	<p><b>Contact Details:</b> Tel: 0208 753 3033 E-mail: anvar.alizadeh@lbhf.gov.uk</p>

## 1. EXECUTIVE SUMMARY

- 1.1. The public lighting maintenance term contract expired on 31st March 2016. Submission of this report was delayed due to the extensive time spent in evaluating cost effectiveness of the City of Westminster's framework contract for this service and extended discussions with the incumbent contractor to ensure extension of the existing contract would not impact the available budget allocation for this service .
- 1.2. The Council originally intended to use the Westminster City Council's framework Contract (as we are doing with highway maintenance) but assessment of the rates for this service showed that the Westminster's framework contract is not cost effective. As such officers are recommending to extend the Street Lighting contract with the incumbent contract by one year and join the framework contract with the Royal Borough of Kensington and Chelsea (RBKC).
- 1.3. This report seeks the Cabinet's approval to grant a one year extension to the contract to align both borough's procurement timescales and with the Royal Borough of Kensington and Chelsea (RBKC) and further explore opportunities for allowing new technologies in the new contract.

- 1.4. A separate report has been submitted to the cabinet seeking authority to replace existing lighting with LED fittings which once approved will update the lighting asset of the borough with the most recent lighting technology. The new RBKC's framework contract will accommodate maintenance of the updated lighting system and include other facilities like Wi-Fi, air quality and CMS systems.

## **2. RECOMMENDATIONS**

- 2.1. That the option of one-year extension of the public lighting maintenance contract until 31 March 2017 with Bouygues Energies & Services Infrastructure UK Ltd be approved. (i.e. option 3 of section 6.0 below).

## **3. REASONS FOR DECISION**

- 3.1. A separate report has been submitted to the Cabinet for replacing the lamp columns with LED lighting which once approved will upgrade the lighting assets of the borough in line with the current technology.
- 3.2. The extension of the contract by one year would enable inclusion of provisions of new lighting technology within the new framework contract being drafted by the Royal Borough of Kensington and Chelsea (RBKC) that is planned to be effective as of April 2017.
- 3.3. A similar recommendation was presented to and approved by the relevant Cabinet Member in Royal Borough of Kensington & Chelsea for the street lighting contract.
- 3.4. The maintenance of street lighting is a key function of the council and a decision must be made to enable the officers to deliver this service. The officers consider the recommended option to be the best one available given this facility is permitted within the current contract.

## **4. INTRODUCTION AND BACKGROUND**

- 4.1. The London Borough of Hammersmith & Fulham awarded its Public lighting contract in 2012 to Bouygues Energies & Services Infrastructure UK Ltd. The contract was advertised in the OJEU and was noted within the contract for a period of 34 months with the provision to grant up to three consecutive extensions of 12 months in total. The contract value is approximately £750k per annum respectively, agreed by contractor. In December 2014 a paper was presented by the Director for Transport and Highways which set out the future highways works contracts. It was agreed as part of that paper to extend the existing highway street lighting contract by an additional year in line with the terms of the contract.
- 4.2. The highway Street Lighting Contract has now expired, but the provisions of extending the contract by one year is still possible and the incumbent contractor has agreed to extend. This paper sets out the options available to ensure service continuity and best value for the Council

## 5. PROPOSAL AND ISSUES

- 5.1. The London Borough of Hammersmith & Fulham has traditionally awarded separate term contracts for various types of work on the highway. The contracts are competitively tendered and this arrangement ensures that our contractors are responsive to our work programme and fully familiar with the standard of workmanship expected within the London Borough.
- 5.2. The paper presented in December 2014 set out the future highway works contracts, and recommended that as well as granting an extension to our existing contracts, the London Borough of Hammersmith & Fulham should potentially consider accessing the framework agreement let by Westminster City Council (WCC).
- 5.3. WCC let a number of Highway related framework agreements in 2014; Lot B of which related to Public Lighting. An independent analysis of Lot B concluded that it should not be called off at this stage as the contract rates do not adequately reflect the workmanship and material required neither at Hammersmith & Fulham nor in the Royal Borough (with whom a shared highways function exists). The report also recommended in this fiscal year, we monitor the performance and costs of using the Westminster's framework contractor in order to take a view next year whether to continue to call off Westminster's framework contract or let our own contract for highway works.
- 5.4. We have subsequently continued to explore the WCC framework in comparison and running parallel with our existing contracts as recommended in the previous paper. We have concluded the following:
- 5.5. As WCC framework contract route would not be cost effective, extension of the existing contract by one year would allow alignment of the LBHF's contract procurement with RBKC who are planning for a framework contract to be in place by April 2017.
- 5.6. Furthermore, the technology in lighting and ICT is moving forward and by extending the current contract and aligning LBHF's procurement with RBKC's framework contract, opportunities can be explored to include for the new technologies (i.e. Wifi, Air Quality and Control Management Systems) in the proposed RBKC's framework contract.
- 5.7. The opportunities for social value, local economic and community benefits together with demonstrate recruitment local people and local services for delivery of the Service will be explored as part of the new RBKC contract.
- 5.8. The WCC framework contractor has not been able to provide the service and expertise expected for our highway works

## 6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. **Option 1- Do nothing.** The Highway Lighting Maintenance contract has now expired which will affect the department's ability to deliver our services in

particular the public lighting maintenance programme and capital projects after March 2016. We have assessed Transport for London's LoHAC and WCC's framework contract and concluded these would not be beneficial for these services at present in the Royal Borough.

- 6.2. **Option 2- Retender the contract that expires in 2016.** Continued analysis of the existing framework and the future direction of WCC framework have meant that the shared services highways function are not in a position to repackage the sovereign borough contracts in time for April 2016. In the absence of calling off from the Lot B of the WCC framework agreement the only other option has been to consider another framework agreement that is open to London boroughs. Currently no other suitable framework contract is available for LBHF to sign to.
- 6.3. **Option 3- Extend the Public Lighting Maintenance contracts that finishes in 2016 by one year.** There is an optional provision in the existing contracts to award an extension. This will allow time for a new contractual arrangement to be developed by RBK&C which could also be utilised by both councils (LBHF & RBK&C) and accommodate for provision of technological advances in the contract.

## **7. CONSULTATION**

- 7.1. Not applicable. No consultation is required. This is a contractual matter.

## **8. EQUALITY IMPLICATIONS**

- 8.1. There are no equality implications in this report

## **9. LEGAL IMPLICATIONS**

- 9.1. The Director of Legal Services comments that the Council may extend a Contract in accordance with its advertised terms. The Highways Department has advised that the contract was advertised in OJEU and that the advert included an option for an extension of up to twelve months. This is compliant with Regulation 72 (1) (a) of the Public Contracts Regulations 2015 which allows for a contract to be extended where such an extension was provided for in the original procurement documents
- 9.2. The contract extension may be approved by Cabinet in accordance with CSO 20.3 (c) (total value of variation is £100,000 or more).
- 9.3. Implications verified/completed by: Margaret O'Connor, Senior Solicitor, Tri-Borough Legal Service (tel: 020 7641 2782)

## **10. FINANCIAL AND RESOURCES IMPLICATIONS**

- 10.1. This contract is paid for by revenue and capital budgets within TTS which will continue to be the case. Other departments also call on the services provided for in this contract and have their own budgets in place to do this.

- 10.2. An extension of the contract will therefore have no financial implications for the Council.
- 10.3. Implications verified/completed by: (Gary Hannaway, Head of Finance, Telephone No. 0208 753 6071).

## **11. IMPLICATIONS FOR BUSINESS**

- 11.1. There are no opportunities for local businesses to bid or get involved when extending this contract for one year.
- 11.2. However, the new contract being currently drawn up by RBKC which will be called on when existing contract expires should include provisions for social value, local economic and community benefits.
- 11.3. The new RBKC contract in final draft has broken down the scope of works to 6 smaller lots to enable bids from SMEs and 3<sup>rd</sup> sector organisations giving opportunities to local businesses to tender for the contract.
- 11.4. One of the criteria to be considered as part of the new RBKC contract would for tenderers to demonstrate recruitment local people and local services for delivery of the Service
- 11.5. Implications verified by: Antonia Hollingsworth, Principal Business Investment Officer, Tel.: 020 8753 1698

## **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 our 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 There are no procurement related issues as the existing contract has provision for optional extensions. The Commercial & Procurement Team will be working with

the shared services highways department with view to tendering new arrangements to begin in April 2017.

- 13.2 Implications verified/completed by: Alan Parry, Interim Head of Procurement (Job-share) – telephone 020 8753 2581.

### **13. IT STRATEGY IMPLICATIONS**

- 13.1 There are no IT Strategy implications in extending this contract for one year.
- 13.2 The new contract being currently drawn up by RBKC which will be called on when existing contract expires should include the ability to deliver new technology attached to street furniture as this technology matures, such as WiFi and Internet access. The direction of travel is that street furniture is likely to be involved in the Internet of Things style data collection in the future.
- 13.3 The scope of the new RBKC contract procurement should review extending the procurement to WCC which would deliver the potential of future convergence on similar street furniture technology across all three councils.
- 13.4 Implications verified/completed by: Veronica Barella, Head of Business Partnering, Shared ICT service. Tel x2927

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

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

**LIST OF APPENDICES: None**

## NOTICE OF CONSIDERATION OF A KEY DECISION

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Cabinet hereby gives notice of Key Decisions which it intends to consider at its next meeting and at future meetings. The list may change between the date of publication of this list and the date of future Cabinet meetings.

## NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Cabinet also hereby gives notice in accordance with paragraph 5 of the above Regulations that it intends to meet in private after its public meeting to consider Key Decisions which may contain confidential or exempt information. The private meeting of the Cabinet is open only to Members of the Cabinet, other Councillors and Council officers.

Reports relating to key decisions which the Cabinet will take at its private meeting are indicated in the list of Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the decision should instead be made in the public Cabinet meeting. If you want to make such representations, please e-mail Katia Richardson on [katia.richardson@lbhf.gov.uk](mailto:katia.richardson@lbhf.gov.uk). You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

## KEY DECISIONS PROPOSED TO BE MADE BY CABINET ON 6 JUNE 2016 AND AT FUTURE CABINET MEETINGS UNTIL OCTOBER 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](mailto:katia.richardson@lbhf.gov.uk)*

## **Access to Cabinet reports and other relevant documents**

Reports and documents relevant to matters to be considered at the Cabinet's public meeting will be available on the Council's website ([www.lbhf.org.uk](http://www.lbhf.org.uk)) a minimum of 5 working days before the meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

## **Decisions**

All decisions taken by Cabinet may be implemented 5 working days after the relevant Cabinet meeting, unless called in by Councillors.

## **Making your Views Heard**

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

### **LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2015/16**

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

*Key Decisions List No. 44 (published 5 May 2016)*



## KEY DECISIONS LIST - CABINET ON 6 JUNE 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 <i>(other relevant documents may be submitted)</i>
<b>6 June 2016</b>				
Cabinet	6 Jun 2016	<p><b>School Organisation &amp; Investment Strategy 2016</b></p> <p>Updated school roll projections and capital investment programme.</p>	Cabinet Member for Children and Education	<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>
	Reason: Affects 2 or more wards		Ward(s): All Wards	
		Contact officer: Ian Heggs Tel: 020 7745 6458 ian.heggs@lbhf.gov.uk		
Cabinet	6 Jun 2016	<p><b>Street lighting contract extension</b></p> <p>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.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a</p>	Cabinet Member for Environment, Transport & Residents Services	<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>
	Reason: Expenditure more than £100,000		Ward(s): All Wards	
		Contact officer: Anvar Alizadeh Tel: 020 8753 3033 anvar.alizadeh@lbhf.gov.uk		

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	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> )
		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	6 Jun 2016  Reason: Affects 2 or more wards	<p><b>ICT Transition phase 5 - transfer of specialised services from HFPB to the council and/or new service providers</b></p> <p>ICT Transition phase 5 - transfer of specialised services from HFPB to the Council and/or new service providers</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for 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.
Cabinet	6 Jun 2016  Reason: Affects 2 or more wards	<p><b>ICT Transition phase 6 - procurement and implementation of print services</b></p> <p>ICT Transition phase 6 - procurement and implementation of print services</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information)</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.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision <b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>	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> )
		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.		
<b>4 July 2016</b>				
Cabinet	4 Jul 2016  Reason: Expenditure more than £100,000	<b>Community Asset Proposal</b>  Report seeking authority to secure and protect the use of properties for community use  <b>PART OPEN</b>  <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Finance, Cabinet Member for Social Inclusion  Ward(s): All Wards  Contact officer: Sue Spiller Tel: 020 8753 2483 sue.spiller@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	4 Jul 2016  Reason: Income more than £100,000	<b>Lilla Huset</b>  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.  <b>PART OPEN</b>  <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances	Cabinet Member for Finance  Ward(s): Hammersmith Broadway  Contact officer: Nigel Brown, Lzhar Haq Tel: 020 8753 2835, Tel: 020 8753 2692 Nigel.Brown@lbhf.gov.uk, lzhar.haq@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> )
		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Cabinet	4 Jul 2016  Reason: Affects 2 or more wards	<p><b>ICT Transition phase 4 - Authority to execute ICT contract novations to the council and new service providers</b></p> <p>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&amp;F Bridge Partnership service management contract.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Cabinet Member for 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	4 Jul 2016  Reason: Affects 2 or more wards	<p><b>Guidance For Assessing Young People Aged 19 And Above For Continuing In Education With An Education Health And Care Plan</b></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	4 Jul 2016	<b>Development of a Resource Centre for Disabled Children at the Queens Manor site</b>	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	<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><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	<p>Ward(s): Palace Riverside</p> <p>Contact officer: David Mcnamara, Elizabeth Hibbs Tel: 020 7361 3044 David.Mcnamara@lbhf.gov.uk, elizabeth.hibbs@rbkc.gov.uk</p>	
Cabinet	4 Jul 2016	<b>Extension of the existing contract for the social care case management system</b>	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	<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><b>PART OPEN</b></p> <p><b>PART PRIVATE</b></p>	<p>Ward(s): All Wards</p> <p>Contact officer: David Evans, Brian Vallis Tel: 020 8753 2154, david.evans@lbhf.gov.uk, Brian.Vallis@rbkc.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 (other relevant documents may be submitted)
		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	4 Jul 2016  Reason: Expenditure more than £100,000	<b>Recommissioning of the Community Independence Service</b>  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.	Cabinet Member for Health and Adult Social Care  Ward(s): All Wards  Contact officer: Liz Bruce Tel: 020 8753 5001 liz.bruce@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
Cabinet	4 Jul 2016  Reason: Affects 2 or more wards	<b>Economic Development and Growth Strategy</b>  Economic Development and Growth Strategy	Cabinet Member for Economic Development and Regeneration  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	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	4 Jul 2016  Reason: Affects 2 or more wards	<b>Hammersmith &amp; Fulham Arts Strategy 2015 - 2022</b>  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	Cabinet Member for Economic Development and Regeneration  Ward(s): All Wards  Contact officer: Donna Pentelow Tel: 020 8753 2358 donna.pentelow@lbhf.gov.uk	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background

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)
		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.		papers to be considered.
Cabinet	4 Jul 2016  Reason: Expenditure more than £100,000	<b>Award of Tree Maintenance Contract</b>  Award of term contract for the maintenance of the council's trees along streets, in parks and housing estates and open spaces.  <b>PART OPEN</b>  <b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	Cabinet Member for Environment, Transport & Residents Services  Ward(s): All Wards  Contact officer: Ian Hawthorn, Gavin Simmons Tel: 020 8753 3058, ian.hawthorn@lbhf.gov.uk, gavin.simmons@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  Full Council	4 Jul 2016  20 Jul 2016  Reason: Affects 2 or more wards	<b>Hammersmith &amp; Fulham Local Plan: Proposed submission</b>  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.  The report notes that after consideration of representations received during public consultation, the Local Plan will be submitted to the Secretary of State	Cabinet Member for Environment, Transport & Residents Services  Ward(s): All Wards  Contact officer: Trevor Harvey  trevor.harvey@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)
		along with a number of other submission documents identified in the Regulations for independent examination expected in Autumn 2016.		
Cabinet	4 Jul 2016	<p><b>Geographical Information Systems – platform consolidation</b></p> <p>Shared ICT service proposal to replace three existing separate GIS platforms with a single hosting platform and licence agreement, managed by the shared ICT service.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	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: Income more than £100,000		Ward(s): All Wards	
<b>5 September 2016</b>				
Cabinet  Full Council	5 Sep 2016	<p><b>Libraries Future Delivery And Saving</b></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	



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	5 Sep 2016	<p><b>Emission Linked Parking Permits</b></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> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b> Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	Cabinet Member for Environment, Transport & Residents Services	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	

**10 October 2016**

Cabinet	10 Oct 2016	<p><b>LBHF Older People's Housing Strategy</b></p> <p>Report setting out framework and direction of travel for older people's housing.</p>	Cabinet Member for Housing	A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	10 Oct 2016	<p><b>Award report from Genito-Urinary Medicine</b></p> <p>The report recommends award to the winning tenderer following procurement process.</p> <p><b>PART OPEN</b></p> <p><b>PART PRIVATE</b></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
	Reason: Expenditure more than £100,000		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.	Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents	Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )
		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.	Tel: 0207 361 2418, Tel: 020 8753 5359 gaynor.driscoll@rbkc.gov.uk  Nicola.Lockwood@lbhf.gov.uk	background papers to be considered.